

FY 2023/24 and FY 2024/25

Proposed Operating Budget

City of Santa Clara

The Center of What's Possible

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April 28, 2023

Honorable Mayor, City Council and Residents of Santa Clara,

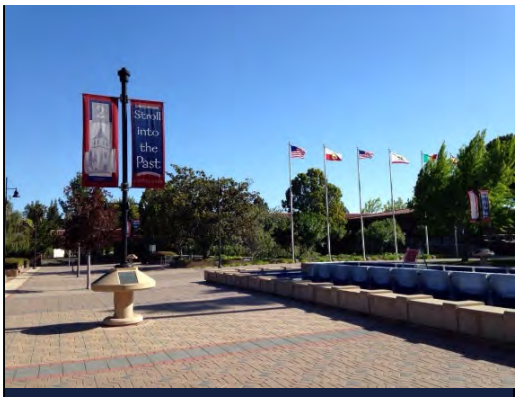
The Proposed Biennial Operating Budget for fiscal years (FY) 2023/24 and 2024/25 is presented for consideration and continues the biennial budget process that alternates between an operating and capital budget. This year's budget focuses on our day-to-day operations that support vital City services. Amendments to the FY 2023/24 capital budget are also included.

As part of the budget deliberation process, two City Council study sessions are scheduled for May 9, 2023 and June 6, 2023 before the public hearing and planned budget adoption on June 27, 2023.

For FY 2023/24, the Proposed Operating Budget totals $1.1 billion. The enterprise funds that are used to manage the City's utilities (Silicon Valley Power, water, sewer, and solid waste) represent the largest share of the budget at 54.3%. The General Fund budget totals $280.8 million, or 17.5% of the budget, and is used to fund many direct services, such as police and fire public safety services, libraries, parks, community centers, and streets maintenance.

Over the past few years, there have been significant financial challenges stemming from COVID-19. This necessitated General Fund budget balancing actions starting in FY 2020/21 and continued over the past three years. A combination of strategies has been used to address the budget deficits, including the use of one-time reserves and federal stimulus funds, new revenues, and expenditure reductions. This multi-pronged approach has balanced the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community. It has also allowed time for General Fund revenues to recover.

This strategy has positioned the City well for the FY 2023/24 and FY 2024/25 Proposed Biennial Budget that solves a smaller projected General Fund deficit.



Budget Milestones:

April 28: Release of Proposed Budget

May 9: City Council Study Session on Proposed Budget

June 6: City Council Study Session on Proposed Budget

June 27: Public Hearing and Adoption of FY 2023/24 and FY 2024/25 Biennial Operating Budget and Amendments to the FY 2023/24 Capital Budget

July 1: Start of Fiscal Year 2023/24

The City' s financial position has significantly improved since the adoption of the FY 2022/23 budget. The latest Ten-Year General Fund Forecast shows smaller deficits of $8.0 million and $8.9 million in FY 2023/24 and FY 2024/25. This is well below the $27 million deficit projected in June 2022 and reflects stronger revenue growth in several areas as summarized in the *Ten-Year Financial Forecast and Economic Outlook* discussion below and described in further detail in the *Ten-Year Financial Forecast* section of this document. While the financial picture is much better, it is important to note that significant economic uncertainty and the risk of a recession persists.

General Fund Budget Balancing Strategy



The Proposed Budget continues the multi-pronged approach to solve the deficit with new revenues, one-time and ongoing expenditure savings, and use of reserves. Based on the improved financial position, this budget preserves services with fewer reductions necessary. The expenditure reductions limit direct service impacts, with the goal of stabilizing the services residents access on a regular basis as the organization continues to recover from the COVID-19 service disruptions. As part of this recovery, the City continues to fill vacant positions, which will result in an overall improvement to the services the City provides with the funding included in this budget.

Total Budget Overview

The expenditures in the FY 2023/24 Proposed Budget total $1.5 billion and reflect an increase of 12% from the FY 2022/23 Adopted Budget. In FY 2024/25, the budget decreases to $1.2 billion as a result of one-time Electric Utility and Sewer Utility debt issuances anticipated in FY 2023/24 for capital projects. The issuance of debt financing is also the primary reason the FY 2023/24 Proposed Budget is above the FY 2022/23 Adopted Budget of $1.33 billion. Table 1 summarizes the total proposed budgets by fund group.

Table 1: FY 2023/24 and FY 2024/25 Proposed Budget

Table 1: FY 2023/24 and FY 2024/25 Proposed Budget			
Fund Type	**FY 2022/23 Adopted Budget**	**FY 2023/24 Proposed Budget**	**FY 2024/25 Proposed Budget**
General Fund	$272,355,355	$280,773,558	$287,458,968
Special Revenue Funds	28,469,289	38,411,889	37,111,226
Enterprise Funds	815,864,620	872,344,414	968,035,945
Internal Service Funds	42,429,153	38,850,861	41,629,602
Debt/Other	19,846,647	374,983,049	40,658,134
Less (Transfers, Contributions, and Reserves)*	(203,142,482)	(509,709,569)	(247,780,561)
Subtotal Operating Budget	**$975,822,582**	**$1,095,654,202**	**$1,127,113,314**
Capital Funds	$357,380,666	$396,879,114	$108,385,754
Less (Transfers, Contributions, and Reserves)*	(1,454,000)	(1,588,205)	(1,454,000)
Subtotal Capital Budget	**$355,926,666**	**$395,290,909**	**$106,931,754**
Total Budget	**$1,331,749,248**	**$1,490,945,111**	**$1,234,045,068**

* Adjusts for transfers, contributions and reserves to avoid double counting of the same funds (e.g., internal service funds are excluded)

The FY 2023/24 and FY 2024/25 Proposed Budget incorporates actions to bring the budget into balance, particularly in the General Fund that represents approximately one-fifth of the total budget. Staff has carefully analyzed all department budget proposals, considering the fiscal year projected resources, anticipated service impacts to Santa Clara residents and businesses, and City Council goals, principles and priorities. The Proposed Budget also factors in recommended changes to FY 2023/24 capital projects, including a street trees replacement project funded by the General Fund Capital Projects Reserve as well as those funded by other funds.

Guiding Framework

The City Council has adopted the following Council Strategic Pillars:

1. Promote and Enhance Economic, Housing and Transportation Development
2. Deliver and Enhance High Quality Efficient Services and Infrastructure
3. Enhance Community Sports and Recreational and Arts Assets
4. Enhance Community Engagement and Transparency
5. Ensure Compliance with Measure J and Manage Levi's Stadium
6. Manage Strategically Our Workforce Capacity and Resources
7. Promote Sustainability and Environmental Protection

The City Council adopts a set of Budget Principles each year. These Budget Principles provide a general framework and approach for developing the City's budget, ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions. These principles are generally consistent with those approved last year with the Budget Stabilization Reserve (BSR) continuing to be set at a minimum of 15% of expenditures; this is an exception to the Council policy that would set the BSR at 25% of expenditures. These principles are incorporated as part of the actions considered in this Proposed Budget. The FY 2023/24 Budget Principles can be found in the ***Budget and Fiscal Policies*** section of this document.

Summary of Budgeted Positions

The FY 2023/24 Proposed Budget reflects a net addition of 22.25 positions from the FY 2022/23 Adopted Budget level as shown in Table 2 below. Almost all of the changes are Base Budget adjustments, which reflect position changes previously approved by the City Council at a separate City Council meeting. The FY 2023/24 Base Budget adjustments include the following: the addition of 18.0 Firefighter positions funded by the SAFER grant during FY 2022/23; the addition of 10.0 positions funded by SVP, including 8.0 in the Electric Utility Department, 1.0 in the Human Resources Department, and 1.0 in the Finance Department; the addition of 5.0 development funded positions, including 3.0 in the Community Development Department and 2.0 in the Fire Department; the change of an Office Specialist position in the Library from 0.5 to 0.75 FTE and the change of two part-time (0.5 FTE) Librarian positions to one full-time (1.0 FTE) Librarian position; and the freezing of 7.0 positions funded by the Related development based on discussions with Related.

The FY 2023/24 Proposed Budget includes the reduction of 4.0 positions (3.0 frozen positions and 1.0 elimination). In FY 2024/25, the addition of 4.0 positions in the Community Development Department is proposed to support development activity.

The changes by department are described in further detail in Table 2 below and in each department section of this document.

Table 2: Summary of Position Changes (All Funds)

Summary of Position Changes (All Funds)	
FY 2022/23 Budget	**1,127.00**
Base Budget Changes (Fire SAFER Grant firefighter positions)	18.00
Base Budget Changes (SVP Funded)	10.00
Base Budget Changes (Development Fee Funded)	5.00
Base Budget (Other Changes)	0.25
Base Budget Changes (freeze Related-funded positions)	(7.00)
Proposed Budget Changes - General Fund Reductions	(4.00)
FY 2023/24 Budgeted Positions	**1,149.25**
FY 2024/25 Proposed Additional Positions (Building Fee Funded)	4.00
FY 2024/25 Budgeted Positions	**1,153.25**

The following table below summarizes the budgeted position changes by department. A detailed summary of Base Budget position changes can be found in the Department sections of this document.

Table 3: Summary of Funded Positions by Department

Department	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	Change	FY 2024/25 Proposed
Mayor and City Council	9.00	9.00	10.00	1.00	10.00
City Attorney	8.00	8.00	7.00	(1.00)	7.00
City Auditor	3.00	3.00	2.00	(1.00)	2.00
City Clerk	6.00	7.00	7.00	0.00	7.00
City Manager	12.50	12.50	11.30	(1.20)	11.30
Community Development	72.00	73.00	75.00	2.00	79.00
Electric Utility	198.00	214.00	222.00	8.00	222.00
Finance	68.75	69.75	70.75	1.00	70.75
Fire	154.50	155.50	173.50	18.00	173.50
Human Resources	14.00	15.00	15.00	0.00	15.00
Information Technology[1]	6.00	6.00	6.00	0.00	6.00
Library	42.50	42.50	42.75	0.25	42.75
Non-Departmental[2]	6.50	6.50	5.70	(0.80)	5.70
Parks and Recreation	77.75	77.75	77.75	0.00	77.75
Police	221.0	231.0	231.0	0.00	231.0
Public Works	122.5	123.5	119.5	(4.00)	119.5
Water and Sewer Utilities	73.00	73.00	73.00	0.00	73.00
Total	**1,095.00**	**1,127.00**	**1,149.25**	**22.25**	**1,153.25**

[1]The IT Department partners with a service provider to meet citywide technology needs.
[2]The City Manager's Office also oversees the Non-Departmental functions (e.g., citywide administration, Stadium Authority support, communications, community/special programs and initiatives, economic/real estate development, State and federal legislative coordination, etc.).

Ten-Year Financial Forecast and Economic Outlook

The Ten-Year General Financial Forecast (Forecast) provides policy makers and the public an updated assessment of the City's fiscal health and serves as a strategic planning tool to assist the City Council, staff, and the public with decision-making as they work to adopt the budget and consider long-term financial strategies for the City. The Forecast also identifies known risk factors and vulnerabilities, and it provides a foundation for evaluating priorities and understanding trade-offs moving forward.

The Forecast compares anticipated ongoing General Fund revenues with base expenditures, which include the projected costs of providing the current level of service. Individual projections of revenues and expenditures are developed based on trend analyses, input from available economic reports, consultant recommendations, departments, updated salary and benefit information, and non-personnel costs. The most current information available is incorporated into the Forecast.

As shown in Table 3 below, this Forecast shows a General Fund shortfall of $8.0 million in FY 2023/24 and $8.9 million in FY 2024/25, with the projected deficit reaching a high of $15.0 million in FY 2028/29 and a low of $7.5 million in FY 2033/34. The projected shortfall of $8.0 million in FY 2023/24 is equivalent to 2.8% of forecasted expenditures.

Table 4: Summary of Funded Positions by Department

FY 2024-2034 General Fund Ten-Year Financial Forecast ($ in millions)											
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Projected Revenues	$272.6	$284.9	$297.3	$309.0	$321.2	$333.3	$346.5	$359.7	$373.5	$387.8	$402.7
Projected Expenditures	$280.6	$293.8	$308.2	$320.8	$332.7	$348.3	$360.5	$373.9	$383.3	$396.4	$410.2
Cumulative (Shortfall)/ Surplus	($8.0)	($8.9)	($10.9)	($11.8)	($11.5)	($15.0)	($14.0)	($14.2)	($9.8)	($8.6)	($7.5)
% of Expenses	2.8%	3.0%	3.5%	3.7%	3.5%	4.3%	3.9%	3.8%	2.5%	2.2%	1.8%

Note: The Forecast does not include the cost to address unmet/deferred infrastructure needs, the cost to fully fund public safety equipment replacement, additional contributions to reserves (Budget Stabilization Reserve, Capital Projects Reserve, Pension Reserve), one-time funding sources, and one-time expenditure needs.

This Forecast reflects a significant improvement from the $27 million General Fund deficit projected in June 2022. This improvement is due to stronger revenue growth in areas such as Property Tax ($6 million), the SVP Transfer ($6 million), the voter approved Business Tax update ($5 million), and the Transient Occupancy Tax accelerated recovery ($2 million). While a structural deficit remains, long-term revenue and expenditure growth are in closer alignment as a result of this stronger revenue performance.

The Forecast, however, does not address significant one-time capital infrastructure needs. Historically, the City

has funded many of capital infrastructure and equipment needs with one-time funds on a pay-as-you-go basis. The use of one-time funds as the funding mechanism for capital improvements and various equipment that rely on the General Fund creates challenges. The lack of sufficient one-time funding has resulted in a backlog of unmet/deferred infrastructure needs. Staff will continue to evaluate potential options to create capacity to address those funding needs.

While the Forecast has improved, there are various factors that could have potential positive or negative impacts on the Forecast. These include:

- Economic slowdown/recession;
- Re-assessment of properties for property tax purposes;
- State/federal legislative changes and legal challenges;
- Labor costs outside the budget assumptions;
- CalPERS actuarial changes or reform actions;
- Unanticipated critical capital/infrastructure needs; and
- Maintenance impacts and timing of development projects.

Economic Outlook

The budget is presented in a time where significant economic instability is forecasted for the second half of 2023. The assumptions incorporated into the City's budget factor in the analysis provided by the UCLA Anderson Forecasts. These Forecasts are issued quarterly and provide national and State economic outlooks. Economic indicators are mixed, and there is a tremendous amount of uncertainty forecasted for later this calendar year. Given this level of uncertainty, both the December 2022 and March 2023 UCLA Anderson Forecasts presented a two-scenario approach: recession scenario and no recession scenario. The recession scenario predicts a recession occurring at the end of 2023, where "inflation would have continued to run hot if not for aggressive Federal Reserve action. In this scenario, the Federal Reserve forces a mild recession and accepts an economic contraction and higher unemployment to combat inflation." In the no recession scenario, "economic growth slows but remains positive, inflation ebbs, labor markets remain robust, and the Federal Reserve takes a less aggressive approach to monetary policy tightening".[1]



Source: UCLA Anderson Forecast and U.S. Bureau of Economic Analysis

[1] UCLA Anderson Forecast, March 2023, Recession or No Recession? That is the Question

This uncertainty is also reflected in the February 2023 National Association for Business Economics (NABE) Outlook Survey, which found significant divergence regarding the outlook for the U.S. economy. "Estimates of inflation-adjusted gross domestic product or real GDP, inflation, labor market indicators, and interest rates are all widely diffused, likely reflecting a variety of options on the fate of the economy – ranging from recession to soft landing to robust growth."[2]

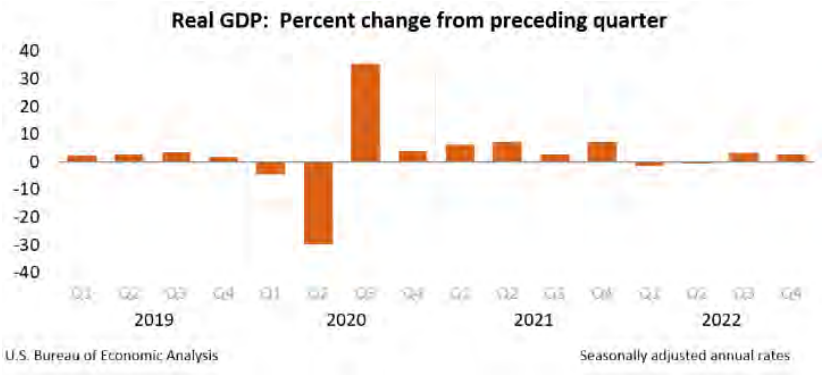
Given this uncertainty, there is greater risk for variances in the economically sensitive revenues, such as Sales Tax, Transient Occupancy Tax and Property Tax. This Forecast assumes moderate economic growth in these areas, with Transient Occupancy Tax continuing to improve from the severe COVID-19 impacts. Adjustments may be necessary in future Forecasts depending on actual economic performance.

Employment data has remained positive with low unemployment rates. On a national level, the unemployment rate was 3.6% in February 2023. This rate was well below the record setting high of 14.7% in April 2020, and slightly above the pre-pandemic unemployment rate of 3.5%.

U.S. Civilian Unemployment Rate, seasonally adjusted



Note: shaded area represents recession, as determined by the National Bureau of Economic Research
Source: U.S. Bureau of Labor Statistics



In the fourth quarter 2022 second estimate, the Gross Domestic Product (GDP) increased at an annual rate of 2.7%, following a GDP increase of 3.2% in the third quarter. The GDP decelerated in the fourth quarter compared to the third due to downturns in exports, State and local government spending as well as a slowing in consumer spending.[3]

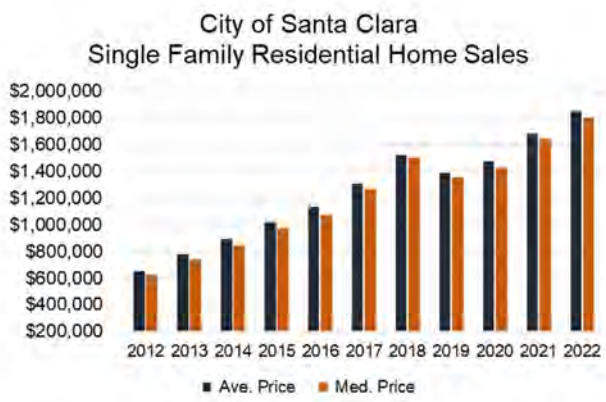
[2] February 2023 Outlook Survey Summary (nabe.com)
[3] https://www.bea.gov/sites/default/files/2023-02/tech4q22_2nd.pdf

While recent local news continues to report layoffs at many of the technology companies in the region, employment indices continue to remain strong. The unemployment rates at the state and local level also remain low, with this region outperforming both the nation and California as shown in Table 5 below.

Table 5: Summary of Unemployment Rates

Unemployment Rate (Not Seasonally Adjusted)				
	Dec 2019	Dec 2020	Dec 2021	Dec 2022
Nation	3.4%	6.5%	3.7%	3.3%
California	3.9%	8.9%	5.0%	3.9%
San José-Sunnyvale-Santa Clara Metropolitan Statistical Area	2.4%	6.2%	2.9%	2.4%
Source: California Employment Development Department, U.S. Bureau of Labor Statistics				

Property values in Santa Clara remain high. In 2022, the median price of a single-family home was $1.8 million, which was up from the 2021 level of $1.64 million as shown in the Single-Family Residential Home Sales chart. The number of single-family closed sales, however, was down from 659 in 2021 to 515 in 2022. With the rise in interest rates from the historic lows experienced over the last several years, there is risk to this sector. In the first quarter 2023, the median single-family home price was $1.6 million and there were 68 closed sales.





Data Source: Santa Clara County Association of Realtors

There are significant development projects underway in Santa Clara that will bring new revenues as well as new costs. While the full financial impacts of these developments have not been factored into the Forecast given the uncertainty regarding the timing, the Forecast assumes the continuation of additional development activity in the City. Roughly $700 million to $1 billion in new valuation is assumed annually in the Forecast. To the extent growth is experienced beyond this assumption, this will have a positive impact to the City's future budget forecast.

General Fund Budget Balancing Strategy

With the projected General Fund shortfall of $8.0 million in FY 2023/24, the budget balancing strategy for the FY 2023/24 and FY 2024/25 Biennial Operating Budget incorporates a combination of increased revenues, one-time and ongoing expenditure reductions, and use of reserves as shown in Table 6 below. This table also includes an ongoing shortfall figure that reflects the average of the projected shortfalls in years three through five of the Ten-Year General Fund Forecast along with the ongoing balancing actions.

Table 6: FY 2023/24 and FY 2024/25 General Fund Balancing

FY 2023/24 and FY 2024/25 Biennial Operating Budget General Fund Balancing ($ in millions)			
	FY 2023/24	**FY 2024/25**	**Ongoing**
Forecast Shortfall	**($8.0 M)**	**($8.9 M)**	**($11.4 M)**
Increased Revenues			
• Increased TOT Rate (phased 2%)	0.9	1.7	3.4
• Fee Adjustments	0.5	0.8	0.8
• One-Time Revenues	0.2	0.0	0.0
Total Revenue Solutions	**1.6**	**2.5**	**4.2**
Expenditure Reductions			
• Fire SAFER Grant	1.0	3.1	0.0
• Police Vacancy Savings	1.6	1.7	0.0
• Other Departmental Proposals	2.7	2.7	2.0
Total Expenditure Solutions	**5.3**	**7.5**	**2.0**
Use of Reserves/(Contribution to Reserves)			
Budget Balancing Reserve/Other Reserves	1.1	(1.1)	5.2
Total Use of Reserves/(Contribution to Reserves)	**1.1**	**(1.1)**	**5.2**
General Fund Balancing Total	**$8.0 M**	**$8.9 M**	**$11.4 M**

The budget balancing strategy is intended to preserve services while also maintaining the City's fiscal stability. Following is a summary of the budget balancing components that are also discussed in more detail in the individual department sections of the budget document:

- **Revenue Solutions:** Part of the balancing strategy is to factor in increases to specific revenue sources. In November 2020, Santa Clara voters approved to increase the Transient Occupancy Tax rate by up to 4%, and the first two percentage point increase went into effect on January 1, 2022. The Proposed Budget assumes that the City Council will phase in the remaining increase in FY 2023/24 (1 percent in January 2024) and in FY 2024/25 (1 percent in January 2025), which would increase the rate from 11.5% to 13.5%. The rate increases would generate additional revenue of approximately $0.9 million in FY 2023/24 and increasing to $3.4 million ongoing. These increases will bring the City's rates slightly above mid-point when compared to other cities in the County. Outreach regarding this proposal occurred with

several large City hotels earlier in March 2023. Fee adjustments have also been factored into this proposed budget. The fee increases were brought forward and approved by the City Council on April 18, 2023 as part of the adoption of the FY 2023/24 Municipal Fee Schedule. An anticipated increase to the Storm Drain Environmental Compliance fee is also reflected in the FY 2024/25 fee adjustments above.

- **Expenditure Reductions:** one-time expenditure savings in both the Fire and Police Departments are expected to be realized in this biennial budget with no service delivery impacts. In FY 2022/23, the Fire Department was awarded a three-year SAFER grant, which will generate annual net overtime savings ($1.0 million to $3.1 million) during the grant period. In the Police Department, an increase to the Department's vacancy factor is recommended to align with the historical staffing rates over the past decade. This results in no position reduction and provides the General Fund with approximately $1.6 million and $1.7 million in savings in FY 2023/24 and FY 2024/25, respectively. The vacancy factor adjustment will allow the continuation of recruitment or hiring efforts as currently experienced in the Fire and Police Departments. Other departmental reductions limit direct service impacts, and the 4.0 position reductions are in strategic support areas (City Attorney's Office, City Manager's Office, City Auditor's Office, and the Human Resources Department).

- **Use of Reserves:** In FY 2022/23, the City Council approved the establishment of a Budget Balancing Reserve as part of the FY 2021/22 Budgetary Year-End Close process. This Proposed Budget uses $1.1 million of this reserve in FY 2023/24 and replenishes the amount in FY 2024/25. After the biennial budget period, the use of additional reserves may be necessary depending on the fiscal situation at that time and the budget balancing solutions bought forward.

The proposed budget balancing strategy addresses approximately half of the budget deficit with ongoing solutions. This continues the use of one-time and ongoing actions to bring the budget into balance, allowing time for the City's finances to recover. This strategy, however, does not provide capacity to restore services or to address the significant backlog of unmet and deferred capital needs.

Proposed Budget Highlights

Budget proposals are recommended to address a portion of the General Fund shortfall, to meet development services needs through fee-funded additions, and to support special and enterprise fund activities.

Highlights of these proposals are provided below and are aligned to the City's strategic pillars:

Promote and Enhance Economic, Housing and Transportation Development

- **CDBG and Housing Funds** – The City remains committed to maintaining its housing programs to provide aid to its most vulnerable residents. As recommended in the City's Annual Action Plan, the FY 2023/24 budget includes over $2.0 million of CDBG funds for various public service activities (e.g., including family therapy and advocacy, educational services, senior adult legal assistance, and providing meals to seniors and adults with disabilities) along with funding also set aside for capital projects for affordable housing and public facility improvements. One-time funding from the HOME American Rescue Plan is also programmed in FY 2023/24 to provide additional funding for Tenant-Based Rental Assistance and homelessness outreach.

- **Convention Center** – The Convention Center continues to increase its activity levels compared to the two prior fiscal years given the continued recovery from the pandemic. In FY 2023/24, the Convention Center is projected to have 220 events, with approximately 246,196 in attendance, which reflects over 100% growth in attendance when compared to FY 2022/23 projected attendance. In FY 2024/25, the Convention Center is projected to have 255 events, with approximately 260,846 in attendance.



Deliver and Enhance High Quality Efficient Services and Infrastructure

- **City-Wide Services** – As hiring continues and vacancies are filled, the City will be able to enhance the services to the public using the funding provided in this Proposed Budget. Improvements are expected in areas such as library services with the expansion of service hours, public safety, maintenance activities, development services, and support for the City's utilities. The pandemic seriously disrupted the City's service delivery and the City is still recovering from those impacts.



- **Community Development** – Fee-supported budget proposals are recommended to improve service and efficiency and support the high volume of development activity. These additions include one-time funding for various software and hardware upgrades focused on bringing efficiencies for staff and flexibility to customers. Also recommended are the addition of 1.0 Permit Technician, 1.0 Office Specialist II, 1.0 Office Specialist III, and 1.0 Office Specialist IV to help manage the workload in both the Building Division's administrative team and Permit Center.

- **Electric Utility** – Proposals are recommended to increase substation maintenance and outage response and repair to ensure the reliability of substations as the number of substations increases and related technology implementations advance, augment underground maintenance and tree trimming services directed at reducing power distribution system outages, enhance generation maintenance so that in-town generation assets are in peak operating condition, and provide a managed training portal software for staff to ensure that all compliance requirements related to system operations tasks are met.

- **Water and Sewer** – In the Water and Sewer Funds, resources are aligned with the expected activity, including adjustments to water purchases, expected contributions to the Regional Wastewater Facility operating and maintenance costs, including the issuance of additional debt in FY 2023/24. The revenue estimates in the water and sewer enterprise funds are also aligned with the expected activity levels and reflect anticipated rate increases.

- **Capital Improvement Program** – Work will continue on improving the City's infrastructure through the implementation of capital projects approved as part of the FY 2022/23 and FY 2023/24 Biennial Capital Budget. Amendments to the FY 2023/24 capital budget are also included with this document as described in more detail below.

Enhance Community Sports and Recreational and Arts Assets



- **Parks and Recreation Capital Improvements** – Based on age, condition and Council established priorities, the City is rehabilitating and expanding its park facilities, amenities and playgrounds for all ages and abilities at Warburton Park, Henry Schmidt Park, Westwood Oaks Park playground, Montague Park and Central Park Magical Bridge Playground. The Department is acquiring, developing and opening new community buildings at Lawrence Station Area (Nuevo Community Buildings) and a community arts center at Patrick Henry Drive Specific Plan Area. The Parks and Recreation Department will begin outreach on a City-wide Parks & Recreation Master Plan and community input on the Community Park North in the Related City Place project. Mitigation Fee Act and Quimby Act funds are also being allocated for potential parkland acquisition and will be identified in the City-wide Master Plan.

Enhance Community Engagement and Transparency



- Using funding from FY 2022/23, the Library will initiate strategic planning efforts to identify community-based goals for service and to align with City Council priorities.
- The Community Development Department will continue to engage with the Santa Clara community to inform and involve community members in both long-range and current land use planning activities.

Ensure Compliance with Measure J and Manage Levi's Stadium

- The Stadium Authority's stand-alone Fiscal Year 2023/24 Operating, Debt and Capital Budget was adopted by the Stadium Authority Board on March 7, 2023. The $81.3 million budget provides the necessary funding to administer the duties of the Stadium Authority, including support for operating the Stadium for Non-NFL events through a management company, advancement of the FY 2023/24 work plan, payment of debt service obligations, and maintenance of a five-year capital plan. The Adopted Budget included funding for the Neighborhood Stadium Relations Committee and funding of $27.8 million for debt service expenses. The capital budget totals $20.5 million and includes funding for general building, security, furnishings and equipment, and public safety investments.

Manage Strategically Our Workforce Capacity and Resources

- **Community Development** – Two funding shifts are proposed in this budget, including the shift of 0.25 Associate Planner from the General Fund to the Building Development Services Fund and the use of the Advanced Planning Fee Reserve to fund 1.0 Senior Planner that is currently General Fund-funded. The Associate Planner shift will provide more capacity for the Building Division to perform conformance reviews. The Senior Planner position will result in increased ability for the Planning Division to perform long-range planning.

- **Police** – While there are no position reductions that are being proposed within the Police Department, an increase to the vacancy factor from 3% to 7% is included in this budget. The new proposed vacancy factor aligns with the historical average vacancy factor the Department has experienced over the past decade. The Department is currently operating at an approximate 12% vacancy factor; therefore, no service level impacts result from this proposal, and the budget allows for the pace of department hiring to continue as experienced before the pandemic.



- **Fire** – The Proposed Budget reflects changes associated with the Staffing for Adequate Fire and Emergency Response (SAFER) grant, a three-year $11.3 million grant. The grant will partially fund 18 firefighter positions, which included unfreezing 12 positions and adding 6 new positions as approved by the City Council on February 7, 2023 (RTC 23-170). The positions will provide additional relief to help maintain daily minimum staffing of emergency response apparatus and reduce overtime due to absences caused by vacation, sick and disability leaves, resulting in one-time General Fund savings.



- **Parks and Recreation** – A one-time proposal is recommended to reduce the General Fund subsidy to the Cemetery Fund in FY 2023/24 and FY 2024/25 due to increased Cemetery revenues received.

- **Library** – Proposals are recommended to reduce funding for the purchase of library books and materials as well as funding for overtime, utilities, supplies and miscellaneous services, and advertising and community promotion. Library hours are not reduced as a result of these reduction proposals.

- **Public Works** – Ongoing position allocation shifts for Environmental Program staff and the Compliance Manager will align workloads and shift funding out of the General Fund. Proposed removal of underutilized Streets vehicles and equipment provides ongoing reductions in General Fund vehicle amortization and maintenance and operations. The sale of those underutilized vehicles will provide one-time revenues to the General Fund. To continue to support the development planning and building application review, an increase to the Storm Drain contractual services budget is included and offset by additional revenues.

- **City Manager and Non-Departmental** – A proposal to freeze 1.0 Assistant City Manager is recommended in this budget in addition to the ongoing reduction of the Santa Clara Golf Course maintenance budget, which is no longer needed with the continued Related development on that property.

- **Strategic Support** – The ongoing elimination of 1.0 position and the freezing of funding for the Santa Clara Leadership Program are recommended in the Human Resources Department. The one-time freezing of the City Auditor position and 1.0 Assistant City Attorney position are also recommended. Budget proposals in the Information Technology Department include a reduction to the cost-of-living

adjustment for the IT services contract and a reduction in utilities expense. Non-personnel reductions are also recommended in the Finance Department, the Clerk's Office, and the City Auditor's Office.

Promote Sustainability and Environmental Protection



- **Electric Utility** – Additional funding is proposed to support the Large Customer Renewable Energy Program (LCRE) which was approved by City Council on November 16, 2021. Proposals are recommended to expand the electric transportation acceleration initiatives to ensure Santa Clara is an EV Ready Community by 2030. And lastly, several initiatives funded by the Greenhouse Gas Program are brought forward in an effort to expedite Greenhouse Gas (GHG) emission reduction. These programs could include new solar installations, solar installations combined with battery storage, and solar projects combined with electric vehicle (EV) infrastructure for City facilities and neighborhood school locations.

General Fund Revenues and Fees

As discussed in the Budget Balancing section above, the Proposed Budget assumes the continued phase-in of the TOT rate increase. In November 2020, Santa Clara voters approved to increase the Transient Occupancy Tax rate by up to 4% from the rate of 9.5%. In FY 2021/22, 2 percent of the 4 percent potential rate increase was implemented effective January 1, 2022. The Proposed Budget assumes that the City Council will implement the remaining 2 percent of the 4 percent potential rate increase in FY 2023/24 (1 percent in January 2024) and in FY 2024/25 (1 percent in January 2025). A separate resolution to bring this forward is expected to be brought forward to the City Council later this calendar year. Outreach of this proposal was conducted in March 2023 with the large hotels in the City.

Fee adjustments have also been factored into this proposed budget. The fee increases incorporated into the FY 2023/24 were brought forward and approved by the City Council on April 18, 2023. This includes additional revenue assumed for the Parks & Recreation Sports Field Reservations Program, Public Works engineering fees, and Community Development fees. The anticipated increase to the Storm Drain Environmental Compliance fee is also reflected in the FY 2024/25 fee adjustments above.

The funding sources also include a one-time transfer of $149,000 from the Vehicle Replacement Fund for the sale of vehicles that will be retired as a budget proposal.

Utility Rate Changes

For the City's Utility funds, the Proposed Budget is built on the assumption of various rate changes, with some of the key rates highlighted below.

Table 7: Select Rate Changes for Utility Services

Utility Service	FY 2022/23	FY 2023/24	% Change
Water - Residential per HCF	$7.33	$8.01	9.2%
Recycled Water - Irrigation per HCF	$4.12	$4.54	10.2%
Sewer - Residential Single Family per month	$46.82	$48.34	3.2%
Solid Waste - 32 Gallon Cart (Includes recycling and yard waste charges, and Annual Clean-up Campaign)	$52.46	$55.40	5.6%
Solid Waste - 3-Cubic Yard Bin (Serviced one time per week)	$398.92	$431.81	8.2%
Electric - Residential per KWH (Effective January 1, 2024) Based on average usage of 420 kwh/month under D1 rate	$0.14298	$0.1553	7% (Jan 2024)

The water and sewer rate increases represent Water and Sewer Utility staff estimates. Rates are approved by the City Council annually with the 2023 Rate Hearing scheduled for June 6, 2023. Proposed Solid Waste rate increases and a Public Hearing are scheduled to be brought forward to Council on May 23, 2023. The Electric rate displays the average rate for the fiscal year. For FY 2023/24, the rate assumes an increase of 5% effective July 1, 2023, which will be brought forward to Council in May 2023, and a 7% increase starting January 1, 2024 that is expected to be brought forward for City Council consideration by December 2023.

Future Revenue Opportunities

While not incorporated into the budget figures presented in the Proposed Budget, the Administration will continue to evaluate future revenue opportunities that can help address a portion of the remaining ongoing General Fund shortfall, better position the City moving forward, address capital infrastructure needs, and align the City's revenues when compared with other jurisdictions.

Other potential measures include but are not limited to: 1) addition of a General Obligation Bond to fund capital infrastructure needs; 2) establish a library or community services Parcel Tax; 3) increase to the Property Documentary Transfer Tax; and 4) establish a Utility Tax. Staff will seek direction from the City Council on those measures to potentially pursue.

Amendments to the FY 2023/24 Adopted Capital Budget

The City Council approved the FY 2022/23 and 2023/24 Biennial CIP Budget in June 2022. This action approved a two-year capital budget and presented a five-year capital improvement plan. While the focus of this year's budget is operations, several budget amendments to the FY 2023/24 Adopted Capital Budget are also recommended. Further detail can be found in the ***Appendices*** section of this document. Some of the key budget amendments are summarized below:

- Silicon Valley Power Electric Utility projects ($167.5 million) – funding adjustments to several projects are recommended to reflect current project timelines and necessary project augmentations. Funding will support improvements to transmission systems, transformers, transmission lines, receiving stations, as well as other infrastructure needs. Funding is also removed for projects that are not expected to move forward in FY 2023/24 based on the current project timelines. A majority of the increase in funding is due to debt financing for the SRS Rebuild and Replacement, KRS Rebuild and Replacement, NRS-KRS 115kV Line, and the NRS Transformer and Breaker Upgrades projects



- Stationary Standby Generators (-$80,000) – decreases funding to reflect the advancement of some funding from FY 2023/24 to FY 2022/23 as described in RTC 23-1463 approved by Council on February 21, 2023.

- Related Permit Work (-$2.0 million) – eliminates this project appropriation as it is directly related to the staffing costs for the 8.0 City positions created to support work on the Related Santa Clara project. Of the 8.0 positions, 1.0 has been shifted to the Building Development Services Fund and the remaining 7.0 have been frozen.

- Streets and Highways ($2.0 million) – adds revenue from other agencies and appropriates project funding of $1.5 million to align with the North San Jose Settlement agreement for the Tasman Complete Streets Plan 2021 Improvements Phase 1 project and allocates General Fund Capital Project Reserve funding to fund emergency street tree services, tree removals, and tree plantings in FY 2023/24.

- Sewer projects (-$4.6 million) – reduces the contributions for the San José/Santa Clara Regional Wastewater Facility based on the latest budget allocation figures provided by the City of San José and an elimination of funding for the Sanitary Sewer System Improvements project to reflect an advancement of that funding to FY 2022/23.



The carryover of unexpended capital project funds from FY 2022/23 to FY 2023/24 is necessary in order to continue or complete projects beyond the current fiscal year. As appropriations lapse annually on June 30th, recommendations to carryover funding will be brought forward under separate cover for City Council consideration as part of the budget adoption in June 2023.

Status of Reserves

The Proposed Budget incorporates reserves in various funds as reflected in the Source and Use Statements.

General Fund Reserves

- Budget Stabilization Reserve (BSR) – This reserve is used as an allocation for weathering economic downturns, emergency financial crises or disaster situations. Per Council policy, the Budget Stabilization Reserve (BSR) target is equal to the cost of the City's General Fund operations for three months, or 25% of the expenditure budget. Given the significant impacts of COVID-19 on the City's budget, the City Council adopted the FY 2022/23 budget principles that allowed this reserve to drop to 15% of budgeted expenditures. The FY 2023/24 proposed budget principles would also allow the BSR to remain at a minimum of 15% given the City's continuing fiscal challenges. In the Proposed Budget, the BSR is set at $45.8 million in FY 2023/24 (16.3% of expenditures) and FY 2024/25 (15.9% of expenditures).

- Land Sale Reserve – The City Council established the Land Sale Reserve with net proceeds from the sale of City-owned land, with interest earned on these funds being available to be appropriated for General Fund operating expenditures. The Land Sale Reserve has a projected ending balance of $18.5 million for FY 2023/24 and FY 2024/25 and is available for appropriation by City Council action. This reserve balance reflects the full repayment of the loan for the Reed Street-Grant Street Sports Park Project ($5.6 million) in FY 2022/23.

- Capital Projects Reserve – The Capital Projects Reserve (CPR) earmarks funds for the Capital Improvement Program (CIP). The minimum target for this reserve is $5.0 million. This reserve has a projected ending balance of $6.1 million in FY 2023/24 and FY 2024/25. The use of $463,050 from the Capital Projects Reserve is recommended for the Street Tree Services project to fund the third and final year of the Modesto Ash tree removals plan.

Utility Fund/Other Reserves

The Utility Funds incorporate various reserves to cover shortfalls in operating revenues, maintain strong bond ratings, cover day-to-day operating costs, and ease the burden on ratepayers associated with large rate increases. These typically include an Operations and Maintenance Reserve (generally set at three months of operations), a construction reserve and a rate stabilization reserve. The Utility Funds also include a Pension Trust Reserve. Select other reserves are set aside in various funds as necessary, such as debt reserves and workers' compensation and general liability reserve for claims.

Stadium Authority

The Stadium Authority exists as a public body, separate and distinct from the City, and is established to provide for development and operation of Levi's Stadium. It is structured so that the City will not be liable for debts or obligations of the Stadium Authority. The Stadium Authority's stand-alone Fiscal Year 2023/24 Operating, Debt and Capital Budget was adopted by the Stadium Authority Board on March 7, 2023 and can be found at https://www.santaclaraca.gov/our-city/santa-clara-stadium-authority/financial-reports#Stadium-Budget. This budget reflects the revenues and expenditures related to the support of the Stadium; expenditures related to the Stadium Authority can also be found in the ***General Fund Non-Departmental*** section of this document.

Next Steps

As part of the budget deliberation process, two City Council study sessions are scheduled for May 9, 2023 and June 6, 2023 before the public hearing and planned budget adoption on June 27, 2023.

An overview of the Proposed FY 2023/24 and 2024/25 Biennial Operating will be presented at the May 9th Study Session.

Summary

The Proposed Fiscal Year 2023/24 and 2024/25 Biennial Operating Budget uses a combination of strategies to balance the budget, including new revenues, one-time and ongoing expenditure reductions, and the use of reserves. This document is intended to provide the City Council and the community with a transparent plan that facilitates discussion of City services and the alignment of proposals with City Council and community priorities.

With the use of one-time and ongoing solutions to address the General Fund shortfall, this budget balances the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community. This continues the gradual budget balancing approach that has allowed time for the City's fiscal condition to improve. This budget also presents balanced budget for the City's many other operating and capital funds. This includes the City's utility funds that represent the majority of the City's budget and are primarily supported by user fees.

City departments worked together as a team to prepare this fiscally responsible, balanced budget. The hard work and dedication of City's Department Heads and employees are greatly appreciated as we continue to recover from the COVID-19 induced impacts. As part of this recovery, the City is working to fill vacant positions, which will result in an overall improvement to the services the City provides with the Proposed Budget funding.

In closing, I want to thank the City Council for our continued strong partnership in supporting vital City services while also ensuring the fiscal health of the City. It is through this strong partnership that we have already overcome significant budget deficits and continued to provide a wide range of public services that our community enjoys.

Respectfully submitted,

Kenn Lee
Director of Finance

Nadine Nader
Office of the City Manager

SANTA CLARA AT A GLANCE

The City of Santa Clara (City) has always reflected the progressive, bellwether nature of California. It is one of the oldest cities in the state, an agricultural powerhouse in the 1800s, and the birthplace of many of the technology innovations that created Silicon Valley in the 1900s. Today, it maintains its leading-edge status as a community that is nationally recognized for its livability and a city that has a sustainable, bright future powered by the private investment of billions of dollars in new development and growth opportunities.

History

Santa Clara was incorporated in 1852 as a Charter City with a Council/Manager form of government although it existed as a community for hundreds of years prior to that as a village for the Ohlone and their ancestors. European explorers came to the area in the mid-1700s and settled it as a military and religious outpost. It is called the “Mission City” in reference to the Mission Santa Clara de Asis, which opened in 1777 as one of 21 Spanish missions established by Franciscan padres along El Camino Real in California.



Size

Santa Clara encompasses 18.28 square miles in the heart of Northern California’s Santa Clara County, also known as Silicon Valley, in recognition of the region’s leadership in technology innovations that changed the way the world lives, works, learns and plays. It is part of the burgeoning South Bay metropolitan area that includes the City of San José, the 10th largest city in the U.S., and the wider nine-county San Francisco Bay Area that is the fastest growing region in the state.

Population[1]



The 2022 population of the City of Santa Clara is estimated at 130,127 and is one of the most diverse in the nation with about 44% of residents born outside the U.S. The City’s residents are highly skilled and educated, with approximately 63% of adults holding a bachelor’s degree or higher. The median age is 34 years and the median household income is reported at $150,244.

Business[1]

Businesses in City of Santa Clara range from entrepreneurial start-ups, to longstanding family owned firms, to the international headquarters of Fortune 500 corporations. Millions of square feet of new office and retail projects are under development or in planning stages, greatly expanding the City's capacity to accommodate businesses that want to start, relocate or expand in a high energy, dynamic environment. Some of the largest employers within the City include Advanced Micro Devices Inc., Applied Materials Inc., California's Great America, Intel Corporation, and Nvidia Corp. In both 2021 and 2022, Silicon Valley (San Jose-Sunnyvale-Santa Clara metropolitan statistical area) was ranked the most dynamic metro area in the United States by Heartland Forward.

City Services

Santa Clara is a full-service city with its own police and fire departments and electric, water and sewer utilities. Other core services include libraries, parks, award winning services and recreational programs for seniors and youth, neighborhood beautification, free citywide outdoor Wi-Fi, special events and support of history and art museums. The City also provides development and planning services, housing programs, and maintenance of the City's transportation infrastructure. In January 2023, the San Francisco Chronicle used 11 metrics to rank the 25 largest cities in the Bay Area with the best quality of life and Santa Clara was ranked 11th.



Housing[1]



There are approximately 46,000 households in the City and housing stock continues to expand through new transit-oriented developments that offer lifestyle alternatives to the City's traditional single-family neighborhoods and carefully preserved historic homes. The City is in a metropolitan area that is one of the highest priced housing markets in America. As of January 2023, the median price of a single-family home was $1,487,500. As of March 2023, the average rent for a one-bedroom apartment is $2,713. Santa Clara has invested millions of dollars in affordable housing projects that provide 1,849 units for low income seniors, families, homeless and disabled residents.

Transportation

In addition to approximately 610 lane miles of City-owned roadways, Santa Clara is crisscrossed by State Highway 101 and El Camino Real (Highway 82) and two regional County of Santa Clara expressways. Public transit services in the City include Santa Clara Valley Transportation Authority buses and light rail, Caltrain, Altamont Corridor Express (ACE), Capitol Corridor, and Amtrak. A future extension of BART into the South Bay is underway and will terminate in Santa Clara, and the Norman Y. Mineta San José International Airport borders the City. Santa Clara has also placed a priority on enhancing multi-modal transportations for residents and

businesses by providing additional bicycle facilities throughout the City, adopting a Pedestrian Masterplan, creating a Shared Mobility Program (bicycle and scooter share), and is in the process of completing a Creek Trail Network Expansion Masterplan for future expansion of trail facilities to complement the existing San Tomas Aquino/Saratoga Creek Trail.

Education[1]



Public schools serving residents of Santa Clara are under the authority of independent school districts. The City works closely with the school districts to provide quality educational opportunities for grades K-12 and students attending Mission College for a two-year degree or professional development. Santa Clara University, the oldest institution of higher learning in California, is in the historic Downtown Quad area of the City and enrolls 5,895 undergraduate students and 3,023 graduate students.

Infrastructure[1]



Each year, the City makes significant investments in maintaining, expanding, and improving civic infrastructure for the benefit of residents and businesses. The City has the lowest combined water, sewer, and electric rates in the nine Bay Area counties. The City-owned electric utility, Silicon Valley Power (SVP), is recognized as a Smart Energy Provider from the American Public Power Association for demonstrating a commitment to and proficiency in energy efficiency, distributed generation and environmental initiatives that support the goal of providing safe, reliable, low-cost and sustainable electric service. It is also recognized by the Environmental Protection Agency (EPA) for its Green Power program, which is included on the nation-wide Green Power Communities List. Over the past few years, the City's water storage and delivery system has been upgraded and it is one of the most successful purveyors of recycled water with 33 miles of recycled water pipelines within Santa Clara's city limits and about one billion gallons each year. The City is a partner in the San José-Santa Clara Regional Wastewater Facility and is investing approximately $121 million over the next 10 years to update the aging facility and expand capacity. The Water & Sewer Utilities is a past recipient of the California Municipal Utilities Association (CMUA) Resource Efficiency Award for its recycled water program – retrofits for developments. In 2021, the Water & Sewer Utilities system received the Santa Clara Valley Section of the Clean Water Environment Association's Sewer Collection System of the Year-Medium Size.



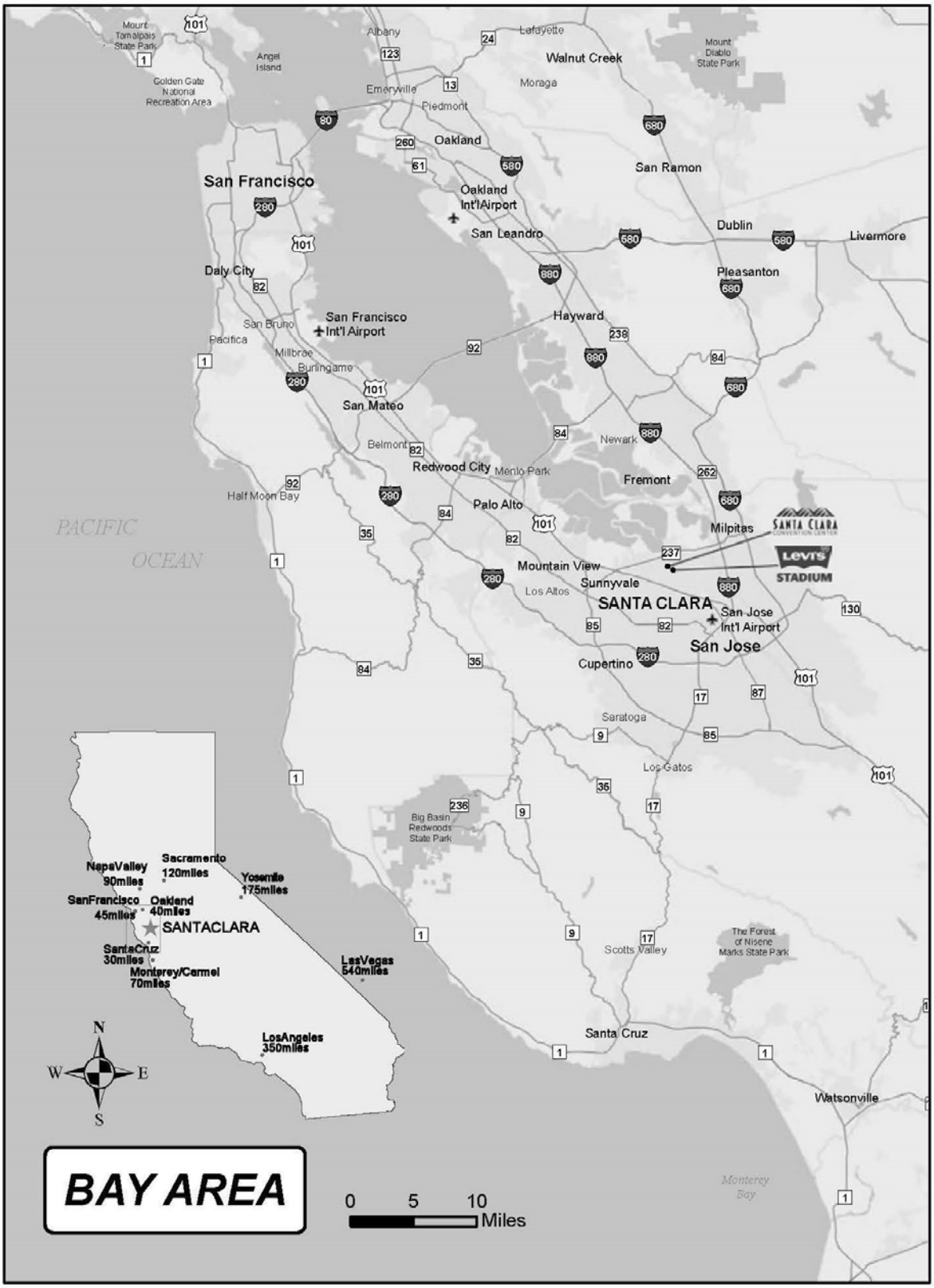
Economic Development

The City of Santa Clara welcomes business, and that strategic attitude is paying off with billions of dollars in private investment currently under construction or in the pipeline. As projects come online, the City's economic base is broadened and diversified, ensuring greater fiscal stability in the future as well as increased revenues to the City's budget.



Development projects approved over the past fiscal year include several housing and mixed use projects: 1601 Civic Center Drive, which included a General Plan Amendment and Rezoning for a 100% affordable multi-family, 106 unit project; and the Greystar mixed use project in the Freedom Circle Focus Area including 1,100 multi-family residential units, up to 2,000 square feet of amenity space and a 2.0-acre public park at 3905 Freedom Circle. A new data center at 2590 Walsh Ave. is underway, including demolition of a 115,000 square-foot office and warehouse building, and construction of a 468,170 square-foot four-story data center consisting of eight data center halls and a substation More information on new development projects can be found on the City's website https://www.santaclaraca.gov/business-development under the "Development Projects" link.

1 California Department of Finance Demographic Research Unit; January 2022 and January 2021 City Population Table
US Census QuickFacts, March 2023
Santa Clara County Association of Realtors Market Housing Statistics January 2023
Santa Clara University 2022-2023 Undergraduate Bulletin
Zumper Rent Prices –March 2023
Environmental Protection Agency – Green Power Communities
Employment Development Department, Major Employers in California


Mount Tamalpais State Park
Angel Island
Golden Gate National Recreation Area
Albany
Lafayette
Walnut Creek
Mount Diablo State Park
Emeryville
Moraga
Piedmont
Oakland
San Ramon
San Francisco
Oakland Int'l Airport
San Leandro
Dublin
Livermore
Daly City
Pleasanton
San Bruno
San Francisco Int'l Airport
Hayward
Pacifica
Millbrae
Burlingame
San Mateo
Belmont
Newark
Redwood City
Menlo Park
Fremont
Half Moon Bay
Palo Alto
Milpitas
PACIFIC OCEAN
Mountain View
Sunnyvale
Los Altos
SANTA CLARA
San Jose Int'l Airport
San Jose
Cupertino
Saratoga
Los Gatos
Big Basin Redwoods State Park
Scotts Valley
The Forest of Nisene Marks State Park
Santa Cruz
Watsonville
Monterey Bay
NapaValley 90miles
Sacramento 120miles
Yosemite 175miles
SanFrancisco 45miles
Oakland 40miles
SANTACLARA
SantaCruz 30miles
Monterey/Carmel 70miles
LasVegas 540miles
LosAngeles 350miles
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Community Profile[1]

Geography



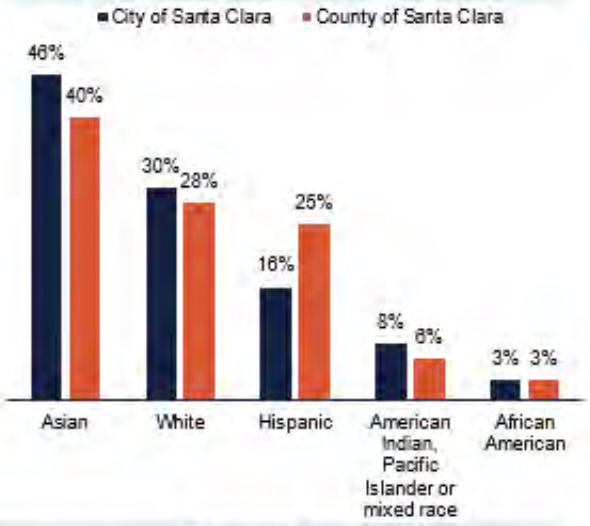
Persons per Square Mile
Santa Clara: 6,984
County: 1,499

Land in Square Miles
Santa Clara: 18.28
County: 1,291

Population

Santa Clara	County
130,127	1,894,783

Diversity



Age

Santa Clara	County
Median Age 34 years	Median Age 37.2 years
Age 18-64: 70%	Age 18-64: 64%

Education

High School Graduate or Higher

Santa Clara	County
94%	89%

Bachelor's Degree or Higher

Santa Clara	County
63%	54%

Foreign Born



Santa Clara: 44%
County: 40%

Median Family Income

Santa Clara	County
$150,244	$140,258



Labor Market

Labor Force
Santa Clara: 74,000
County: 1,055,200

Unemployment Rate
Santa Clara: 2.1%
County: 2.4%

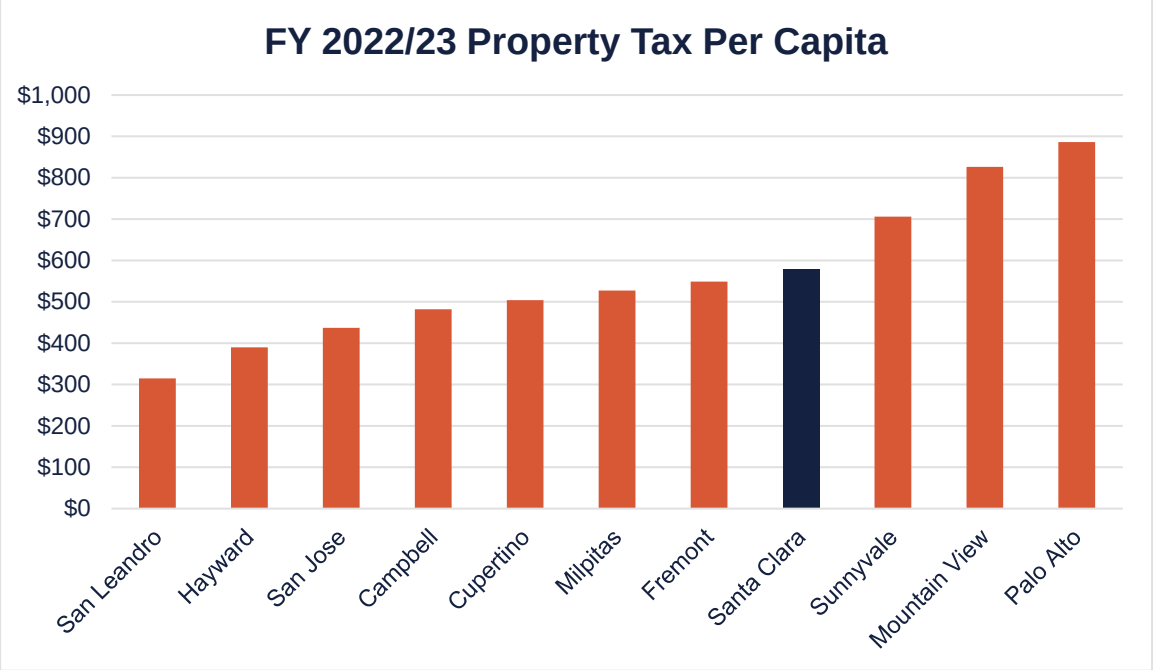


[1]*US Census QuickFacts March 2023; CA EDD – Labor Market Info as of December 2022; CA Dept. of Finance Demographic Research Unit; Data USA Santa Clara*

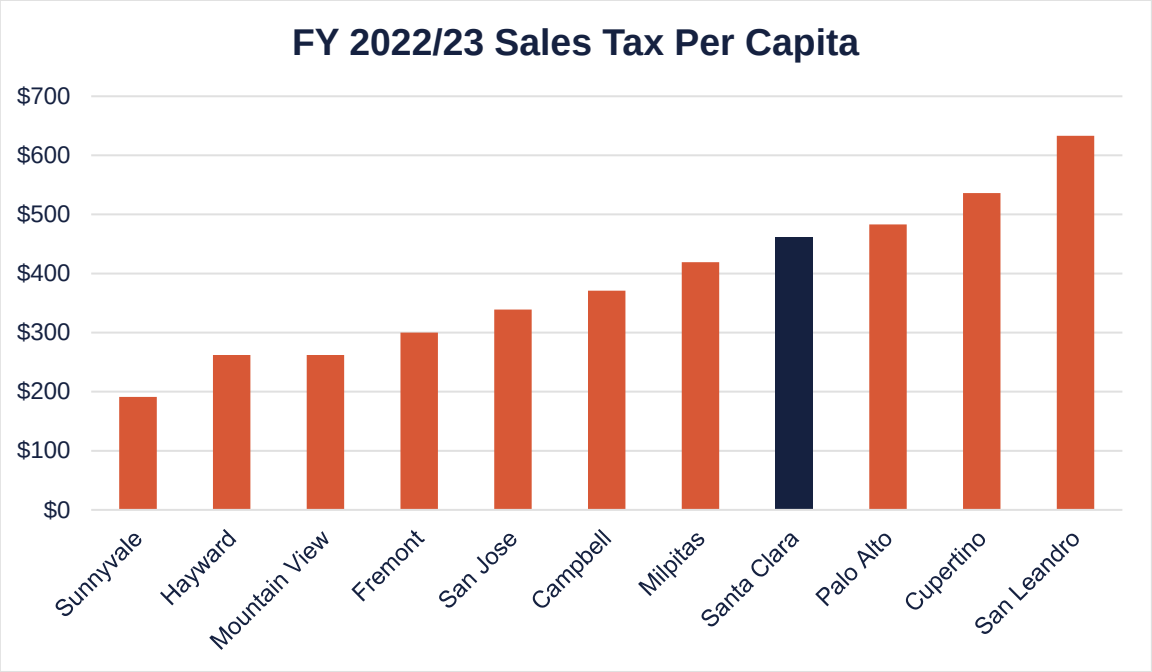
SANTA CLARA COMPARISON TO OTHER LOCAL CITIES IN THE LOCAL REGION

The following graphs compare FY 2022/23 per capita revenues from key sources and total budgeted expenditures for FY 2022/23 in the City of Santa Clara to other cities in the local region. Sales tax, property tax, and transient occupancy tax categories are included as they are the largest economically sensitive General Fund revenue sources for the City.

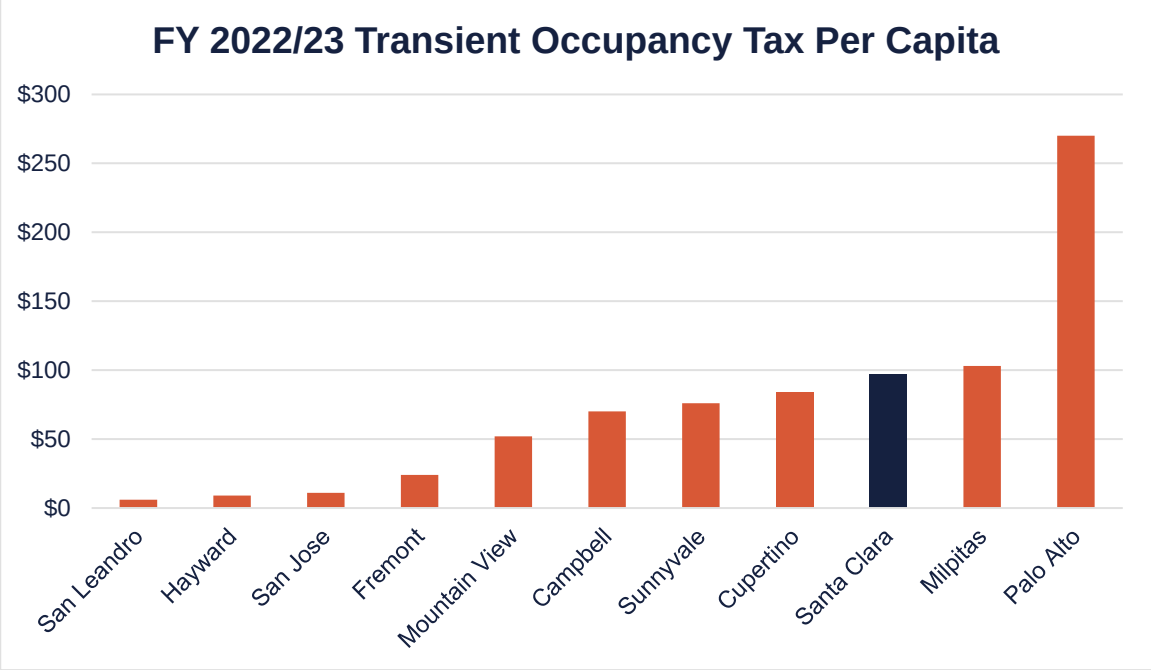
Expenditure data for selected city budgets in relation to their respective population is included for all funds and the General Fund for FY 2022/23. The assets per capita for FY 2021/22 are also shown. It is important to note Santa Clara and Palo Alto include City-owned utilities that result in relatively higher budgets and assets per capita.



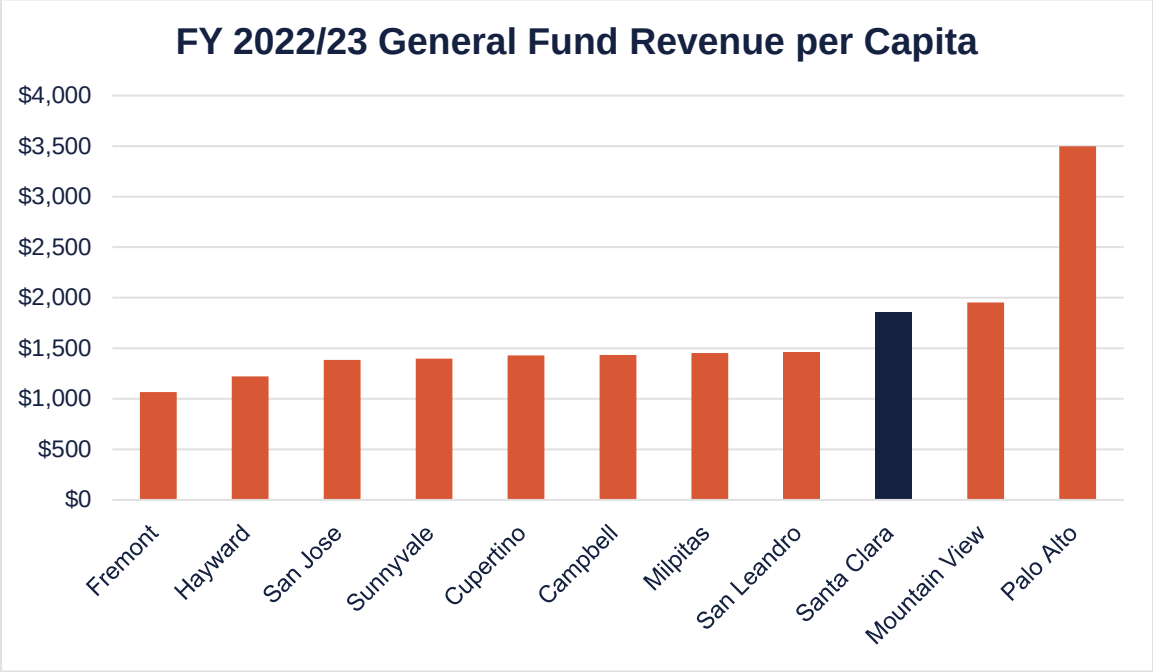
Source: City of Milpitas FY 2022/23 Adopted Budget



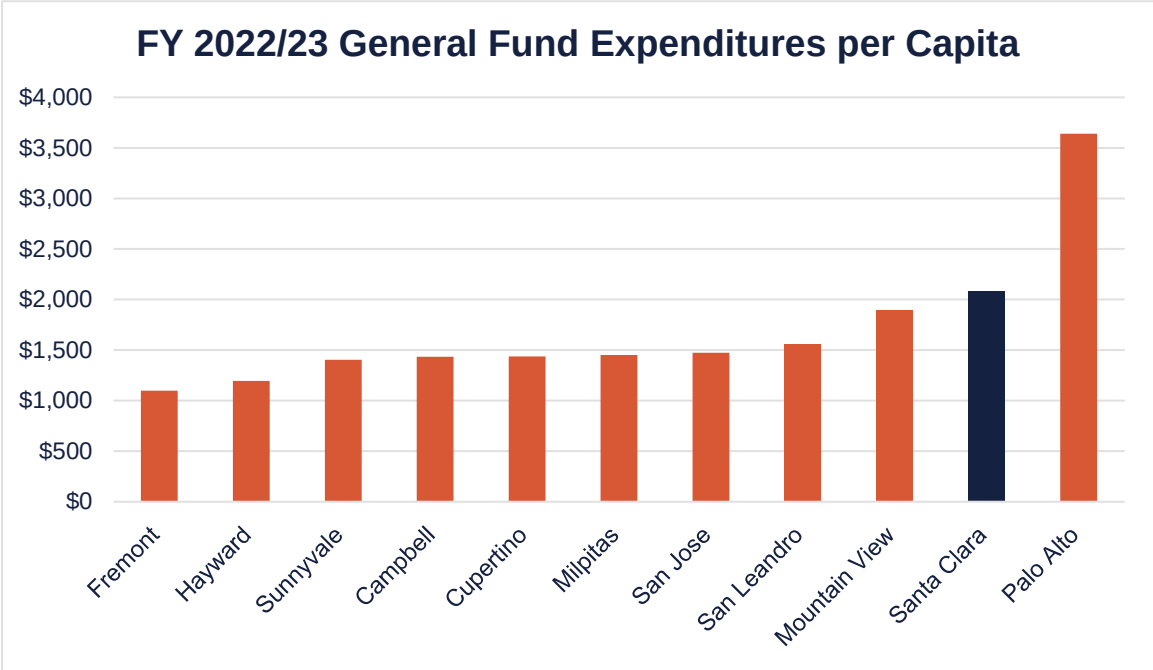
Source: City of Milpitas FY 2022/23 Adopted Budget



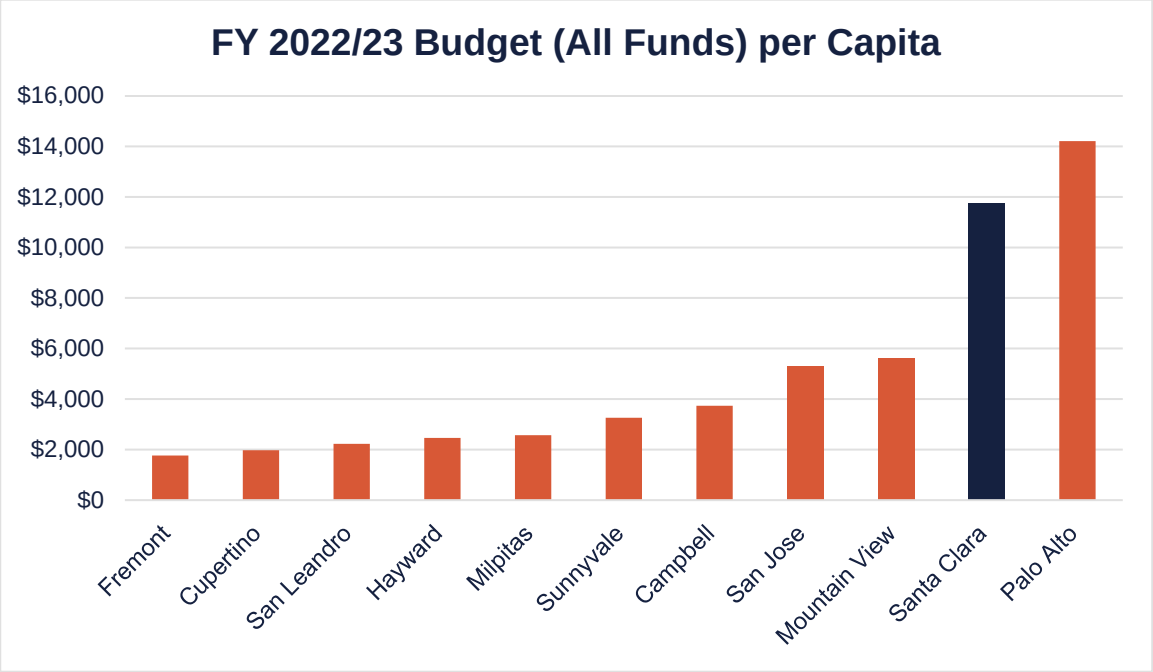
Source: City of Milpitas FY 2022/23 Adopted Budget



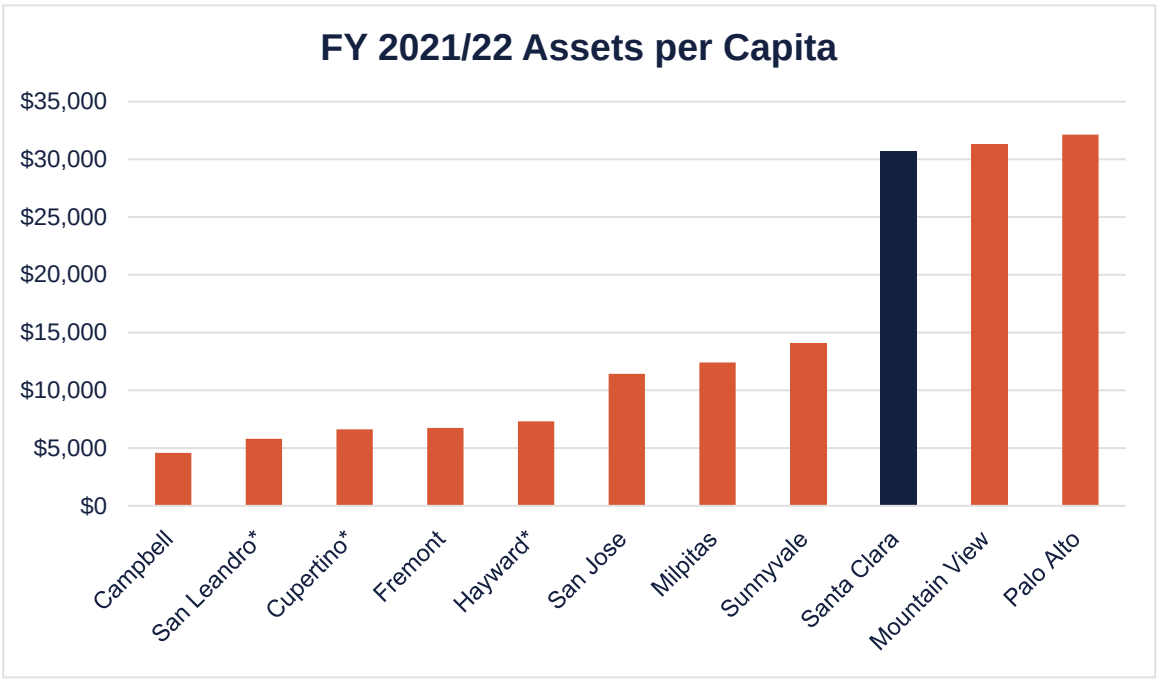
Source: Each city FY 2022/23 Adopted Budget



Source: Each city FY 2022/23 Adopted Budget



Source: Each city FY 2022/23 Adopted Budget



Source: Each city FY 2021/22 Annual Comprehensive Financial Report
** Each city FY 2020/21 Annual Comprehensive Financial Report*

Note: For Budget (All Funds) and Assets tables, the budgets for Santa Clara and Palo Alto include City-owned utilities that account for a significant portion of the budget.

Roster of City Council and Commission Members*

City Council

Mayor	**Lisa M. Gillmor**
Councilmember District 1	**Kathy Watanabe**
Councilmember District 2	**Raj Chahal**
Councilmember District 3	**Karen Hardy**
Councilmember District 4	**Kevin Park**
Councilmember District 5	**Sudhanshu "Suds" Jain**
Councilmember District 6	**Anthony J. Becker**

Board of Library Trustees

Jonathon Evans
Jan Hintermeister
Leonne Broughman
Debbie Tryfonos
Stephen Ricossa

Civil Service Commission

Franklin J. Felizardo
Tahir Naim
Carolyn McAllister
Willie D. Brown, Jr.
John Casey

Cultural Commission

Candida Diaz
Louis Samara
Debra von Huene
Jonathan Marinaro
Paul McNamara
Siddarh Sundaram

Historical and Landmarks Commission

Patricia Leung
Ana Vargas-Smith
Michael Celso
Megan Swartzwelder
Kathleen Romano
Amy Kirby
Ed Stocks

Housing Rehabilitation and Loan Committee

Carmen Pascual
Darius Brown

Parks and Recreation Commission

Kelly Cox
Dana Caldwell
Maureen Reilly Chu
Burt Field
Eversley Forte
Sajid Hai
Brittany Ricketts

Planning Commission

Priya Cherukuru
Yashraj Bhatnagar
Nancy A. Biagini
Lance Saleme
Qian Huang
Mario Bouza

Salary Setting Commission

Eric Chu
Marjorie Banko
MV Kumar
John Sontag
Ram Misra

Senior Advisory Commission

Nancy Toledo
Grant L. McCauley
Rick Andrews
Edmund Drozek
Tom Freitas
Judy Hubbard
Veena Sterling

Youth Commission

Simren Garg
Aarav Gupta
Fatimah Ismail
Jasmine Kelly-Tanti
Khadeejah Khan
Ryan Kim
Kira Liang
Keith Maben
Malia Martin
Samaira Mehta
Hiranya Parekh
Sudeepthi Ravipati
Rajvi Khanjan Shroff
Samarth Suresh
Sarah Zuo

**As of March 2023*

Executive Management Team*

City Manager
Jovan D. Grogan

City Attorney
Glen Googins

City Auditor
Vacant

City Clerk
Hosam Haggag

Chief Operating Officer
Nadine Nader

Assistant City Manager
Cynthia Bojorquez

Chief of Police
Pat Nikolai

Fire Chief
Ruben Torres

Director of Human Resources
Aracely Azevedo

Director of Finance
Kenn Lee

Director of Parks and Recreation
James Teixeira

Director of Information Technology
Gaurav Garg

City Librarian
Patty Wong

Chief Electric Utility Officer
Manuel Pineda

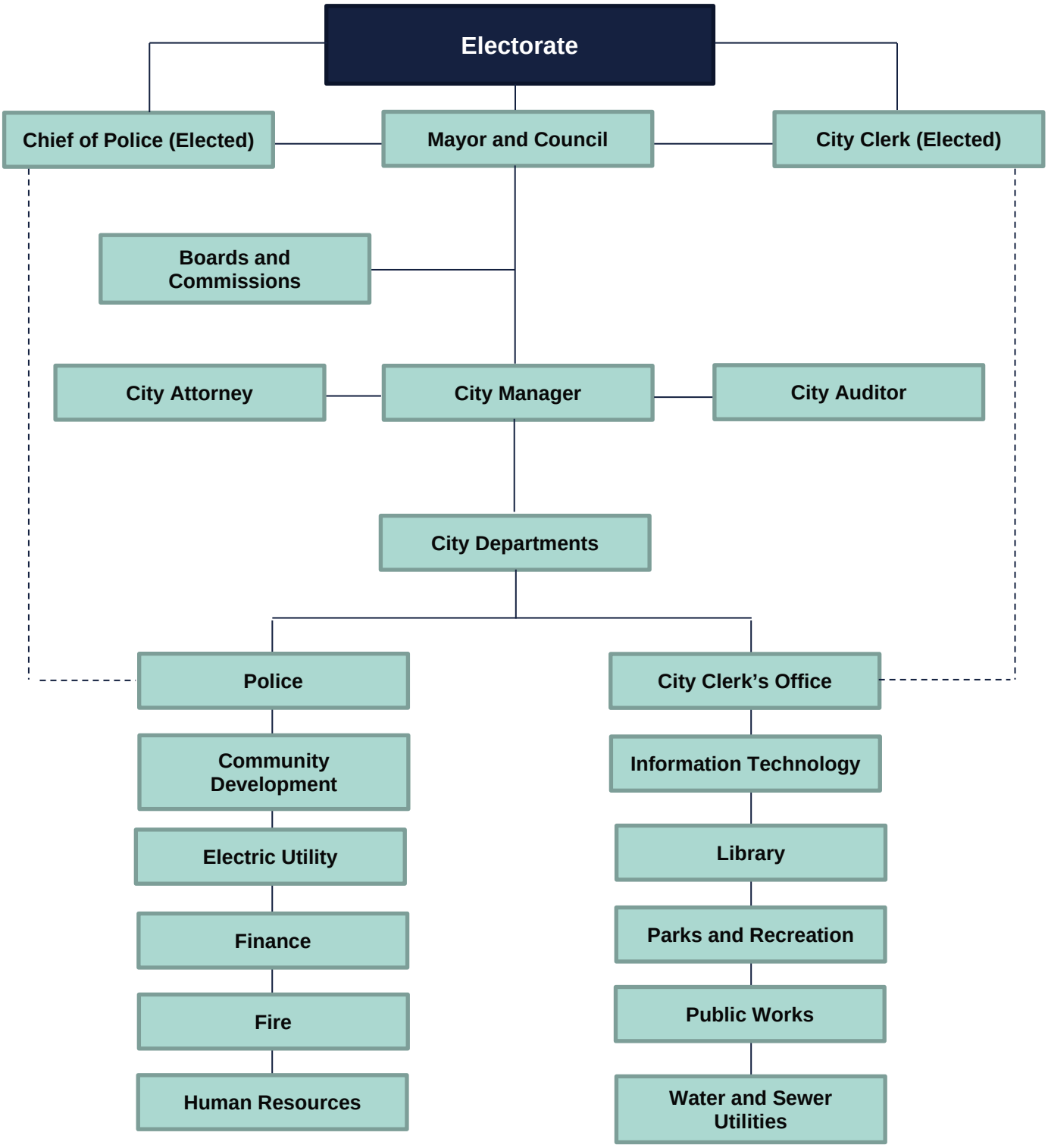
Director of Water and Sewer Utilities
Gary Welling

Director of Public Works
Craig Mobeck

Director of Community Development
Andrew Crabtree

**As of March 2023*

CITY ORGANIZATION CHART



City Organization by Department/Division/Program

Mayor and City Council Offices

Mayor and City Council
- 1611 – City Council Program

City Attorney's Office

City Attorney
- 2411 – Program Administration
- 2412 – Program Litigation

City Clerk's Office

Elected City Clerk
- 2314 – Elections

Assistant City Clerk
- 2311 – Council/Administration Support
- 2312 – Public Information/Legislation Records Management
- 2313 – Political Reform Act

City Auditor's Office

City Auditor
- 3352 – City Auditor Administration
- 3353 – City Auditor Services

City Manager's Office

City Council Support
- 1021 – Policy Support for Decision Making
- 1022 – Intergovernmental Relations and Advocacy

Leadership and Management Services
- 1031 – Day-to-Day Operations
- 1032 – Strategic Planning
- 1033 – Community Outreach and Engagement

Community Development Department

Building
- 5532 – Plan Review and Permit Services
- 5533 – Field Inspection
- 5534 – Housing Inspection

Housing and Community Services
- 5542 – Federal State Grant
- 5543 – Neighborhood Conservation and Improvement Program
- 5544 – Community Development
- 5545 – Affordable Housing
- 5546 – Housing Authority
- 5547 – City Affordable Housing
- 5548 – Community Development Housing Successor

Planning
- 5522 – Development Review
- 5523 – Advanced Planning
- 5524 – Historical Preservation
- 5525 – Code Enforcement

Electric Utility Department *

Administrative and Business Services
- 1311 – Financial Services
- 1316 – Administrative Services

Customer Development and Project Management
- 1361 – SVP Engineering

Resource Planning and Engagement
- 1312 – Public Benefits
- 1313 – Key Accounts
- 1315 – LCRE Program
- 1317 – Fiber Program
- 1319 – SVP Electric Vehicle Program
- 1325 – Greenhouse Gas Program
- 1356 – Resource Management
- 1358 – Risk Management and Settlements

Revenue and Resources
- 1321 – Revenues and Resources Costs
- 1326 – Resource and Production

Utility Operations
- 1324 – Electric Compliance
- 1351 – SVP System Support
- 1362 – Power System Controls
- 1371 – Communications & Meter Technical Support
- 1372 – Substation Maintenance
- 1376 – Transmission & Distribution
- 1377 – Generation Maintenance

* This reflects various program and division changes effective FY 2023/24. For more information, refer to the Electric Utility Department Section – Budget Summaries.

Finance Department

Accounting
- 3322 – General Accounting

Administrative Services
- 3362 – Citywide Fiscal Planning

Budget
- 3315 – Budget and Financial Analysis

Municipal Services
- 3332 – Utility Billing Services
- 3333 – Revenue Receipting/Cashiering
- 3334 – Business Certificate
- 3335 – Field Services
- 3336 – Administration
- 3337 – Contact Center/Communication

Purchasing
- 3341 – Warehouse
- 3343 – Purchasing
- 3344 – Mail Services

Fire Department

Administration
- 7811 – Administration

Community Risk Reduction
- 7831 – Administration / Investigation / Education
- 7832 – Prevention and Hazardous Materials
- 7833 – Certified United Program Agency (CUPA)
- 7834 – Development Services
- 7835 – Non-Development Services
- 7836 – Development CUPA
- 7837 – Non-Development CUPA

Emergency Medical Services
- 7861 – Emergency Medical Services

Field Operations
- 7822 – Emergency Response

Office of Emergency Services
- 7871 – Office of Emergency Services (OES)

Training
- 7841 – Training – Fire

Human Resources Department

Employee Benefits and Records
- 2514 – Records – Compensation
- 2515 – HR Workers' Compensation & Safety

Recruitment, Classification and Staff Development
- 2521 – Selection – Classification
- 2525 – Recruitment, Staff Development and Labor Relations

Information Technology Department

Contract Services
- 1931 – Contract Services

Enterprise Services
- 1911 – Application Services
- 1912 – IT Web Services
- 1913 – GIS Services

Infrastructure and Support
- 1921 – Infrastructure and Support

Telecommunication Services
- 1941 – IT Telecommunication Services

Library Department

Administration
- 1221 – Administration
- 1263 – Literacy Grants

Adult Services
- 1234 – Read Santa Clara
- 1241 – Reference and Adult Collections
- 1244 – Local History

Branch Services
- 1233 – Mission Library
- 1235 – Northside Branch
- 1236 – Bookmobile and Mobile Library Services

Customer Services
- 1245 – Customer Services

Facilities
- 1271 – Facilities

Technical and Technology Services
- 1251 – Technical Services
- 1272 – Technology

Youth Services
- 1231 – Youth Services
- 1232 – Library – Young Adult

Parks and Recreation Department

Administration
- 1121 – Administration
- 1122 – Park Development
- 1123 – Park Projects
- 1151 – Teen Activities
- 1157 – Special Recreation
- 1171 – Citywide Special Events

Cemetery
- 0125 – Perpetual Care
- 0131 – Endowment Care
- 1162 – Maintenance of Grounds
- 1163 – Maintenance of Buildings
- 1164 – Operations

Parks
- 1132 – Parks
- 1133 – Pools
- 1134 – Buildings
- 1135 – Operations

Recreation
- 1141 – Health and Wellness
- 1142 – Recreation – Administration
- 1143 – Youth Activity Center and Programs
- 1144 – Senior Center & Therapeutic Recreation Programs
- 1145 – Community Recreation Center and Programs
- 1146 – Recreation Facilities
- 1147 – Aquatics
- 1148 – Sports and Athletics
- 1149 – Teen Center Activities and Programs

Senior Nutrition Program
- 1112 – Senior Nutrition Program

Police Department

Administrative Services
- 7742 – Administration
- 7744 – Professional Stand
- 7745 – Department Support
- 7746 – Community Services Police
- 7747 – 911 Dispatch/Communications
- 7752 – Police Grants

Communication Acquisitions
- 7781 – Communication Equipment Amortization

Field Operations
- 7722 – General Patrol
- 7723 – Traffic
- 7724 – Emergency Response/Temporary Holding Facility

Investigations
- 7732 – General Investigation
- 7733 – Special Enforcement Team
- 7734 – Records

Special Operations
- 7761 – Special Operations General
- 7764 – Special Operations – Specialized Teams
- 7765 – Special Operations – Reserves

Department of Public Works

Engineering – Administration
- 4411 – Administration – General Services
- 4412 – Administration – Developer Projects
- 4413 – Administration – Capital Improvement Projects

Engineering – Design
- 4441 – Design – General Services
- 4442 – Design – Developer Projects
- 4443 – Design – Capital Improvement Projects

Engineering – Field Services
- 4461 – Field Services – General Services
- 4462 – Field Services – Developer Projects
- 4463 – Field Services – Capital Improvement Projects

Engineering – Land and Property Development
- 4451 – Land and Property Development – General Services

Department of Public Works

- 4452 – Land and Property Development – Development Support

Engineering – Traffic
- 4431 – Traffic – General Services
- 4432 – Traffic – Developer Projects
- 4433 – Traffic – Capital Improvement Projects
- 4434 – Traffic Signal Management
- 4435 – Traffic Striping and Signing

Facility Services
- 2222 – Maintenance Repair
- 2223 – Janitorial
- 2961 – Convention Center Maintenance District

Fleet Management
- 2111 – Fleet Acquisitions
- 2123 – Fleet Operations

Streets
- 2911 – Street Maintenance
- 2921 – Storm System Maintenance
- 2924 – Non-Point Source
- 2931 – Garbage Collection
- 2932 – Clean Green Collection
- 2933 – Clean Up Campaign
- 2934 – Residential Recycling
- 2935 – Street Sweeping
- 2936 – Household Hazardous Waste
- 2941 – Parking District Maintenance
- 2951 – Landscape Maintenance
- 2952 – Street Tree Program
- 2971 – Traffic Maintenance

Water and Sewer Utilities Department

Recycled Water Program
- 1522 – System Maintenance
- 1525 – South Bay Water Recycling Maintenance

Sewer
- 1511 – System Administration
- 1512 – System Maintenance
- 1514 – Operations
- 1515 – San José-Santa Clara Water Pollution Control Plant
- 1516 – Storm Pump Maintenance
- 1519 – Debt Service

Solar Utility
- 1532 – Solar – System Maintenance

Water Construction, Maintenance, Operations
- 1422 – Water System Maintenance
- 1423 – Water Construction
- 1424 – Water System Operations

Water Engineering, Compliance, Conservation
- 1411 – Administrative Design
- 1412 – Water Quality
- 1413 – Water Resources

Non-Departmental

Citywide Programs
- 3611 – Citywide Programs

Citywide Strategic Programs & Initiatives
- 3631 – Citywide Strategic Programs & Initiatives

Stadium Operations
- 3621 – Stadium – General Administration
- 3622 – Stadium – Police
- 3623 – Stadium – Fire
- 3624 – Stadium – Public Works
- 3625 – Stadium – Information Technology

BUDGET AND FISCAL POLICIES

We present the relevant policies and practices that define specifically the way the City manages its budget, reserves, interfund loans, investments, and debt with the goal of long-term fiscal sustainability. The City Council reviews and approves budgetary policies as part of the annual budget process. Investment and debt policy statements are referenced in this section; however, reviewed and approved by the City Council under separate cover.

Appropriation Control

The City Council is responsible for approving the appropriation of fiscal resources to cover estimated expenditures for each fiscal year. Expenditures are appropriated in each fund to departments, offices, and agencies for various goods, services, and capital projects described in the budget. The legal appropriation control is established at the department level in each fund. For select funds where expenditures are not allocated to a specific department, the appropriation control is established at the fund level. For capital funds, the appropriation control is at the project level. Transfers of funding between budgetary funds require City Council appropriation and approval. City Council approval is required for a budget amendment during the fiscal year which may include the use of reserves or fund balances, and approval of appropriations of grant monies. Per Article XIII, Section 1305 of the City Charter, appropriations lapse at the end of each fiscal year; therefore, unencumbered funds allocated for specific projects, donations, and grants require City Council appropriation for use in the following fiscal year.

Budgetary transfers between accounts or expenditure category may be done through Finance Department or City Manager's Office approval as long as they are conducted within the legal appropriation control limit set by the City Council.

Balanced Budget

The City Council considers General Fund budget decisions with long-term implications based on information from the Ten-Year Financial Forecast. One-time sources are used to cover one-time uses. The budget is structurally balanced when forecasted ongoing sources cover ongoing uses. Budgets shall be structurally balanced to the extent possible. Reserves should be considered to balance a budget only in the context of a plan to return to a structural balanced budget.

Budget Monitoring and Reporting

Financial reports on actual performance in relation to budget are prepared by the Finance Department through monthly financial statements. These reports are prepared and presented to the City Council, per City Charter requirements (Section 802) the City Manager shall be required to keep the City Council advised of the financial condition and future needs of the City. City Departments are responsible for reviewing these monthly financial reports and identifying potential budget problems and recommending corrections through budget amendments.

Long Term Financial Forecast

The Finance Department prepares a Ten-Year General Fund Financial Forecast which is incorporated into the budget planning process and presented to the City Council annually. This forecast is updated annually and considers current and future economic conditions, revenue projections, and spending scenarios based on the

latest available assumptions. Capital improvement plans are created and published on a five-year basis to provide a long-term plan of the City's capital funding plan.

Municipal Fees and Charges

User fees are reviewed and adjusted for on an annual basis with the goal of maximizing cost recovery. The City Council may consider and approve any fee that is below 100% cost recovery, requiring a General Fund subsidy if it is in the public's best interest. User fees are adopted by the City Council annually through the Municipal Fee Schedule. Utility fees and certain other fees and assessments can also be approved separate from the Municipal Fee Schedule. Parks and Recreation fees are established by the Parks and Recreation Director and published in the Activity Guide.

Capital Planning

The City Council reviews and adopts a two-year Capital Improvement Program Budget which includes a five-year capital improvement program. Projects included in the capital improvement program are to be consistent with the City's General Plan. Per State Government Code Section 65401, the Planning Commission reviews the capital improvement program for conformance to the City's General Plan and proposes recommended considerations for the City Council. Funding sources are identified for all projects included in the capital improvement plan.

The Capital Improvement Program (CIP) is submitted by City departments and reviewed by the City Manager's Office, the Finance Department, and the Public Works Department. The review process considers City priorities and identifies the most urgent projects for capital funding by program area, master plans, or needs assessments which identify the most critical projects for repair and replacement.

Department of Public Works staff reviews project estimates and evaluates the current bidding environment. Project contingency reserves are established based on the type of project and the project estimate type (engineering or preliminary estimates). Operating and maintenance costs are identified for planning purposes when projects are completed and come online.

General Fund Reserves

The City Council allocates available resources to General Fund contingency reserves through various reserves designated for emergency use or restricted future uses. Restrictions are established by policy, or through legally segregated development-related fee reserves collected from users.

- Budget Stabilization Reserve – is used as an allocation for weathering economic downturns, emergency financial crises, or disaster situations. The reserve target is equal to the cost of the City's General Fund operations for three months (90-day working capital reserve).
- Capital Projects Reserve – is used to support the City's CIP. The minimum target is $5.0 million with a goal of having sufficient funds to fund capital projects included in the City's biennial capital budget and five-year CIP.
- Land Sale Reserve – this reserve allocates proceeds from the sale of City-owned land
- Advanced Planning Fee Reserve – this reserve allocates a portion of user fees for the update and amendment of the City's General Plan. Individual user fees are included and approved under separate cover as part of the Municipal Fee Schedule.

Utility Funds Reserves

The City is responsible for operating and maintaining several utilities, including electric, potable water, recycled water, and sewer. Regular cost of service studies are performed to evaluate rates and charges for each utility with forecasted revenue requirements and projected expenditures. One component of this analysis is the determination of adequate reserve levels to cover shortfalls in operating revenues, address unforeseen operating and capital expenditures, cover day-to-day operating costs during emergency situations, maintain strong bond ratings, and ease the burden on ratepayers associated with large rate increases. The following reserves address these needs:

- Operations and Maintenance Reserve – this reserve is used to cover day-to-day expenses, address unforeseen cost increases or revenue shortfalls, and protect against emergency financial crises or disaster situations. The reserve target is equal to the cost of the individual utility's operations for three months (90-day working capital reserve). Due to large fluctuations and variability in the energy market, the Electric Utility Operations and Maintenance Reserve has a target ranging from 90 to 180 days of operations. For the Electric Utility, the Operations and Maintenance Reserve, together with the Rate Stabilization Reserve (as described below), comprise the Electric Utility Rate Stabilization Fund established and maintained by the Electric Utility for purposes of its bond indenture.
- Infrastructure Reserve – this reserve is used to support each utility's CIP or fund unforeseen and unbudgeted capital costs. The reserve target is equal to an average annual CIP budget, as calculated over a 48-month period of budgeted CIP expenses as presented in the Biennial Capital Improvement Program Budget. At minimum, the target is to reserve 20% of the average annual CIP budget amount. For the Electric Utility, this reserve is based on an analysis of critical infrastructure, the likelihood for replacement, and the estimated replacement costs, evaluated regularly by SVP.
- Rate Stabilization Reserve – this reserve is used to absorb short-term revenue shortfalls and is designed to stabilize utility rates and avoid wide swings in rates charged to utility customers over time. The minimum reserve target is a balance equal to 10% of each utility's projected current year rate payer revenue. For the Electric Utility, the Rate Stabilization Reserve, together with the Operations and Maintenance Reserve (as described above), comprise the Electric Utility Rate Stabilization Fund established and maintained by the Electric Utility for purposes of its bond indenture.
- Special Projects Reserve – this reserve sets aside funds for large or longer-term CIP projects or other special purposes to lessen fluctuations in rates and support long-term planning efforts. While no general target is established for this reserve, the amounts will be established by each utility based on need.

In addition to the reserves cited above, reserves may be established to address specific needs or requirements of an individual utility. This may include required reserves in restricted funds, such as the reserves in the Electric Operating Grant Trust Fund for public benefits, low carbon fuel, and greenhouse gas.

Other Reserves

The City may include additional reserves set aside for specific purposes based on legal, policy, or budgetary purposes. Some of these include reserves for historical preservation, pension costs, vehicle or fleet replacement, workers' compensation costs, or to fund potential future general liability claims against the City.

- Pension Stabilization Reserve – this reserve sets aside funds to address the City's pension unfunded accrued liability. The targeted annual funding contribution is 1% of the City's unfunded pension liability.

Interfund Loans and Advances

Interfund loans are loans from one City fund to another City fund for a specific purpose, with a requirement for repayment. Interfund loans should be short-term in nature and shall not be used to solve ongoing structural budget deficits. The department managing the borrowing fund should complete the interfund loan agreement. The agreement should include the amount requested, loan period, description of the loan, and repayment terms. Interest shall accrue at the City's pooled investment rate at the time of the loan approval. A summary of any outstanding loans is included in the City's Annual Comprehensive Financial Report and Biennial Budget. In addition, advances from the General Fund that have been approved by the City Council may be paid back by other revenue sources.

Investment Policy

The City undertakes investment related activities that are made with prudence. On an annual basis, the City formalizes these activities in the Investment Policy Statement which is adopted by a resolution of the City Council (https://www.santaclaraca.gov/home/showdocument?id=66753). The policy is to invest public funds, including bond proceeds, reserves and other special City funds, in a manner which will provide maximum security while meeting the daily cash flow demands of the City and providing the highest investment return and conforming to all state and local statutes governing the investment of public funds.

The City of Santa Clara Charter gives the Director of Finance the authority and responsibility to deposit and invest all City funds. It authorizes the Director of Finance to invest the City's idle cash in allowable investment vehicles with a maximum remaining maturity of five years by settlement date. The City Council may grant express authority either specifically or as part of an approved investment program to invest in vehicles with remaining maturity that exceeds the five-year restriction. Authority must be given to the Director of Finance at least three months prior to the investment. California Government Code also allows the City to invest in the same investment vehicles as authorized by the City Council. The Director of Finance establishes written depository and investment policy procedures for the operation of the investment program consistent with the City Investment Policy, establishes a process of independent review by an external auditor, and provides monthly investment reports to the City Council.

Debt Policy

The City believes that debt is an equitable means of financing projects and represents an important source of meeting fiscal responsibilities. The City obtains and maintains long-term debt for large capital improvement projects. The Finance Department manages the City's debt with prudence, diligence, and attention to prevailing economic conditions and applicable laws. It manages issuance of debt, administers debt proceeds, prepares ongoing disclosure, handles debt and tax compliance, and makes debt service payments. City departments with debt-financed capital programs coordinate with the Finance Department in implementing and handling debt related transactions. Semiannual updates are prepared by the Finance Department on outstanding debt for the City of Santa Clara, its Agencies, and Corporations. This report is presented as a standard management practice that provides a valuable overview of the current status of the City's long-term debt obligations. The current City Council approved debt policy can be found online at: (http://santaclaraca.gov/home/showdocument?id=63748).

Donation Policy

Donations may be offered in the form of cash, real or personal property. "Designated" donations are donations where the donor specifies intended use by a particular City department, location, or purpose. "Undesignated" donations are given to the City as a whole, for an unspecified use. Donations of any kind which might be perceived or interpreted as an attempt to influence actions of the City Council or City Administration will not be accepted. All donations are presented to the City Manager for compliance with the policy. As part of the annual budget process, for anticipated monetary donations, staff will bring forward for Council consideration a balanced appropriation for revenue and expenditures to facilitate the acceptance of donations throughout the fiscal year. Donations valued at $100,000 or greater require City Council acceptance and appropriation of funds. Donations valued less than $100,000 may be accepted with the monetary donations available to departments for expenditure as part of the adoption of the annual budget. A report of all donations received by the City is presented to City Council as part of the Monthly Financial Report. The appropriation of anticipated donations can be found in each respective City department and corresponding Source and Use of Funds Statement in this document.

Community Grants Policy

The budget includes an allocation of $100,000 for Community Grants to offset the cost of City fees in support of the Council approved Community Grants Policy. Annually, and subject to availability of funds, the City Council shall establish grant appropriations as part of the approval of the budget. Community grants, subject to availability of funds, shall not exceed $10,000 per applicant, per year. To receive grant funds, grant applications must be submitted at least 90 days before the planned event/activity being funded, regardless of the form of the grant, and will be evaluated by the City Manager's Office on a case-by-case and "first come-first served" basis, throughout the fiscal year. Applicants are encouraged to submit their applications at the beginning of the fiscal year, for events or activities occurring at any time during that fiscal year, to maximize opportunity for availability of funds. The City Manager's Office shall approve or deny an applicant's request based upon eligibility criteria, and subject to funding availability as approved by the City Council through the adoption of the annual budget. Grants for community events shall not be provided for waiver of or reimbursement for already discounted permit fees. Grants for attendance at youth state, national, or international competitions or performances shall be limited to costs of registration, hotel, transportation, and food for participants and coaches/chaperones only. Due to short notice, to advance to state, national, or international competitions, applicants shall submit an application within one week of advancing to such competitions. In all cases, the City reserves the right to reject any and all applications in the event the City Manager's Office identifies a potential conflict of interest or the appearance of a conflict of interest. Submission of an application in no way obligates the City to award a grant and the City reserves the right to reject any or all applications, wholly or in part, at any time, without penalty.

Stadium Authority Policy

The Stadium Authority exists as a public body, separate and distinct from the City, and is established to provide for development and operation of Levi's Stadium. It is structured so that the City will not be liable for debts or obligations of the Authority. The governing board duties and the fiscal policies that govern the Stadium Authority are included in the stand-alone Operating, Debt, and Capital Budget that is adopted by the Stadium Authority Board. This can be found at https://www.santaclaraca.gov/our-city/santa-clara-stadium-authority. This budget reflects the revenues and expenditures related to the support of the Stadium and can also be found in the General Fund Non-Departmental section of this document titled Stadium Operations.

Policy Development

Staff has established this Budget and Fiscal Policies section in an effort to improve governance, transparency, and establish policies to govern the budget. These policies will be reviewed annually and enhanced as capacity allows.

OUTSTANDING LOANS AND ADVANCES

Interfund loans are loans from one City fund to another City fund for a specific purpose, with a requirement for repayment. A detailed listing of outstanding loans and advances is included in the following table:

Receiving Fund	Originating Fund	Loan/Advance Details (Payback Source, Term, Interest Rate)	Outstanding Amount (as of June 30, 2022) *
Parks and Recreation Capital Fund	General Fund (May 22, 2018, RTC 18-124) Loan for the Reed Street – Grant Street Sports Park Project from the Land Sale Reserve	This loan bears interest based on the City's weighted average portfolio rate. This loan will be repaid in annual installments from Mitigation Fee Act revenue (25% of the revenue is allocated for loan repayment) until the loan is paid in full.	$ 5,539,540
Total Interfund Loans and Advances			**$ 5,539,540**

* The loan was fully repaid on March 21, 2023 (Report to Council 23-316) from Mitigation Fee Act revenue received in FY 2022/23.

Budget Guide

The following information is presented to help the reader understand the way the City allocates budgets and accounts for the operations of the City. Explanations are presented in two categories: Budget Book Details and Fund Accounting.

UNDERSTANDING THE OPERATING BUDGET

Budget Definition

The budget of the City is a detailed operating plan that identifies estimated costs and program benefits in relation to estimated revenues. The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), except encumbrances which are recognized as expenditures when legal contracts or commitments are entered into. The budget for governmental funds has been prepared on a modified accrual basis, recognizing revenue when they are measurable and available to be used to finance expenditures in the fiscal year. Expenditures are recognized when they occur, regardless of when cash is received or disbursed. The budgets for proprietary funds are prepared on a full accrual basis, recognizing revenue and expenditure activity for the fiscal year for which the activity occurred. The budgetary accounting basis and the consolidated annual financial reports include the reconciliation between GAAP modified and/or full accrual accounting for the financial reports and the budgetary basis budget. All of the year-end financial reports are kept on the basis of modified or full accrual accounting. The budget includes the adopted services to be provided during the fiscal year and the associated appropriations to cover the costs of the adopted programs, projects, services, and activities. These are funded by the estimated revenue and/or fund balance available to finance the adopted service levels.

Budget Process

The budget process is the mechanism through which policy decisions are made, implemented, and controlled. The City Charter requires that the City establish a budgetary system for general operations and prohibits expending funds for which there is no legal appropriation. The City is required to adopt an annual operating budget on or before June 30 for the ensuing fiscal year that begins July 1.

The procedures to establish the budget are as follows:

1. In October and November, departments review their annual budget to determine what their base budget needs to be for the following year, in order to keep the City Council-approved level of service currently provided. Once these adjustments are identified, base budget requests are submitted to the Finance Department for review.

2. After receiving all base budget requests and corresponding back-up documentation to support the requests, the Finance Department meets with the City Manager's Office to review all department requests. Once these meetings take place, the base budget is established for each department.

3. The City Manager's Office, along with the Finance Department, coordinate a citywide presentation to kick off the budget process to provide a brief overview to departments of what is expected in their submissions as well as a timeline of due dates for service level change requests.

Budget Process

4. In February/March, there is typically a City Council operating and strategic priority setting retreat. Any recommendations that come forward during this retreat are incorporated into service level change requests. During this retreat, the Ten-Year General Fund Financial Forecast is also presented to City Council.

5. Departments submit to the Finance Department all service level change requests for the operating budget, as well as any critical needs for adjustments in their Capital Improvement Program budget. The Finance Department reviews all submissions, working with departments to resolve any questions or outstanding issues.

6. Budget meetings are held between the City Manager's Office and the Finance Department to review all service level change requests in both the operating and capital improvement program budgets. After these meetings have taken place, decisions are finalized based on the items presented, balancing each fund's budget and incorporating City Council priorities.

7. The City Manager submits to the City Council a proposed operating budget for the two following fiscal years, as well as any capital adjustments for the following fiscal year, commencing July 1. Submission to City Council is at least thirty-five (35) days prior to the beginning of each fiscal year.

8. Public hearings are conducted to obtain City Councilmembers' and residents' comments. Copies of the proposed budget shall be available for inspection by the public in the office of the City Clerk at least ten days prior to these hearings.

9. The budget is legally enacted through passage of a minute order.

From the effective date of the budget, the amounts stated therein as expenditures/expenses, become appropriations to the applicable funds. In order to amend the budget during the year, departments must submit a Report to Council, explaining the need for the change and budget implications. Upon review and approval of the City Council, the budget may be amended. For the Operating Budget, the legal level of budgetary control is at the fund and department level. For funds that do not have an associated department, the legal level of budgetary control is at the fund level.

In addition to the biennial appropriated operating budget, every other year a Capital Improvement Program (CIP) Budget is adopted and a five-year capital needs plan is updated and accepted by the City Council for the City's anticipated capital projects to be funded over the next five years. For the CIP Budget, the legal level of budgetary control is at the project level.

Budget Book Details

The Operating Budget includes a ***City Manager's Transmittal Letter*** that provides an overview of the organization, the short- and long-term issues facing the City, City Council priorities and the changes to the budget as they align to strategic initiatives.

The ***City Profile and Organization Chart*** section provides basic facts about the City, a detailed roster of elected officials including Boards and Commissions, the City's executive team, comparison of key revenue and expenditure data to other local cities and the City organization chart.

The ***Budget and Fiscal Policies*** section provides detailed policy framework driving the development of the budget, including a glossary and acronym index.

The ***Budget Summary*** details the total City budget across all funds, with adjusting entries reconciling to a total net City budget.

The ***Summary of Budgeted Positions by Department*** details the City's budgeted positions and reconciles changes throughout the year.

The ***Statement of Sources and Uses of Funds*** section details revenues, expenditures and fund balance position including prior year actual activity, current year budget and estimated revenue and expenditures, and two-adopted budget years. This section is organized by accounting fund type detailed later in this section.

The ***Debt Service*** section details the City's debt policies, current long-term debt obligations, legal debt margin, and the ten-year debt service schedule for all outstanding debt issuances.

The ***Ten-Year Financial Forecast*** section includes overviews of the General Fund and selected other funds forecasts. These overviews include revenue and expenditure assumptions.

Department sections detail each department mission and objectives broken into divisions and programs. A summary of accomplishments from the past year, objectives for the next two years and budget highlights are included. A table summarizing Dollars by Division and Program, Dollars by Fund, and Dollars by Category provide multiple views of the budgeted dollars. Position budgets are developed initially in the fall of the preceding year with an interface of salary and benefits data with the Human Resources/Payroll system. These positions are reviewed and amended based on Council-approved service levels with allocations reflected by fund, division, and program. A summary of positions by division and program, by fund, and by job classification are included in each department. Budget reconciliations are included in each department section. This section summarizes changes from the prior Adopted Budget, including one-time and ongoing changes to the Base Budget and Service Level Changes. After the budget reconciliation are the service level change items. This portion of the department section includes a description of the action, the dollar amount in each adopted year and any associated position change. Each service level change discusses the performance impact and notes the alignment to the City Council priorities represented in a strategic pillar.

Categories of Expenditures

Salaries – Includes regular salaries, overtime pay, vacation pay, holiday, separation payouts, and premium pays such as out-of-class pay, night differential pay, hazard pay, evidence tech pay, and paramedic pay. These costs are primarily driven by the number of positions budgeted within the program.

Benefits – Includes Medicare, social security, health allocation, other post-employment benefits (OPEB), and CalPERS retirement costs. Other benefits such as Voluntary Employee Beneficiary Association (VEBA), dental, life insurance, uniform allowance, meal allowance, employee assistance program, auto allowance, mobile phone allowance, and professional development are included, if applicable.

Materials/Services/Supplies – Includes all expenditure items that the department has direct control over such as contract costs, supplies, equipment purchases, and utility charges. For the second year of the Biennial Operating Budget, a 2% increase to costs has been applied to most line items.

Resource and Production – Consists mainly of costs related to the purchasing or generating of electricity, water, or recycled water as well as disposing of solid waste matter and sewage effluent for the respective City utilities.

Services from Other Funds – Cost Allocation Plan – Includes central services costs (e.g., Human Resources, Finance, City Manager's Office, City Attorney's Office) that are allocated to funds as calculated in the Cost Allocation Plan. The Cost Allocation Plan costs, which are typically termed "citywide overhead", are allocated to departments and funds receiving the support based on an allocation factor, such as employee count or budgeted expenditures. The Cost Allocation Plan is typically updated by a third-party consultant every two or three years and include modest increases between updates.

Interfund Services – Includes allocated charges for services provided by various departments or central costs as budgeted in the City's internal service funds. Citywide liability claims costs, vehicle maintenance and replacement, unemployment insurance, workers' compensation costs, communications equipment, and information technology costs are reflected in internal service funds and the costs are apportioned to departments or funds in the City based on an appropriate allocation factor for each internal service fund.

Capital Outlay – Includes small capital expense purchases not budgeted within the Capital Improvement Projects budget. Most individual capital purchases with a cost of less than $5,000 are expensed in this category.

Transfers to Other Funds – Includes all money moving to other funds. Transfers can be between the operating and capital improvement program budget to provide funding for capital projects or between different operating funds. Transfers to other funds are included in the department budget sections.

Debt Service – Funding provided to pay for the City's Debt Service obligations. These costs have been excluded from department budgets and detailed in a separate Debt Service section in the document.

Strategic Pillars

The following are the strategic pillars established by the City Council to provide a framework for this budget document. In each department section, service level changes and performance and workload measures aligned to one of the Council-approved pillars below:



Enhance Community Engagement and Transparency



Deliver and Enhance High Quality Efficient Services and Infrastructure



Manage Strategically Our Workforce Capacity and Resources



Promote and Enhance Economic, Housing and Transportation Development



Promote Sustainability and Environmental Protection



Enhance Community Sports and Recreational and Arts Assets



Ensure Compliance with Measure J and Manage Levi's Stadium

Performance and Workload Measures

In program budgeting, Performance and Workload Measures are used to measure the performance of the department. These measures align budget dollars allocated to provide services with City Council priorities through Strategic Pillars in an effort to drive budgetary decision making. These measures provide insight into how efficiently or effectively the City is providing services in each major program. They are the measures through which the value of services can be assessed by Council and the public. Workload measures provide insight into the volume of effort that is required to provide each service. Performance and Workload Measures tend to remain the same year after year to provide longitudinal data which allows trends to be evaluated. There are, however, some programs which do not have performance measures. These are in areas where quantifiable results are either not appropriate or where it would be too costly to gather the information. Additionally, there are programs where there are no results/budget for particular years, as noted by "N/A". This typically indicates that the measure was: (1) new for the budget year, (2) the program is closed/closing for the budget year, or (3) the measure moved to another program due to a department reorganization of structure. All measures are tied to a strategic pillar, displayed by the icons in the Performance and Workload Measures tables. Performance and Workload Measures proposed for addition or deletion are noted on each measure.

Fund Accounting

The accounts of the City are organized and operated on the basis of funds, each of which is considered a separate accounting entity. Government resources are allocated to and accounted for in individual funds based upon the purposes for which the resources are to be spent. A general description of each follows:

Governmental Fund Types

Governmental funds are those through which most governmental functions of the City are financed. The following are the City's Governmental Fund Types:

General Fund - Used to account for the general operations of the City.

Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes. Examples of Special Revenue Funds include the Downtown Parking Maintenance District Fund and the Housing Authority Fund.

Debt Service Funds - Used to account for the accumulation of financial resources to be used for the payment of principal and interest on General Government Operating and Capital long-term obligations, which are not accounted for in proprietary funds.

Capital Improvement Program Funds - Used to account for financial resources to be used for the acquisition or construction of General Government major capital facilities. Capital projects funds are organized by the following fund groups: Enterprise, Streets and Highways, General Government, and Authority funds. Further information on these fund groups and the capital improvements they support can be found in the adopted Capital Improvement Program Budget book.

Proprietary Fund Types

Proprietary funds are used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. Proprietary Fund Types include Enterprise Funds and Internal Service Funds and are described as follows:

Enterprise Funds - Used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise Funds include the Electric Utility Fund and the Water Utility Fund.

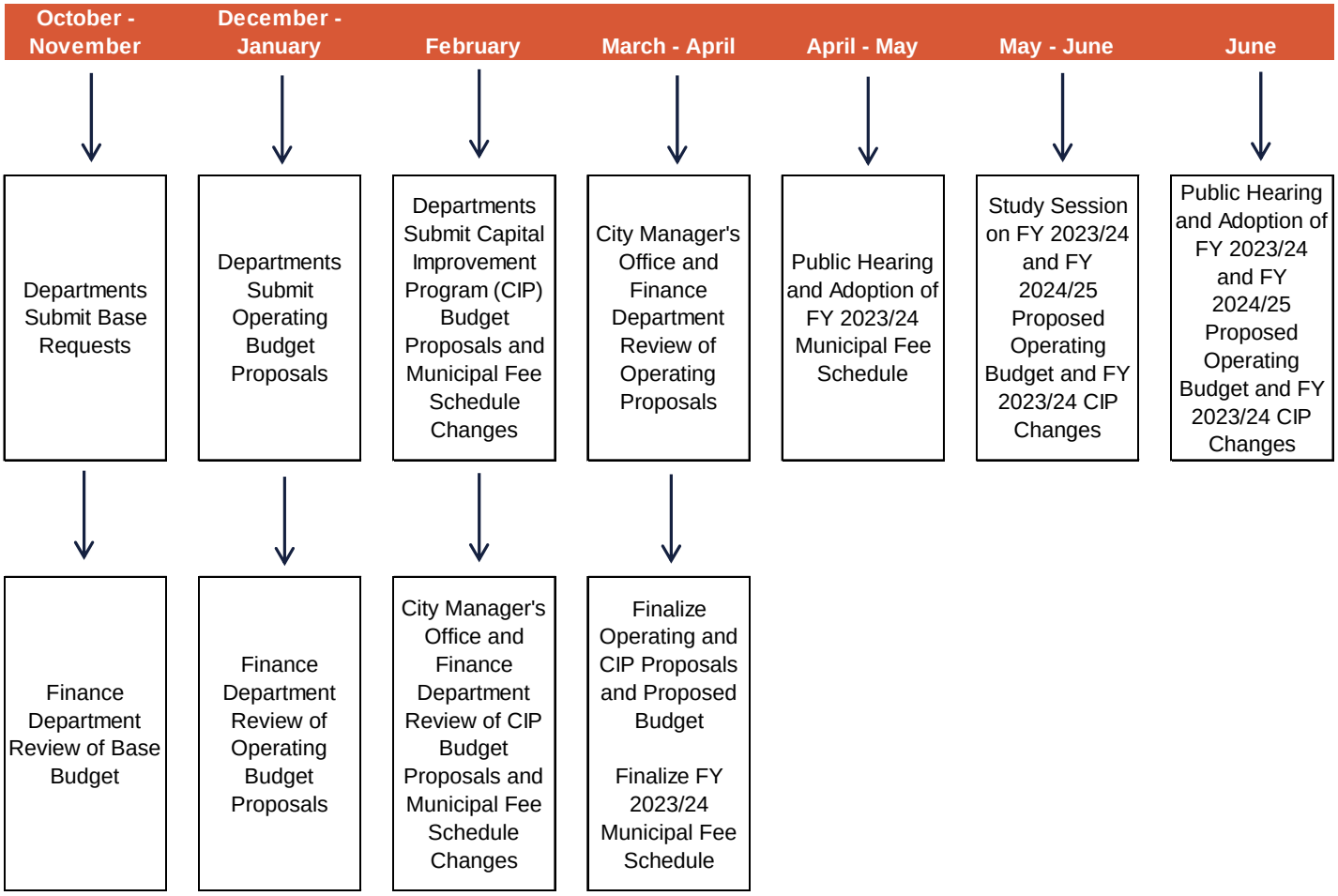
Internal Service Funds - Used to account for the financing of goods, services or facilities provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. Services provided include vehicle replacement, vehicle maintenance and operations, information technology, communications equipment, public works capital projects management, special liability insurance claims, workers' compensation insurance and claims, and unemployment insurance. Examples of Internal Service Funds include the Special Liability Fund and Workers' Compensation Fund.

Fiduciary Fund Types

The City has three types of Fiduciary Funds: Agency Funds (e.g., Employee Benefit and Liability Clearing, Deposits), the Other Post Employment Benefit (OPEB) Plan Trust Fund; and the Private Purpose Trust Funds (e.g., Successor Agency). These funds are excluded from the budget because the City cannot use these resources to finance its own operations.

While each department section provides for a budget breakdown by fund, this budget document also includes statements of sources and uses for all of the City's funds, categorized by the type of fund as described above. Each of these financial statements includes the 2021/22 Actuals, 2022/23 Amended Budget, 2022/23 Estimate, and the 2023/24 and 2024/25 Proposed Budget. The 2022/23 Amended Budget is the adopted budget in addition to any budget amendments that were approved by City Council throughout the fiscal year, while the Estimate column shows what the expected revenue and expenditures will be for 2022/23. The Proposed Budget columns take into account the base budget plus all service level changes included in this document.

BUDGET CALENDAR



DRAFT BUDGET PRINCIPLES FOR FY 2023/24

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. When addressing General Fund shortfalls, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. Approve an exception to the Council Policy that dictates setting the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures; set the Reserve level at a minimum of 15% of expenditures.
7. Focus on projects and services that benefit the community as a whole.
8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
9. Balance between compensation adjustments to retain and attract employees and funding for positions.
10. Use one-time unrestricted revenues (e.g., annual General Fund surplus) for one-time uses such as increasing reserves, funding capital or Information Technology projects, paying off debt, and/or paying off unfunded pension or other post-employment benefits liabilities.
11. Inform and communicate clearly and broadly to residents, businesses and employees regarding the City's fiscal position and budget; schedule hearings to promote active participation in the City Council's budget deliberations.
12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
13. Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
14. Explore expanding existing revenue sources and/or adding new revenue sources.
15. Engage employees to contribute new and innovative ideas during the department budget development process.
16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

GLOSSARY

The following explanations of glossary and terms are presented to aid in understanding the information included in this document:

Abatement - A complete or partial cancellation of a levy imposed by a government and usually applied to tax levies, special assessments and service charges.

Accounting System - The total structure of records and procedures which discover, record, classify, summarize and report information on the results of operations and the financial position of a government or any of its funds, fund types, balanced account groups, or organizational components.

Accrual Basis of Accounting - A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Adopted Budget - The annual City budget as approved by City Council on or before June 30 for the fiscal year beginning July 1. This adopted budget establishes the legal authority for the expenditure of funds. This formal action by the City Council sets the spending path for the year.

Agency Fund – To account for assets held by the City as an agent for individuals, private organizations, other governments, and/or other funds.

Allocation - To divide or share out financial resources or expenditures for a specific purpose to particular funds or departments.

American Recovery and Reinvestment Act (ARRA) - An act established by the federal government in February 2009 whose intent is to create and save jobs, spur economic activity and focus on long term growth through the funding of various projects and initiatives.

Annual Comprehensive Financial Report (ACFR) - The official annual report of the City's financial condition at the conclusion of the fiscal year, June 30. The report is prepared to conform to Generally Accepted Accounting Principles (GAAP) for governmental units and provides a quantitative look at the operating success, financial health, and compliance of the City's reporting units.

Appropriation - A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. For purposes of the Capital Improvement Program (CIP) budget, appropriations are automatically renewed, for the life of the project, unless altered or revoked. For the operating budget, appropriations lapse at the end of the fiscal year to the extent they have not been expended or encumbered.

Appropriations Limit - The California State Constitution limits a city's appropriations growth rate to two factors: changes in population, and either the change in California per capita income or the change in the local assessment roll due to non-residential new construction.

Assessed Valuation - A valuation set upon real estate or other property by a government as a basis for levying taxes. In California, the assessed valuation subject to ad valorem tax levy is governed by Proposition 13 and AB8 (1978).

Assets - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events. This includes financial resources such as cash, receivables, inventory and plant and equipment, net of depreciation.

Audit - A formal examination of the City's accounts by an independent audit firm to determine whether the City's financial statements fairly present the City's financial position and results of operations in conformity with Generally Accepted Accounting Principles.

Authorized Positions - Regular positions authorized in the budget to be employed during the fiscal year.

Balanced Budget - The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and available fund balance from the previous year, meets or exceeds total budgeted uses of resources, including expenses and transfers out to other funds.

Base Budget - The ongoing expense level necessary to maintain service levels previously approved by the City Council.

Basis of Accounting - The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place), and (3) modified accrual basis (revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurred).

Beginning Fund Balance - The amount of prior year's unappropriated funds used to finance appropriated expenses in the current budget year.

Biennial Budget - A consolidated budget document presented on a biennial basis that includes the City's Operating Budget and CIP Budget. The Operating and Capital Budgets are presented in alternating years to the City Council for approval.

Bond - A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

Bond Rating - An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Three agencies regularly review city bonds and generate bond ratings: Moody's Investors Service, Standard and Poor's and Fitch Ratings.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the estimated financial resources available to finance them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Public Hearing - A public meeting at which any member of the community may appear and be heard regarding any item in the proposed budget as presented by the City Manager to the City Council.

Budget Transmittal Letter - A general discussion of the budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the budget.

Budgetary Control - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenses within the limitations of authorized appropriations.

Capital Asset - Land, buildings, equipment, improvements to buildings, and infrastructure (i.e., roads, bridges and other immovable assets). The City's policy is to capitalize equipment with a cost exceeding $5,000 and building, improvements and infrastructure with costs exceeding $20,000. A capital asset is defined as an asset with a useful life extending beyond a single accounting period.

Capital Improvement - A permanent addition to the City's assets, including the design, construction or purchase of land, buildings, or facilities, or major renovations of same.

Capital Improvement Program (CIP) Budget - A plan of annual appropriation for capital improvements and various kinds of major facility maintenance. These projects are often multi-year in length, which requires funding beyond the two-year period in the biennial budget.

Capital Outlay - A budget category which includes all equipment having a unit cost of $1,000 or more, and an estimated useful life of over one year or capital improvements costing less than a certain dollar amount. Capital Outlay is budgeted in the operating budget in the Other Operating Expenditure Category.

Certificates of Participation (COPs) - This financing technique provides long-term financing through a lease, installment sale agreement or loan agreement. Certificates of Participation (COPs) allow the public to purchase participation in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land or facilities. The lending agreement is secured by a lease on the acquired asset or other assets of the City.

Charges for Services - Fees and charges levied by City departments for services rendered (example: utility charges to customers, recreation program fees, engineering fees, etc.).

Community Development Block Grant (CDBG) - Provides eligible metropolitan cities and urban counties with annual direct grants to revitalize neighborhoods; expand affordable housing and economic opportunities; and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

Community Facilities District (CFD) - A special district that can issue debt for the planning, design, acquisition, construction, and/or operation of public facilities, as well as provide public services. Special tax assessments levied by the district are used to repay the debt. A CFD can be formed only if approved by the majority of affected property owners.

Consumer Price Index (CPI) - A statistical measure of a weighted average of prices of a specified set of goods and services purchased by wage earners in urban areas.

Contingency - A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls, and/or unknown expenditures.

Debt - Obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, notes and COPs.

Debt Financing - Issuance of bonds and other debt instruments to finance municipal improvements and services.

Debt Service - Payment of the principal and interest on an obligation resulting from the issuance of bonds, COPs or other debt instruments.

Deficit - An excess of expenditures or expenses over revenue (resources).

Department - An organizational unit comprised of divisions and/or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities. Department directors generally report directly to the City Manager's Office, for instance, Fire and Finance.

Depreciation - An allocation of the cost of fixed assets (buildings, plant or equipment) over the estimated useful life of the asset.

Designation - A portion of fund equity set aside by Council Action for a specific purpose.

Dissolution Act - Also known as Redevelopment Dissolution Act; on December 29, 2011 the California Supreme Court found the Dissolution Act (ABx1 26) constitutional in the California Redevelopment Association vs. Matosantos case. The Act continued the suspension and prohibition of most redevelopment activities in effect since late June 2011; dissolved RDAs as of February 1, 2012; created successor agencies and oversight boards; and established roles for the County-Auditor Controller, the Department of Finance and State Controller's Office in the dissolution process and satisfaction of enforceable obligations of former RDAs.

Division - An organizational unit within a City department. For instance, Fire Field Operations, Fire Community Risk Reduction, and Fire Training.

Encumbrance - Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid.

Enterprise Fund - Used to account for operations: a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation or capital replacement, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Environmental Impact Report (EIR) - An assessment of the likely influence a project might have on the environment.

Equity - The net assets of a fund (i.e. the assets less the liabilities on a fund balance sheet).

Expenditure - Actual cash disbursements for the cost of goods delivered or services rendered to the City in a Governmental Fund.

Expenditure Object Category (Expenditure Category) - Expenditure categories are a group of similar expenditure objects.

Expense - The cost incurred from providing goods or services related to the City's operations in Proprietary Funds.

Fee - The payment for direct receipt of a public service by the party who benefits from the service.

Fiscal Year - The time period designated by the City signifying the beginning and ending period for recording financial transactions. Consistent with all cities and counties in the State of California, the City of Santa Clara has specified July 1 to June 30 as its fiscal year.

Franchise - A special privilege granted by a government, permitting the continued use of public property, such as city streets and usually involving the elements of a monopoly or regulation, for example cable TV, gas, refuse, and others.

Full-Time Equivalent - Refers to one full-time equivalent position, which equals 40 hours per week, 52 weeks per year.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund equity, revenues and expenditures or expenses and other changes in residual fund equity or balances, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, limitations or public policy.

Fund Balance - The amount of financial resources immediately available for use. Generally, this represents the difference between unrestricted current assets over current liabilities.

Fund Type - A category into which funds with similar characteristics are grouped. The fund types used in the City budget are General, Special Revenue, Capital Projects, Enterprise, Internal Service and Debt Service funds.

Gas Tax – State tax received from gasoline sales utilized solely for street related purposes, such as new construction, rehabilitation or maintenance.

General Fund - The primary fund of the City used to account for all revenues and expenditures of the City not accounted for in another fund. Examples of departmental operations accounted for in the General Fund include the City Council, Police and Fire Departments, Library, Parks and Recreation, and others.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to State and local governments is the GASB (Governmental Accounting Standards Board).

Governmental Accounting - The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Accounting Standards Board (GASB) - The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Fund - A fund type to account for tax-supported activities. There are four different types of governmental funds: the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds.

Grant - Contributions of cash or other assets from another government entity to be used or expended for a specific purpose, activity or facility. An example is the Community Development Block Grant given by the federal government.

HOME Program – Federal housing assistance program that provides funds to low- and very low- income families for both rental units and privately-owned dwellings.

Housing and Urban Development (HUD) - The Federal agency whose mission is to increase home ownership, support community development and increase access to affordable housing free from discrimination.

Housing Authority - The City of Santa Clara Housing Authority was established by Resolution 11-7827 on February 22, 2011 to ensure the provision of safe and sanitary housing for persons of low income.

Indirect Cost Allocation Plan - The City uses an indirect cost allocation plan to ensure that enterprises and certain special revenue supported operations pay for themselves and are not subsidized by City taxpayers. General Fund supported central services costs such as payroll, accounting, data processing, personnel, city management and facilities maintenance are allocated to those funds benefiting from these services based on statistical data reflecting use of these support services.

Infrastructure - Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks and airports.

Interest and Rent - Interest income on investments and rental income received on property owned by the City.

Interfund Services - Services provided by one fund within the City for the benefit of another fund for which the benefitting fund is charged a fee (e.g., payroll services for the Electric Utility Department).

Interfund Transfers - With Council approval, resources may be transferred from one City fund to another. The purpose of the majority of transfers is to reimburse a fund that has made expenditures on behalf of another fund. Less often, a transfer may be made to open or close a fund.

Intergovernmental - Revenue received from other government entities (e.g., grants).

Internal Service Funds - These funds account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis.

Legal Debt Limit - Per section 6.07 of the City Charter, bonded indebtedness of the City may not exceed 10% of the total assessed valuation of property within the City, exclusive of any indebtedness incurred for the purpose of water supply, sewers or storm drains.

Levi's Stadium - The stadium is located at 4900 Marie P. DeBartolo Way, Santa Clara and is the home of the San Francisco 49ers professional football team. It has a permanent seating capacity of approximately 68,500 seats with expansion to approximately 75,000 seats for larger events, such as an NFL Super Bowl. The stadium was built based on the City of Santa Clara approved Measure J, the Santa Clara Stadium Taxpayer Protection and Economic Progress Act, on June 8, 2010.

Levy - An amount of taxes, special assessments or service charges imposed by a government for the support of government activities.

Liability - Probable future sacrifices of economic benefits arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events. That is, a financial obligation or claim of financial resources of a specific fund to be liquidated at a future date.

Long-term Debt - Debt with a maturity of more than one year after the date of issue.

Mission - The overriding purpose of the department, division, or program.

Modified Accrual Basis of Accounting - Revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable), except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Municipal Code - A compilation of City Council approved ordinances currently in effect. The Code defines City policy in various categories, for example, Civil Service rules, traffic regulations, sanitation and health standards, building regulations and planning and zoning regulations.

Object Category - See Expenditure Object Category.

Operating Budget - The portion of the budget that pertains to the City's daily operations and activities engaged in to provide services to the community. The operating budget contains appropriations for such expenditures as personnel (salaries, wages and benefits), supplies and materials, utilities, travel and fuel.

Ordinance - A formal legislative enactment by City Council. It has the full force and effect of law within City boundaries unless pre-empted by a higher form of law (State or federal). An ordinance has a higher legal standing than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges are some examples of actions that would require the enactment of an ordinance.

Other Financing Sources - Changes in residual fund equity or balances not arising from revenues or expenditures/expenses. Includes governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets and operating transfers in.

Performance Measures - This is a non-financial measurement of activity such as number of meters read, number of bills sent, number of customer service calls handled and response time to emergency calls. Performance-based budgeting incorporates performance measures into the budget process.

Program - A program is a specific service or activity that falls under departmental divisions. Programs provide for a lower level of detail regarding a Department's function. For instance, the Traffic Program under the Police Field Operations Division.

Property Tax - An ad valorem (based on value) tax on real property and tangible personal property levied by the local government on the property located within the City's jurisdiction. Property tax is determined by two factors: the assessed value of the property and the tax rate for the area in which the property is located.

Public Facilities Financing Corporation (PFFC) - The City of Santa Clara Public Facilities Financing Corporation (PFFC) was formed in 1997 for the purpose of issuing Certificates of Participation (COPs) to provide financing for the construction of major City facilities. Members of the City Council are also members of the PFFC Board. Debt service on the COPs is secured by lease payments made by the City's General Fund to the PFFC for the use of the constructed facilities for public purposes. In accordance with lease agreements, the PFFC assigns lease payments received from the City to the trustee for payment to the certificate holders.

Redevelopment Dissolution Act - See Dissolution Act.

Reimbursement - Repayments of amounts remitted on behalf of another party, or interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but properly applied to another fund.

Reserve - An account used to earmark a portion of fund balance to indicate that it is not available for expenditure or legally segregated for a specific future use.

Resolution - A special or temporary legislative order of the City Council/Agency/Authority. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City. A resolution requires less legal formality and has a lower legal status than an ordinance.

Revenue - Resources received by the government available for use in supporting services including such items as taxes, fees, permits, licenses, grants and interest.

Risk Management - An organized attempt to protect a government's assets against accidental loss in the most economical method. The City is exposed to various risks of losses related to torts, errors and omissions, general liability, injuries to employees and unemployment claims. Claims, expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated using actuarial methods or other estimating techniques. These losses include an estimate of claims that have been incurred but not reported.

Sales Tax - A tax imposed by the government on retailers at the point of sale for the privilege of selling tangible personal property. It is usually calculated as a percentage of the selling price and collected by the retailer from the consumer. The rate in the City of Santa Clara is 9.125%.

Silicon Valley Power (**SVP)** - The City's Electric Utility Department provides electricity to City residents and businesses under the name Silicon Valley Power.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund – A fund in which revenue collected is restricted by the City, State or federal government as to how the city might spend its resources.

Sports and Open Space Authority (SOSA) – The City of Santa Clara Sports and Open Space Authority (SOSA) was created by the City Council in 1974 for the acquisition and development of open space within the City. The members of the City Council are also members of SOSA's Board of Directors and, as such, are authorized to transact business and exercise power to purchase, lease or otherwise obtain and dispose of real and personal property, to acquire, construct, maintain, repair, manage and operate real and personal property, including leasing to private operators for commercial purposes, surplus space which is not economical to use for open space planning.

Stadium Authority – The Stadium Authority was established by the City Council in 2011 to provide for the development and operation of Levi's Stadium. The Stadium Authority's governing board is the seven members of the City Council. The Stadium Authority will own, develop, construct, operate and maintain the Stadium, and have all powers granted to it by the City. The Stadium Authority is a separate and distinct legal entity, and the City is not liable for the debts or obligations of the Stadium Authority.

Strategic Pillar – The City Council adopted seven focus areas for City operations: 1. Promote and Enhance Economic, Housing and Transportation Development; 2. Deliver and Enhance High Quality Efficient Services and Infrastructure; 3. Enhance Community Sports, Recreational and Arts Assets; 4. Enhance Community Engagement and Transparency; 5. Ensure Compliance with Measure J and Manage Levi's Stadium; 6. Manage Strategically our Workforce Capacity and Resources; and 7. Promote Sustainability and Environmental Protection.

Subsidy – A grant by a government entity to another government entity to pay all or a portion of an activity of the government deemed advantageous to the public.

Successor Agency to the Former Redevelopment Agency of the City of Santa Clara – Pursuant to State legislation ABx1 26, the "Dissolution Act," the Redevelopment Agency (RDA) of the City of Santa Clara was dissolved effective February 1, 2012. The City has elected to become the Successor Agency for the RDA non-housing functions, responsible for paying off the former Redevelopment Agency's existing debts, disposing of the former Redevelopment Agency's properties and assets to help pay off debts, returning revenues to the local government entities that receive property taxes, and winding down the affairs of the former Redevelopment Agency. The City has also elected to retain the former Redevelopment Agency's housing functions, including retaining all of the housing assets, rights, power, duties, obligations and functions previously performed by the Redevelopment Agency in administering its Low and Moderate Income Housing Fund.

Surplus – An excess of revenue (resources) over expenditures or expenses.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, water service charges.

Ten-Year Financial Plan – A strategic planning document showing the estimated results of operations and capital improvement project requirements over the next ten years. This plan is reviewed and accepted by Council and no appropriations result from that acceptance.

Theme – The capital budget is aligned to twelve categories (Administrative Facilities, Community Facilities, Convention Center, Electric Utility, Other Community Projects, Parks and Trails, Sewer Utility, Solid Waste, Storm Drain, Technology and Equipment, Transportation, and Water and Recycled Water Utilities).

Tourism Improvement District (TID) – The Santa Clara Tourism Improvement District was established in 2004 as a marketing revenue supplement to assist the Santa Clara Convention and Visitors Bureau (CVB) with marketing the City of Santa Clara to hotel and convention center groups and visitors. The activities to be provided to the district will be funded by the levy of assessments.

Transient Occupancy Tax (TOT) – A locally controlled tax imposed on travelers who stay in temporary lodging facilities for stays thirty days or less. The rate in the City of Santa Clara is currently 11.5%.

Trust Fund – Used to account for assets held by the City in a trustee capacity.

User Charges – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

ACRONYMS

AB	Assembly Bill
ACFR	Annual Comprehensive Financial Report
ADA	American with Disabilities Act
AIPG	All Inclusive Playground Grant
AMH	Automatic Handling System
ARPA	American Rescue Plan Act
ARRA	American Recovery and Reinvestment Act
ASAI	Average System Availability Index
BAREC	Bay Area Research Extension Center
BLS	Basic Life Support
BMP	Below Market Price
BNPEA	Bayshore North Project Enhancement Authority
BSR	Budget Stabilization Reserve
CAHF	City Affordable Housing Fund
CalOES	State of California Office of Emergency Services
CalPERS	California Public Employees' Retirement System
CCTV	Closed-Circuit Television
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CIP	Capital Improvement Program
CLT	Contribution In-Lieu of Tax
CMMS	Computerized Maintenance Management System
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
COP	Certificates of Participation
COPS	Citizens' Option for Public Safety
CPI	Consumer Price Index
CPR/AED	Cardiopulmonary Resuscitation/Automated External Defibrillator
CPRS	California Parks and Recreation Society
CRC	Community Recreation Center

CSMFO	California Society of Municipal Finance Officers
CVB	Convention-Visitors Bureau
DA	Development Agreement
DDA	Disposition and Development Agreement
DTSC	Department of Toxic Substances Control
DVR	Donald Von Raesfeld Power Plant
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOL	End of Life
EOPS	Enforceable Obligation Payment Schedule
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FF&E	Furniture, Fixtures and Equipment
FHRMS	Finance Human Resources Management System
FMIS	Finance Management Information System
FOG	Fats, Oils, and Grease
FPPC	Fair Political Practices Commission
FTE	Full Time Equivalent (Employee)
FTHB	First Time Homebuyer
FY	Fiscal year
GAAP	Generally Accepted Accounting Practices
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFGC	General Fund General Contingency
GFOA	Government Finance Officers Association
GIS	Geographical Information Systems
GPS	Global Positioning System
GSI	Green Stormwater Infrastructure
GWh	Giga Watt Hour

HA	Housing Authority
HIPPA	Health Insurance Portability and Accountability Act
HMG	Hazard Mitigation Grant
HMI	Human Mechanical Interface
HOME	Home Investment Partnerships Act
HR	Human Resources
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
IBEW	International Brotherhood of Electric Workers
ISC/CRC	International Swim Center/Community Recreation Center
IT	Information Technology
JPA	Joint Power Agreement
kWh	Kilo Watt Hour
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LF	Linear Feet
LLEBG	Local Law Enforcement Block Grants Program
LPD	Land, Property and Development
m:s	minutes: seconds
MCC	Motor Control Center
MOU	Memorandum of Understanding
MRP	Municipal Regional Stormwater National Pollutant Discharge Elimination Permit
Muni	Municipal
N/A	Not Applicable
NCIP	Neighborhood Conservation and Improvement Program
NCPA	Northern California Power Agency
NEPA	National Environmental Policy Act
O&M	Operations and Maintenance
OBAG	One Bay Area Grant
OSHA	Occupational Safety and Health Administration
OTS	California Office Traffic Safety
PBC	Public Benefits Charge
PCA	Property Condition Assessment

PEMHCA	Public Employees' Medical and Hospital Care Act (California)
PEPRA	Public Employees' Pension Reform Act of 2013
PERS	Public Employees' Retirement System
PG&E	Pacific Gas and Electric
PLC	Programmable Logic Control
POP	Problem Oriented Policing
RDA	Redevelopment Agency
RMRA	Roadway Repair and Accountability Act
RMRP	Retiree Medical Reimbursement Program
ROPS	Recognized Obligation Payment Schedule
RWF	Regional Wastewater Facility
SA	Successor Agency
SAIDI	System Average Interruption Duration Index
SB	Senate Bill
SCADA	Supervisory Council and Data Acquisition
SCAT	Specialized Crime Action Team
SCPD NSU	Santa Clara Police Department - Nuisance Suppression Unit
SCSA	Santa Clara Stadium Authority
SDPS	Storm Drain Pump Station
SFM	State Fire Marshal
SFPUC	San Francisco Public Utilities Commission
SOSA	Sports and Open Space Authority
SRT	Special Response Team
STACT	San Tomas Aquino Creek Trail
STEM	Science, Technology, Engineering and Math
SVACA	Silicon Valley Animal Control Authority
SVP	Silicon Valley Power (City owned Electric Utility)
SWRCB	State Water Resources Control Board
TBRA	Tenant-Based Rental Assistance
TDA	Transportation Development Act
TDM	Traffic Demand Management
TMP	Transportation Management Program
TOT	Transient Occupancy Tax

TPAC	Treatment Plant Advisory Committee
UMIS	Utility Management Information System
Uncl	Unclassified Employee
VLF	Vehicle License Fee
VoIP	Voice Over Internet Protocol
WiFi	Wireless Fidelity Communication Technology
WPCP	Water Pollution Control Plant

BUDGET SUMMARY | SOURCES

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed
Revenue Sources[1]:					
Property Tax	71,639,000	75,341,000	85,880,000	14.0%	89,625,000
Sales Tax	58,183,000	60,173,000	60,524,000	0.6%	62,352,000
Transient Occupancy Tax	9,000,000	12,600,000	21,275,000	68.8%	23,650,000
Franchise Tax	4,630,000	4,780,000	5,150,000	7.7%	5,300,000
Gas Tax	5,200,000	5,900,000	5,900,000	0.0%	5,900,000
Other Taxes	1,826,327	1,867,617	1,983,077	6.2%	2,082,298
Planning Fees	6,400,000	6,775,000	7,969,600	17.6%	8,223,932
Other Fees	33,127,922	73,303,513	47,928,665	(34.6%)	87,664,867
Licenses and Permits	11,637,995	11,832,995	17,421,995	47.2%	17,941,995
Fines and Penalties	1,496,135	1,465,000	1,225,000	(16.4%)	1,230,000
Rents and Leases	6,385,633	7,689,666	8,877,385	15.4%	9,887,604
Electric Utility	519,666,171	591,932,383	654,793,213	10.6%	735,601,973
Electric Special Revenues	31,839,508	33,382,905	37,793,434	13.2%	40,110,067
Water Utility	47,500,000	46,312,500	58,234,600	25.7%	63,772,000
Sewer Utility	42,976,233	40,518,345	42,500,700	4.9%	46,439,300
Water Recycling Utility	5,200,000	5,200,000	7,203,200	38.5%	8,126,000
Solid Waste Services	33,135,000	36,935,092	39,037,957	5.7%	40,500,355
Storm Drain Fees	2,908,000	2,908,000	2,908,000	0.0%	3,107,000
Miscellaneous Charges for Services	5,449,367	6,498,387	6,688,788	2.9%	6,883,485
Grant Revenue	15,069,719	10,356,164	6,376,945	(38.4%)	5,142,048
Housing Related	2,025,391	1,623,337	2,405,250	48.2%	2,415,726
Other Agencies	42,128,685	13,202,147	6,826,150	(48.3%)	7,335,930
Other Revenues	12,781,813	17,920,287	19,893,185	11.0%	22,709,715
State Revenues	162,000	160,000	162,000	1.3%	162,000
Traffic Mitigation	1,531,500	1,000,000	1,000,000	0.0%	1,000,000
Interest Income	10,010,228	9,810,660	14,093,836	43.7%	15,578,159
Reimbursements	5,614,872	6,294,102	7,365,310	17.0%	7,666,842
Developer Contributions	38,861,733	35,428,787	18,977,810	(46.4%)	5,993,422
Sale of Land or Property	100,000	80,000	249,600	212.0%	100,000
Bond Proceeds	18,588,216	0	335,250,000	N/A	0
Interdepartmental Revenue	84,471,722	88,977,303	96,045,382	7.9%	99,916,306
Transfers From	106,559,744	50,091,179	393,330,000	685.2%	65,959,970
Gross Revenue	**1,236,105,914**	**1,260,359,369**	**2,015,270,082**	**59.9%**	**1,492,377,994**
Less Transfers In and Interfund Revenues[2]	(191,031,466)	(139,068,482)	(489,375,382)	251.9%	(165,876,276)
Net Revenue	**1,045,074,448**	**1,121,290,887**	**1,525,894,700**	**36.1%**	**1,326,501,718**
Capital Improvement Program Carryover	**143,343,514**	**169,248,792**	**0**	(100.0%)	**0**
(Contribution to) / Use of Reserves	**28,907,185**	**41,209,568**	**(34,949,589)**	(184.8%)	**(92,456,650)**
Total Net Sources[3]	**1,217,325,147**	**1,331,749,247**	**1,490,945,111**	**12.0%**	**1,234,045,068**

BUDGET SUMMARY | USES

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed
Expenditures[1]:					
Operating Budget:					
City Council	829,205	861,105	1,124,281	30.6%	1,176,723
City Attorney's Office	3,097,380	3,202,735	3,076,516	(3.9%)	3,205,702
City Clerk's Office	1,470,231	2,076,112	1,947,261	(6.2%)	2,067,068
City Auditor	1,075,970	1,224,141	948,445	(22.5%)	985,489
City Manager's Office	5,442,069	6,085,321	4,980,204	(18.2%)	5,175,582
Community Development	23,938,049	24,696,861	25,674,923	4.0%	25,309,296
Electric Utility	529,959,140	675,885,991	719,003,859	6.4%	786,454,509
Finance	16,363,472	17,820,990	18,192,257	2.1%	19,012,771
Fire	60,581,403	62,334,871	69,732,009	11.9%	71,103,199
Human Resources	4,133,810	4,508,710	4,208,090	(6.7%)	4,439,328
Information Technology	12,284,229	12,958,301	13,294,932	2.6%	13,156,944
Library	10,764,727	11,889,451	10,835,937	(8.9%)	11,317,625
Parks & Recreation	22,940,877	23,743,141	23,892,478	0.6%	24,831,781
Police	80,454,471	85,444,381	86,688,554	1.5%	91,296,351
Public Works	79,441,436	83,467,913	87,303,204	4.6%	90,925,536
Water and Sewer Utility	95,628,494	86,940,128	96,385,559	10.9%	120,920,630
Non-Departmental[4]	61,939,938	40,185,265	50,695,213	26.2%	49,923,207
Other Agency	5,420	5,420	10,000	84.5%	10,200
Internal Services	15,358,000	15,793,000	12,397,000	(21.5%)	12,934,000
Debt Service	39,286,574	19,841,227	374,973,049	1789.9%	40,647,934
Gross Operating Budget	**1,064,994,895**	**1,178,965,064**	**1,605,363,771**	**36.2%**	**1,374,893,875**
Less Transfers Out and Interfund Expenses[2]	(178,378,596)	(203,142,482)	(509,709,569)	150.9%	(247,780,561)
Net Operating Budget	**886,616,299**	**975,822,582**	**1,095,654,202**	**12.3%**	**1,127,113,314**
Capital Improvement Program Budget:					
Total Capital Improvement Program	333,428,673	353,438,983	392,767,458	11.1%	104,022,838
Public Works Management Services	3,962,714	3,941,683	4,111,656	4.3%	4,362,916
Less Transfers Out	(6,682,539)	(1,454,000)	(1,588,205)	9.2%	(1,454,000)
Total Capital Improvement Program Budget[3]	**330,708,848**	**355,926,666**	**395,290,909**	**11.1%**	**106,931,754**
Total Net Uses	**1,217,325,147**	**1,331,749,248**	**1,490,945,111**	**12.0%**	**1,234,045,068**

[1] *Excludes Stadium Authority operating budget*

[2] *Excludes internal services fund operating budget, non-City Convention Center activities, and all transfers*

[3] *Includes Capital Improvement Program Carryover in FY 2022/23 Adopted Budget and FY 2021/22 Adopted Budget*

[4] *Includes Convention Center operating budget*

BUDGET SUMMARY | REVENUE SUMMARY

Fund Type	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed	Change %
General Fund						
001 General Fund	242,183,546	242,058,385	274,263,600	13.3%	287,341,981	4.8%
Total General Fund	**242,183,546**	**242,058,385**	**274,263,600**	**13.3%**	**287,341,981**	**4.8%**
Special Revenue Funds						
102 American Rescue Plan Act Fund	26,231,326	0	0	N/A	0	N/A
463 Bridge Maintenance District #2 Fund	95,052	80,000	80,000	0.0%	80,000	0.0%
155 Building Development Services Fund	40,351,364	14,112,000	15,611,000	10.6%	16,164,000	3.5%
220 Building Special Programs and Training Fund	71,002	63,395	44,995	(29.0%)	44,995	0.0%
165 City Affordable Housing Fund	3,729,379	682,000	1,166,720	71.1%	1,168,177	0.1%
027 Community Facilities District No. 2019-1 (Lawrence Station) Fund	328,257	387,617	383,077	(1.2%)	450,298	17.5%
026 Convention Center Maintenance District Fund	1,707,688	1,878,119	1,774,119	(5.5%)	1,774,119	0.0%
124 Developer Traffic Payments Fund	735,720	0	0	N/A	0	N/A
025 Downtown Parking Maintenance District Fund	12,637	14,200	151,230	965.0%	158,850	5.0%
077 Endowment Care Fund	284,415	118,000	130,000	10.2%	130,000	0.0%
144 Engineering Operating Grant Trust Fund	55,753	0	0	N/A	0	N/A
079 Expendable Trust Fund	105,077	0	0	N/A	0	N/A
158 Fire Development Service Fund	0	0	3,435,000	N/A	3,081,750	(10.3%)
178 Fire Operating Grant Trust Fund	298,861	32,745	4,006,904	12136.7%	4,513,514	12.6%
121 Gas Tax Fund	3,322,440	3,500,000	3,500,000	0.0%	3,500,000	0.0%
562 Housing and Urban Development Fund	3,407,857	1,810,000	3,106,041	71.6%	1,518,534	(51.1%)
164 Housing Authority Fund	530,272	280,000	252,495	(9.8%)	252,496	0.0%
169 Housing Successor Agency Fund	6,522,898	350,000	1,306,326	273.2%	1,306,326	0.0%
072 Library Donations Trust Fund	23	0	0	N/A	0	N/A
112 Library Operating Grant Trust Fund	112,548	0	0	N/A	0	N/A
101 Other City Departments Operating Grant Trust Fund	535,224	0	0	N/A	0	N/A
111 Parks and Recreation Operating Grant Trust Fund	204,119	124,769	152,363	22.1%	152,363	0.0%
076 Perpetual Care Fund	558	500	500	0.0%	500	0.0%
177 Police Operating Grant Trust Fund	624,029	0	0	N/A	0	N/A
157 Prefunded Plan Review Fund	332,500	0	0	N/A	0	N/A
067 Public Donations Fund	185,099	0	0	N/A	0	N/A
221 Public, Educational, and Governmental Fee Fund	232,867	200,000	200,000	0.0%	200,000	0.0%
122 Road Maintenance and Rehabilitation (SB1) Fund	2,665,509	2,500,000	2,550,000	2.0%	2,550,000	0.0%
123 Traffic Mitigation Fund	1,414,767	1,150,000	1,150,000	0.0%	1,150,000	0.0%
Total Special Revenue Funds	**94,097,241**	**27,283,345**	**39,000,770**	**42.9%**	**38,195,922**	**(2.1%)**
Enterprise Funds						
093 Cemetery Fund	1,649,154	1,498,500	1,576,500	5.2%	1,603,500	1.7%

BUDGET SUMMARY | REVENUE SUMMARY

Fund Type	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed	Change %
Enterprise Funds						
860 Convention Center Enterprise Fund	10,337,495	13,603,635	15,663,770	15.1%	18,193,014	16.1%
191 Electric Operating Grant Trust Fund	34,274,623	33,429,379	37,842,234	13.2%	40,164,067	6.1%
091 Electric Utility Fund	549,086,102	589,799,417	684,767,499	16.1%	757,243,956	10.6%
094 Sewer Utility Fund	54,162,954	40,459,345	43,500,825	7.5%	47,453,903	9.1%
096 Solid Waste Fund	34,486,563	37,280,456	39,613,321	6.3%	41,081,879	3.7%
097 Water Recycling Fund	6,491,607	5,708,446	7,668,868	34.3%	8,594,538	12.1%
092 Water Utility Fund	51,869,747	48,358,520	60,726,490	25.6%	66,333,834	9.2%
Total Enterprise Funds	**742,358,245**	**770,137,698**	**891,359,507**	**15.7%**	**980,668,691**	**10.0%**
Internal Service Funds						
048 Communication Acquisitions Fund	584,334	829,358	995,232	20.0%	1,013,568	1.8%
053 Fleet Operations Fund	5,122,634	5,503,082	5,460,601	(0.8%)	5,649,029	3.5%
045 Information Technology Services Fund	12,064,738	12,259,626	13,094,932	6.8%	12,956,944	(1.1%)
044 Public Works Capital Projects Management Fund	3,962,714	3,941,683	4,111,656	4.3%	4,362,916	6.1%
082 Special Liability Insurance Fund	12,873,684	9,554,000	6,195,000	(35.2%)	6,497,000	4.9%
087 Unemployment Insurance Fund	382,211	0	0	N/A	0	N/A
050 Vehicle Replacement Fund	4,589,679	4,152,585	6,244,263	50.4%	6,251,978	0.1%
081 Workers' Compensation Fund	6,763,278	5,835,000	6,097,000	4.5%	6,327,000	3.8%
Total Internal Service Funds	**46,343,272**	**42,075,334**	**42,198,684**	**0.3%**	**43,058,435**	**2.0%**
Capital Improvement Program Funds						
593 Cemetery Capital Fund	8,409	9,225	0	(100.0%)	0	N/A
565 City Affordable Housing Capital Fund	5,630,375	0	0	N/A	0	N/A
865 Convention Center Capital Fund	2,327,544	0	0	N/A	550,000	N/A
591 Electric Utility Capital Fund	58,984,364	108,668,826	358,335,039	229.7%	56,252,674	(84.3%)
536 Fire Department Capital Fund	837,110	588,153	427,374	(27.3%)	234,374	(45.2%)
539 General Government Capital Fund	1,768,921	1,950,000	925,000	(52.6%)	875,000	(5.4%)
537 Library Department Capital Fund	7,872	281,831	0	(100.0%)	0	N/A
532 Parks and Recreation Capital Fund	21,367,511	4,056,622	258,941	(93.6%)	4,776,181	1744.5%
542 Patrick Henry Drive Infrastructure Improvement Fund	0	69,205	140,486	103.0%	73,419	(47.7%)
538 Public Buildings Capital Fund	397,953	1,289,532	1,590,019	23.3%	180,272	(88.7%)
597 Recycled Water Capital Fund	50,000	0	0	N/A	0	N/A
540 Related Santa Clara Developer Fund	1,063,068	2,902,465	968,330	(66.6%)	391,422	(59.6%)
594 Sewer Utility Capital Fund	7,710,382	4,364,913	13,867,222	217.7%	18,047,101	30.1%
596 Solid Waste Capital Fund	260,464	743,000	765,000	3.0%	788,000	3.0%
535 Storm Drain Capital Fund	2,085,628	2,417,432	2,326,414	(3.8%)	1,553,633	(33.2%)

BUDGET SUMMARY | REVENUE SUMMARY

Fund Type	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed	Change %
Capital Improvement Program Funds						
534 Street Lighting Capital Fund	48,629	71,455	125,000	74.9%	4,175,000	3240.0%
533 Streets and Highways Capital Fund	30,181,531	31,550,471	17,776,700	(43.7%)	15,568,079	(12.4%)
541 Tasman East Infrastructure Improvement Fund	3,465,453	0	0	N/A	0	N/A
592 Water Utility Capital Fund	6,285,000	0	0	N/A	885,000	N/A
Total Capital Improvement Program Funds	**142,480,214**	**158,963,130**	**397,505,525**	**150.1%**	**104,350,155**	**(73.7%)**
Other Agency Fund						
801 Sports and Open Space Authority Fund	139	250	10,000	3900.0%	10,200	2.0%
Total Other Agency Fund	**139**	**250**	**10,000**	**3900.0%**	**10,200**	**2.0%**
Debt Service Funds						
491 Electric Utility Debt Service Fund	16,643,559	16,548,917	339,529,056	1951.7%	36,296,170	(89.3%)
431 Public Facilities Financing Corporation Fund	2,502,062	1,403,275	1,402,940	(0.02%)	1,406,440	0.2%
494 Sewer Utility Debt Service Fund	1,889,035	1,889,035	30,000,000	1488.1%	1,050,000	(96.5%)
Total Debt Service Funds	**21,034,656**	**19,841,227**	**370,931,996**	**1769.5%**	**38,752,610**	**(89.6%)**
Grand Total Revenues	**1,288,497,313**	**1,260,359,369**	**2,015,270,082**	**59.9%**	**1,492,377,994**	**(25.9%)**

BUDGET SUMMARY | EXPENDITURES SUMMARY

Fund Type	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed	Change %
General Fund						
001 General Fund	258,194,456	272,355,355	280,773,558	3.1%	287,458,968	2.4%
Total General Fund	**258,194,456**	**272,355,355**	**280,773,558**	**3.1%**	**287,458,968**	**2.4%**
Special Revenue Funds						
102 American Rescue Plan Act Fund	26,231,326	0	0	N/A	0	N/A
463 Bridge Maintenance District #2 Fund	80,000	80,000	80,000	0.0%	80,000	0.0%
155 Building Development Services Fund	11,383,394	13,548,582	13,874,054	2.4%	14,846,926	7.0%
220 Building Special Programs and Training Fund	29,120	61,765	44,995	(27.2%)	44,995	0.0%
165 City Affordable Housing Fund	5,085,499	1,685,731	1,559,557	(7.5%)	1,595,486	2.3%
027 Community Facilities District No. 2019-1 (Lawrence Station) Fund	13,924	350,507	373,273	6.5%	384,471	3.0%
026 Convention Center Maintenance District Fund	1,877,763	1,878,119	1,919,119	2.2%	1,774,119	(7.6%)
124 Developer Traffic Payments Fund	0	1,108,500	0	(100.0%)	0	N/A
025 Downtown Parking Maintenance District Fund	125,975	137,521	136,990	(0.4%)	144,609	5.6%
077 Endowment Care Fund	29,663	28,000	30,000	7.1%	30,000	0.0%
144 Engineering Operating Grant Trust Fund	41,359	0	0	N/A	0	N/A
079 Expendable Trust Fund	344,094	0	0	N/A	0	N/A
158 Fire Development Service Fund	0	0	3,109,073	N/A	3,264,818	5.0%
178 Fire Operating Grant Trust Fund	267,425	36,019	4,006,904	11024.4%	4,513,514	12.6%
121 Gas Tax Fund	3,946,580	2,985,000	4,650,000	55.8%	2,550,000	(45.2%)
562 Housing and Urban Development Fund	3,255,558	2,379,814	3,744,641	57.4%	2,115,381	(43.5%)
164 Housing Authority Fund	170,739	380,363	457,193	20.2%	414,581	(9.3%)
169 Housing Successor Agency Fund	12,434,115	1,242,599	873,227	(29.7%)	899,463	3.0%
072 Library Donations Trust Fund	0	0	0	N/A	0	N/A
112 Library Operating Grant Trust Fund	101,801	0	0	N/A	0	N/A
101 Other City Departments Operating Grant Trust Fund	668,157	0	0	N/A	0	N/A
111 Parks and Recreation Operating Grant Trust Fund	212,586	124,769	152,363	22.1%	152,363	0.0%
076 Perpetual Care Fund	558	500	500	0.0%	500	0.0%
177 Police Operating Grant Trust Fund	445,350	0	0	N/A	0	N/A
157 Prefunded Plan Review Fund	556,750	0	0	N/A	0	N/A
067 Public Donations Fund	36,215	0	0	N/A	0	N/A
221 Public, Educational, and Governmental Fee Fund	86,590	200,000	200,000	0.0%	200,000	0.0%
122 Road Maintenance and Rehabilitation (SB1) Fund	2,100,000	2,500,000	2,500,000	0.0%	2,500,000	0.0%
123 Traffic Mitigation Fund	2,593,378	850,000	700,000	(17.6%)	1,600,000	128.6%
Total Special Revenue Funds	**72,117,919**	**29,577,789**	**38,411,889**	**29.9%**	**37,111,226**	**(3.4%)**
Enterprise Funds						
093 Cemetery Fund	1,437,087	1,540,618	1,535,171	(0.4%)	1,591,088	3.6%

BUDGET SUMMARY | EXPENDITURES SUMMARY

Fund Type	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed	Change %
Enterprise Funds						
860 Convention Center Enterprise Fund	9,613,569	14,373,644	16,103,582	12.0%	18,284,444	13.5%
191 Electric Operating Grant Trust Fund	19,762,860	33,549,786	42,917,231	27.9%	34,309,180	(20.1%)
091 Electric Utility Fund	552,668,320	642,336,205	676,086,628	5.3%	752,145,329	11.2%
094 Sewer Utility Fund	35,815,458	34,174,214	33,856,908	(0.9%)	50,232,161	48.4%
096 Solid Waste Fund	32,300,731	37,124,239	39,316,243	5.9%	40,785,274	3.7%
097 Water Recycling Fund	5,617,355	5,729,413	8,234,584	43.7%	9,502,867	15.4%
092 Water Utility Fund	51,154,645	47,036,501	54,294,067	15.4%	61,185,602	12.7%
Total Enterprise Funds	**708,370,025**	**815,864,620**	**872,344,414**	**6.9%**	**968,035,945**	**11.0%**
Internal Service Funds						
048 Communication Acquisitions Fund	373,997	829,358	995,232	20.0%	1,013,568	1.8%
053 Fleet Operations Fund	4,853,639	5,661,850	5,462,441	(3.5%)	5,651,174	3.5%
045 Information Technology Services Fund	10,294,656	12,758,301	13,094,932	2.6%	12,956,944	(1.1%)
044 Public Works Capital Projects Management Fund	3,754,799	3,941,683	4,111,656	4.3%	4,362,916	6.1%
082 Special Liability Insurance Fund	7,366,850	9,554,000	6,195,000	(35.2%)	6,497,000	4.9%
087 Unemployment Insurance Fund	102,803	150,000	105,000	(30.0%)	110,000	4.8%
050 Vehicle Replacement Fund	3,038,474	3,444,961	2,789,600	(19.0%)	4,711,000	68.9%
081 Workers' Compensation Fund	5,056,631	6,089,000	6,097,000	0.1%	6,327,000	3.8%
Total Internal Service Funds	**34,841,849**	**42,429,153**	**38,850,861**	**(8.4%)**	**41,629,602**	**7.2%**
Capital Improvement Program Funds						
593 Cemetery Capital Fund	30,011	243,205	0	(100.0%)	0	N/A
565 City Affordable Housing Capital Fund	0	0	0	N/A	0	N/A
865 Convention Center Capital Fund	2,781,902	2,622,854	0	(100.0%)	550,000	100.0%
591 Electric Utility Capital Fund	57,339,865	183,989,038	351,572,203	91.1%	56,252,674	(84.0%)
536 Fire Department Capital Fund	413,250	1,438,505	427,374	(70.3%)	234,374	(45.2%)
539 General Government Capital Fund	3,887,224	8,143,806	925,000	(88.6%)	875,000	(5.4%)
537 Library Department Capital Fund	47,454	448,142	0	(100.0%)	0	N/A
532 Parks and Recreation Capital Fund	7,258,180	25,218,603	1,298,457	(94.9%)	5,588,401	330.4%
542 Patrick Henry Drive Infrastructure Improvement Fund	0	69,205	140,486	103.0%	73,419	(47.7%)
538 Public Buildings Capital Fund	3,896,179	3,580,448	1,590,019	(55.6%)	180,272	(88.7%)
597 Recycled Water Capital Fund	3,540	50,000	50,000	0.0%	50,000	0.0%
540 Related Santa Clara Developer Fund	1,003,733	2,902,465	968,330	(66.6%)	391,422	(59.6%)
594 Sewer Utility Capital Fund	40,895,438	43,132,893	13,721,801	(68.2%)	18,192,330	32.6%
596 Solid Waste Capital Fund	815,194	743,000	765,000	3.0%	788,000	3.0%
535 Storm Drain Capital Fund	5,035,397	4,858,321	2,326,414	(52.1%)	1,553,633	(33.2%)
534 Street Lighting Capital Fund	117,469	4,723,844	125,000	(97.4%)	4,175,000	3240.0%

BUDGET SUMMARY | EXPENDITURES SUMMARY

Fund Type		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	Change %	FY 2024/25 Proposed	Change %
Capital Improvement Program Funds							
533	Streets and Highways Capital Fund	16,309,459	65,675,118	17,776,700	(72.9%)	15,568,079	(12.4%)
541	Tasman East Infrastructure Improvement Fund	216,182	2,876,218	27,330	(99.0%)	28,150	3.0%
592	Water Utility Capital Fund	5,833,403	6,665,000	5,165,000	(22.5%)	3,885,000	(24.8%)
Total Capital Improvement Program Funds		**145,883,880**	**357,380,665**	**396,879,114**	**11.1%**	**108,385,754**	**(72.7%)**
Other Agency Fund							
801	Sports and Open Space Authority Fund	9,163	5,420	10,000	84.5%	10,200	2.0%
Total Other Agency Fund		**9,163**	**5,420**	**10,000**	**84.5%**	**10,200**	**2.0%**
Debt Service Funds							
491	Electric Utility Debt Service Fund	16,301,979	16,548,917	339,529,056	1951.7%	36,296,170	(89.3%)
431	Public Facilities Financing Corporation Fund	2,502,604	1,403,275	1,402,440	(0.1%)	1,405,940	0.2%
494	Sewer Utility Debt Service Fund	1,140,948	1,889,035	34,041,553	1702.1%	2,945,824	(91.3%)
Total Debt Service Funds		**19,945,531**	**19,841,227**	**374,973,049**	**1789.9%**	**40,647,934**	**(89.2%)**
Grand Total Expenditures		**1,239,362,823**	**1,537,454,229**	**2,002,242,885**	**30.2%**	**1,483,279,629**	**(25.9%)**

BUDGET SUMMARY | TRANSFER SCHEDULE

	Proposed FY 2023/24 Transfer		Proposed FY 2024/25 Transfer	
Fund	**From**	**To**	**From**	**To**
From General Fund (001)		11,645,161		7,720,872
To Cemetery Fund (093)	796,000		823,000	
To Convention Center Maintenance District Fund (026)	805,383		805,383	
To Downtown Parking Maintenance District Fund (025)	137,030		144,650	
To Fire Department Capital Fund (536)	427,374		234,374	
To Fire Development Services Fund (158)	500,000		0	
To Fire Operating Grant Trust Fund (178)	626,000		770,000	
To General Government Capital Fund (539)	90,283		40,283	
To Parks and Recreation Capital Fund (532)	258,941		276,181	
To Parks and Recreation Operating Grant Trust Fund (111)	27,445		27,445	
To Public Buildings Capital Fund (538)	1,590,019		180,272	
To Public Facilities Financing Corporation Fund (431)	1,402,440		1,405,940	
To Solid Waste Fund (096)	35,364		35,364	
To Sports and Open Space Authority Fund (801)	10,000		10,200	
To Storm Drain Capital Fund (535)	872,414		99,633	
To Streets and Highways Capital Fund (533)	4,066,468		2,868,147	
Subtotal Transfer from General Fund	**11,645,161**	**11,645,161**	**7,720,872**	**7,720,872**
From Vehicle Replacement Fund (050)		149,600		0
To General Fund (001)	149,600		0	
Subtotal Transfer from Vehicle Replacement Fund	**149,600**	**149,600**	**0**	**0**
From Perpetual Care Fund (076)		500		500
To Cemetery Fund (093)	500		500	
Subtotal Transfer from Perpetual Care Fund	**500**	**500**	**500**	**500**
From Endowment Care Fund (077)		30,000		30,000
To Cemetery Fund (093)	30,000		30,000	
Subtotal Transfer from Endowment Care Fund	**30,000**	**30,000**	**30,000**	**30,000**
From Electric Utility Debt Service Fund (491)		305,250,000		0
To Electric Utility Capital Fund (591)	305,250,000		0	
Subtotal Transfer from Electric Utility Debt Service Fund	**305,250,000**	**305,250,000**	**0**	**0**
From Sewer Utility Debt Service Fund (494)		10,000,000		0
To Sewer Utility Capital Fund (594)	10,000,000		0	
Subtotal Transfer from Sewer Utility Debt Service Fund	**10,000,000**	**10,000,000**	**0**	**0**

BUDGET SUMMARY | TRANSFER SCHEDULE

	Proposed FY 2023/24 Transfer		Proposed FY 2024/25 Transfer	
Fund	**From**	**To**	**From**	**To**
From Electric Utility Fund (091)		49,269,687		92,473,903
To General Fund (001)	349,749		373,736	
To Electric Utility Debt Service Fund (491)	34,279,056		36,296,170	
To Street Lighting Capital Fund (534)	125,000		4,175,000	
To General Government Capital Fund (539)	596,323		596,323	
To Electric Utility Capital Fund (591)	13,919,559		51,032,674	
Subtotal Transfer from Electric Utility Fund	**49,269,687**	**49,269,687**	**92,473,903**	**92,473,903**
From Water Utility Fund (092)		278,936		1,163,936
To Electric Utility Capital Fund (591)	120,000		120,000	
To General Government Capital Fund (539)	158,936		158,936	
To Water Utility Capital Fund (592)	0		885,000	
Subtotal Transfer from Water Utility Fund	**278,936**	**278,936**	**1,163,936**	**1,163,936**
From Cemetery Fund (093)		822		822
To General Government Capital Fund (539)	822		822	
Subtotal Transfer from Cemetery Fund	**822**	**822**	**822**	**822**
From Sewer Utility Fund (094)		3,917,500		19,147,379
To General Government Capital Fund (539)	50,278		50,278	
To Sewer Utility Debt Service Fund (494)	0		1,050,000	
To Sewer Utility Capital Fund (594)	3,867,222		18,047,101	
Subtotal Transfer from Sewer Utility Fund	**3,917,500**	**3,917,500**	**19,147,379**	**19,147,379**
From Solid Waste Fund (096)		533,621		549,621
To General Government Capital Fund (539)	26,621		26,621	
To Solid Waste Capital Fund (596)	507,000		523,000	
Subtotal Transfer from Solid Waste Fund	**533,621**	**533,621**	**549,621**	**549,621**
From Gas Tax Fund (121)		4,650,000		2,550,000
To Streets and Highways Capital Fund (533)	4,650,000		2,550,000	
Subtotal Transfer from Gas Tax Fund	**4,650,000**	**4,650,000**	**2,550,000**	**2,550,000**
From Road Maintenance and Rehabilitation (SB1) Fund		2,500,000		2,500,000
To Streets and Highways Capital Fund (533)	2,500,000		2,500,000	
Subtotal Transfer from Road Maintenance and Rehabilitation (SB1) Fund	**2,500,000**	**2,500,000**	**2,500,000**	**2,500,000**
From Traffic Mitigation Fund (123)		700,000		1,600,000
To Streets and Highways Capital Fund (533)	700,000		1,600,000	
Subtotal Transfer from Traffic Mitigation Fund	**700,000**	**700,000**	**1,600,000**	**1,600,000**

BUDGET SUMMARY | TRANSFER SCHEDULE

	Proposed FY 2023/24 Transfer		Proposed FY 2024/25 Transfer	
Fund	**From**	**To**	**From**	**To**
From Building Development Services Fund (155)		184,462		194,530
To General Fund (001)	175,725		185,793	
To General Government Capital Fund (539)	1,737		1,737	
To Building Special Programs & Training Fund (220)	7,000		7,000	
Subtotal Transfer from Building Development Services Fund	**184,462**	**184,462**	**194,530**	**194,530**
From Electric Operating Grant Trust Fund (191)		22,422,522		12,609,417
To Vehicle Replacement Fund (050)	1,500,000		1,500,000	
To Electric Utility Fund (091)	19,637,522		9,594,417	
To Electric Utility Capital Fund (591)	1,000,000		1,000,000	
To Streets and Highways Capital Fund (533)	285,000		515,000	
Subtotal Transfer from Electric Operating Grant Trust Fund	**22,422,522**	**22,422,522**	**12,609,417**	**12,609,417**
From Building Special Programs and Training Fund (220)		1,765		1,765
To General Fund (001)	1,765		1,765	
Subtotal Transfer from Building Special Programs and Training Fund	**1,765**	**1,765**	**1,765**	**1,765**
From Bridge Maintenance District #2 Fund (463)		80,000		80,000
To Streets and Highways Capital Fund (533)	80,000		80,000	
Subtotal Transfer from Bridge Maintenance District #2 Fund	**80,000**	**80,000**	**80,000**	**80,000**
From Patrick Henry Drive Infrastructure Improvement Fund (542)		69,205		0
To General Fund (001)	69,205		0	
Subtotal Transfer from Patrick Henry Drive Infrastructure Improvement Fund	**69,205**	**69,205**	**0**	**0**
From Storm Drain Capital Fund (535)		1,519,000		1,454,000
To General Fund (001)	1,454,000		1,454,000	
To Electric Utility Capital Fund (591)	65,000		0	
Subtotal Transfer from Storm Drain Capital Fund	**1,519,000**	**1,519,000**	**1,454,000**	**1,454,000**
Total Transfers	**413,202,781**	**413,202,781**	**142,076,745**	**142,076,745**

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
	FY 2023/24						
General Fund	**110,850,377**	**274,263,600**	**385,113,977**	**280,773,558**	**104,340,419**	**385,113,977**	
Special Revenue and Other Funds							
Bridge Maintenance District #2 Fund	148,017	80,000	228,017	80,000	148,017	228,017	
Building Development Services Fund	26,815,660	15,611,000	42,426,660	13,874,054	28,552,606	42,426,660	
Building Special Programs and Training Fund	221,804	44,995	266,799	44,995	221,804	266,799	
City Affordable Housing Fund	11,597,158	1,166,720	12,763,878	1,559,557	11,204,321	12,763,878	
Community Facilities District No. 2019-1 (Lawrence Station) Fund	616,667	383,077	999,744	373,273	626,471	999,744	
Convention Center Maintenance District Fund	145,000	1,774,119	1,919,119	1,919,119	0	1,919,119	2
Developer Traffic Payments Fund	8,677,690	0	8,677,690	0	8,677,690	8,677,690	
Downtown Parking Maintenance Fund	497,308	151,230	648,538	136,990	511,548	648,538	
Endowment Care Fund	2,281,392	130,000	2,411,392	30,000	2,381,392	2,411,392	
Expendable Trust Fund	25,352	0	25,352	0	25,352	25,352	
Fire Development Services Fund	0	3,435,000	3,435,000	3,109,073	325,927	3,435,000	
Fire Operating Grant Trust Fund	0	4,006,904	4,006,904	4,006,904	0	4,006,904	
Gas Tax Fund	2,339,767	3,500,000	5,839,767	4,650,000	1,189,767	5,839,767	9
Housing and Urban Development Fund	2,582,602	3,106,041	5,688,643	3,744,641	1,944,002	5,688,643	3
Housing Authority Fund	4,039,115	252,495	4,291,610	457,193	3,834,417	4,291,610	
Housing Successor Agency Fund	3,717,518	1,306,326	5,023,844	873,227	4,150,617	5,023,844	5
Other City Departments Operating Grant Trust Fund	29,876	0	29,876	0	29,876	29,876	
Parks and Recreation Operating Grant Trust Fund	123,091	152,363	275,454	152,363	123,091	275,454	
Perpetual Care Fund	38,244	500	38,744	500	38,244	38,744	
Police Operating Grant Trust Fund	51,110	0	51,110	0	51,110	51,110	
Prefunded Plan Review Fund	32,614	0	32,614	0	32,614	32,614	
Public, Educational, and Governmental Fee Fund	2,722,984	200,000	2,922,984	200,000	2,722,984	2,922,984	
Road Maintenance and Rehabilitation (SB1) Fund	971,779	2,550,000	3,521,779	2,500,000	1,021,779	3,521,779	
Traffic Mitigation Fund	2,512,561	1,150,000	3,662,561	700,000	2,962,561	3,662,561	9
Total Special Revenue and Other Funds	**70,187,309**	**39,000,770**	**109,188,079**	**38,411,889**	**70,776,190**	**109,188,079**	

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
	FY 2023/24						
Enterprise Funds							
Cemetery Fund	350,118	1,576,500	1,926,618	1,535,171	391,447	1,926,618	7
Convention Center Enterprise Fund	2,128,475	15,663,770	17,792,245	16,103,582	1,688,663	17,792,245	8
Electric Operating Grant Trust Fund	72,752,529	37,842,234	110,594,763	42,917,231	67,677,532	110,594,763	
Electric Utility Fund	287,904,874	684,767,499	972,672,373	676,086,628	296,585,745	972,672,373	
Sewer Utility Fund	19,552,699	43,500,825	63,053,524	33,856,908	29,196,616	63,053,524	5
Solid Waste Fund	10,727,320	39,613,321	50,340,641	39,316,243	11,024,398	50,340,641	
Water Recycling Fund	6,632,668	7,668,868	14,301,536	8,234,584	6,066,952	14,301,536	
Water Utility Fund	13,530,353	60,726,490	74,256,843	54,294,067	19,962,776	74,256,843	5
Total Enterprise Funds	**413,579,036**	**891,359,507**	**1,304,938,543**	**872,344,414**	**432,594,129**	**1,304,938,543**	
Internal Service Funds							
Communication Acquisitions Fund	1,778,773	995,232	2,774,005	995,232	1,778,773	2,774,005	
Fleet Operations Fund	1,011,479	5,460,601	6,472,080	5,462,441	1,009,639	6,472,080	
Information Technology Services Fund	3,371,091	13,094,932	16,466,023	13,094,932	3,371,091	16,466,023	
Public Works Capital Projects Management Fund	689,300	4,111,656	4,800,956	4,111,656	689,300	4,800,956	
Special Liability Insurance Fund	10,215,485	6,195,000	16,410,485	6,195,000	10,215,485	16,410,485	
Unemployment Insurance Fund	315,585	0	315,585	105,000	210,585	315,585	7
Vehicle Replacement Fund	12,473,659	6,244,263	18,717,922	2,789,600	15,928,322	18,717,922	5
Workers' Compensation Fund	9,141,173	6,097,000	15,238,173	6,097,000	9,141,173	15,238,173	
Total Internal Service Funds	**38,996,545**	**42,198,684**	**81,195,229**	**38,850,861**	**42,344,368**	**81,195,229**	
Capital Improvement Program Funds							
Cemetery Capital Fund	44,418	0	44,418	0	44,418	44,418	
City Affordable Housing Capital Fund	5,760,576	0	5,760,576	0	5,760,576	5,760,576	
Convention Center Capital Fund	0	0	0	0	0	0	
Electric Utility Capital Fund	45,052,229	358,335,039	403,387,268	351,572,203	51,815,065	403,387,268	1,9
Fire Department Capital Fund	918,327	427,374	1,345,701	427,374	918,327	1,345,701	
General Government Capital Fund	1,259,721	925,000	2,184,721	925,000	1,259,721	2,184,721	

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
			FY 2023/24				
Capital Improvement Program Funds							
Library Department Capital Fund	131,279	0	131,279	0	131,279	131,279	
Parks and Recreation Capital Fund	19,324,977	258,941	19,583,918	1,298,457	18,285,461	19,583,918	
Patrick Henry Drive Infrastructure Improvement Fund	0	140,486	140,486	140,486	0	140,486	
Public Buildings Capital Fund	1,670,153	1,590,019	3,260,172	1,590,019	1,670,153	3,260,172	
Recycled Water Capital Fund	622,874	0	622,874	50,000	572,874	622,874	
Related Santa Clara Developer Fund	598,382	968,330	1,566,712	968,330	598,382	1,566,712	
Sewer Utility Capital Fund	24,486,496	13,867,222	38,353,718	13,721,801	24,631,917	38,353,718	
Solid Waste Capital Fund	1,076,436	765,000	1,841,436	765,000	1,076,436	1,841,436	
Storm Drain Capital Fund	4,361,253	2,326,414	6,687,667	2,326,414	4,361,253	6,687,667	
Street Lighting Capital Fund	469,476	125,000	594,476	125,000	469,476	594,476	
Streets and Highways Capital Fund	13,010,357	17,776,700	30,787,057	17,776,700	13,010,357	30,787,057	
Tasman East Infrastructure Improvement Fund	4,456,402	0	4,456,402	27,330	4,429,072	4,456,402	
Water Utility Capital Fund	15,273,782	0	15,273,782	5,165,000	10,108,782	15,273,782	7,9
Total Capital Improvement Program Funds	**138,517,138**	**397,505,525**	**536,022,663**	**396,879,114**	**139,143,549**	**536,022,663**	
Other Agency Funds							
Sports and Open Space Authority Fund	1,392	10,000	11,392	10,000	1,392	11,392	
Total Other Agency Funds	**1,392**	**10,000**	**11,392**	**10,000**	**1,392**	**11,392**	
Debt Service Funds							
Electric Utility Debt Service Fund	13,770,773	339,529,056	353,299,829	339,529,056	13,770,773	353,299,829	
Public Facilities Financing Corporation Fund	722,541	1,402,940	2,125,481	1,402,440	723,041	2,125,481	
Sewer Utility Debt Service Fund	6,005,257	30,000,000	36,005,257	34,041,553	1,963,704	36,005,257	7
Total Debt Service Funds	**20,498,571**	**370,931,996**	**391,430,567**	**374,973,049**	**16,457,518**	**391,430,567**	
Total City Funds	**792,630,368**	**2,015,270,082**	**2,807,900,450**	**2,002,242,885**	**805,657,565**	**2,807,900,450**	

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
	FY 2024/25						
General Fund	**104,340,419**	**287,341,981**	**391,682,400**	**287,458,968**	**104,223,432**	**391,682,400**	
Special Revenue and Other Funds							
Bridge Maintenance District #2 Fund	148,017	80,000	228,017	80,000	148,017	228,017	
Building Development Services Fund	28,552,606	16,164,000	44,716,606	14,846,926	29,869,680	44,716,606	
Building Special Programs and Training Fund	221,804	44,995	266,799	44,995	221,804	266,799	
City Affordable Housing Fund	11,204,321	1,168,177	12,372,498	1,595,486	10,777,012	12,372,498	
Community Facilities District No. 2019-1 (Lawrence Station) Fund	626,471	450,298	1,076,769	384,471	692,298	1,076,769	5
Convention Center Maintenance District Fund	0	1,774,119	1,774,119	1,774,119	0	1,774,119	
Developer Traffic Payments Fund	8,677,690	0	8,677,690	0	8,677,690	8,677,690	
Downtown Parking Maintenance Fund	511,548	158,850	670,398	144,609	525,789	670,398	
Endowment Care Fund	2,381,392	130,000	2,511,392	30,000	2,481,392	2,511,392	
Expendable Trust Fund	25,352	0	25,352	0	25,352	25,352	
Fire Development Services Fund	325,927	3,081,750	3,407,677	3,264,818	142,859	3,407,677	7
Fire Operating Grant Trust Fund	0	4,513,514	4,513,514	4,513,514	0	4,513,514	
Gas Tax Fund	1,189,767	3,500,000	4,689,767	2,550,000	2,139,767	4,689,767	9
Housing and Urban Development Fund	1,944,002	1,518,534	3,462,536	2,115,381	1,347,155	3,462,536	7
Housing Authority Fund	3,834,417	252,496	4,086,913	414,581	3,672,332	4,086,913	
Housing Successor Agency Fund	4,150,617	1,306,326	5,456,943	899,463	4,557,480	5,456,943	
Other City Departments Operating Grant Trust Fund	29,876	0	29,876	0	29,876	29,876	
Parks and Recreation Operating Grant Trust Fund	123,091	152,363	275,454	152,363	123,091	275,454	
Perpetual Care Fund	38,244	500	38,744	500	38,244	38,744	
Police Operating Grant Trust Fund	51,110	0	51,110	0	51,110	51,110	
Prefunded Plan Review Fund	32,614	0	32,614	0	32,614	32,614	
Public, Educational, and Governmental Fee Fund	2,722,984	200,000	2,922,984	200,000	2,722,984	2,922,984	
Road Maintenance and Rehabilitation (SB1) Fund	1,021,779	2,550,000	3,571,779	2,500,000	1,071,779	3,571,779	
Traffic Mitigation Fund	2,962,561	1,150,000	4,112,561	1,600,000	2,512,561	4,112,561	9
Total Special Revenue and Other Funds	**70,776,190**	**38,195,922**	**108,972,112**	**37,111,226**	**71,860,886**	**108,972,112**	

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
	FY 2024/25						
Enterprise Funds							
Cemetery Fund	391,447	1,603,500	1,994,947	1,591,088	403,859	1,994,947	
Convention Center Enterprise Fund	1,688,663	18,193,014	19,881,677	18,284,444	1,597,233	19,881,677	
Electric Operating Grant Trust Fund	67,677,532	40,164,067	107,841,599	34,309,180	73,532,419	107,841,599	
Electric Utility Fund	296,585,745	757,243,956	1,053,829,701	752,145,329	301,684,372	1,053,829,701	
Sewer Utility Fund	29,196,616	47,453,903	76,650,519	50,232,161	26,418,358	76,650,519	
Solid Waste Fund	11,024,398	41,081,879	52,106,277	40,785,274	11,321,003	52,106,277	
Water Recycling Fund	6,066,952	8,594,538	14,661,490	9,502,867	5,158,623	14,661,490	4,7
Water Utility Fund	19,962,776	66,333,834	86,296,610	61,185,602	25,111,008	86,296,610	4
Total Enterprise Funds	**432,594,129**	**980,668,691**	**1,413,262,820**	**968,035,945**	**445,226,875**	**1,413,262,820**	
Internal Service Funds							
Communication Acquisitions Fund	1,778,773	1,013,568	2,792,341	1,013,568	1,778,773	2,792,341	
Fleet Operations Fund	1,009,639	5,649,029	6,658,668	5,651,174	1,007,494	6,658,668	
Information Technology Services Fund	3,371,091	12,956,944	16,328,035	12,956,944	3,371,091	16,328,035	
Public Works Capital Projects Management Fund	689,300	4,362,916	5,052,216	4,362,916	689,300	5,052,216	
Special Liability Insurance Fund	10,215,485	6,497,000	16,712,485	6,497,000	10,215,485	16,712,485	
Unemployment Insurance Fund	210,585	0	210,585	110,000	100,585	210,585	7
Vehicle Replacement Fund	15,928,322	6,251,978	22,180,300	4,711,000	17,469,300	22,180,300	
Workers' Compensation Fund	9,141,173	6,327,000	15,468,173	6,327,000	9,141,173	15,468,173	
Total Internal Service Funds	**42,344,368**	**43,058,435**	**85,402,803**	**41,629,602**	**43,773,201**	**85,402,803**	
Capital Improvement Program Funds							
Cemetery Capital Fund	44,418	0	44,418	0	44,418	44,418	
City Affordable Housing Capital Fund	5,760,576	0	5,760,576	0	5,760,576	5,760,576	
Convention Center Capital Fund	0	550,000	550,000	550,000	0	550,000	
Electric Utility Capital Fund	51,815,065	56,252,674	108,067,739	56,252,674	51,815,065	108,067,739	
Fire Department Capital Fund	918,327	234,374	1,152,701	234,374	918,327	1,152,701	
General Government Capital Fund	1,259,721	875,000	2,134,721	875,000	1,259,721	2,134,721	

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
			FY 2024/25				
Capital Improvement Program Funds							
Library Department Capital Fund	131,279	0	131,279	0	131,279	131,279	
Parks and Recreation Capital Fund	18,285,461	4,776,181	23,061,642	5,588,401	17,473,241	23,061,642	
Patrick Henry Drive Infrastructure Improvement Fund	0	73,419	73,419	73,419	0	73,419	
Public Buildings Capital Fund	1,670,153	180,272	1,850,425	180,272	1,670,153	1,850,425	
Recycled Water Capital Fund	572,874	0	572,874	50,000	522,874	572,874	
Related Santa Clara Developer Fund	598,382	391,422	989,804	391,422	598,382	989,804	
Sewer Utility Capital Fund	24,631,917	18,047,101	42,679,018	18,192,330	24,486,688	42,679,018	
Solid Waste Capital Fund	1,076,436	788,000	1,864,436	788,000	1,076,436	1,864,436	
Storm Drain Capital Fund	4,361,253	1,553,633	5,914,886	1,553,633	4,361,253	5,914,886	
Street Lighting Capital Fund	469,476	4,175,000	4,644,476	4,175,000	469,476	4,644,476	
Streets and Highways Capital Fund	13,010,357	15,568,079	28,578,436	15,568,079	13,010,357	28,578,436	
Tasman East Infrastructure Improvement Fund	4,429,072	0	4,429,072	28,150	4,400,922	4,429,072	
Water Utility Capital Fund	10,108,782	885,000	10,993,782	3,885,000	7,108,782	10,993,782	7,9
Total Capital Improvement Program Funds	**139,143,549**	**104,350,155**	**243,493,704**	**108,385,754**	**135,107,950**	**243,493,704**	
Other Agency Funds							
Sports and Open Space Authority Fund	1,392	10,200	11,592	10,200	1,392	11,592	
Total Other Agency Funds	**1,392**	**10,200**	**11,592**	**10,200**	**1,392**	**11,592**	
Debt Service Funds							
Electric Utility Debt Service Fund	13,770,773	36,296,170	50,066,943	36,296,170	13,770,773	50,066,943	
Public Facilities Financing Corporation Fund	723,041	1,406,440	2,129,481	1,405,940	723,541	2,129,481	
Sewer Utility Debt Service Fund	1,963,704	1,050,000	3,013,704	2,945,824	67,880	3,013,704	7
Total Debt Service Funds	**16,457,518**	**38,752,610**	**55,210,128**	**40,647,934**	**14,562,194**	**55,210,128**	
Total City Funds	**805,657,565**	**1,492,377,994**	**2,298,035,559**	**1,483,279,629**	**814,755,930**	**2,298,035,559**	

BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

***Explanations for FY 2023/24 Beginning Fund Balance and Ending Fund Balance Changes Greater Than 10%**

1. The accumulation of surplus revenues and/or expenditure savings is being used for budget balancing purposes.
2. The beginning fund balance includes carryover of the prior year's budget. If these carryovers are removed, the change in fund balance is less than 10% (except in the Electric Capital Fund where the change in fund balance is above 10%)
3. The accumulation of savings is being used for various one-time uses.
4. This fund's expenditure budget is determined using rates, fees and charges estimates for cost recovery; reflects the ramp up of activity
5. The accumulation of savings is being used to support future years' uses and/or to establish recommended reserve levels.
6. The establishment or elimination of the fund.
7. The planned draw down of accumulated fund balance and/or reserves
8. The revenue and expenditure activity are provided and managed by an outside agency; reflects planned use of fund balance to support expenditures.
9. Changes in expenditure levels related to timing changes in capital expenditures.

***Explanations for FY 2024/25 Beginning Fund Balance and Ending Fund Balance Changes Greater Than 10%**

1. The accumulation of surplus revenues and/or expenditure savings is being used for budget balancing purposes.
2. The beginning fund balance includes carryover of the prior year's budget. If these carryovers are removed, the change in fund balance is less than 10%.
3. The accumulation of savings is being used for various one-time uses.
4. This fund's expenditure budget is determined using rates, fees and charges estimates for cost recovery; reflects the ramp up of activity
5. The accumulation of savings is being used to support future years' uses and/or to establish recommended reserve levels.
6. The establishment or elimination of the fund.
7. The planned draw down of accumulated fund balance and/or reserves
8. The revenue and expenditure activity are provided and managed by an outside agency; reflects planned use of fund balance to support expenditures.
9. Changes in expenditure levels related to timing changes in capital expenditures.

BUDGET SUMMARY | OPERATING EXPENDITURES BY CATEGORY

	FY 2022/23 Adopted	FY 2023/24 Proposed	% Change	FY 2024/25 Proposed	% Change
Salary and Benefits					
Salary	168,750,461	179,767,609	6.5%	190,089,678	5.7%
As-Needed	8,003,445	8,821,262	10.2%	9,176,068	4.0%
Overtime	14,431,196	16,086,099	11.5%	15,212,181	(5.4%)
Retirement	76,841,754	78,294,083	1.9%	83,479,729	6.6%
Health Allocations	15,328,753	19,229,579	25.4%	20,292,053	5.5%
Medicare	2,783,107	3,073,912	10.4%	3,249,454	5.7%
Social Security	6,171,635	7,078,370	14.7%	7,358,503	4.0%
Other Benefits	8,913,804	10,322,997	15.8%	10,812,055	4.7%
Total Salary and Benefits	**301,224,155**	**322,673,911**	**7.1%**	**339,669,721**	**5.3%**
Non-Personnel					
Materials/Services/Supplies	170,360,467	218,224,123	28.1%	217,485,387	(0.3%)
Resource/Production	467,782,207	482,928,683	3.2%	520,393,604	7.8%
Interfund Services	53,193,665	55,992,674	5.3%	57,221,526	2.2%
Contribution In Lieu/Franchise	29,365,508	34,813,302	18.6%	38,453,696	10.5%
Capital Outlay	5,430,257	4,012,232	(26.1%)	6,148,568	53.2%
Other Expenditures	1,872,322	2,974,221	58.9%	1,306,494	(56.1%)
Transfers to Other Funds	114,102,256	96,364,576	(15.5%)	140,622,745	45.9%
Total Non-Personnel	**842,106,682**	**895,309,811**	**6.3%**	**981,632,020**	**9.6%**
Total Operating Expenditures by Category[1]	**1,143,330,837**	**1,217,983,722**	**6.5%**	**1,321,301,741**	**8.5%**

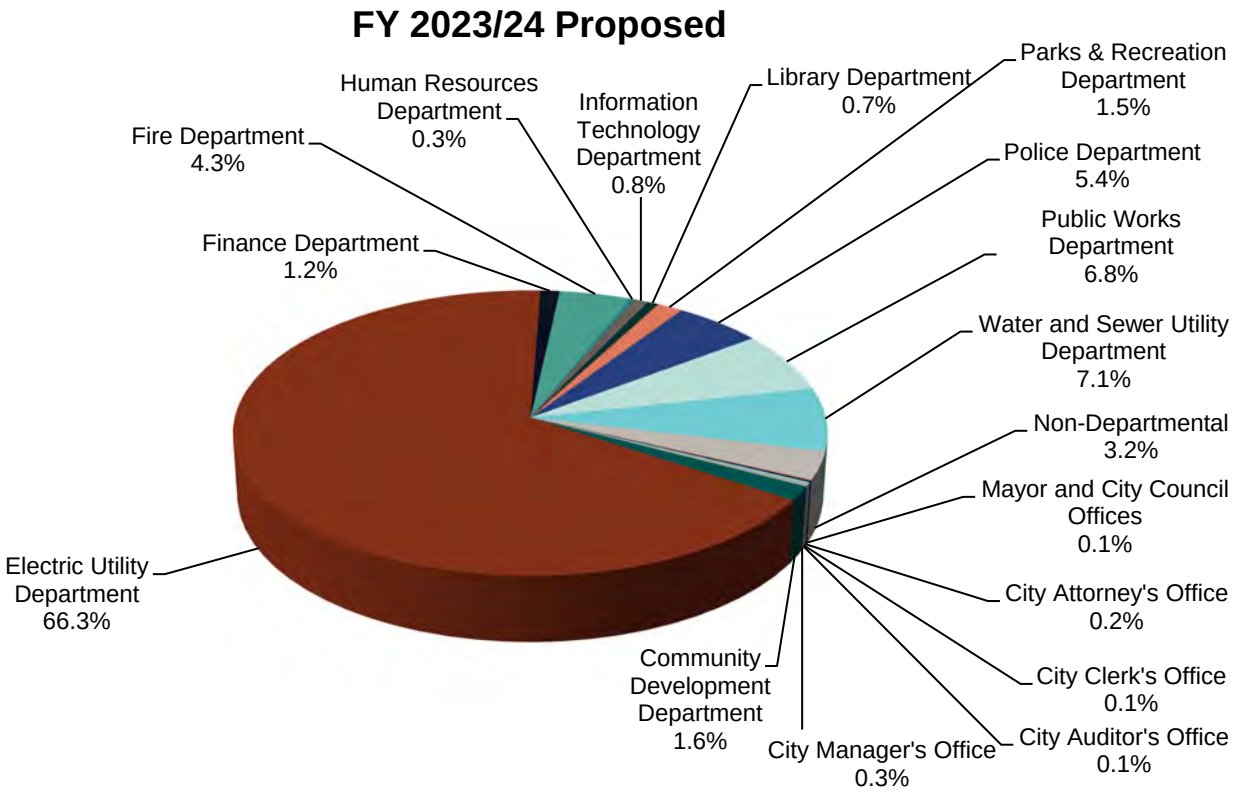
[1]All years exclude other agency funds and debt service funds and internal service fund expenses not assigned to a department.

BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT AND FUND TYPE

FISCAL YEAR 2023/24						
	General Fund	Internal Service Fund	Special Revenue Funds	Enterprise Funds	Capital Improvement Program Funds	Grand Total
Departments/Offices						
Mayor and City Council Offices	1,124,281					1,124,281
City Attorney's Office	3,076,516					3,076,516
City Clerk's Office	1,947,261					1,947,261
City Auditor's Office	948,445					948,445
City Manager's Office	4,980,204					4,980,204
Community Development Department	5,121,256		20,553,667			25,674,923
Electric Utility Department				719,003,859	351,697,203	1,070,701,062
Finance Department	18,192,257				575,000	18,767,257
Fire Department	62,616,032		7,115,977		427,374	70,159,383
Human Resources Department	4,208,090					4,208,090
Information Technology Department		13,094,932	200,000		300,000	13,594,932
Library Department	10,835,937					10,835,937
Parks & Recreation Department	21,933,152		424,155	1,535,171	1,298,457	25,190,935
Police Department	85,598,562	995,232	94,760			86,688,554
Public Works Department	25,599,934	12,363,697	10,023,330	39,316,243	23,013,984	110,317,188
Water and Sewer Utility Department				96,385,559	18,598,766	114,984,325
Non-Departmental	34,591,631			16,103,582	968,330	51,663,543
Total Expenditures[1]	**280,773,558**	**26,453,861**	**38,411,889**	**872,344,414**	**396,879,114**	**1,614,862,836**

[1]All years exclude other agency funds and debt service funds and internal service fund expenses not assigned to a department.

BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT

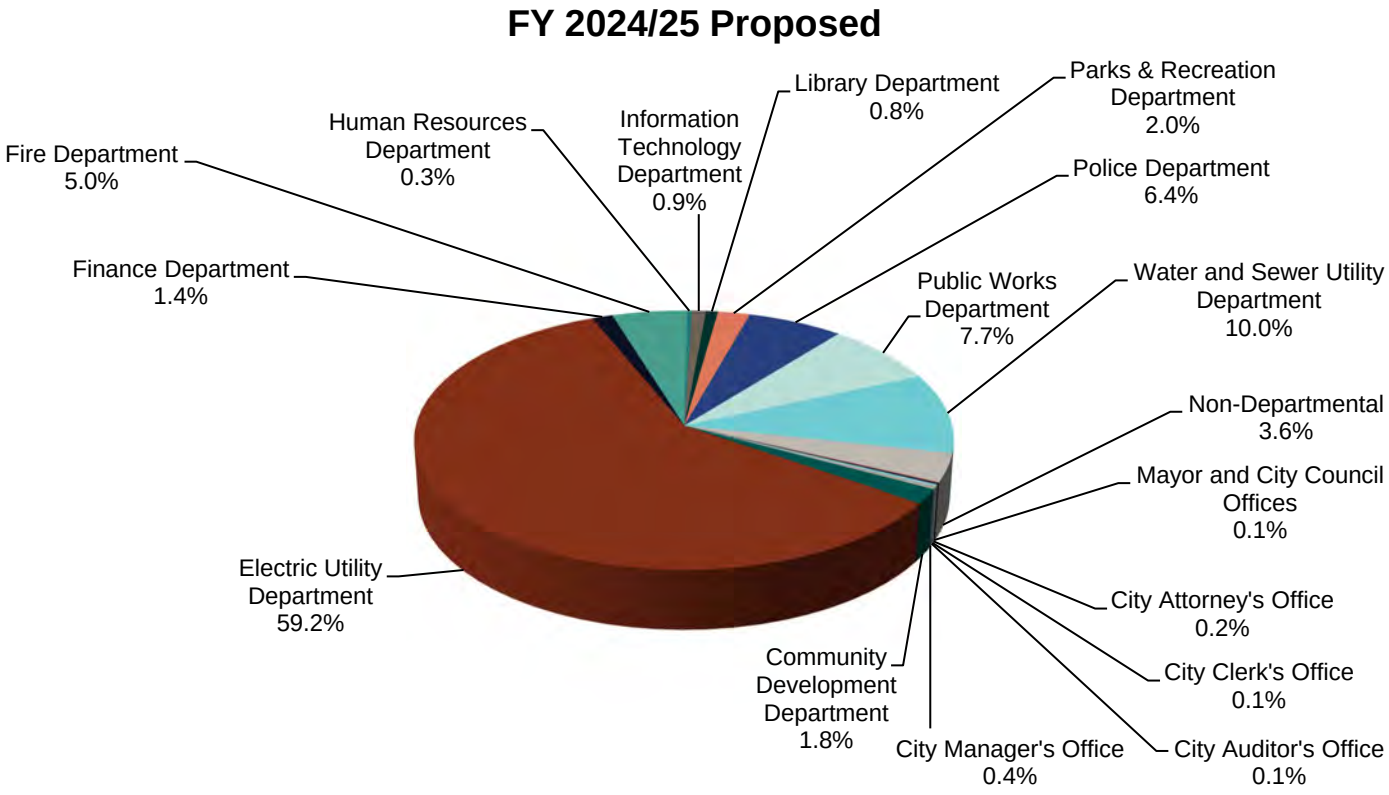


BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT AND FUND TYPE

FISCAL YEAR 2024/25						
	General Fund	Internal Service Fund	Special Revenue Funds	Enterprise Funds	Capital Improvement Program Funds[2]	Grand Total
Departments/Offices						
Mayor and City Council Offices	1,176,723					1,176,723
City Attorney's Office	3,205,702					3,205,702
City Clerk's Office	2,067,068					2,067,068
City Auditor's Office	985,489					985,489
City Manager's Office	5,175,582					5,175,582
Community Development Department	5,392,464		19,916,832			25,309,296
Electric Utility Department				786,454,509	60,427,674	846,882,183
Finance Department	19,012,771				575,000	19,587,771
Fire Department	63,324,867		7,778,332		234,374	71,337,573
Human Resources Department	4,439,328					4,439,328
Information Technology Department		12,956,944	200,000		300,000	13,456,944
Library Department	11,317,625					11,317,625
Parks & Recreation Department	22,809,299		431,394	1,591,088	5,588,401	30,420,182
Police Department	90,185,180	1,013,568	97,603			91,296,351
Public Works Department	26,728,107	14,725,090	8,687,065	40,785,274	18,529,588	109,455,124
Water and Sewer Utility Department				120,920,630	21,789,295	142,709,925
Non-Departmental	31,638,763			18,284,444	941,422	50,864,629
Total Expenditures[1]	**287,458,968**	**28,695,602**	**37,111,226**	**968,035,945**	**108,385,754**	**1,429,687,495**

[1]All years exclude other agency funds and debt service funds and internal service fund expenses not assigned to a department.
[2]The FY 2024/25 Capital Improvement Program information reflects the third year of the five-year CIP plan from the FY 2022/23 and 2023/24 Adopted Capital Improvement Program Budget. The proposed budget for FY 2024/25 and FY 2025/26 will be determined in next year's capital budget cycle.

BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT



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Summary of Budgeted Positions by Department/Office

	FY 2021/22 Adopted	FY 2022/23 Adopted[1]	FY 2023/24 Proposed[1]	FY 2023/24 Change	FY 2024/25 Proposed[1]
Positions by Department/Office					
Mayor and City Council Offices	9.00	9.00	10.00	1.00	10.00
City Attorney's Office	8.00	8.00	7.00	(1.00)	7.00
City Auditor's Office	3.00	3.00	2.00	(1.00)	2.00
City Clerk's Office	6.00	7.00	7.00	0.00	7.00
City Manager's Office	12.50	12.50	11.30	(1.20)	11.30
Community Development Department[2, 4]	72.00	73.00	75.00	2.00	79.00
Electric Utility Department[3]	198.00	214.00	222.00	8.00	222.00
Finance Department	68.75	69.75	70.75	1.00	70.75
Fire Department[4, 5]	154.50	155.50	173.50	18.00	173.50
Human Resources Department	14.00	15.00	15.00	0.00	15.00
Information Technology Department	6.00	6.00	6.00	0.00	6.00
Library Department[6]	42.50	42.50	42.75	0.25	42.75
Parks and Recreation Department	77.75	77.75	77.75	0.00	77.75
Police Department[7]	221.00	231.00	231.00	0.00	231.00
Department of Public Works[4]	122.50	123.50	119.50	(4.00)	119.50
Water and Sewer Utilities Department	73.00	73.00	73.00	0.00	73.00
Non-Departmental	6.50	6.50	5.70	(0.80)	5.70
Total Budgeted FTE by Department/Office	**1,095.00**	**1,127.00**	**1,149.25**	**22.25**	**1,153.25**

[1]The positions above represent all funded positions. This excludes 30.5 positions that are frozen including: the remaining 22.50 positions frozen on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402), the 5.0 positions frozen on June 22, 2021 (Agenda Item 5.0 – Report to Council 21-526), and the 3.0 positions recommended to be frozen in this Proposed Budget.

[2]The positions include 3.0 positions added during FY 2022/23 to support development related activity (Report to Council 22-1222) and 4.0 development-related positions recommended in FY 2024/25 as part of this Proposed Budget.

[3]This reflects 8.0 positions added during FY 2022/23 (3.0 positions added through Report to Council 22-1145 and 5.0 positions added through Report to Council 22-1772).

[4]The position counts exclude 7.0 positions that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related including 1.0 Senior Inspector in the Community Development Department, 1.0 Deputy Fire Marshal II and 1.0 Fire Protection Engineer in the Fire Department, and 1.0 Associate Engineer, 1.0 Principal Engineer, 1.0 Senior Civil Engineer, and 1.0 Public Works Inspector in the Department of Public Works.

[5]The positions include 18.0 Firefighters added from the SAFER grant (Report to Council 23-170, February 7, 2023), including 12.0 that were originally frozen on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402) and an additional 6.0 positions. This also includes 2.0 development-related positions added during FY 2022/23 (Report to Council 22-1145).

[6]This reflects the increase of an Office Specialist from 0.50 FTE to 0.75 FTE.

[7]The FY 2022/23 Adopted position count includes positions that were restored with the $1.7 million added to the Police Department budget on June 21, 2021. This funding restored 10.0 FTE to the Police Department, approved by the City Council on January 11, 2022 (Report to Council 22-1595).

Summary of Budgeted Positions by Fund

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund (001)[1]	718.46	732.51	723.52	(8.99)	723.52
Special Revenue Funds					
Building Development Services (155)	43.00	43.46	47.71	4.25	51.71
City Affordable Housing (165)	1.20	1.20	1.95	0.75	1.95
Convention Center Maintenance District (026)	0.10	0.10	0.10	0.00	0.10
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.00	0.50
Fire Development Services (158)	0.00	0.00	9.04	9.04	9.04
Fire Operating Grant Trust (178)	0.00	0.00	18.00	18.00	18.00
Housing and Urban Development (562)	3.30	3.30	2.95	(0.35)	2.95
Housing Authority (164)	0.65	0.65	0.65	0.00	0.65
Housing Successor (169)	1.55	1.55	1.25	(0.30)	1.25
Subtotal Special Revenue Funds	**50.30**	**50.76**	**82.15**	**31.39**	**86.15**
Enterprise Funds					
Cemetery (093)	5.00	5.00	5.00	0.00	5.00
Convention Center Enterprise (860)	1.50	1.20	0.70	(0.50)	0.70
Electric (091, 191)	198.50	214.00	222.00	8.00	222.00
Recycled Water (097)	3.30	3.30	4.10	0.80	4.10
Sewer Utility (094)	22.45	22.45	22.85	0.40	22.85
Solid Waste (096)	6.65	6.65	7.10	0.45	7.10
Water Utility (092)	47.25	47.25	46.05	(1.20)	46.05
Subtotal Enterprise Funds	**284.65**	**299.85**	**307.80**	**7.95**	**307.80**
Internal Service Funds					
Fleet Management (053)	14.75	14.75	14.65	(0.10)	14.65
Information Technology Services (045)	6.00	6.00	6.00	0.00	6.00
Public Works Capital Projects Management (044)	14.34	14.13	14.13	0.00	14.13
Subtotal Internal Service Funds	**35.09**	**34.88**	**34.78**	**(0.10)**	**34.78**
Capital Improvement Program Funds					
Electric Utility Capital (591)	0.00	0.00	0.00	0.00	0.00
Related Santa Clara Developer (540)	6.50	9.00	1.00	(8.00)	1.00
Subtotal Capital Improvement Program Funds	**6.50**	**9.00**	**1.00**	**(8.00)**	**1.00**
Total Budgeted FTE by Fund	**1,095.00**	**1,127.00**	**1,149.25**	**22.25**	**1,153.25**

[1]The positions above represent all funded positions. This excludes 37.5 positions that are frozen including: the remaining 22.50 positions frozen on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402), the 5.0 positions frozen on June 22, 2021 (Agenda Item 5.0 – Report to Council 21-526), and the 3.0 positions recommended to be frozen in this Proposed Budget. This also excludes 7.0 positions that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related including 1.0 Senior Inspector in the Community Development Department, 1.0 Deputy Fire Marshal II and 1.0 Fire Protection Engineer in the Fire Department, and 1.0 Associate Engineer, 1.0 Principal Engineer, 1.0 Senior Civil Engineer, and 1.0 Public Works Inspector in the Department of Public Works.

Summary of Frozen Positions by Department

The list below reflects the frozen positions, as approved by City Council on March 9, 2021 as part of the COVID-19 Phase 1 Budget Rebalancing and the 5.0 positions frozen on June 22,2021 (Agenda Item 5.0 – Report to Council 21-526). The below count excludes the 12.0 Firefighter positions that were frozen as part of the March 9, 2021 actions but were subsequently restored by the City Council on February 7, 2023 (Report to Council 23-170) as part of the Fire SAFER grant. This list includes 7.0 positions that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related including 1.0 Senior Inspector in the Community Development Department, 1.0 Deputy Fire Marshal II and 1.0 Fire Protection Engineer in the Fire Department, and 1.0 Associate Engineer, 1.0 Principal Engineer, 1.0 Senior Civil Engineer, and 1.0 Public Works Inspector in the Department of Public Works. This list also includes the 3.0 positions recommended to be frozen in this Proposed Budget (1.0 Assistant City Attorney, 1.0 City Auditor, and 1.0 Assistant City Manager).

Department	Classification	FTE
City Attorney's Office	Legal Office Specialist III	1.00
City Attorney's Office	Assistant City Attorney	1.00
City Auditor's Office	City Auditor	1.00
City Manager's Office	Assistant City Manager	2.00
City Manager's Office	Senior Management Analyst	1.00
Community Development	Associate Planner	1.00
Community Development	Office Specialist II	0.75
Community Development	Senior Inspector	1.00
Finance	Office Specialist II	1.00
Fire	Deputy Fire Marshal II	1.00
Fire	Fire Protection Engineer	1.00
Fire	Quality Improvement Nurse	0.75
Human Resources	Human Resources Division Manager	1.00
Parks and Recreation	Grounds Maintenance Worker I	1.00
Parks and Recreation	Grounds Maintenance Worker II	2.00
Parks and Recreation	Office Specialist II	1.00
Police	Police Officer	4.00
Police	Police Sergeant	2.00
Public Works	Automotive Technician III	1.00
Public Works	Assistant Engineer (Civil)	1.00
Public Works	Associate Engineer (Civil)	2.00
Public Works	Principal Engineer	1.00
Public Works	Public Works Inspector	1.00
Public Works	Senior Engineer (Civil)	1.00
Public Works	Street Maintenance Worker I	1.00
Public Works	Street Maintenance Worker III	3.00
Public Works	Street Maintenance Worker IV	1.00
Non-Departmental	Deputy City Manager	1.00
Non-Departmental	Office Specialist III	1.00
	Total Positions Frozen	**37.50**

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DEBT SERVICE

Overview

Under the authority of the City Manager, the City executes debt instruments, oversees the accounting and reporting of debt, administers debt proceeds, manages continuing disclosure and debt compliance requirements, and makes debt service payments, while acting with prudence, diligence, and attention to prevailing economic conditions.

The City of Santa Clara uses debt financing as a tool to maintain its long-term financial stability by paying for certain expenditures over time. Debt financing is also a tool for managing cash flow when large, one-time outlays are required as in the case of constructing a new building or large-scale upgrades to infrastructure. This section provides a summary of the City's debt service for the ten-year forecast period. Included is the Computation of Legal Debt Margin, which calculates the City's debt limit as defined by the City Charter. Also included is a debt service schedule representing the currently outstanding debt of the City. The City does not currently have any outstanding general obligation debt.

Debt Policies

The Santa Clara City Charter, Section 1309, limits the allowable bonded indebtedness of the City at 15% of the total assessed valuation of property within the City, exclusive of revenue bonds or any indebtedness that has been or may be incurred for the purposes of acquiring, constructing, extending, or maintaining municipally owned utilities, for which purposes a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State constitution and the City Charter.

Section 1321 of the City Charter further provides for the issuance of revenue bonds when authorized at an election as provided therein. The City Charter also gives City Council the power to issue revenue bonds to finance the generation, production, transmission and distribution of electric energy, including the acquisition and/or construction of lands and facilities therefor, without authorization at an election.

The City's Debt Management Policy provides guidance for the issuance of bonds and other forms of indebtedness to finance land acquisition, construction, equipment, and other capital requirements of the City. While the issuance of debt is an appropriate method of financing capital projects and major equipment acquisitions, such issuance shall be carefully monitored.

The issuance of debt shall be closely aligned with the cash flow requirements of the projects being financed. Within the limitations of the City Charter, determining the amount of indebtedness the City can afford begins by assessing the sufficiency of future revenues. The amount of debt issued is based on the requirements of the approved Capital Improvement Program, subject to the condition that sufficient revenues are projected to be available to pay debt service. Factors such as debt service coverage requirements outlined in the bond indentures, the impact on the citizens (tax rates), and any impact on the bond ratings will be carefully considered. Different factors are considered for each type of credit. For example, electric, water or sewer bonds will take into consideration the impact on customer utility rates. Other factors such as providing debt capacity for future programs and existing and forecasted fund balances, including reserves, will also be taken into consideration.

The City believes that debt is an equitable means of financing projects and represents an important source of meeting fiscal responsibilities. The City obtains and maintains long-term debt for large capital improvement projects. The Finance Department manages the City’s debt with prudence, diligence, and with attention to prevailing economic conditions and applicable laws. It manages issuance of debt, administers debt proceeds, prepares ongoing disclosure, handles debt and tax compliance, and makes debt service payments. City departments with debt-financed capital programs coordinate with the Finance Department in implementing and handling debt related transactions. Semiannual updates are prepared by the Finance Department on outstanding debt for the City of Santa Clara, its Agencies and Corporations. This report is presented as a standard management practice that provides a valuable overview of the current status of the City’s long-term debt

obligations. The current City Council approved debt policy can be found online at: http://santaclaraca.gov/home/showdocument?id=63748.

Long-Term Debt Planning

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated every two years. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth, while at the same time measuring and assessing the cost and timing of any debt issuance.

Credit Rating

The City seeks to obtain and maintain the highest possible credit ratings for all categories of short- and long-term debt. The City's bonds are rated favorably by major bond rating agencies, Fitch and Standard and Poor's (S&P Global Ratings). S&P Global Ratings assigned City of Santa Clara its 'AA+' issuer credit rating (ICR) in June 2022 and affirmed City's Certificates of Participation 'AA' long-term rating in May 2022. The City's Electric Revenue Bonds are rated 'AA-' by Fitch and its 'A+' rating was affirmed by S&P in November 2022. Maintaining high bond ratings has resulted in a broader market for the City's bonds and lower interest costs to the City.

Public Facilities Financing Corporation

The City of Santa Clara Public Facilities Financing Corporation (PFFC) was formed in 1997 for the purpose of issuing Certificates of Participation (COPs) to provide financing for the construction of major City facilities. Members of the City Council are also members of the PFFC Board. Debt service on COPs is secured by lease payments made by the City's General Fund to the PFFC for use of the constructed facilities for public purposes. In accordance with lease agreements, the PFFC assigns lease payments received from the City to the trustee for payment to the certificate holders.

Long-Term Debt Obligations

Certificates of Participation (COPs) are a debt instrument evidencing a pro-rata share in a specific pledged revenue source, usually lease payments. These lease payments are typically secured by an installment sale or leaseback agreement. Revenues are pledged to pay lease payments, and such lease payments are used to pay debt service on the COPs. The lessor typically assigns the lease and the payment to a trustee, which distributes the payments to certificate holders. These obligations do not constitute indebtedness under the State constitutional debt limitation and are not subject to voter approval.

Lease Revenue Bonds are a lease obligation secured by a leaseback arrangement with a public entity, where general operating revenues are pledged to pay the lease payments, and in turn are used to pay debt service on the debt. These obligations do not constitute indebtedness under the State constitutional debt limitation and are not subject to voter approval.

In connection with COPs and Lease Revenue Bonds, payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated. Lease financing requires the fair market rental value of the leased property to be equal to or greater than the required debt service or lease payment schedule. The governmental lessee is obligated to place in its annual budget the rentals that are due and payable during each fiscal year the lessee has use of the leased property.

Installment Sale Agreements are debt obligations secured by the assignment of installment payments required to be paid by the City from certain pledged revenues, such as revenues from an enterprise, in an amount sufficient to pay the installment payments, including interest. The City's outstanding Installment Sale Agreements are payable solely from the City's Sewer Utility and is not secured by any pledge of ad valorem taxes or General Fund revenues of the City. These obligations do not constitute indebtedness under the State constitutional debt limitation and are not subject to voter approval.

Revenue Bonds are obligations payable from revenues generated by an enterprise, such as electric, water, or wastewater utilities. The City's outstanding utility Revenue Bonds are payable solely from the City's Electric Utility and Sewer Utility Enterprise Funds and are not secured by any pledge of ad valorem taxes or General Fund revenues of the City.

Summary of FY 2023/24 and 2024/25 Debt Service

The Biennial Operating Budget Operating Budget includes $59,723,048 in debt service for FY 2023/24 and $40,647,934 in debt service for FY 2024/25. A ten-year debt service schedule is shown herein.

2010 City of Santa Clara Lease Agreement (Police Administration Building Project)

On July 13, 2010, the City entered into an agreement with the PFFC in order to provide funds to refund outstanding 1997 Certificates of Participation, which were originally issued to provide financing to build a new Police Administration building. The PFFC entered into a separate agreement with the assignee, Bank of America, N.A. Debt service on the Lease Agreement is secured by lease payments made by the City to the assignee for use of the Police Administration site. On March 22, 2012, Bank of America sold and transferred the Lease Agreement to Capital One Public Financing, LLC with no change to the terms, covenants, or conditions of the contract or the payment schedule. Lease payments were due semiannually beginning February 1, 2011 through February 1, 2022 with a coupon rate of 3.65%. This debt was paid in full at the end of FY 2021/22.

2013 Refunding Certificates of Participation (Central Park Library Project)

On March 28, 2013, the PFFC issued $18.54 million of Refunding Certificates of Participation (2013 COPs) to provide funds to refund outstanding 2002A Certificates of Participation, which were originally issued to provide financing to build a new Central Park Library. The 2013 COPs mature annually beginning February 1, 2014 through February 1, 2032 and bear coupon rates ranging from 2.00% to 3.75%. Debt Service is secured by lease payments to be made by the City to the PFFC for use of the library site. The PFFC assigns the lease payments to the certificate owners.

Installment Sale Agreement, Series 2016 (Trimble Road Sewer Project)

On March 8, 2016, the City entered into a $12.0 million Installment Sale Agreement with the PFFC in order to provide funds for the Trimble Road Trunk Sanitary Sewer Improvement Project. The PFFC entered into a separate Assignment Agreement with DNT Asset Trust, a wholly owned subsidiary of JPMorgan Chase National Association (the “Agreement”), to assign its rights under the Installment Sale Agreement to DNT Asset Trust. The Agreement has an interest rate of 2.14% and semiannual payments beginning August 1, 2016 through February 1, 2031. Installment payments on the Agreement are secured by a pledge of net revenues of the Wastewater System.

Installment Sale Agreement, Series 2020 (Regional Wastewater Facility)

The City co-owns the Regional Wastewater Facility with the City of San José. The facility is being rebuilt, with the City’s portion of the costs budgeted as a separate project in the current Capital Improvement Program budget. The Water and Sewer Utilities Department oversees it. On June 11, 2020, the City entered into an Installment Sale Agreement (the “ISA”) with the PFFC to provide funds for the San Jose/Santa Clara Regional Wastewater Facility Project (the “Project”). The PFFC entered into a separate Assignment Agreement with JPMorgan Chase Bank, N.A. (the “Assignment Agreement”), to assign its rights under the ISA to JPMorgan Chase Bank, N.A. The ISA in the amount of $50.0 million carries a variable rate of interest equal to 80% of Term SOFR (Secured Overnight Financing Rate) plus SOFR adjustment of 0.10%, and plus 0.95% per annum.

The City may draw on the Installment Sale Agreement as necessary with an initial $20.0 million drawn on the date of closing. Interest is due each January 1 and July 1, commencing January 1, 2021. Principal on outstanding advances is due on or before July 1, 2024. In addition, the PFFC shall pay an undrawn fee on any amount not yet drawn at a rate of 0.325% per annum on each interest payment date. Installment payments on the Agreement are secured by a pledge of net revenues

of the Wastewater System on a subordinate basis to the Trimble Road Installment Payments. No additional draw-downs were made nor planned.

Electric Revenue Refunding Bonds, Series 2013A

On April 24, 2013, Silicon Valley Power (SVP), City's Electric Department, issued $64.38 million of Electric Revenue Refunding Bonds, Series 2013A (Electric 2013A Bonds), to provide funds, together with other available moneys, to refinance outstanding Electric 2003A Bonds. The Electric 2013A Bonds mature annually beginning on July 1, 2014 through July 1, 2028 and bear coupon rates ranging from 3.00% to 5.00%. Debt service on the Electric 2013A Bonds is secured by a pledge of net revenues of the Electric Utility Enterprise Fund.

The Electric 2013A Bonds maturing July 1, 2023 through July 1, 2028 were refunded on April 10, 2020 by the Subordinate Electric Revenue Refunding Bonds, Series 2020-2 described below. The refunding of a portion of the Electric 2013A Bonds resulted in overall savings of $1,706,384.

Electric Revenue Refunding Bonds, Series 2018A

On December 18, 2018, SVP issued $48.80 million of Electric Revenue Refunding Bonds, Series 2018A (Electric 2018A Bonds) to refinance $54.58 million outstanding principal amount of Variable Rate Demand Electric Revenue Bonds, Series 2008B and terminate a related interest rate swap transaction. The Electric 2018A Bonds mature annually beginning on July 1, 2019 through July 1, 2027 and bear coupon rates of 5.00%. Debt service on the Electric 2018A Bonds is secured by a pledge of net revenues of the Electric Utility Enterprise Fund.

Subordinate Electric Revenue Refunding Bonds, Series 2020-1, 2020-2, and 2020-3

Series 2020-1 Bonds
On April 10, 2020, SVP issued $52.985 million of Subordinate Electric Revenue Refunding Bonds, Series 2020-1 (Electric 2020-1 Bonds) to refinance $54.83 million outstanding principal amount of Electric Revenue Refunding Bonds, Series 2011 A. The Electric 2020-1 Bonds bear 1.74% coupon rates, mature annually beginning on July 1, 2028 through July 1, 2032, and were sold at an All-In True Interest Cost of 1.43%.

On April 2, 2021, the Electric 2020-1 Bonds were converted to tax-exempt basis, which now bear 1.36% coupon rates. Debt service on the Electric 2020-1 Bonds is secured by a pledge of Available Electric Revenues of SVP on a basis subordinate to outstanding Senior Electric Revenue Bonds, if any.

Series 2020-2 Bonds
On April 10, 2020, SVP issued $34.315 million of Subordinate Electric Revenue Refunding Bonds, Series 2020-2 (Electric 2020-2 Bonds) to refinance $30.725 million of outstanding Electric Revenue Refunding Bonds, Series 2013 A. The Electric 2020-2 Bonds bear 1.31% coupon rates, mature annually beginning on July 1, 2023 through July 1, 2028, and were sold at an All-In True Interest cost of 1.21%.

On December 28, 2022, the Electric 2020-2 Bonds were converted to tax-exempt basis, which now bear 1.02% coupon rates. Debt service on the Electric 2020-2 Bonds is secured by a pledge of Available Electric Revenues of SVP on a basis subordinate to outstanding Senior Electric Revenue Bonds, if any.

Series 2020-3 Bonds
On April 10, 2020, SVP issued $16.72 million of Subordinate Electric Revenue Refunding Bonds, Series 2020-3 (Electric 2020-3 Bonds) to refinance $19.413 million outstanding principal amount of Subordinated Electric Revenue Bonds, Series 2014. The Electric 2020-3 Bonds bear 0.58% coupon rates, mature annually beginning on July 1, 2020 through July 1, 2024, and were sold at an All-In True Interest Cost of 0.70%. Debt service on the Electric 2020-3 Bonds is secured by a pledge of Available Electric Revenues of SVP on a basis subordinate to outstanding Senior Electric Revenue Bonds, if any.

Regional Wastewater Facility Debt Planned

It is the Water and Sewer Utilities Department's intention to issue debt in FY 2023/24, in the amount of $30.0 million, to refinance Series 2020 (Regional Wastewater Facility) Installment Sale Agreement of $20.0 million principal outstanding, as described above, and borrow an additional $10.0 million of new debt for the final phase of this capital project. This new issuance and preliminary debt service amounts are reflected in the City's Debt Service Schedule.

Electric Debt Planned

Silicon Valley Power (SVP), City's Electric Department, intends to issue new debt in FY 2023/24, in the amount of $305.3 million to finance several of its capital projects in the System Expansion Plan. These projects include Kifer Receiving Station (KRS) rebuild, Scott Receiving Station (SRS) rebuild, Northern Receiving Station (NRS) transformer and breaker upgrades, and NRS/KRS 115kV transmission line construction. KRS was constructed in 1975 and the project will expand capacity to 900MVA from 372 MVA plus other associated work. SRS was constructed in 1968 and the project will also expand capacity to 900MVA from 372 MVA plus other associated work. NRS was constructed in 2004 and the project includes installing additional transformers and reconfiguring/expanding associated air insulted switchgear to increase station reliability and capacity. The NRS/KRS new transmission line construction will help balance and redistribute energy between the receiving stations. This new issuance and preliminary debt service amounts are reflected in the City's Debt Service Schedule.

CITY OF SANTA CLARA
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years
(In Thousands)

Fiscal Year Ending June 30	Net Local Secured Roll [1]	State Assessed Valuation	Net Unsecured Roll	Net Assessed Valuation	Total Assessed Valuation	Valuation	% of Growth of Assessed Valuation	Total Direct Tax Rate
2012 / 13	20,475,348	4,641	4,702,675	25,182,664	25,295,792	99.55%	6.19%	1.16%
2013 / 14	22,216,962	4,641	4,680,536	26,902,139	27,012,697	99.59%	6.83%	1.14%
2014 / 15	24,294,056	4,183	4,352,204	28,650,443	28,758,679	99.62%	6.50%	1.13%
2015 / 16	27,659,960	4,183	5,157,346	32,821,489	32,927,777	99.68%	14.56%	1.16%
2016 / 17	30,672,596	4,183	5,856,885	36,533,664	36,638,297	99.71%	11.31%	1.15%
2017 / 18	33,449,607	3,896	6,553,560	40,007,063	40,109,539	99.74%	9.51%	1.16%
2018 / 19	36,596,483	354	7,266,592	43,863,429	43,964,914	99.77%	9.64%	1.13%
2019 / 20	38,502,828	870	7,629,244	46,132,942	46,232,453	99.78%	5.17%	1.20%
2020 / 21	42,047,766	870	7,972,493	50,021,129	50,118,954	99.80%	8.43%	1.18%
2021 / 22	44,162,052	870	8,007,077	52,169,999	52,264,729	99.82%	4.30%	1.19%

Note:
(1) Net of Home Owner Property Tax Relief.
Source: County of Santa Clara, Department of Finance

City of Santa Clara
Legal Debt Margin Information
Last Ten Fiscal Years
(In Thousands)

Fiscal Year Ending June 30	Net Assessed Valuation	Debt Limit- 15% of Assessed Valuation [1]	Debt Applicable to Limit	Legal Debt Margin
2012 / 13	25,182,664	3,777,400	-	3,777,400
2013 / 14	26,902,139	4,035,321	-	4,035,321
2014 / 15	28,650,443	4,297,567	-	4,297,567
2015 / 16	32,821,489	4,923,223	-	4,923,223
2016 / 17	36,533,664	5,480,050	-	5,480,050
2017 / 18	40,007,063	6,001,059	-	6,001,059
2018 / 19	43,863,429	6,579,514	-	6,579,514
2019 / 20	46,132,942	6,934,868	-	6,934,868
2020 / 21	50,021,129	7,503,169	-	7,503,169
2021 / 22	52,169,999	7,825,500	-	7,825,500

Note:

(1) Section 1309 of the City Charter of the City states: "Bonded Debt Limit. The bonded indebtedness of the City may not in the aggregate exceed the sum of fifteen percent (15%) of the total assessed valuation of property within the City, exclusive of revenue bonds or any indebtedness that has been or may hereafter be incurred for the purposes of acquiring, constructing, extending, or maintaining municipally owned utilities for which purposes a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State Constitution and this Charter."

Sources: County of Santa Clara, Department of Finance and City of Santa Clara

DEBT SERVICE SCHEDULE

Bond Issue	Actual 2021/22	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31	Plan 2031/32	Plan 2032/33
Current Debt Issued												
Lease Financing:												
2010 Lease Financing												
(Police Administration Building Project)												
Principal	1,065,000	0	0	0	0	0	0	0	0	0	0	0
Interest	29,164	0	0	0	0	0	0	0	0	0	0	0
	1,094,164	0	0	0	0	0	0	0	0	0	0	0
Total Lease Financing	1,094,164	0	0	0	0	0	0	0	0	0	0	0
Certificates of Participation:												
2013 Refunding COPs												
(Central Park Library Project)												
Principal	940,000	980,000	1,030,000	1,085,000	1,120,000	1,150,000	1,195,000	1,235,000	1,280,000	1,325,000	665,000	0
Interest	467,275	420,275	371,275	319,775	285,869	249,469	209,219	167,394	122,625	74,625	24,937	0
Trustee	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	0
Arbitrage Computation	0	1,900	0	0	0	0	1,900	0	0	0	0	0
	1,408,440	1,403,340	1,402,440	1,405,940	1,407,034	1,400,634	1,407,284	1,403,559	1,403,790	1,400,790	691,102	0
Total Certificates of Participation	1,408,440	1,403,340	1,402,440	1,405,940	1,407,034	1,400,634	1,407,284	1,403,559	1,403,790	1,400,790	691,102	0
Installment Sale Agreement:												
2016 Sanitary Sewer Improvements (Trimble Road Sewer Project)												
Principal	761,763	778,152	794,893	811,995	829,465	847,310	865,540	884,161	903,183	922,615	0	0
Interest	175,687	159,298	142,556	125,454	107,985	90,139	71,910	53,288	34,266	14,834	0	0
Arbitrage Computation	0	0	0	0	2,150	0	0	0	0	0	0	0
	937,450	937,450	937,449	937,449	939,600	937,449	937,450	937,449	937,449	937,449	0	0

DEBT SERVICE SCHEDULE

Bond Issue	Actual 2021/22	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31	Plan 2031/32	Plan 2032/33
Current Debt Issued												
2020 Sanitary Sewer Improvements												
Principal	0	0	20,000,000	0	0	0	0	0	0	0	0	0
Interest	104,644	460,250	1,000,000	0	0	0	0	0	0	0	0	0
Arbitrage Computation	98,854	98,854	98,854	0	0	0	0	0	0	0	0	0
	203,499	559,104	21,098,854	0	0	0	0	0	0	0	0	0
Total Installment Sale Agreement	1,140,948	1,496,554	22,036,303	937,449	939,600	937,449	937,450	937,449	937,449	937,449	0	0
Revenue Bonds:												
Electric Revenue Refunding Bonds, Series 2013A												
Principal	4,320,000	4,545,000	0	0	0	0	0	0	0	0	0	0
Interest	335,250	113,625	0	0	0	0	0	0	0	0	0	0
Trustee	0	1,955	0	0	0	0	0	0	0	0	0	0
Arbitrage Computation	0	1,900	0	0	0	0	0	0	0	0	0	0
	4,655,250	4,662,480	0	0	0	0	0	0	0	0	0	0
Electric Revenue Refunding Bonds, Series 2018A												
Principal	4,785,000	5,110,000	5,440,000	5,795,000	6,005,000	6,320,000	6,655,000	0	0	0	0	0
Interest	1,885,875	1,638,500	1,374,750	1,093,875	798,875	490,750	166,375	0	0	0	0	0
Trustee	2,250	2,350	0	0	0	0	0	0	0	0	0	0
Arbitrage Computation	0	0	0	0	0	0	0	0	0	0	0	0
	6,673,125	6,750,850	6,814,750	6,888,875	6,803,875	6,810,750	6,821,375	0	0	0	0	0
Electric Revenue Refunding Bonds, Series 2020-1												
Principal	0	0	0	0	0	0	0	6,555,000	12,745,000	12,910,000	13,165,000	7,610,000
Interest	538,445	720,596	720,596	720,596	720,596	720,596	720,596	676,022	544,782	370,328	193,018	51,748
Trustee	1,250	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Arbitrage Computation	0	0	0	0	0	0	0	0	0	0	0	0
	539,695	723,096	723,096	723,096	723,096	723,096	723,096	7,233,522	13,292,282	13,282,828	13,360,518	7,664,248

DEBT SERVICE SCHEDULE

Bond Issue	Actual 2021/22	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31	Plan 2031/32	Plan 2032/33
Current Debt Issued												
Revenue Bonds:												
Electric Revenue Refunding Bonds, Series 2020-2												
Principal	0	0	5,755,000	5,695,000	5,910,000	5,975,000	6,050,000	4,930,000	0	0	0	0
Interest	449,527	445,780	323,579	262,268	203,082	142,469	81,141	25,143	0	0	0	0
Trustee	1,250	2,500	2,500	2,000	2,000	2,000	2,000	2,000	0	0	0	0
Arbitrage Computation	0	1,350	0	0	0	0	0	0	0	0	0	0
	450,777	449,630	6,081,079	5,959,268	6,115,082	6,119,469	6,133,141	4,957,143	0	0	0	0
Electric Revenue Refunding Bonds, Series 2020-3												
Principal	3,900,000	3,925,000	3,945,000	3,970,000	0	0	0	0	0	0	0	0
Interest	79,982	57,290	34,467	11,513	0	0	0	0	0	0	0	0
Trustee	1,250	2,500	1,250	1,250	0	0	0	0	0	0	0	0
	3,981,232	3,984,790	3,980,717	3,982,763	0	0	0	0	0	0	0	0
Total Electric Revenue Bonds	16,300,079	16,570,846	17,599,642	17,554,002	13,642,053	13,653,315	13,677,612	12,190,665	13,292,282	13,282,828	13,360,518	7,664,248
Total Current Debt Issued	**19,943,631**	**19,470,740**	**41,038,385**	**19,897,391**	**15,988,687**	**15,991,398**	**16,022,346**	**14,531,673**	**15,633,521**	**15,621,067**	**14,051,620**	**7,664,248**
Debt to be Issued												
2023 Regional Wastewater Facility												
Principal	0	0	1,100,000	700,000	730,000	760,000	795,000	830,000	870,000	910,000	950,000	990,000
Interest	0	0	905,250	1,308,375	1,276,875	1,244,025	1,209,825	1,174,050	1,136,700	1,097,550	1,056,600	1,013,850
	0	0	2,005,250	2,008,375	2,006,875	2,004,025	2,004,825	2,004,050	2,006,700	2,007,550	2,006,600	2,003,850
Electric Bonds												
Principal	0	0	4,452,763	5,116,097	5,346,322	5,586,907	5,838,317	6,101,042	6,375,588	6,662,490	6,962,302	7,275,606
Interest	0	0	12,224,250	13,623,671	13,393,446	13,152,862	12,901,451	12,638,727	12,364,180	12,077,279	11,777,466	11,464,163
Trustee	0	0	2,400	2,400	2,400	2,400	2,400					
	0	0	16,679,413	18,742,168	18,742,168	18,742,169	18,742,168	18,739,769	18,739,768	18,739,769	18,739,768	18,739,769
Total Debt to be Issued	**0**	**0**	**18,684,663**	**20,750,543**	**20,749,043**	**20,746,194**	**20,746,993**	**20,743,819**	**20,746,468**	**20,747,319**	**20,746,368**	**20,743,619**
Total Current Debt Service and Debt to be Issued	**19,943,631**	**19,470,740**	**59,723,048**	**40,647,934**	**36,737,730**	**36,737,592**	**36,769,339**	**35,275,492**	**36,379,989**	**36,368,386**	**34,797,988**	**28,407,867**

DEBT SERVICE FUNDS

Under the authority of the City Manager, the City executes debt instruments, oversees the accounting and reporting of debt, administers debt proceeds, manages continuing disclosure and debt compliance requirements, and makes debt service payments, while acting with prudence, diligence, and attention to prevailing economic conditions.

The City of Santa Clara uses debt financing as a tool to maintain its long-term financial stability by paying for certain expenditures over time. Debt financing is also a tool for managing cash flow when large, one-time outlays are required as in the case of constructing a new building or large-scale upgrades to infrastructure.

Public Facilities Financing Corporation (431)

The City of Santa Clara Public Facilities Financing Corporation (PFFC) was formed in 1997 for the purpose of issuing Certificates of Participation (COPs) to provide financing for the construction of major City facilities. Members of the City Council are also members of the PFFC Board. Debt service on COPs is secured by lease payments made by the City's General Fund to the PFFC for use of the constructed facilities for public purposes. In accordance with lease agreements, the PFFC assigns lease payments received from the City to the trustee for payment to the certificate holders.

Electric Utility Debt Service Fund (491)

The Electric Utility Debt Service Fund is used to pay principal, interest, and related service charges on obligations resulting from the issuance of debt by the Electric Utility. Bond proceeds are used to pay for capital costs associated with the Electric Utilities' generation, transmission and distribution facilities. Debt service is payable from Adjusted Net Revenues of the Electric Utility.

Sewer Utility Debt Service Fund (494)

The Sewer Utility Debt Service Fund is used to pay principal, interest, and related service charges on obligations resulting from the issuance of debt by the Sewer Utility. Bond proceeds are used to pay for capital improvements associated with the Sewer System, including the Trimble Road Trunk Sanitary Sewer Improvement Project and the San José-Santa Clara Regional Wastewater Facility Project. Debt service is payable from Net Revenues of the Sewer Utility.

The following section details the City of Santa Clara's Debt Service Funds' Statements of Sources and Uses and the Proposed Budget for Fiscal Year 2023/24 and Fiscal Year 2024/25.

DEBT SERVICE FUNDS | ELECTRIC UTILITY DEBT SERVICE FUND (491)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Bond Reserve	3,632,533	3,632,533	3,632,533	3,632,533	3,632,533
Reserve for Debt Service	9,817,239	10,158,819	10,158,819	10,138,240	10,138,240
Total Beginning Fund Balance	**13,449,772**	**13,791,352**	**13,791,352**	**13,770,773**	**13,770,773**
Revenue					
Bond Proceeds	0	0	0	305,250,000	0
Interest	337,675	0	0	0	0
Total Revenue	**337,675**	**0**	**0**	**305,250,000**	**0**
Transfers From					
Electric Utility Fund	16,305,884	16,548,917	16,548,917	34,279,056	36,296,170
Total Transfers From	**16,305,884**	**16,548,917**	**16,548,917**	**34,279,056**	**36,296,170**
Total Source of Funds	**30,093,331**	**30,340,269**	**30,340,269**	**353,299,829**	**50,066,943**
Expenditures					
Debt Service	16,294,079	16,535,212	16,555,791	34,270,406	36,288,020
Administrative Costs	7,900	13,705	13,705	8,650	8,150
Total Expenditures	**16,301,979**	**16,548,917**	**16,569,496**	**34,279,056**	**36,296,170**
Transfers To					
Electric Utility Capital Fund	0	0	0	305,250,000	0
Total Transfers To	**0**	**0**	**0**	**305,250,000**	**0**
Ending Fund Balance					
Bond Reserve	3,632,533	3,632,533	3,632,533	3,632,533	3,632,533
Reserve for Debt Service	10,158,819	10,158,819	10,138,240	10,138,240	10,138,240
Total Ending Fund Balance	**13,791,352**	**13,791,352**	**13,770,773**	**13,770,773**	**13,770,773**
Total Use of Funds	**30,093,331**	**30,340,269**	**30,340,269**	**353,299,829**	**50,066,943**

DEBT SERVICE FUNDS | PUBLIC FACILITIES FINANCING CORPORATION FUND (431)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Debt Reserve	707,202	707,202	707,202	707,202	707,202
Unrestricted	15,881	15,339	15,339	15,339	15,839
Total Beginning Fund Balance	**723,083**	**722,541**	**722,541**	**722,541**	**723,041**
Revenue					
Interest	623	1,000	1,000	500	500
Total Revenue	**623**	**1,000**	**1,000**	**500**	**500**
Transfers From					
General Fund	2,501,439	1,402,275	1,402,275	1,402,440	1,405,940
Total Transfers From	**2,501,439**	**1,402,275**	**1,402,275**	**1,402,440**	**1,405,940**
Total Source of Funds	**3,225,145**	**2,125,816**	**2,125,816**	**2,125,481**	**2,129,481**
Expenditures					
Debt Service	2,501,439	1,400,275	1,400,275	1,401,275	1,404,775
Administrative Costs	1,165	1,100	1,100	1,165	1,165
Arbitrage Computation	0	1,900	1,900	0	0
Total Expenditures	**2,502,604**	**1,403,275**	**1,403,275**	**1,402,440**	**1,405,940**
Ending Fund Balance					
Debt Reserve	707,202	707,202	707,202	707,202	707,202
Unrestricted	15,339	15,339	15,339	15,839	16,339
Total Ending Fund Balance	**722,541**	**722,541**	**722,541**	**723,041**	**723,541**
Total Use of Funds	**3,225,145**	**2,125,816**	**2,125,816**	**2,125,481**	**2,129,481**

DEBT SERVICE FUNDS | SEWER UTILITY DEBT SERVICE FUND (494)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Debt Reserve	4,916,274	5,664,361	5,664,361	6,005,257	1,963,704
Total Beginning Fund Balance	**4,916,274**	**5,664,361**	**5,664,361**	**6,005,257**	**1,963,704**
Revenue					
Debt Proceeds	0	0	0	30,000,000	0
Total Revenue	**0**	**0**	**0**	**30,000,000**	**0**
Transfers From					
Sewer Utility Fund	1,889,035	1,837,450	1,837,450	0	1,050,000
Total Transfers From	**1,889,035**	**1,837,450**	**1,837,450**	**0**	**1,050,000**
Total Source of Funds	**6,805,309**	**7,501,811**	**7,501,811**	**36,005,257**	**3,013,704**
Expenditures					
Debt Service	1,042,094	1,837,450	1,496,554	23,942,699	2,945,824
Administrative Costs	98,854	0	0	98,854	0
Total Expenditures	**1,140,948**	**1,837,450**	**1,496,554**	**24,041,553**	**2,945,824**
Transfers To					
Sewer Utility Capital Fund	0	0	0	10,000,000	0
Total Transfers To	**0**	**0**	**0**	**10,000,000**	**0**
Ending Fund Balance					
Debt Reserve	5,664,361	5,664,361	6,005,257	1,963,704	67,880
Total Ending Fund Balance	**5,664,361**	**5,664,361**	**6,005,257**	**1,963,704**	**67,880**
Total Use of Funds	**6,805,309**	**7,501,811**	**7,501,811**	**36,005,257**	**3,013,704**

City of Santa Clara

Ten-Year General Fund Financial Forecast 2024 - 2034

March 2023

PURPOSE

The Ten-Year General Financial Forecast (Forecast) provides policy makers and the public an updated assessment of the City's fiscal health. The Forecast includes projections of ongoing General Fund revenues and expenditures for a ten-year period beyond the adopted biennial budget.

The Forecast serves as a strategic planning tool to assist the City Council, staff, and the public with decision-making as they work to adopt the budget and consider long-term financial strategies for the City. The Forecast also identifies known risk factors and vulnerabilities, and it provides a foundation for evaluating priorities and understanding trade-offs moving forward.

GENERAL FUND OVERVIEW

The Forecast compares anticipated General Fund revenues with base expenditures, which include the projected costs of providing the current level of service. Individual projections of revenues and expenditures are developed based on trend analyses, input from available economic reports, consultant recommendations, departments, updated salary and benefit information, and non-personnel costs. The most current information available is incorporated into the Forecast and refined on a moving forward basis.

This Forecast shows a General Fund shortfall of $8.0 million in FY 2023/24 and $8.9 million in FY 2024/25, with the projected deficit reaching a high of $15.0 million in FY 2028/29 and a low of $7.5 million in FY 2033/34. The projected shortfall of $8.0 million in FY 2023/24 is equivalent to 2.8% of forecasted expenditures.

FY 2024-2034 General Fund Ten-Year Financial Forecast ($ in millions)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Projected Revenues	$272.6	$284.9	$297.3	$309.0	$321.2	$333.3	$346.5	$359.7	$373.5	$387.8	$402.7
Projected Expenditures	$280.6	$293.8	$308.2	$320.8	$332.7	$348.3	$360.5	$373.9	$383.3	$396.4	$410.2
Cumulative (Shortfall)/ Surplus	($8.0)	($8.9)	($10.9)	($11.8)	($11.5)	($15.0)	($14.0)	($14.2)	($9.8)	($8.6)	($7.5)
% of Expenses	2.8%	3.0%	3.5%	3.7%	3.5%	4.3%	3.9%	3.8%	2.5%	2.2%	1.8%

Note: The Forecast does not include the cost to address unmet/deferred infrastructure needs, the cost to fully fund public safety equipment replacement, additional contributions to reserves, one-time funding sources, and one-time expenditure needs.

The Forecast compares ongoing revenues and expenditures. It does not factor in one-time funding sources or items funded on a pay-as-you-go method with one-time sources. To the extent the biennial budget is balanced using one-time funding, such as reserves, that portion of the ongoing deficit would remain to be addressed in a future budget.

The City also has a significant backlog of unmet and deferred capital infrastructure needs that are not factored into this forecast. Historically, the City has funded many capital infrastructure and equipment needs with one-time funds on a pay-as-you-go basis. The use of one-time funds as the funding mechanism for capital improvements and various equipment that rely on the General Fund creates challenges. Staff will continue to evaluate potential options to create capacity to address those funding needs.

The forecast also does not include additional contributions to Reserves (Budget Stabilization Reserve, Capital Projects Reserve, Pension Reserve). Allocations to those reserves typically occur at the close of the fiscal year from excess revenues and expenditure savings. The forecast also does not factor in the additional revenue and associated expenses from future development projects given the uncertainty of those project schedules.

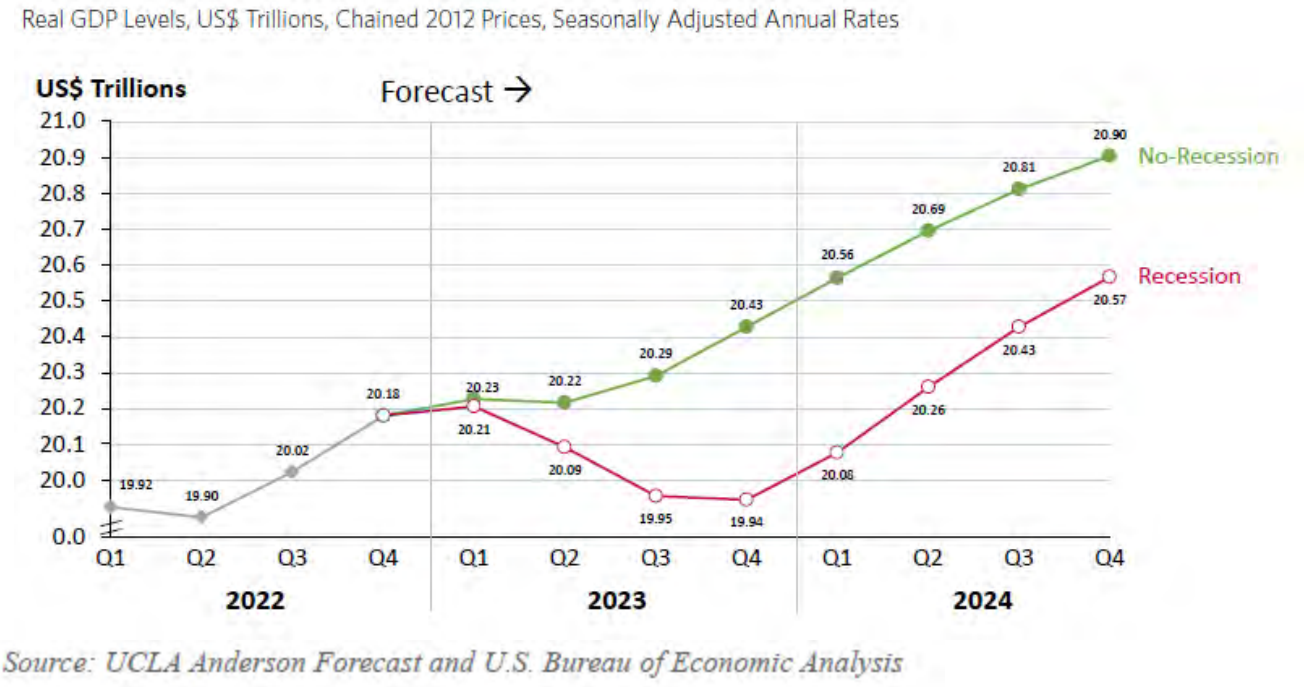
In addition to the elements described above that are not factored into the Forecast, the City has identified various risk factors that could have a potential impact on the Forecast. These include:

- Economic slowdown/recession (continued high inflation, federal reserve actions, and banking disruptions)
- State/federal legislative changes and legal challenges;
- Labor costs outside the budget assumptions;
- CalPERS actuarial changes or reform actions; and
- Unanticipated critical capital/infrastructure needs.

As the City has experienced in the past and with the latest COVID-19 pandemic, General Fund revenues may exceed or fall below expectations based on changes in economic or non-economic conditions. This type of volatility has been seen in the City's largest General Fund revenues, Property Tax, Sales Tax, and Transient Occupancy Tax (TOT). TOT receipts were the most severely impacted by the COVID-19 pandemic. Various cost elements can also vary from year to year, such as retirement costs that are impacted by the earnings assumptions and performance of the California Public Employees Retirement System (CalPERS).

ECONOMIC OUTLOOK

Economic indicators are mixed, and there is a tremendous amount of uncertainty. Given this level of uncertainty, both the December 2022 and March 2023 UCLA Anderson Forecasts presented a two-scenario approach: recession scenario and no recession scenario. The recession scenario predicts a recession occurring at the end of 2023, where "inflation would have continued to run hot if not for aggressive Federal Reserve action. In this scenario, the Federal Reserve forces a mild recession and accepts an economic contraction and higher unemployment to combat inflation." In the no recession scenario, "economic growth slows but remains positive, inflation ebbs, labor markets remain robust, and the Federal Reserve takes a less aggressive approach to monetary policy tightening".[1]



Source: UCLA Anderson Forecast and U.S. Bureau of Economic Analysis

This uncertainty is also reflected in the February 2023 National Association for Business Economics (NABE) Outlook Survey, which found significant divergence regarding the outlook for the U.S. economy. "Estimates of inflation-adjusted gross domestic product or real GDP, inflation, labor market indicators, and interest rates are all widely diffused, likely reflecting a variety of options on the fate of the economy – ranging from recession to soft landing to robust growth."[2]

Given this uncertainty, there is greater risk for variances in the economically sensitive revenues, such as Sales Tax, Transient Occupancy Tax and Property Tax. This Forecast assumes moderate economic growth in these areas, with Transient Occupancy Tax continuing to improve from the severe COVID-19 impacts. Adjustments may be necessary in future Forecasts depending on actual economic performance.

[1] UCLA Anderson Forecast, March 2023, Recession or No Recession? That is the Question
[2] February 2023 Outlook Survey Summary (nabe.com)

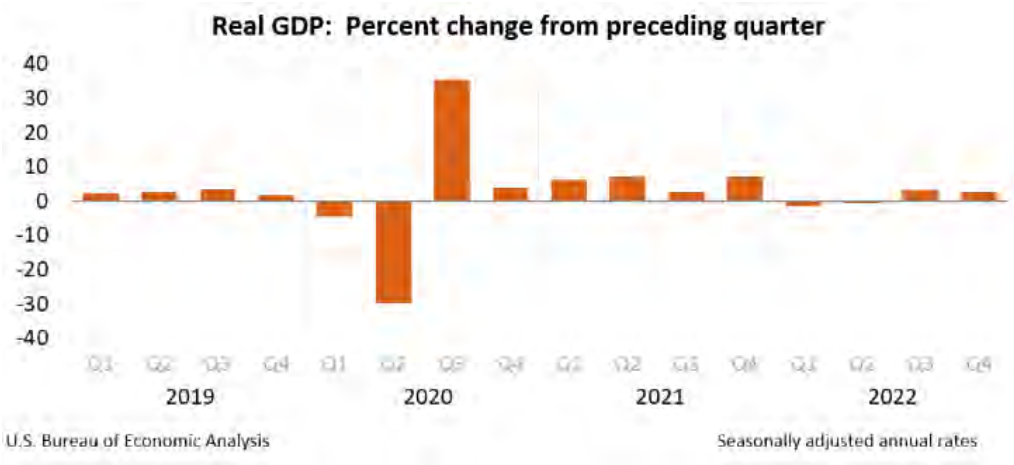
Employment data has remained positive with low unemployment rates. On a national level, the unemployment rate was 3.6% in February 2023. This rate was well below the record setting high of 14.7% in April 2020, and slightly above the pre-pandemic unemployment rate of 3.5%.

U.S. Civilian Unemployment Rate, seasonally adjusted



Note: shaded area represents recession, as determined by the National Bureau of Economic Research
Source: U.S. Bureau of Labor Statistics

In the fourth quarter 2022 second estimate, the Gross Domestic Product (GDP) increased at an annual rate of 2.7%, following a GDP increase of 3.2% in the third quarter. The GDP decelerated in the fourth quarter compared to the third due to downturns in exports, State and local government spending as well as a slowing in consumer spending.[3]

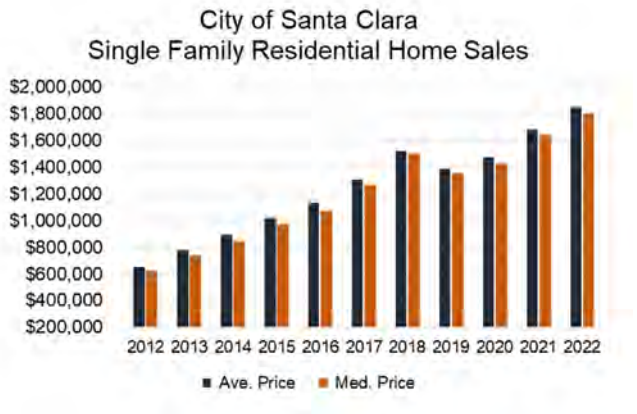


[3] https://www.bea.gov/sites/default/files/2023-02/tech4q22_2nd.pdf

The unemployment rates at the state and local level also remain low, with this region outperforming both the State and the nation.

	Unemployment Rate (Not Seasonally Adjusted)			
	Dec 2019	Dec 2020	Dec 2021	Dec 2022
Nation	3.4%	6.5%	3.7%	3.3%
California	3.9%	8.9%	5.0%	3.9%
San José-Sunnyvale-Santa Clara Metropolitan Statistical Area	2.4%	6.2%	2.9%	2.4%
Source: California Employment Development Department, U.S. Bureau of Labor Statistics				

Property values in Santa Clara remain high. In 2022, the median price of a single-family home was $1.8 million, which was up from the 2021 level of $1.64 million as shown in the Single-Family Residential Home Sales chart. The number of single-family closed sales, however, was down from 659 in 2021 to 515 in 2022. With the rise in interest rates from the historic lows experienced over the last several years, there is risk to this sector. In the first quarter 2023, the median single-family home price was $1.6 million and there were 68 closed sales.





Data Source: Santa Clara County Association of Realtors

There are significant development projects underway in Santa Clara that will bring new revenues as well as new costs. The financial impacts of these developments have not been factored into this Forecast given the uncertainty regarding the timing. However, it is anticipated that this additional development activity will have a positive impact on the Forecast.

GENERAL FUND REVENUES

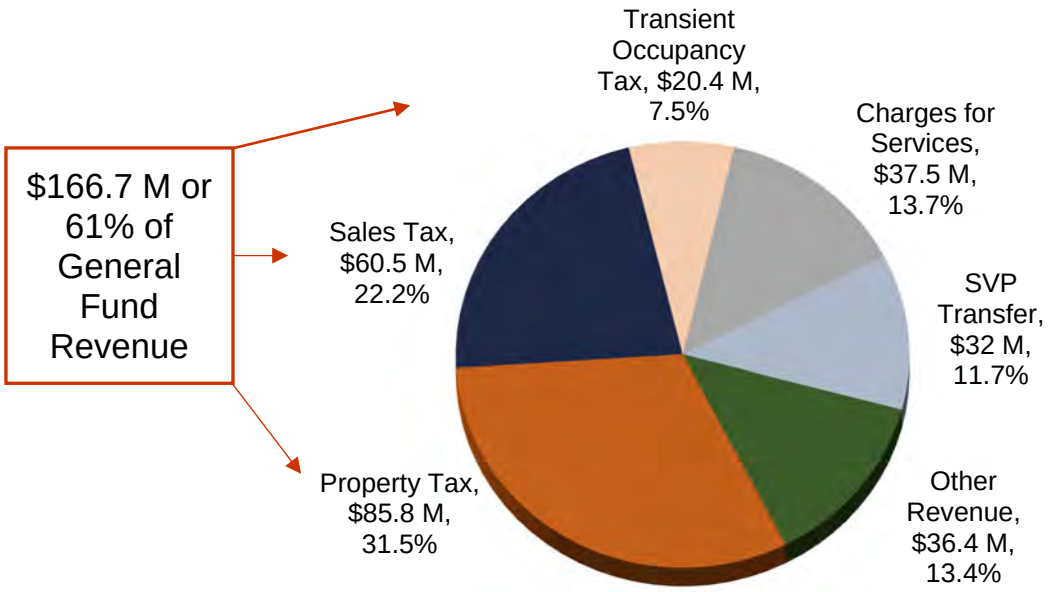
There are several General Fund revenue sources supporting the City's activities as shown in the table below.

FY 2024-2034 General Fund Revenue Sources ($ in millions)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m
Property Tax	$85.8	$89.6	$93.9	$98.4	$103.6	$109.1	$114.9	$121.1	$127.5	$134.4	$141.5
Sales Tax	$60.5	$62.4	$64.2	$66.1	$68.1	$70.2	$72.3	$74.4	$76.7	$79.0	$81.3
Transient Occupancy Tax	$20.4	$22.0	$23.1	$24.0	$25.0	$25.9	$27.0	$28.1	$29.2	$30.4	$31.6
Franchise Tax	$5.2	$5.3	$5.5	$5.6	$5.8	$6.0	$6.1	$6.3	$6.5	$6.7	$6.9
Documentary Transfer Tax	$1.6	$1.6	$1.7	$1.7	$1.7	$1.8	$1.8	$1.8	$1.9	$1.9	$2.0
Licenses and Permits	$8.6	$8.8	$9.0	$9.2	$9.5	$9.7	$9.9	$10.2	$10.4	$10.7	$11.0
Fines and Penalties	$1.2	$1.2	$1.2	$1.2	$1.2	$1.2	$1.3	$1.3	$1.3	$1.3	$1.3
Interest Income	$3.5	$3.7	$4.2	$4.4	$4.5	$4.6	$4.8	$4.9	$5.1	$5.2	$5.4
Rents	$13.4	$14.9	$16.8	$18.2	$19.2	$19.6	$20.6	$21.1	$21.6	$22.0	$22.5
Other Services Fees	$37.7	$38.7	$40.0	$41.0	$42.0	$43.0	$44.0	$45.1	$46.2	$47.3	$48.4
Transfers from Other Funds	$2.0	$2.0	$1.6	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7
SVP Transfer	$32.0	$34.0	$35.4	$36.8	$38.2	$39.8	$41.4	$43.0	$44.7	$46.5	$48.4
All Other Revenues	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7
Total Sources	**$272.6**	**$284.9**	**$297.3**	**$309.0**	**$321.2**	**$333.3**	**$346.5**	**$359.7**	**$373.5**	**$387.8**	**$402.7**
% Change from Prior Yr		**4.5%**	**4.4%**	**3.9%**	**3.9%**	**3.8%**	**4.0%**	**3.8%**	**3.8%**	**3.8%**	**3.8%**

Sales tax and property tax comprise the largest individual sources of General Fund revenues, representing a combined $146.3 million in FY 2023/24, or over 50% of the total. These categories along with Transient Occupancy Tax are economically sensitive and account for approximately 60% of the General Fund revenues.

FY 2023/24 General Fund Revenues ($272.6 million)



Following is a discussion of the major General Fund revenue categories:

Property Tax

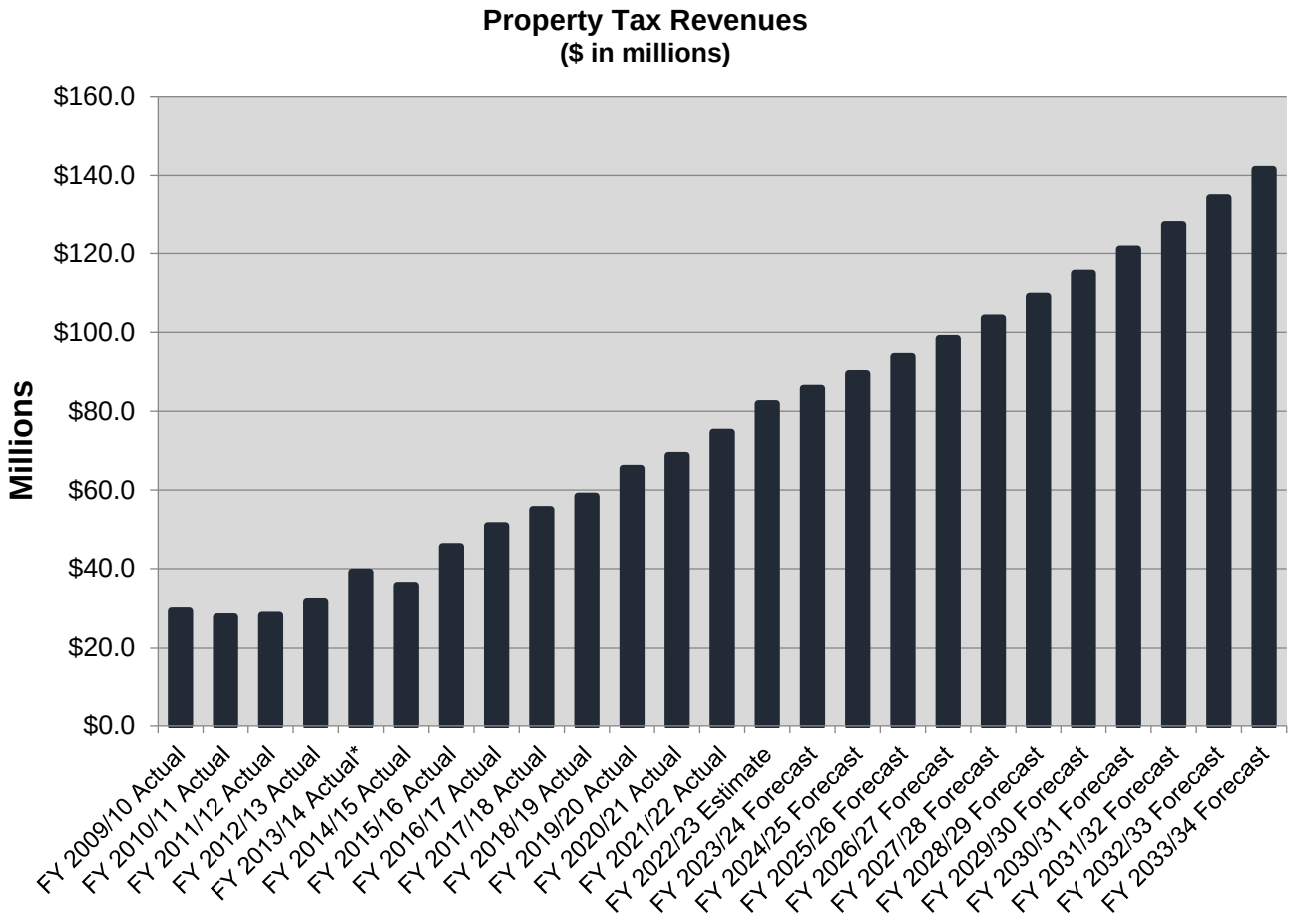
The Property Tax category includes Secured and Unsecured Property Taxes. The County of Santa Clara Office of the Assessor and the Controller-Treasurer Department meets quarterly with cities to review property tax revenue allocated to Santa Clara County cities. The Controller-Treasurer Department provides projections on the current year property tax receipts, including updates on the assessed valuation and estimates on anticipated adjustments made from property tax appeals. The current year estimates are used as the starting point in the Forecast. The County Assessor's Office also provides information to cities on a monthly basis on the status of the assessment roll for the upcoming year. In FY 2022/23, property tax receipts are estimated at $81.9 million.

In FY 2023/24, property tax revenue is projected at $85.8 million and includes secured property tax of $82.9 million and unsecured property tax of $2.9 million. Assessed valuation growth on secured property is projected at 6.0% and reflects the annual inflation factor based on Consumer Price Index (2% increase in FY 2023/24), growth due to property sales, and a general allowance for new construction projects being added to the tax rolls. In the remaining years of the forecast, annual assessed valuation growth of 4.5% - 5.5% is projected. In order to meet these growth projections, developments with assessed

valuation between $700 million to $1 billion would need to continue annually. By the end of the forecast period, Property Tax receipts are projected to reach $141.5 million.

Secured Property Tax receipts include general secured property tax along with supplemental property tax (retroactive collections back to the point of sale for reassessments of value due to property resale), residual Redevelopment Agency (RDA) receipts (starting in FY 2022/23, the residual receipts ceased and the funds are allocated directly to the taxing entities' secured property tax roll), and excess Educational Revenue Augmentation Fund (ERAF) funds. Under Proposition 98, a portion of property tax receipts are allocated to the ERAF beginning in 1992 and once there are sufficient funds in ERAF to fulfill the obligation to the school districts, excess funds are returned to the taxing entities that contributed the funding. The Forecast assumes $3.8 million from ERAF in FY 2023/24, which is lower than prior years as the County of Santa Clara has indicated that approximately 30% of the ERAF receipts are considered high risk due to disputes regarding the allocation of these funds.

Secured Property Tax receipts are expected to increase 4.9% in FY 2023/24, and 4.5% in FY 2024/25. Annual growth ranging from 4.9% to 5.5% is projected for the remaining years of the Forecast. Unsecured Property Tax receipts are projected to increase 1% annually over the forecast period. Overall, property tax receipts are expected to grow at an average annual rate of 5.1% over the forecast period.

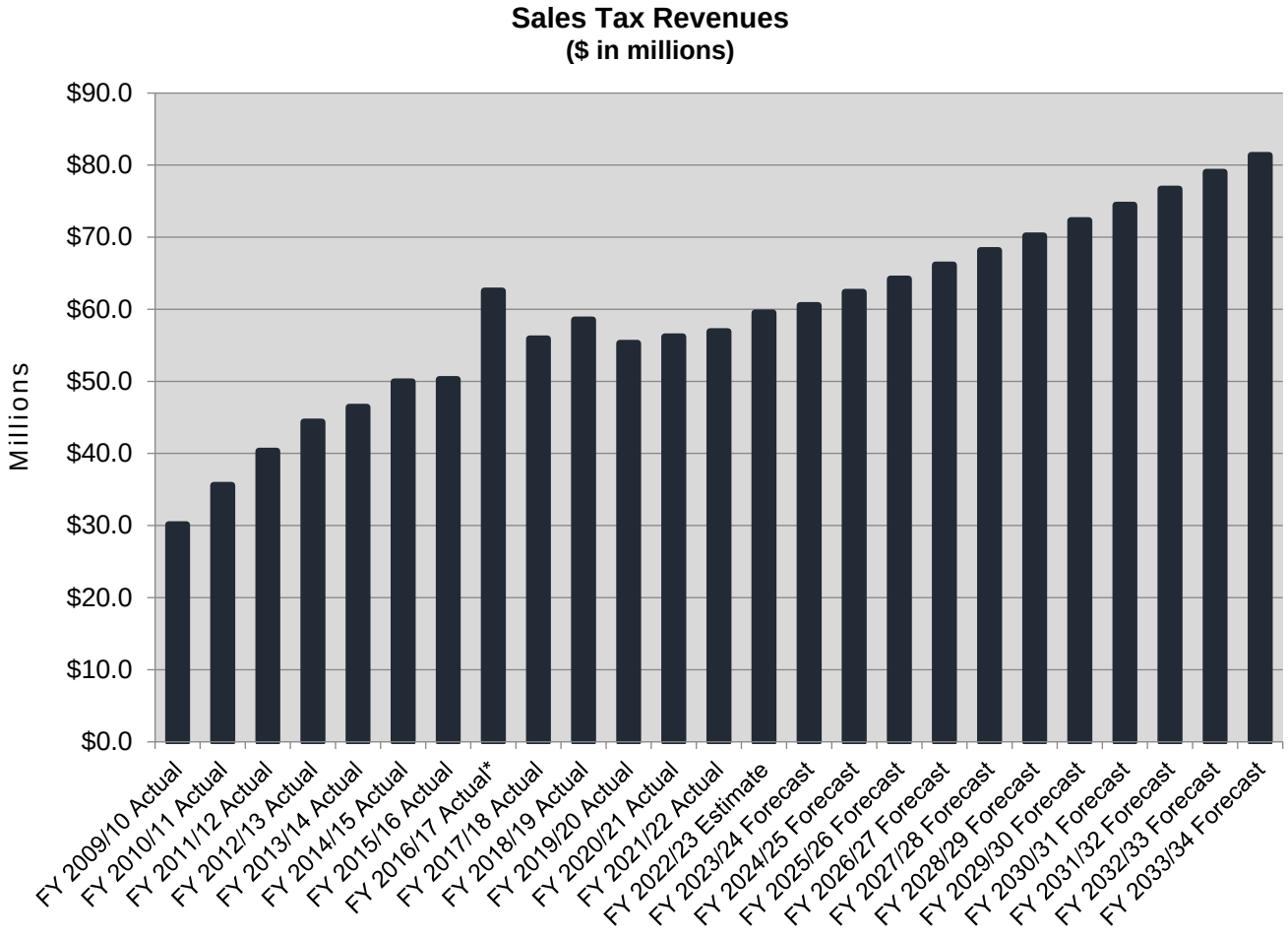


Note: FY 2013/14 includes one-time $6.1 million due to Redevelopment Agency dissolution

Sales Tax

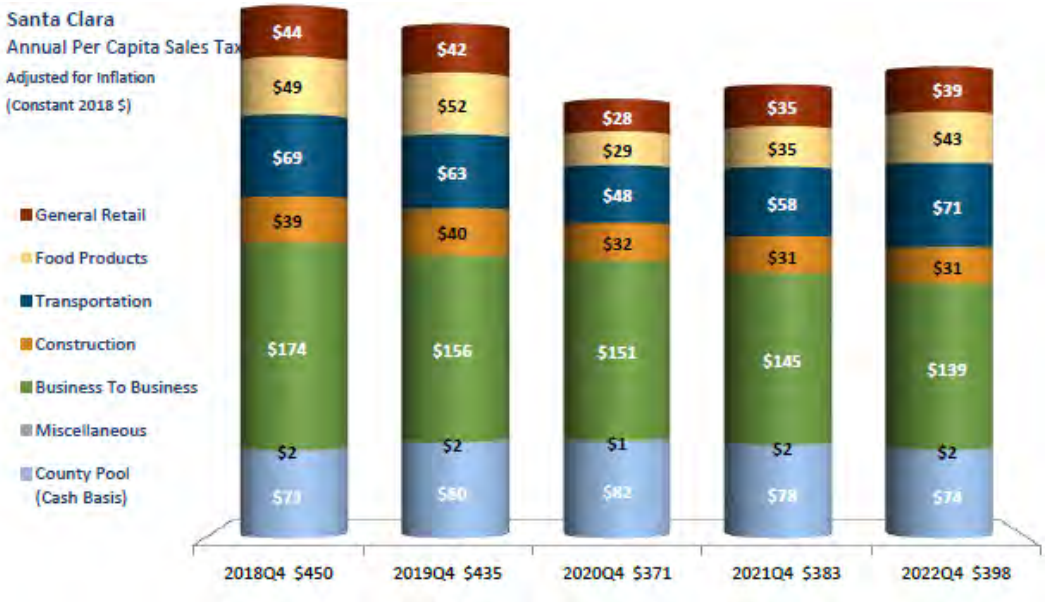
Santa Clara's sales tax collections are directly influenced by local, regional, national and international economic and business cycles. Because of this, sales tax collections are one of the most economically sensitive General Fund revenue sources. These collections, which were impacted by COVID-19, are expected to experience modest growth in FY 2023/24 and continue to grow throughout the forecast period.

As shown in the chart below, sales tax collections are expected to total $60.5 million in FY 2023/24 and increase approximately 3% annually. Based on these projections, annual collections will reach $81.3 million by FY 2033/34. These projections are based on a review of sales tax receipts and information provided by the City's sales tax consultant, Avenu Insights & Analytics. Their estimates incorporate individual category/segment projections with adjustments for known individual business anomalies such as missed payments or misallocations.



Note: FY 2016/17 includes a one-time true-up payment due to the unwinding of the State's Triple Flip.

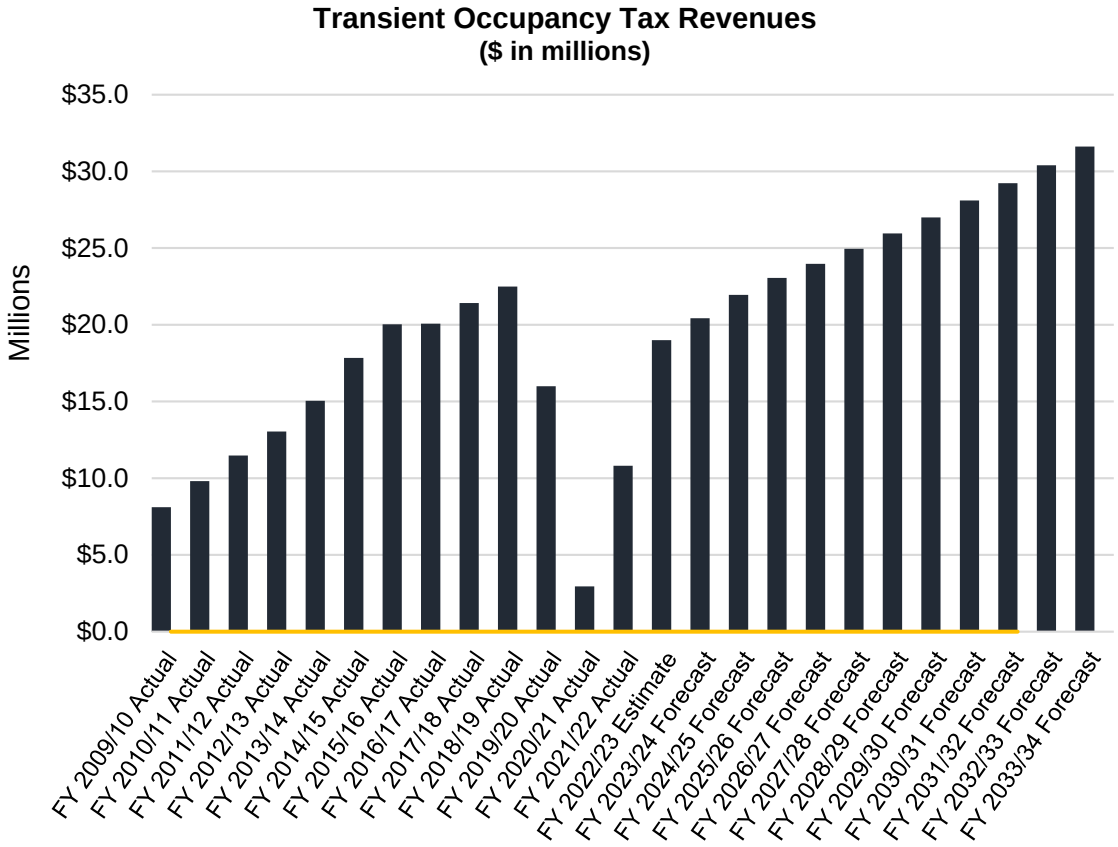
To provide context on how the City generates its sales tax revenues and the performance in recent years, the chart below from Avenu Insights & Analytics, the City's Sales Tax consultant, breaks out the sales tax per capita for the fourth quarter of each calendar year for the past five years, adjusted for inflation. The COVID-19 related impacts are reflected starting in the fourth quarter 2020 data with declines in General Retail, Food Products (includes restaurants), Transportation, and Business-to-Business. As shown in the chart, the City's largest sector is Business-to-Business, which continues to provide the foundation for the City's tax base.



Transient Occupancy Tax

Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 11.5%. This rate increased from 9.5% to 11.5% effective January 1, 2022 as approved by the City Council on October 19, 2021. This implemented one-half of the up to four percentage point increase approved by the voters in November 2020. As with sales tax, TOT is sensitive to business cycles and can vary greatly from year to year based on occupancy levels and room rates. Prior to COVID-19, this category had experienced tremendous growth as shown in the TOT chart on the following page. With the COVID-19 safety restrictions, TOT receipts plummeted at the end of FY 2019/20 and through FY 2020/21. Collections began improving in FY 2021/22 and continue to experience strong growth in FY 2022/23 but remain below pre-COVID levels.

TOT receipts are projected to continue to improve over the forecast period with an increase to $20.4 million in FY 2023/24 as this sector continues to recover from the COVID-19 impacts, followed by growth ranging from 4% to 7.5% annually over the forecast period. By the end of the Forecast period, TOT receipts are projected to reach $31.6 million.



Other Taxes

Other Taxes include the Franchise Tax and Documentary Transfer Tax. The Franchise Tax revenues are projected at $5.2 million in FY 2023/24 with annual 3% increases in the out years of the Forecast. The Documentary Transfer Tax, which is imposed on the transfer of the title of real property, is projected at $1.6 million in FY 2023/24 with 2% annual increases in the out years of the Forecast.

Licenses and Permits

Licenses and Permits are projected to total $8.6 million in FY 2023/24, including business licenses taxes at $6.0 million, fire permits at $2.0 million, parking permit at $525,000, and encroachment and miscellaneous permits at $69,000. This reflects the voter-approved change to the Business License Tax effective July 1, 2023 that updated the structure of the business tax and increased the amount of revenue expected to be generated. The Business License Tax can be increased annually by the Consumer Price Index with a maximum of 5% annually. For the Licenses and Permits category, average annual growth of 2.5% is projected in the out years of the Forecast, with revenues reaching $11.0 million in FY 2033/34.

Fines and Penalties

Fines and Penalties are projected to total 1.2 million in FY 2023/24 and increase to $1.3 million by FY 2033/34. This Forecast assumes late charge collections will resume in F 2022/23.

Interest Income

The City invests all funds not needed for current cash requirements in accordance with the City Council-approved Investment Policy. The factors that directly influence General Fund interest income include prevailing interest rates, the size of the portfolio and the relative percentage of the portfolio allocated to the General Fund. Based on the projected interest rates and cash balances, the General Fund is expected to receive $3.5 million in interest in FY 2023/24. In the remaining years of the Forecast, interest earnings are projected to range from $3.7 million to $5.4 million.

Rents

The Rents category includes property rents and leases as well as right-of-way rental fees charged to the water sewer and utilities. In FY 2023/24, rent revenue is estimated to total $13.4 million, including $8.0 million from property rents and leases and $5.4 million from right-of-way rental fees. This category factors in projected lease revenue from the Related project (increasing from $761,000 to $5.2 million) as well the Commerce and Peddlers Plaza (revenue of $500,000 through FY 2027/28). Growth projections for the out years of the Forecast are based on individual lease agreements. Rent revenue is projected to reach $22.5 million by FY 2033/34.

Other Services Fees

The Other Services Fees category includes fees charged for various City services provided by the departments of Community Development, Police, Fire, Park and Recreation, and Public Works as well as cost allocation plan reimbursements and stadium-related reimbursements. The Fire development-related fees have been moved to a new Fire Development Fund. This category is estimated to generate $37.7 million in FY 2023/24 and increase to $48.4 million by FY 2033/34.

Transfers from Other Funds

The Transfers from Other Funds totals $2.0 million in FY 2023/24 and includes the following: a transfer of $1.5 million from the Storm Drain Capital Fund to support storm drain operations; a transfer of $0.3 million from the Electric Utility Fund to support 1.0 position in the Finance Department and 1.0 position in the Human Resources Department added during FY 2022/23 (these positions will be factored into the cost allocation plan starting in FY 2025/26); a transfer of $0.2 million from the Building Development Services Fund to cover a portion of the Code Enforcement costs that support development activity. In the out years of the Forecast, the transfers total $1.7 million and include the transfers from the Storm Drain Capital Fund and the Building Development Services Fund.

Silicon Valley Power Transfer

In accordance with the City's charter, Silicon Valley Power pays 5.0% of gross revenues to the General Fund. Contributions are projected to total $32.0 million in FY 2023/24 and $34.0 million in FY 2024/25. It is anticipated that revenues will reach $48.4 million by FY 2033/34, increasing at an annual rate of approximately 4%. Growth in this category is primarily driven by market projections for electric consumption, resources costs, and any rate increases assumed for the Electric Utility.

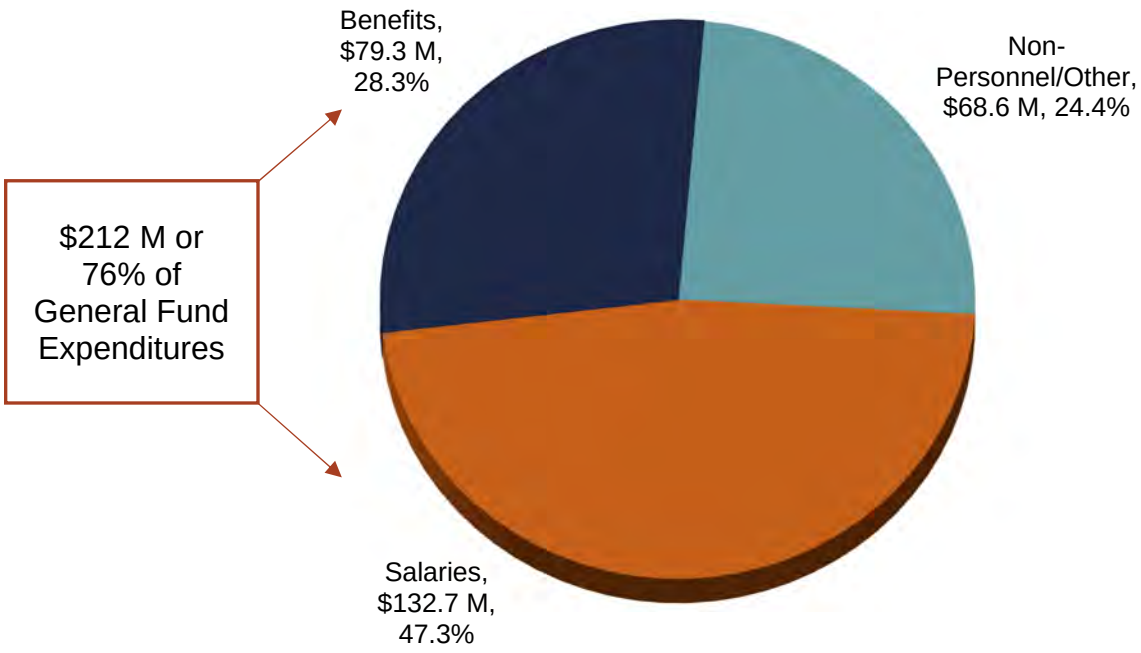
GENERAL FUND EXPENDITURES

General Fund expenditures are projected to grow from $280.6 million in FY 2023/24 to $410.2 million by the end of the forecast period. The FY 2023/24 expenditures are 3% above the FY 2022/23 Adopted Budget of $272.4 million.

FY 2024-2034 General Fund Expenditures ($ in millions)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m	$ m
Salaries	132.7	139.1	144.8	150.4	155.6	160.9	166.3	171.8	177.4	183.3	189.7
Retirement	55.2	58.6	61.3	63.8	66.9	72.5	75.5	78.0	78.4	80.5	83.0
Other Benefits	24.1	25.3	26.1	27.1	28.1	28.8	29.9	31.0	32.2	33.3	34.3
Sub-Total Labor Costs	**$ 212.0**	**$ 223.0**	**$ 232.2**	**$ 241.3**	**$ 250.6**	**$ 262.2**	**$ 271.7**	**$ 280.8**	**$ 288.0**	**$ 297.1**	**$ 307.0**
Materials, Services, Supplies	34.7	36.0	38.0	40.4	41.6	44.2	45.4	48.1	49.4	52.2	54.1
Interfund Services	28.1	28.7	30.8	31.6	32.5	33.5	34.5	35.5	36.5	37.6	38.8
Loans and Transfers	5.8	6.1	7.2	7.5	8.0	8.4	8.9	9.5	9.4	9.5	10.3
Sub-total Other Costs	**$ 68.6**	**$ 70.8**	**$ 76.0**	**$ 79.5**	**$ 82.1**	**$ 86.1**	**$ 88.8**	**$ 93.1**	**$ 95.3**	**$ 99.3**	**$ 103.2**
Total Uses	**$ 280.6**	**$ 293.8**	**$ 308.2**	**$ 320.8**	**$ 332.7**	**$ 348.3**	**$ 360.5**	**$ 373.9**	**$ 383.3**	**$ 396.4**	**$ 410.2**
% Change from Prior Yr		**4.7%**	**4.9%**	**4.1%**	**3.7%**	**4.7%**	**3.5%**	**3.7%**	**2.5%**	**3.4%**	**3.5%**

FY 2023/24 General Fund Expenditures by Type ($280.6 million)



Labor Costs

Labor costs, which include salary, retirement and other benefit costs, are projected at $212.0 million in FY 2023/24. These costs are derived from a position-level analysis of City staffing, including actual salary and benefit information, negotiated salary and benefit adjustments for bargaining groups that have current Memorandums of Understanding with the City, projected adjustments for the out years of the forecast, and retirement information from the California Public Employees Retirement System (CalPERS) and the City's actuary.

Over the Forecast period, these costs are projected to increase an average of 3.8% annually and reach $307.0 million by FY 2033/34.

Retirement Costs

Retirement costs represent one of the largest components of labor costs. The City contributes to CalPERS, which provides a defined benefit plan for participating public entities within the State of California. CalPERS offers a menu of benefit provisions that are established by State statutes within the Public Employee Retirement Law. The City selected its benefit provisions from the benefit menu by contract with CalPERS and adopted those benefits through local ordinance, following negotiations with employee bargaining groups.

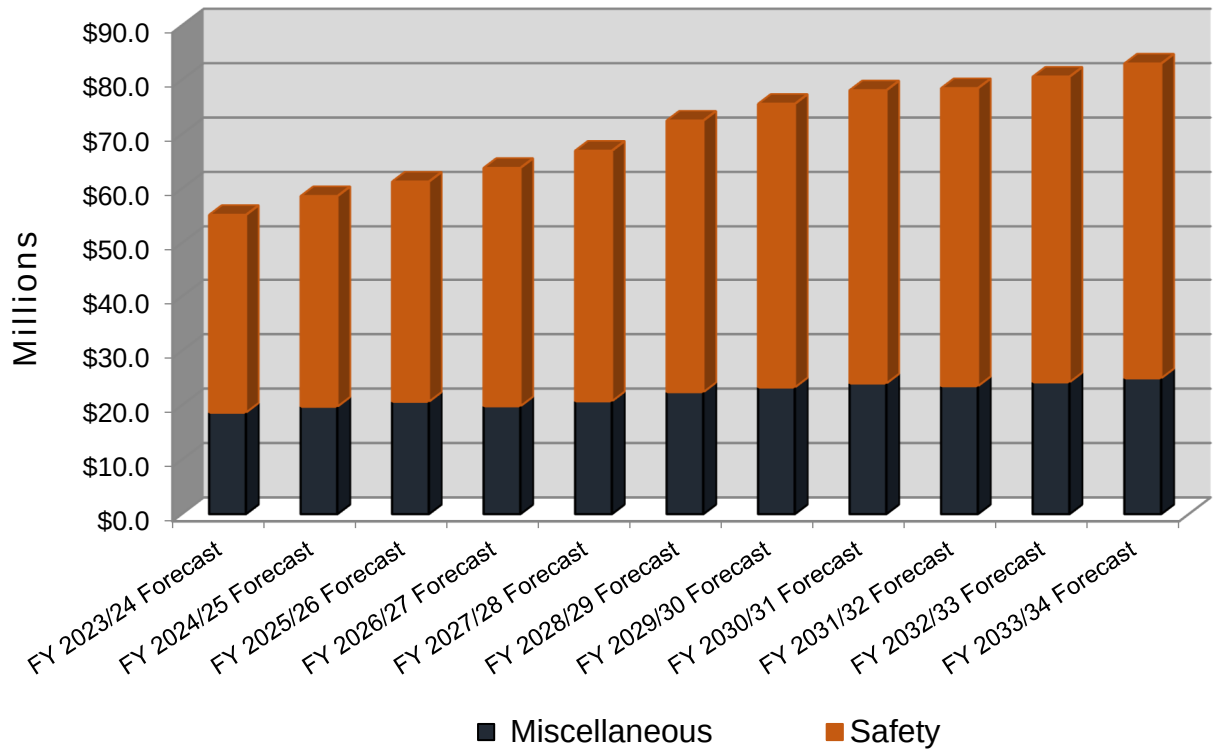
CalPERS retirement costs rose sharply over the past decade as a result of the market losses in the early 2000s followed by benefit enhancements in the mid-2000s. In FY 2011/12, General Fund pension costs

were $18.9 million; by FY 2023/24, pension costs are projected to be $55.2 million. Retirement costs are expected to continue to rise with increases in salaries, downward revisions to investment return assumptions, adjustments to account for investment losses, and other demographic assumption changes. By the end of the Forecast period, PERS expenditures are projected to reach $83.0 million and will account for an estimated 20% of General Fund expenditures.

On December 21, 2016, the CalPERS Board approved lowering the investment earnings assumption (discount rate) downward from 7.5% to 7.0% over a three-year period. This change increased rates beginning in Fiscal Year 2018/19, with the full impact to be realized in FY 2025/26. In February 2018, the CalPERS Board approved shortening the period over which actuarial gains and losses are amortized from 30 years to 20 years for new pension liabilities. This policy became effective as of the June 30, 2019 CalPERS actuarial valuations. On November 21, 2021, the board adopted new actuarial assumptions that impact the required contributions for FY 2023/24. This included lowering the discount rate to 6.8%. Additional actions will likely be implemented in the future as part of a risk mitigation strategy to move to more conservative estimates over time to reduce volatility, including additional downward revisions to the discount rate.

Year-by-year pension rate projections are shown below. These projections incorporate rates provided by CalPERS for FY 2023/24. In the remaining years of the Forecast, the retirement costs are based on rates provided by the City's actuary.

General Fund PERS Costs



Materials, Services and Supplies

The materials, services and supplies estimate for FY 2023/24 is $34.7 million, which is above the FY 2022/23 Adopted Budget level of $31.0 million and reflects anticipated increases in costs as well as those that occur every other year, such as election costs. Expenditures are projected to reach $54.1 million by FY 2033/34.

Interfund Services

Interfund services include the General Fund contribution to several internal service funds, including Communications Acquisitions, Fleet Operations, Information Technology Services, Special Liability Insurance, Unemployment Insurance, Vehicle Replacement, and Workers' Compensation. In FY 2023/24, these costs are estimated at $28.1 million and increase to $38.8 million by FY 2033/34. These estimates are based on an evaluation of the activity levels in each internal service fund.

Loans and Transfers

This category includes debt service payments; transfers to the Cemetery Fund, Solid Waste Fund, Parks and Recreation Operating Grant Trust Fund (Senior Nutrition) and Sports and Open Space Authority Fund to ensure sufficient funding is available to provide services or meet obligations; transfers to capital funds for Public Works Capital Project Management; and the City's required contributions to Downtown Parking Maintenance District and Convention Center Maintenance District. These costs are estimated at $5.8 million in FY 2023/24 and total $10.3 million in FY 2033/34.

RESERVES

Reserves have generally been established with one-time funds and, with the exception of funding set aside in the Technology Reserves to maintain 100% cost recovery, are not reflected in the Forecast figures. Reserves, however, are an important component of the budget. Following is a discussion of the major General Fund Reserves.

Budget Stabilization Reserve: During FY 1985/86, the City Council established a policy regarding use of the City's General Contingency Reserve funds. Under that policy, two separate reserves were established, a Budget Stabilization Reserve (BSR) and a Capital Projects Reserve. The BSR is set aside to protect vital General Fund services through economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the expenditures of the City's General Fund operations for three months (90-days or 25% of budgeted appropriations). When the FY 2022/23 and FY 2023/24 Operating Budget was adopted, the City Council approved an exception to the 25% BSR target level to address the impacts associated with COVID-19, allowing the reserve to drop to 15% of expenditures. The draft Budget Principles for FY 2023/24 would also allow the Reserve level to continue to be set at a minimum of 15% of expenditures while the City continues to financially recover. The BSR reserve level currently totals $40.8 million. To meet the 15% reserve target, the reserve will need to be increased to an estimated $44 million by FY 2024/25. It is anticipated that excess revenues and expenditure savings from FY 2022/23 will be available to increase the BSR to meet the 15% target level.

Capital Projects Reserve: This reserve is set aside to fund the portion of the City's Capital Improvement Program (CIP) that has no other funding sources to support it. The projects funded from this critical reserve provide basic City infrastructure and quality facilities. The Council adopted a policy in FY 1996/97 to maintain a minimum of $5.0 million in the Capital Projects Reserve. The Capital Projects Reserve currently totals $6.6 million.

Land Sale Reserve: This reserve sets aside proceeds from land sales to be used for land-related purposes or other General Fund needs as determined by the City Council. This reserve currently totals $18.5 million.

Pension Stabilization Reserves: These reserves in the General Fund and other City funds have targeted contributions that would fund 1% of the City's unfunded pension liability annually to address the City's pension unfunded accrued liability. For the General Fund, this reserve currently totals $21.4 million.

FY 2023/24 BUDGET PRINCIPLES

Below are FY 2023/24 Budget Principles that provide a framework for the budget process.

Draft Budget Principles for 2023/24

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. When addressing General Fund shortfalls, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. Approve an exception to the Council Policy that dictates setting the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures; set the Reserve level at a minimum of 15% of expenditures.
7. Focus on projects and services that benefit the community as a whole.
8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
9. Balance between compensation adjustments to retain and attract employees and funding for positions.
10. Use one-time unrestricted revenues (e.g., annual General Fund surplus) for one-time uses such as increasing reserves, funding capital or Information Technology projects, paying off debt, and/or paying off unfunded pension or other post-employment benefits liabilities.
11. Inform and communicate clearly and broadly to residents, businesses and employees regarding the City's fiscal position and budget; schedule hearings to promote active participation in the City Council's budget deliberations.
12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
13. Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
14. Explore expanding existing revenue sources and/or adding new revenue sources.
15. Engage employees to contribute new and innovative ideas during the department budget development process.
16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

CONCLUSION

The Forecast provides policy makers, the public, and City staff an updated assessment of the City's financial condition that considers the latest projections of economic conditions. It serves as a starting point in the budget development process by providing the necessary context for making budget decisions. The Forecast also identifies known risk factors and vulnerabilities, and it provides a foundation for evaluating priorities and understanding trade-offs moving forward.

The City's financial condition has improved since the release of the last forecast, but a General Fund deficit remains. A shortfall of $8.0 million - $8.9 million is projected for FY 2023/24 and FY 2024/25. By the end of the Forecast period, revenues are projected at $402.7 million while expenditures are estimated at $410.2 million, resulting in a deficit of $7.5 million. When put into context of the size of the General Fund budget, the shortfall in FY 2023/24 is 2.8% of General Fund expenditures. In the out years of the Forecast, the annual margins are relatively narrow, ranging from 1.8% to 4.3% of the projected annual expenditure budget. The Adopted FY 2021/22 and FY 2022/23 Biennial Operating Budget included a budget balancing strategy that relied on a combination of expenditure reductions, revenue solutions, and use of reserves. The use of ongoing and one-time solutions balanced the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community. This also allowed for time to evaluate the post COVID-19 recovery and for conditions to improve. A combination of budget balancing actions is again expected to be brought forward in the FY 2023/24 and FY 2024/25 Biennial Operating Budget that will be adopted in June 2023.

In addition to the projected General Fund shortfall identified in this Forecast, there are elements of the City's budget that are not included in the Forecast as they have been funded pay-as-you-go with one-time sources. These include the costs to fund capital improvements that rely on General Fund funding, address unmet/deferred infrastructure needs, fully fund public safety equipment replacement, and make additional contributions to reserves. The Forecast also does not incorporate the financial impacts of new developments that may have a positive impact given the uncertainty regarding the timing. This Forecast serves as a strategic planning tool to meet the City's long-term goal to plan for additional fiscal capacity and bring forward sustainable funding strategies to address these unmet cost elements. This may include new and/or revised revenue options in the future.

Statements of Sources and Uses of Funds

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General Fund

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GENERAL FUND

The General Fund is the primary fund of the City that is used to account for all revenues and expenses that are not restricted by law or policy to be accounted for in another fund. The General Fund supports many of the most visible and essential City services including libraries, parks, police, and fire protection. The General Fund also includes many departments that provide central services including the City Manager, City Attorney, City Clerk, Mayor and City Council, Finance, and Human Resources offices and departments.

General Fund Sources

General Fund sources total $385.1 million in the Proposed FY 2023/24 budget and consist of $110.8 million in fund balance estimated to be carried over from FY 2022/23, $272.1 million in revenue, and $2.2 million in transfers from other funds. The total sources are down $3.1 million from the FY 2022/23 amended budget. This change reflects a decline in the beginning fund balance ($28.4 million) and an increase in revenues and transfers ($25.3 million). The drop in the beginning fund balance is primarily due to the use of unrestricted fund balance resulting from the close out of FY 2021/22 and use of the Budget Stabilization Reserve and the Land Sale Reserve as part of the FY 2022/23 budget balancing. The growth in revenues primarily reflect increases in Property Tax, Transient Occupancy Tax and the SVP Transfer. As part of the budget process, estimates are developed for each line item, taking into consideration activity projections, historical trends, and the economic environment.

The table below summarizes the projected sources of General Fund revenues and transfers in this budget.

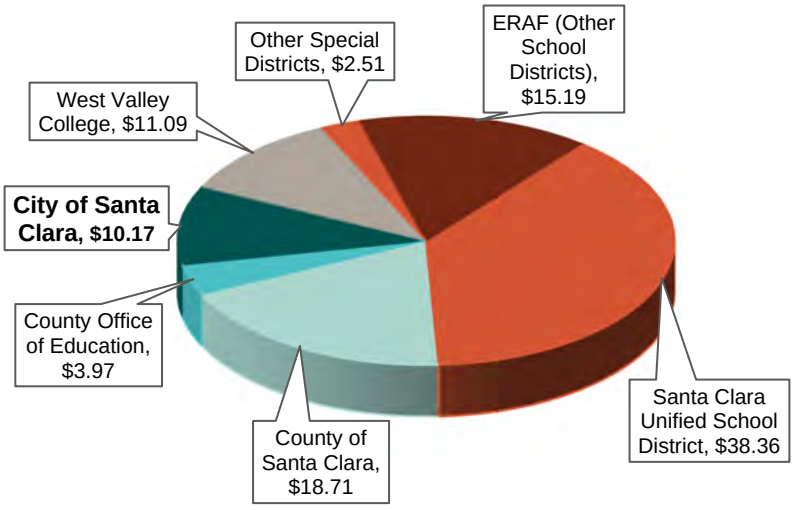
Funding Source	FY 2021/22 Actual	FY 2022/23 Amended	FY 2022/23 Estimate	FY 2023/24 Proposed	FY 2024/25 Change	FY 2024/25 Proposed
Property Tax	74,630,557	75,261,000	81,635,000	85,800,000	3,745,000	89,545,000
Sales Tax	56,901,656	60,173,000	60,173,000	60,524,000	1,828,000	62,352,000
Transient Occupancy Tax	10,812,400	12,600,000	12,600,000	21,275,000	2,375,000	23,650,000
Franchise Tax	4,632,522	4,780,000	4,780,000	5,150,000	150,000	5,300,000
Documentary Transfer Tax	2,356,076	1,480,000	1,480,000	1,600,000	32,000	1,632,000
Licenses and Permits	4,738,855	3,855,000	3,500,000	8,594,000	212,000	8,806,000
Rents and Leases	9,763,118	11,336,766	11,336,766	13,627,660	1,522,609	15,150,269
Other Services Fees	36,375,116	38,603,245	38,603,245	38,067,896	1,185,522	39,253,418
State/Other Agencies	2,996,605	310,000	310,000	520,000	0	520,000
Fines and Penalties	431,099	1,615,000	600,000	1,225,000	5,000	1,230,000
Interest	827,866	2,532,000	2,532,000	3,500,000	208,000	3,708,000
SVP Transfer	27,259,168	26,170,000	26,170,000	32,000,000	2,000,000	34,000,000
Other Revenue	815,529	189,099	189,099	180,000	0	180,000
Revenue Subtotal	**232,540,567**	**238,905,110**	**243,909,110**	**272,063,556**	**13,263,131**	**285,326,687**
Transfers From	9,642,979	10,015,948	10,015,948	2,200,044	(184,750)	2,015,294
Total Revenues/ Transfers	**242,183,546**	**248,921,058**	**253,925,058**	**274,263,600**	**13,078,381**	**287,341,981**

The largest economically sensitive revenue categories (property tax, sales tax, and transient occupancy tax) account for approximately 60% of General Fund revenues. Following is a discussion of these categories as well as other major General Fund revenue categories.

Property Tax

Property tax is the largest revenue source for the City, representing approximately 30% of revenues. Under Proposition 13, the assessed valuation of properties held by the same owner from year to year is adjusted each year by the lesser of 2.0% or the percent change in the annual California Consumer Price Index (CCPI). For FY 2023/24, the adjustment factor based on CCPI is 2.0%. Beyond the inflation adjustment, growth in property tax receipts is driven by reassessments upon the sale of properties and new construction projects being added to the tax rolls. Overall, property tax revenue is expected to continue its solid growth with projected receipts $85.8 million in FY 2023/24, and $89.5 million in FY 2024/25.

Property Tax Distribution per $100 Collected



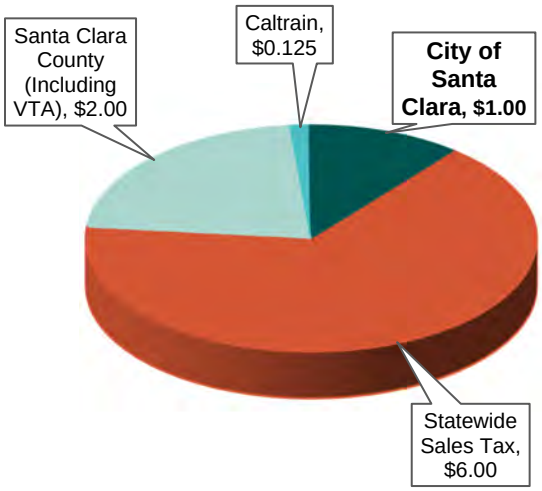
Secured property tax receipts are projected to total $82.9 million, an increase of 4.9% from the FY 2022/23 year-end estimate of $79 million. The category includes general secured property tax (tax on real property that includes the land and the improvements attached to it, such as a home or building) along with supplemental property tax (retroactive collections back to the point of sale for reassessments of value due to property resale), residual Redevelopment Agency receipts, and excess Educational Revenue Augmentation Fund (ERAF) funds (under Proposition 98, a portion of property tax receipts are allocated to the ERAF and once there are sufficient funds in ERAF to fulfill the obligation to the school districts, excess funds are returned to the taxing entities). General secured property tax for FY 2023/24 is based on the assessed value as of January 1, 2023. Assessed valuation growth on secured property is projected at 6.0% in FY 2023/24 and reflects 2.0% annual inflation, growth due to property sales, and an allowance for new construction projects. In FY 2024/25, secured property tax receipts are estimated at $86.6 million.

Unsecured property tax is assessed on personal property that is tangible or moveable and is not attached to real estate (e.g., office equipment, planes, boats). Unsecured property tax receipts are projected to total $2.9 million in FY 2023/24 and FY 2024/25.

Sales Tax

Sales tax is the General Fund's second largest revenue. The City's current sales tax rate is 9.125%, of which the City of Santa Clara receives 1%. Santa Clara's sales tax collections are directly influenced by local, regional, national, and international economic and business cycles and are therefore one of the most volatile General Fund revenues. These collections, which were impacted by COVID-19, are expected to experience modest growth in FY 2023/24 and FY 2024/25. Sales tax receipts are estimated at $60.5 million in FY 2023/24 and grow 3% in FY 2024/25 to $62.4 million.

Sales Tax Distribution per $100 Collected



Transient Occupancy Tax

Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 11.5%. This rate increased from 9.5% to 11.5% effective January 1, 2022 as approved by the City Council on October 19, 2021. This implemented one-half of the up to four percentage point increase approved by the voters in November 2020. As with sales tax, TOT is sensitive to business cycles and can vary greatly from year to year based on occupancy levels and room rates. Prior to COVID-19, this category had experienced tremendous growth. With the COVID-19 safety restrictions, TOT receipts plummeted at the end of FY 2019/20 and through FY 2020/21. Collections began improving in FY 2021/22 and continue to experience strong growth in FY 2022/23 but remain below pre-COVID levels.

The FY 2023/24 and FY 2024/25 Proposed Budget assumes a phase-in of the remaining rate increase approved by the voters in 2021 as well as continued recovery in this category. In FY 2023/24, TOT receipts are estimated at $21.3 million, and includes an additional $850,000 from a one percentage point increase in the TOT rate assumed in January 2024. In 2024/25, the revenue estimate increases to $23.7 million and includes $1.7 million from the full year of the one percentage point increase. The remaining one percentage point increase is expected to be implemented in January 2026.

Franchise Tax and Documentary Transfer Tax

The Franchise Tax revenues are projected at $5.15 million in FY 2023/24 and increase 3% to $5.3 million in FY 2024/25. The Documentary Transfer Tax, which is imposed on the transfer of the title of real property, is projected at $1.6 million in FY 2023/24 and increase 2% to $1.63 million in FY 2024/25.

Licenses and Permits

Licenses and Permits are projected to total $8.6 million in FY 2023/24, including business licenses taxes at $6.0 million, fire permits at $2.0 million, parking permit at $525,000, and encroachment and miscellaneous permits at $69,000. This reflects the voter-approved change to the Business License Tax effective July 1, 2023 that updated the structure of the business tax and increased the amount of revenue expected to be generated. The Business License Tax can be increased annually by the Consumer Price Index with a maximum of 5% annually. In FY 2024/25, revenues in this category are projected to increase to $8.8 million.

Rents and Leases

The Rents category includes property rents and leases as well as right-of-way rental fees charged to the water sewer and utilities. In FY 2023/24, rent revenue is estimated to total $13.6 million, including $8.2 million from property rents and leases and $5.4 million from right-of-way rental fees. This category factors in projected lease revenue from the Related project (increasing from $761,000 to $5.2 million) as well the Commerce and Peddlers Plaza (revenue of $500,000 through FY 2027/28). This category also factors in additional rental income of $200,000 from sports fields reservations. In FY 2024/25, Rents revenue is projected to reach $15.2 million.

Other Services Fees

The Other Services Fees category includes fees charged for various City services provided by the departments of Community Development, Police, Fire, Park and Recreation, and Public Works as well as cost allocation plan reimbursements and stadium-related reimbursements. The Fire development-related fees have been moved to a new Fire Development Fund. This category is estimated to generate $38.1 million in FY 2023/24. This includes an additional $348,000 from fee adjustments brought forward in the FY 2023/24 Municipal Fee Schedule. In FY 2024/25, revenues in this category are projected to reach $39.3 million.

Silicon Valley Power Transfer

In accordance with the City's charter, Silicon Valley Power pays 5.0% of gross revenues to the General Fund. Contributions are projected to total $32.0 million in FY 2023/24 and $34.0 million in FY 2024/25. Growth in this category is primarily driven by market projections for electric consumption, resources costs, and any rate increases assumed for the Electric Utility.

Transfers From

The Transfers from Other Funds totals $2.2 million in FY 2023/24 and includes the following: a transfer of $1.454 million from the Storm Drain Capital Fund to support storm drain operations; a transfer of $349,749 from the Electric Utility Fund to support 1.0 position in the Finance Department and 1.0 position in the Human Resources Department added during FY 2022/23 (these positions will be factored into the cost allocation plan starting in FY 2025/26); a transfer of $175,725 from the Building Development Services Fund to cover a portion of the Code Enforcement costs that support development activity; a one-time transfer of $149,600 from the Vehicle Replacement Fund to reflect the sale of vehicles that are being removed from the fleet (FY 2023/24 budget proposal), and a transfer of $69,205 from the Patrick Henry Drive Infrastructure Improvement Fund to repay the Capital Projects Reserve for funding expected to be advanced in FY 2022/23 to cover administrative costs. In FY 2024/25, the transfers total $2.0 million and include the transfers from the Storm Drain Capital Fund, the Electric Utility Fund, and the Building Development Services Fund.

General Fund Uses

Overall, General Fund uses total $385.1 million in FY 2023/24. Of this amount, $269.1 million accounts for operational expenditures, $11.6 million are transfers to other funds, and $104.3 million represent fund balance and reserves. The total General Fund uses increase to $391.7 million in FY 2024/25, due to an increase in operational expenditures. The following table summarizes the General Fund expenditures and transfers.

The following table summarizes the General Fund expenditures and transfers.

Expenditures	FY 2021/22 Actual	FY 2022/23 Amended	FY 2022/23 Estimate	FY 2023/24 Proposed	FY 2024/25 Change	FY 2024/25 Proposed
Salaries	94,846,522	132,378,106	132,378,106	128,502,867	4,380,764	132,883,631
Retirement – Safety	32,084,531	36,514,227	36,514,227	36,479,753	2,355,085	38,834,838
Retirement – Misc.	17,489,354	19,616,011	19,616,011	18,576,594	1,094,753	19,671,347
Other Benefits	17,033,746	20,572,469	20,572,469	24,039,179	1,065,153	25,104,332
Materials/Services/ Supplies	24,850,597	33,361,857	33,361,857	34,094,413	1,055,392	35,149,805
Interfund Services	22,857,269	24,877,371	24,877,371	27,435,591	621,552	28,057,143
Capital Outlay	63,339	321,900	321,900	0	37,000	37,000
Total Expenditures	**209,225,358**	**267,641,941**	**267,641,941**	**269,128,397**	**10,609,699**	**279,738,096**
Transfers To*	48,969,098	14,658,172	14,727,377	11,645,161	(3,924,289)	7,720,872
Total Expenditures and Transfers To	**258,194,456**	**282,300,113**	**282,369,318**	**280,773,558**	**6,685,410**	**287,458,968**

* In FY 2021/22, the Transfers Out category includes a one-time transfer of the Building Inspection Reserve to the newly established Building Development Services Fund.

As a public service organization focused on delivering high-quality services to our community, labor costs reflect the highest level of investment at 74% of the expenditure budget. Following is a discussion of the General Fund expenditure categories.

Salaries and Benefits

The expenditures in this category account for full-time and part-time salaries, retirement, health, social security, other employer benefits, and overtime costs. The FY 2023/24 Proposed Budget factors in the latest negotiated salary adjustments known at the time the budget was developed and updated retirement and benefit costs. Salaries and benefits total $207.6 million in the FY 2023/24 Proposed Budget and increase 4.3% in FY 2024/25 to $216.5 million. Note that $26.2 million in public safety costs were shifted to the American Rescue Plan Act Fund in FY 2021/22 to account for the one-time federal stimulus funds received to help offset the COVID-19 impacts on the City ‘s budget.

The City of Santa Clara participates in the California Public Employees’ Retirement System (CalPERS) under the Miscellaneous Retirement Plan and the Safety Retirement Plan. In FY 2023/24, retirement costs in the General Fund are budgeted at $36.5 million for Safety employees and $18.6 million for Miscellaneous employees. In FY 2024/25, these costs increase to $38.8 million and $19.7 million, respectively.

Materials, Services, and Supplies

The FY 2023/24 Proposed Budget totals $34.1 million for materials, services, and supplies. This budget reflects Base Budget adjustments to account for the updated cost of providing existing services in FY 2023/24, the removal of one-time funding approved for FY 2022/23, and the FY 2023/24 budget actions proposed in the FY 2023/24 and FY 2024/25 Biennial Operating Budget. The Proposed Budget does not yet reflect any carryovers from FY 2022/23 to FY 2023/24. In FY 2024/25, these costs are projected to increase 3.1% to $35.1 million.

Interfund Services

Interfund services are citywide in nature and funded through internal service funds (Information Technology Department services, special liability fund, workers' compensation, Public Works capital project management, vehicle equipment and maintenance, fleet purchases, and communications equipment) that are apportioned to City Departments and funds. This category totals $27.4 million in the FY 2023/24 and $28.1 million in FY 2024/25.

Capital Outlay

This category includes small capital expense purchases not budgeted within the capital budget. This category has no budget in FY 2023/24 and $37,000 in FY 2024/25.

Transfers to Other Funds

This category includes transfers to other funds to support capital projects, the City's share of assessment district costs, other services, and debt payments. The FY 2023/24 Proposed Budget for this category totals $11.6 million, including $7.3 million for capital projects, $1.4 million for debt payments, $0.9 million for assessment district payments, $0.8 million for the Cemetery Fund (this reflects a decrease from the previously assumed transfer level as a proposed budget balancing strategy), $0.6 million to the Fire Operating Grant Trust Fund to pay for a portion of the positions funded by the Fire SAFER grant (the SAFER grant generates net General Fund savings due to Fire overtime savings), $0.5 million to the new Fire Development Services Fund (this is offset by the Development Fee Reserve), and $0.1 million for other services.

The Transfers figure drops to $7.7 million in FY 2024/25 and includes $3.7 million for capital projects, $1.4 million for debt payments, $0.9 million for assessments district payments, $0.8 million for the Cemetery Fund, $0.8 million to the Fire Operating Grant Trust Fund, and $0.1 million for other services.

General Fund Reserves

The General Fund includes several reserves established by City Council policy or to segregate restricted revenues. Additional detail regarding reserve policies can be found in the Budget and Fiscal Policies section of this document.

Budget Stabilization Reserve

This reserve is used as an allocation for weathering economic downturns, emergency financial crises or disaster situations. Per Council policy, the Budget Stabilization Reserve (BSR) target is equal to the cost of the City's General Fund operations for three months, or 25% of the expenditure budget. Given the significant impacts of COVID-19 on the City's budget, the City Council adopted the FY 2022/23 budget principles that allowed this

reserve to drop to 15% of budgeted expenditures. The FY 2023/24 proposed budget principles would also allow the BSR to remain at a minimum of 15% given the City's continuing fiscal challenges. In the Proposed Budget, the BSR is set at $45.8 million in FY 2023/24 (16.3% of expenditures) and FY 2024/25 (15.9% of expenditures).

Capital Projects Reserve

The Capital Projects Reserve (CPR) earmarks funds for the Capital Improvement Program (CIP). The minimum target for this reserve is $5.0 million. This reserve has a projected ending balance of $6.1 million in FY 2023/24 and FY 2024/25. The use of $463,050 from the Capital Projects Reserve is recommended for the Street Tree Services project to fund the third and final year of the Modesto Ash tree removals plan.

Land Sale Reserve

The City Council established the Land Sale Reserve with net proceeds from the sale of City-owned land, with interest earned on these funds being available to be appropriated for General Fund operating expenditures. The Land Sale Reserve has a projected ending balance of $18.5 million for FY 2023/24 and FY 2024/25 and is available for appropriation by City Council action. This reserve balance reflects the full repayment of the loan for the Reed Street- Grant Street Sports Park Project ($5.6 million) in FY 2022/23.

Advanced Planning Fee Reserve

The advanced planning fee is collected as a portion of planning and building fees. These funds are set aside for future long-range planning activities. The Advanced Planning Reserve has a projected ending balance of $2.6 million in FY 2023/24 and $2.4 million in FY 2024/25. This reflects the funding of 1.0 Senior Planner from this reserve beginning in FY 2023/24.

Technology Fee Reserve

The Technology Fee Reserve sets aside the technology fee revenue collected with the development fees and other applicable fees. This reserve is used to fund Accela licensing costs and other technology improvements for the fee programs that assess this fee. The Technology Fee Reserve has a projected ending balance of $1.9 million for FY 2023/24 and FY 2024/25.

Other Reserves

By Council Policy, other reserves are set aside in the General Fund including the Pension Stabilization and Historical Preservation Reserves. For FY 2023/24 and FY 2024/25, the Pension Stabilization Reserve is projected to total $21.4 million and the Historical Preservation Reserve is projected to total $92,754. Contributions to the Pension Stabilization Reserve are typically recommended as part of the Year-End Report to allocate interest earnings and other funding, if available. No additional contributions are assumed as part of this Biennial Budget. The Proposed Budget also includes a Development Fee Reserve ($1.5 million in FY 2023/24 and FY 2024/25) that was established in FY 2022/23 to transition new development funds. In FY 2023/24, $500,000 of this reserve is used to support the new Fire Development Services Fund. A Budget Balancing Reserve was also established at the $2.0 million level in FY 2022/23; this reserve totals $0.9 million in FY 2023/24 ($1.1 million was used to balance the budget in FY 2023/24) and $2.0 million in FY 2024/25.

GENERAL FUND | GENERAL FUND (001)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	4,817,658	4,445,953	4,445,953	4,445,953	4,445,953
Budget Stabilization Reserve	56,805,262	52,878,278	52,878,278	45,847,152	45,847,152
Capital Projects Reserve	5,335,223	6,719,508	6,719,508	6,526,137	6,132,292
Reserve for Programmed Capital Projects	11,038,674	3,151,081	3,151,081	5,284,314	986,657
Development Fee Program Reserve	0	0	0	2,000,000	1,500,000
Building Inspection Reserve	17,939,250	0	0	0	0
Advanced Planning Fee	741,694	2,939,765	2,939,765	2,879,765	2,649,365
Technology Fee Reserve	1,367,900	2,353,804	2,353,804	1,925,791	1,925,791
Land Sale Reserve	24,120,766	23,892,284	23,892,284	18,481,037	18,481,037
Pension Stabilization Reserve	23,978,098	21,367,474	21,367,474	21,367,474	21,367,474
Historical Preservation Reserve	91,402	92,754	92,754	92,754	92,754
FY 2023/24 Budget Balancing Reserve	0	0	0	2,000,000	911,944
Unrestricted	9,069,620	21,453,736	21,453,736	0	0
Total Beginning Fund Balance	**155,305,547**	**139,294,637**	**139,294,637**	**110,850,377**	**104,340,419**
Revenue					
Property Taxes - Secured	71,962,716	72,381,000	78,800,000	82,900,000	86,616,000
Property Taxes - Unsecured	2,667,841	2,880,000	2,835,000	2,900,000	2,929,000
Sales Tax	56,030,405	59,400,000	59,400,000	59,600,000	61,400,000
Public Safety Sales Tax	871,251	773,000	773,000	924,000	952,000
Documentary Transfer Tax	2,356,076	1,480,000	1,480,000	1,600,000	1,632,000
Transient Occupancy Tax	10,812,400	12,600,000	12,600,000	21,275,000	23,650,000
Franchise Taxes	4,632,522	4,780,000	4,780,000	5,150,000	5,300,000
Rents	9,763,118	11,336,766	11,336,766	13,627,660	15,150,269
State Revenues	311,585	250,000	250,000	262,000	262,000
Other Agencies Revenues	2,685,020	60,000	60,000	258,000	258,000
Licenses and Permits	4,738,855	3,855,000	3,500,000	8,594,000	8,806,000
Fines and Penalties	431,099	1,615,000	600,000	1,225,000	1,230,000
Other Fees for Services	36,375,116	38,603,245	38,603,245	38,067,896	39,253,418
Interest	827,866	2,532,000	2,532,000	3,500,000	3,708,000
Silicon Valley Power Transfer	27,259,168	26,170,000	26,170,000	32,000,000	34,000,000
Other Revenue	815,529	189,099	189,099	180,000	180,000
Total Revenue	**232,540,567**	**238,905,110**	**243,909,110**	**272,063,556**	**285,326,687**
Transfers From					
Building Development Services Fund	163,362	179,036	179,036	175,725	185,793
Building Special Programs and Training Fund	1,750	1,765	1,765	1,765	1,765

GENERAL FUND | GENERAL FUND (001)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Transfers From					
Convention Center Capital Fund	40,000	0	0	0	0
Convention Center Maintenance District Fund	383,097	193,552	193,552	0	0
Electric Utility Fund	1,059,733	1,229,573	1,229,573	349,749	373,736
Fire Department Capital Fund	236	61,054	61,054	0	0
General Government Capital Fund	460	6,915	6,915	0	0
Other City Departments Operating Grant Trust Fund	10,000	101,196	101,196	0	0
Parks and Recreation Capital Fund	3,308,341	5,598,215	5,598,215	0	0
Patrick Henry Drive Infrastructure Improvement Fund	0	0	0	69,205	0
Prefunded Plan Review Fund	13,101	0	0	0	0
Public Buildings Capital Fund	1,002,673	0	0	0	0
Public Works Capital Projects Management Fund	364,739	60,420	60,420	0	0
Storm Drain Capital Fund	2,115,134	1,493,301	1,493,301	1,454,000	1,454,000
Streets and Highways Capital Fund	44,596	130,921	130,921	0	0
Tasman East Infrastructure Improvement Fund	175,757	0	0	0	0
Vehicle Replacement Fund	960,000	960,000	960,000	149,600	0
Total Transfers From	**9,642,979**	**10,015,948**	**10,015,948**	**2,200,044**	**2,015,294**
Total Source of Funds	**397,489,093**	**388,215,695**	**393,219,695**	**385,113,977**	**391,682,400**
Expenditures					
Salaries	94,846,522	132,378,106	132,378,106	128,502,867	132,883,631
Retirement - Safety	32,084,531	36,514,227	36,514,227	36,479,753	38,834,838
Retirement - Miscellaneous	17,489,354	19,616,011	19,616,011	18,576,594	19,671,347
Other Benefits	17,033,746	20,572,469	20,572,469	24,039,179	25,104,332
Materials/Services/Supplies	24,850,597	33,361,857	33,361,857	34,094,413	35,149,805
Interfund Services	22,857,269	24,877,371	24,877,371	27,435,591	28,057,143
Capital Outlay	63,339	321,900	321,900	0	37,000
Total Expenditures	**209,225,358**	**267,641,941**	**267,641,941**	**269,128,397**	**279,738,096**

GENERAL FUND | GENERAL FUND (001)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Transfers To					
Building Development Services Fund	22,347,656	0	0	0	0
Cemetery Fund	850,000	870,000	870,000	796,000	823,000
Cemetery Capital Fund	8,409	9,225	9,225	0	0
Convention Center Maintenance District Fund	771,349	842,700	842,700	805,383	805,383
Downtown Parking Maintenance District Fund	0	0	0	137,030	144,650
Electric Utility Capital Fund	330,000	0	0	0	0
Engineering Operating Grant Trust Fund	55,753	227,611	227,611	0	0
Fire Department Capital Fund	837,110	661,766	661,766	427,374	234,374
Fire Development Services Fund	0	0	0	500,000	0
Fire Operating Grant Trust Fund	63	0	0	626,000	770,000
General Government Capital Fund	720,283	1,769,551	1,769,551	90,283	40,283
Library Department Capital Fund	7,872	281,831	281,831	0	0
Library Operating Grant Trust Fund	156	0	0	0	0
Other City Departments Operating Grant Trust Fund	534,275	0	0	0	0
Parks and Recreation Capital Fund	2,343,117	227,529	227,529	258,941	276,181
Parks and Recreation Operating Grant Trust Fund	3,445	3,445	3,445	27,445	27,445
Patrick Henry Drive Infrastructure Improvement Fund	0	0	69,205	0	0
Police Operating Grant Trust Fund	22,768	38,424	38,424	0	0
Prefunded Plan Review Fund	0	60,000	60,000	0	0
Public Buildings Capital Fund	397,953	1,445,532	1,445,532	1,590,019	180,272
Public Facilities Financing Corporation Fund	2,501,439	1,402,275	1,402,275	1,402,440	1,405,940
Solid Waste Utility Fund	33,600	35,364	35,364	35,364	35,364
Special Liability Insurance Fund	5,200,000	0	0	0	0
Sports and Open Space Authority Fund	0	6,000	6,000	10,000	10,200
Storm Drain Capital Fund	600,411	973,623	973,623	872,414	99,633
Streets and Highways Capital Fund	10,589,129	3,791,464	3,791,464	4,066,468	2,868,147
Tasman East Infrastructure Improvement Fund	0	11,832	11,832	0	0
Vehicle Replacement Fund	814,310	2,000,000	2,000,000	0	0
Total Transfers To	**48,969,098**	**14,658,172**	**14,727,377**	**11,645,161**	**7,720,872**

GENERAL FUND | GENERAL FUND (001)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Ending Fund Balance					
Encumbrance Carryover	4,445,953	4,445,953	4,445,953	4,445,953	4,445,953
Budget Stabilization Reserve	52,878,278	40,843,152	45,847,152	45,847,152	45,847,152
Capital Projects Reserve	6,719,508	6,595,342	6,526,137	6,132,292	6,132,292
Reserve for Programmed Capital Projects	3,151,081	5,284,314	5,284,314	986,657	2,000
Development Fee Program Reserve		2,000,000	2,000,000	1,500,000	1,500,000
Advanced Planning Fee	2,939,765	2,879,765	2,879,765	2,649,365	2,401,049
Technology Fee Reserve	2,353,804	1,925,791	1,925,791	1,925,791	1,925,791
Land Sale Reserve	23,892,284	18,481,037	18,481,037	18,481,037	18,481,037
Pension Stabilization Reserve	21,367,474	21,367,474	21,367,474	21,367,474	21,367,474
Historical Preservation Reserve	92,754	92,754	92,754	92,754	92,754
FY 2023/24 Budget Balancing Reserve	0	2,000,000	2,000,000	911,944	2,027,930
Unrestricted	21,453,736	0	0	0	0
Total Ending Fund Balance	**139,294,637**	**105,915,582**	**110,850,377**	**104,340,419**	**104,223,432**
Total Use of Funds	**397,489,093**	**388,215,695**	**393,219,695**	**385,113,977**	**391,682,400**

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Special Revenue Funds and Other Funds

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SPECIAL REVENUE FUNDS AND OTHER FUNDS

Special Revenue Funds are established to account for specific revenue sources that are legally restricted or committed to particular purposes. The City of Santa Clara has various revenue sources that require separate Special Revenue Funds to be set up. The Other Funds relate to special assessments funds.

American Rescue Plan Act (ARPA) Fund (102)

The American Rescue Plan Act (ARPA) Fund was established in FY 2021/22 to account for Fire Department and Police Department expenditures that are eligible to be funded via federal ARPA funds. As this was one-time funding, there is no further activity recorded in this fund.

Bridge Maintenance District #2 Fund (463)

The Bridge District #2 Fund sets aside revenue received through the apportionment of secured property tax as well as the RDA revenue distribution. This funding is then transferred to the Streets and Highways Capital Fund to cover costs associated with the Bridge Maintenance Program project.

Building Development Services Fund (155)

The Building Development Services Fund was established in FY 2021/22 to account for building development-related fee revenue and associated building development services costs. The Building-related revenues and expenditures were previously reflected in the General Fund.

Building Special Programs and Training Fund (220)

This fund was formerly the Certified Access Specialist (CASp) Certification and Training Fund but was retitled to incorporate additional changes to the fund starting in FY 2021/22. The fund now incorporates Building Seismic/Strong Motion Fees and Building Standard Fees, in addition to CASp fees. All three revenue streams are related to state-mandated building permit fee surcharges (Building Standard and Seismic) or from the City's business license tax (CASp) and are for specific uses such as updating building code manuals or training related to updates in accessibility designs.

City Affordable Housing Fund (165)

The City Affordable Housing Fund accounts for the City's Below-Market Price Purchase Program, which helps low- and moderate-income families achieve the goal of homeownership. This fund promotes and facilitates the construction and retention of affordable housing, fulfilling State mandates to produce housing for all income levels. Revenues in the City Affordable Housing Fund are received from developer in-lieu fees, principal, and interest repayments on housing loans, as well as interest income on pooled investments.

Community Facilities District No. 2019-1 (Lawrence Station) Fund (027)

A resolution was adopted by Council in March 2019 to form a new Community Facilities District Fund (CFD) to finance maintenance of roadways, parks, parking spaces and enforcement, landscaped parkways and medians, trails, a highway overpass and a community clubhouse and garden to be located within the development at Lawrence Station. In accordance with the resolution, a special tax is levied on the properties located within the CFD. These special taxes will be used to fund the authorized public services. Pursuant to Report to Council 19-249, the Fund will also maintain additional funding necessary to replace facilities near end-of-service life (straight line depreciation of 15 years) in a capital reserve of 20%. The property assessments increase annually by Consumer Price Index (CPI).

Convention Center Maintenance District Fund (026)

This fund provides maintenance and landscaping to the common grounds within the Santa Clara Convention Center Complex. Funds are received by means of a Special Benefits Assessment levied against the property owners in the respective districts. This fund's expenditure budget is determined using fee estimates for cost recovery.

Developer Traffic Payments Fund (124)

Previously named the “Traffic Fair Share Fund,” this fund was established in FY 2020/21 and is managed by the Department of Public Works. The Developer Traffic Payments Fund is funded by developer contributions collected for specific jurisdictions and locations. Funding is allotted to non-City agencies for eligible projects or transfers to a capital project.

Downtown Parking Maintenance District Fund (025)

The purpose of the Downtown Parking Maintenance District is to maintain the grounds of the Franklin Square complex. The Franklin Square complex is bounded by Monroe Street to the west, Jackson Street to the east, Benton Street to the north, and Homestead Road to the south. Maintenance of the landscape infrastructure is paid for by the General Fund. Extraordinary repairs to the asphalt parking lot and concrete walkways are funded by property owner assessments that are capped at $14,200 per year.

Endowment Care Fund (077)

This fund holds the non-expendable account of the fees collected from cemetery patrons. Interest earned from the cash maintained is contributed for the current maintenance of the cemetery.

Engineering Operating Grant Trust Fund (144)

This fund accounts for revenues received from other governmental agencies that are designated for specific uses in the Community Development Department. Grants are appropriated as they are received by the Department and approved by the City Council.

Expendable Trust Fund (079)

The Expendable Trust Fund accounts for assets held in a trustee capacity where the principal and income may be expended in the course of the fund’s restricted/designated operations. Funds are appropriated as they are received by departments and approved by the City Council.

Fire Development Services Fund (158)

The Fire Development Services Fund is proposed for FY 2023/24 to account for fire development-related fee revenue and associated fire development services costs. The Fire-related revenues and expenditures were previously reflected in the General Fund.

Fire Operating Grant Trust Fund (178)

This fund tracks revenues from other governmental agencies received by the Fire Department for fire safety and medical services activities. The grants are provided by federal, state and County agencies. Grants are appropriated as they are received by the Fire Department and approved by the City Council.

Gas Tax Fund (121)

The Gas Tax Fund accounts for revenues and expenditures received from the State of California under Street and Highway Code Sections 2105, 2106, and 2107. Gas tax is imposed by the State as a per-gallon excise tax on gasoline and diesel fuel. Cities and counties receive an allocation from the State based on population and the proportion of registered vehicles. This funding is restricted for street maintenance, construction, and a limited amount for engineering.

Housing and Urban Development Fund (562)

The City of Santa Clara receives annual funds from the U.S. Department of Housing and Urban Development (HUD) to administer the Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs. The CDBG program funds various nonprofit agencies and other City departments to implement services that benefit low- and moderate-income persons. The HOME program funds a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. Grantees are generally selected through a competitive process and provide such services as senior services, homeless outreach, housing rehabilitation, accessibility improvement and code enforcement. The City currently dedicates HOME funds for the Tenant-Based Rental Assistance (TBRA) program.

Housing Authority Fund (164)

The Santa Clara Housing Authority (SCHA) was established by the City Council to assume responsibility for managing and monitoring housing assets from the dissolution of the Redevelopment Agency (RDA). SCHA also assumes the responsibility for housing loans, which provide affordable housing and were made under various programs, for qualifying individuals and groups. The SCHA receives its main source of revenues from program income, which is used to support loan monitoring, administration, and other programs and projects of the Housing and Community Services Division of the Community Development Department.

Housing Successor Agency Fund (169)

All California Redevelopment Agencies (RDA) were dissolved on February 1, 2012. Following the dissolution, the City of Santa Clara was designated as the Housing Successor to the former RDA, responsible for paying off the former RDA's existing debts, disposing of the former RDA's properties and assets to help pay off debts, returning revenues to the local government entities that receive property taxes and winding down the affairs of the former Redevelopment Agency. The City has also elected to retain the former RDA's housing functions, including retaining all of the housing assets, rights, power, duties, obligations and functions previously performed by the RDA in administering its Low and Moderate Income Housing Fund.

Library Donations Trust Fund (072)

This fund accounts for donations that are received and accepted by the City of Santa Clara's Library Department. These donations are for designated uses. Donations are appropriated as they are received by the Library Department and approved by the City Council.

Library Operating Grant Trust Fund (112)

This fund accounts for revenues received from other governmental agencies that are designated for specific uses in the Library Department. Grants are appropriated as they are received by the Library Department and approved by the City Council.

Other City Departments Operating Grant Trust Fund (101)

The Other City Departments Operating Grant Trust Fund accounts for any financial award given by the federal, State, or other local government to the City for Citywide eligible operating programs. Grants that are designated for department-specific functions are deposited into the respective departments' operating grant trust fund. Grants are appropriated as they are received by departments and approved by the City Council.

Parks and Recreation Operating Grant Trust Fund (111)

The Senior Nutrition Program provides a congregate meal setting where seniors can improve their health through balanced meals and socialization and is funded through a grant from the Santa Clara County Social Services Agency's Senior Nutrition Program and Community Development Block Grant funds. Seniors are encouraged to access the many services available at the Senior Center while on site and are given the opportunity to engage in Health & Wellness programs at the Senior Center. Grants are appropriated as they are received by the Parks and Recreation Department and approved by the City Council.

Perpetual Care Fund (076)

This fund accounts for current fees collected from cemetery patrons for maintenance in perpetuity of the Mission City Memorial Park when the facility reaches full capacity. Interest earned from the cash maintained is contributed for the current maintenance of the cemetery.

Police Operating Grant Trust Fund (177)

This fund tracks revenues from other governmental agencies received by the Police Department for law enforcement activities. The grants are predominantly provided by the State with a smaller portion received from the federal government. Grants are appropriated as they are received by the Police Department and approved by the City Council.

Prefunded Plan Review Fund (157)

Before any major real estate development project moves forward to construction, extensive studies are conducted (environmental, economic, and traffic) to ensure that that the project's impact on the community is well understood. The cost of these studies is generally paid for by developers with the funding provided to cities to ensure proper oversight of this process. This fund, established in FY 2020/21, accounts for this activity.

Public Donations Fund (067)

The Public Donations Fund accounts for various donations the City receives from the public that are designated for specific uses. Per the City's Donation Policy, the City Manager is authorized to make funding available to departments for donations valued under $100,000. Donations of $100,000 or greater are appropriated as they are received by departments and approved by the City Council.

Public, Educational, and Governmental Fee Fund (221)

This fund accounts for the Public, Educational, and Governmental (PEG) fees the City receives from telecommunication companies in accordance with the Cable Communications Act of 1984 and the Digital Infrastructure and Video Competition Act of 2006. PEG channels broadcast public meetings, news conferences and educational programming about City departments and programs as well as government-sponsored community events. PEG fees can be used for capital-related expenses including video production and streaming equipment as well as television monitoring technology and technical support. These funds can also be used for the renovation and construction of facilities such as Council chambers, public meeting rooms and recording spaces.

Road Maintenance and Rehabilitation (SB1) Fund (122)

The Road Repair and Accountability Act of 2017 (Senate Bill 1) is a significant investment in California's transportation system which was signed into law on April 28, 2017. The funding from this investment must be used to fix roads, freeways, and bridges in communities across California, putting more dollars towards transit and safety. The majority of this revenue is from the Road Maintenance and Rehabilitation Account (RMRA), where cities have to prioritize repairing their existing infrastructure before addressing other transportation needs.

Traffic Mitigation Fund (123)

The Traffic Mitigation Fee is levied to fund improvements or programs to mitigate the City's traffic problems that result from development projects.

The following section details the City of Santa Clara's Special Revenue Funds and Other Funds' Statements of Sources and Uses and the Proposed Budget for Fiscal Year 2023/24 and Fiscal Year 2024/25.

SPECIAL REVENUE FUNDS | AMERICAN RESCUE PLAN ACT (ARPA) FUND (102)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue					
Other Revenue	26,231,326	0	0	0	0
Total Revenue	**26,231,326**	**0**	**0**	**0**	**0**
Total Source of Funds	**26,231,326**	**0**	**0**	**0**	**0**
Expenditures					
Fire					
Salaries	11,314,440	0	0	0	0
Police					
Salaries	14,916,886	0	0	0	0
Total Expenditures	**26,231,326**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	**0**	**0**	**0**	**0**	**0**
Total Use of Funds	**26,231,326**	**0**	**0**	**0**	**0**

SPECIAL REVENUE FUNDS | BRIDGE MAINTENANCE DISTRICT #2 FUND (463)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	132,965	148,017	148,017	148,017	148,017
Total Beginning Fund Balance	**132,965**	**148,017**	**148,017**	**148,017**	**148,017**
Revenue					
Taxes - Ad Valorem	94,729	80,000	80,000	80,000	80,000
Other Agencies Revenue	323	0	0	0	0
Total Revenue	**95,052**	**80,000**	**80,000**	**80,000**	**80,000**
Total Source of Funds	**228,017**	**228,017**	**228,017**	**228,017**	**228,017**
Transfers To					
Streets and Highways Capital Fund	80,000	80,000	80,000	80,000	80,000
Total Transfers To	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**
Ending Fund Balance					
Unrestricted	148,017	148,017	148,017	148,017	148,017
Total Ending Fund Balance	**148,017**	**148,017**	**148,017**	**148,017**	**148,017**
Total Use of Funds	**228,017**	**228,017**	**228,017**	**228,017**	**228,017**

SPECIAL REVENUE FUNDS | BUILDING DEVELOPMENT SERVICES FUND (155)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	1,608,625	1,608,625	1,608,625	1,608,625
Unrestricted	(2,156)	27,357,189	27,357,189	25,207,035	26,943,981
Total Beginning Fund Balance	**(2,156)**	**28,965,814**	**28,965,814**	**26,815,660**	**28,552,606**
Revenue					
License Permit	10,818,884	8,198,000	8,250,000	8,790,000	9,098,000
Other Fees for Services	7,181,833	5,175,000	5,175,000	6,321,000	6,542,000
Other Revenue	2,991	445,000	1,000	200,000	200,000
Interest	0	646,458	646,458	300,000	324,000
Total Revenue	**18,003,708**	**14,464,458**	**14,072,458**	**15,611,000**	**16,164,000**
Transfers From					
General Fund	22,347,656	0	0	0	0
Total Transfers From	**22,347,656**	**0**	**0**	**0**	**0**
Total Source of Funds	**40,349,208**	**43,430,272**	**43,038,272**	**42,426,660**	**44,716,606**
Expenditures					
Salaries	4,616,090	6,438,904	6,438,904	6,500,511	7,257,209
Retirement and Benefits	2,494,789	3,259,834	3,259,834	3,619,616	4,095,866
Materials/Services/Supplies	2,160,221	4,317,929	4,317,929	1,878,886	1,590,060
Services From Other Funds - Cost Allocation Plan	1,117,637	1,139,990	1,139,990	1,031,044	1,051,665
Interfund Services	822,558	878,182	878,182	659,535	657,596
Total Expenditures	**11,211,295**	**16,034,839**	**16,034,839**	**13,689,592**	**14,652,396**
Transfers To					
Building Special Programs and Training Fund	7,000	7,000	7,000	7,000	7,000
General Fund	163,362	179,036	179,036	175,725	185,793
General Government Capital Fund	1,737	1,737	1,737	1,737	1,737
Total Transfers To	**172,099**	**187,773**	**187,773**	**184,462**	**194,530**

SPECIAL REVENUE FUNDS | BUILDING DEVELOPMENT SERVICES FUND (155)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Ending Fund Balance					
Encumbrance Carryover	1,608,625	1,608,625	1,608,625	1,608,625	1,608,625
Unrestricted	27,357,189	25,599,035	25,207,035	26,943,981	28,261,055
Total Ending Fund Balance	**28,965,814**	**27,207,660**	**26,815,660**	**28,552,606**	**29,869,680**
Total Use of Funds	**40,349,208**	**43,430,272**	**43,038,272**	**42,426,660**	**44,716,606**

SPECIAL REVENUE FUNDS | BUILDING SPECIAL PROGRAMS AND TRAINING FUND (220)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
CASp Reserve - Restricted	35,585	56,842	56,842	56,842	56,842
Seismic Admin Reserve - Restricted	52,036	109,581	109,581	109,581	109,581
Building Standard Reserve - Restricted	90,671	53,751	53,751	55,381	55,381
Total Beginning Fund Balance	**178,292**	**220,174**	**220,174**	**221,804**	**221,804**
Revenue					
License Permit	64,002	37,995	37,995	37,995	37,995
Seismic Admin Fee	0	14,000	14,000	0	0
Building Standard Fee	0	4,400	4,400	0	0
Total Revenue	**64,002**	**56,395**	**56,395**	**37,995**	**37,995**
Transfers From					
Building Development Services Fund	7,000	7,000	7,000	7,000	7,000
Total Transfers From	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**
Total Source of Funds	**249,294**	**283,569**	**283,569**	**266,799**	**266,799**
Expenditures					
Salaries	17,385	30,000	30,000	22,020	22,020
Materials/Services/Supplies	9,985	30,000	30,000	21,210	21,210
Total Expenditures	**27,370**	**60,000**	**60,000**	**43,230**	**43,230**
Transfers To					
General Fund	1,750	1,765	1,765	1,765	1,765
Total Transfers To	**1,750**	**1,765**	**1,765**	**1,765**	**1,765**
Ending Fund Balance					
CASp Reserve - Restricted	56,842	56,842	56,842	56,842	56,842
Seismic Admin Reserve - Restricted	109,581	109,581	109,581	109,581	109,581
Building Standard Reserve - Restricted	53,751	55,381	55,381	55,381	55,381
Total Ending Fund Balance	**220,174**	**221,804**	**221,804**	**221,804**	**221,804**
Total Use of Funds	**249,294**	**283,569**	**283,569**	**266,799**	**266,799**

SPECIAL REVENUE FUNDS | CITY AFFORDABLE HOUSING FUND (165)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,421,539	1,108,582	1,108,582	1,108,582	1,108,582
Unrestricted	8,759,602	7,716,439	7,716,439	10,488,576	10,095,739
Total Beginning Fund Balance	**10,181,141**	**8,825,021**	**8,825,021**	**11,597,158**	**11,204,321**
Revenue					
Other Fees for Services	30,688	32,000	32,000	57,462	58,919
Other Agencies Revenue	16,611	0	0	0	0
Interest	174,583	174,583	174,583	174,583	174,583
Other Revenue	3,507,497	6,956,117	6,956,117	934,675	934,675
Total Revenue	**3,729,379**	**7,162,700**	**7,162,700**	**1,166,720**	**1,168,177**
Total Source of Funds	**13,910,520**	**15,987,721**	**15,987,721**	**12,763,878**	**12,372,498**
Expenditures					
Salaries	239,525	229,371	229,371	354,289	372,598
Retirement and Benefits	108,188	100,726	100,726	155,955	164,098
Materials/Services/Supplies	606,063	735,918	735,918	704,618	713,253
Services From Other Funds - Cost Allocation Plan	24,067	24,548	24,548	43,005	43,865
Interfund Services	376	0	0	1,690	1,672
Capital Outlay	4,107,280	3,300,000	3,300,000	300,000	300,000
Total Expenditures	**5,085,499**	**4,390,563**	**4,390,563**	**1,559,557**	**1,595,486**
Ending Fund Balance					
Encumbrance Carryover	1,108,582	1,108,582	1,108,582	1,108,582	1,108,582
Unrestricted	7,716,439	10,488,576	10,488,576	10,095,739	9,668,430
Total Ending Fund Balance	**8,825,021**	**11,597,158**	**11,597,158**	**11,204,321**	**10,777,012**
Total Use of Funds	**13,910,520**	**15,987,721**	**15,987,721**	**12,763,878**	**12,372,498**

SPECIAL REVENUE FUNDS | COMMUNITY FACILITIES DISTRICT NO. 2019-1 (LAWRENCE STATION) FUND (027)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	57,842	180,782	180,782	180,782	180,782
Capital Reserve	62,566	65,651	128,217	200,767	277,382
Unrestricted	181,579	369,887	307,321	235,118	168,307
Total Beginning Fund Balance	**301,987**	**616,320**	**616,320**	**616,667**	**626,471**
Revenue					
Special Tax Revenues	328,257	362,748	362,748	383,077	450,298
Total Revenue	**328,257**	**362,748**	**362,748**	**383,077**	**450,298**
Total Source of Funds	**630,244**	**979,068**	**979,068**	**999,744**	**1,076,769**
Expenditures					
Administration	0	3,845	3,845	3,960	4,079
Facilities	0	117,420	117,420	120,942	124,570
Landscaped Parkways	0	29,367	29,367	30,248	31,155
Parking Enforcement	0	92,000	92,000	94,760	97,603
Parking Space Maintenance	0	3,504	3,504	3,610	3,718
Parks	13,924	113,000	113,000	116,390	119,882
Roadways	0	3,265	3,265	3,363	3,464
Total Expenditures	**13,924**	**362,401**	**362,401**	**373,273**	**384,471**
Ending Fund Balance					
Encumbrance Carryover	180,782	180,782	180,782	180,782	180,782
Capital Reserve	128,217	65,651	200,767	277,382	367,442
Unrestricted	307,321	370,234	235,118	168,307	144,074
Total Ending Fund Balance	**616,320**	**616,667**	**616,667**	**626,471**	**692,298**
Total Use of Funds	**630,244**	**979,068**	**979,068**	**999,744**	**1,076,769**

SPECIAL REVENUE FUNDS | CONVENTION CENTER MAINTENANCE DISTRICT FUND (026)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	569,103	399,028	399,028	145,000	0
Total Beginning Fund Balance	**569,103**	**399,028**	**399,028**	**145,000**	**0**
Revenue					
Other Fees for Services	926,770	1,035,419	1,035,419	968,736	968,736
Interest	9,569	0	0	0	0
Total Revenue	**936,339**	**1,035,419**	**1,035,419**	**968,736**	**968,736**
Transfers From					
General Fund	771,349	842,700	842,700	805,383	805,383
Total Transfers From	**771,349**	**842,700**	**842,700**	**805,383**	**805,383**
Total Source of Funds	**2,276,791**	**2,277,147**	**2,277,147**	**1,919,119**	**1,774,119**
Expenditures					
Salaries	18,182	18,802	18,802	19,412	20,019
Retirement and Benefits	9,279	10,642	10,642	9,887	10,158
Materials/Services/Supplies	1,313,996	1,720,869	1,575,869	1,690,227	1,538,584
Services From Other Funds - Cost Allocation Plan	55,632	56,745	56,745	140,429	143,238
Interfund Services	97,577	121,061	121,061	59,164	62,120
Refund to Hyatt	0	62,587	62,587	0	0
Refund to Techmart	0	92,889	92,889	0	0
Total Expenditures	**1,494,666**	**2,083,595**	**1,938,595**	**1,919,119**	**1,774,119**
Transfers To					
General Fund	383,097	193,552	193,552	0	0
Total Transfers To	**383,097**	**193,552**	**193,552**	**0**	**0**
Ending Fund Balance					
Unrestricted	399,028	0	145,000	0	0
Total Ending Fund Balance	**399,028**	**0**	**145,000**	**0**	**0**
Total Use of Funds	**2,276,791**	**2,277,147**	**2,277,147**	**1,919,119**	**1,774,119**

SPECIAL REVENUE FUNDS | DEVELOPER TRAFFIC PAYMENTS FUND (124)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Restricted Fund Balance	7,941,970	8,677,690	8,677,690	8,677,690	8,677,690
Total Beginning Fund Balance	**7,941,970**	**8,677,690**	**8,677,690**	**8,677,690**	**8,677,690**
Revenue					
Other Revenue	13,000	1,108,500	0	0	0
Total Revenue	**13,000**	**1,108,500**	**0**	**0**	**0**
Transfers From					
Streets and Highways Capital Fund	722,720	0	0	0	0
Total Transfers From	**722,720**	**0**	**0**	**0**	**0**
Total Source of Funds	**8,677,690**	**9,786,190**	**8,677,690**	**8,677,690**	**8,677,690**
Transfers To					
Streets and Highways Capital Fund	0	1,108,500	0	0	0
Total Transfers To	**0**	**1,108,500**	**0**	**0**	**0**
Ending Fund Balance					
Restricted Fund Balance	8,677,690	8,677,690	8,677,690	8,677,690	8,677,690
Total Ending Fund Balance	**8,677,690**	**8,677,690**	**8,677,690**	**8,677,690**	**8,677,690**
Total Use of Funds	**8,677,690**	**9,786,190**	**8,677,690**	**8,677,690**	**8,677,690**

SPECIAL REVENUE FUNDS | DOWNTOWN PARKING MAINTENANCE DISTRICT FUND (025)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	7,948	0	0	0	0
Reserve for Maintenance	144,324	156,961	156,961	171,161	185,361
Unrestricted	581,695	463,668	463,668	326,147	326,187
Total Beginning Fund Balance	**733,967**	**620,629**	**620,629**	**497,308**	**511,548**
Revenue					
Interest	2,182	1,938	1,938	2,181	2,200
Other Fees for Services	10,455	12,262	12,262	12,019	12,000
Total Revenue	**12,637**	**14,200**	**14,200**	**14,200**	**14,200**
Transfers From					
General Fund	0	0	0	137,030	144,650
Total Transfers From	**0**	**0**	**0**	**137,030**	**144,650**
Total Source of Funds	**746,604**	**634,829**	**634,829**	**648,538**	**670,398**
Expenditures					
Salaries	27,967	47,440	47,440	42,972	46,714
Retirement and Benefits	28,253	28,631	28,631	31,870	34,298
Materials/Services/Supplies	45,979	39,877	39,877	41,063	42,272
Services From Other Funds - Cost Allocation Plan	15,275	15,581	15,581	14,539	14,830
Interfund Services	8,501	5,992	5,992	6,546	6,495
Total Expenditures	**125,975**	**137,521**	**137,521**	**136,990**	**144,609**
Ending Fund Balance					
Encumbrance Carryover	0	0	0	0	0
Reserve for Maintenance	156,961	171,161	171,161	185,361	199,561
Unrestricted	463,668	326,147	326,147	326,187	326,228
Total Ending Fund Balance	**620,629**	**497,308**	**497,308**	**511,548**	**525,789**
Total Use of Funds	**746,604**	**634,829**	**634,829**	**648,538**	**670,398**

SPECIAL REVENUE FUNDS | ENDOWMENT CARE FUND (077)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	1,894,640	2,149,392	2,149,392	2,281,392	2,381,392
Total Beginning Fund Balance	**1,894,640**	**2,149,392**	**2,149,392**	**2,281,392**	**2,381,392**
Revenue					
Other Fees for Services	254,752	90,000	132,000	100,000	100,000
Interest	29,663	28,000	28,000	30,000	30,000
Total Revenue	**284,415**	**118,000**	**160,000**	**130,000**	**130,000**
Total Source of Funds	**2,179,055**	**2,267,392**	**2,309,392**	**2,411,392**	**2,511,392**
Transfers To					
Cemetery Fund	29,663	28,000	28,000	30,000	30,000
Total Transfers To	**29,663**	**28,000**	**28,000**	**30,000**	**30,000**
Ending Fund Balance					
Unrestricted	2,149,392	2,239,392	2,281,392	2,381,392	2,481,392
Total Ending Fund Balance	**2,149,392**	**2,239,392**	**2,281,392**	**2,381,392**	**2,481,392**
Total Use of Funds	**2,179,055**	**2,267,392**	**2,309,392**	**2,411,392**	**2,511,392**

SPECIAL REVENUE FUNDS | ENGINEERING OPERATING GRANT TRUST FUND (144)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	174,221	140,611	140,611	0	0
Unrestricted	(423,974)	(375,969)	(375,969)	0	0
Total Beginning Fund Balance	**(249,753)**	**(235,358)**	**(235,358)**	**0**	**0**
Revenue					
Other Agencies Revenue	0	911,834	911,834	0	0
Total Revenue	**0**	**911,834**	**911,834**	**0**	**0**
Transfers From					
General Fund	55,753	227,611	227,611	0	0
Total Transfers From	**55,753**	**227,611**	**227,611**	**0**	**0**
Total Source of Funds	**(194,000)**	**904,087**	**904,087**	**0**	**0**
Expenditures					
Local Early Action Planning	7,748	491,403	491,403	0	0
One Bay Area Grant 15-16 City Match	5,820	0	0	0	0
One Bay Area Grant 15-16	27,791	0	0	0	0
Regional Early Action Planning	0	102,684	102,684	0	0
Tasman East Specific Plan	0	310,000	310,000	0	0
VRF Countywide ITS 15-16	0	0	0	0	0
Total Expenditures	**41,359**	**904,087**	**904,087**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	140,611	0	0	0	0
Unrestricted	(375,970)	0	0	0	0
Total Ending Fund Balance	**(235,359)**	**0**	**0**	**0**	**0**
Total Use of Funds	**(194,000)**	**904,087**	**904,087**	**0**	**0**

SPECIAL REVENUE FUNDS | EXPENDABLE TRUST FUND (079)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	22,983	25,352	25,352	25,352	25,352
Unrestricted	1,236,029	994,646	994,646	0	0
Total Beginning Fund Balance	**1,259,012**	**1,019,998**	**1,019,998**	**25,352**	**25,352**
Revenue					
Grants					
Community Development Department	0	49,500	49,500	0	0
Fire Department	9,537	0	0	0	0
Information Technology	19,346	0	0	0	0
Police Department	38,875	0	0	0	0
Public Works	37,319	2,728	2,728	0	0
Total Revenue	**105,077**	**52,228**	**52,228**	**0**	**0**
Total Source of Funds	**1,364,089**	**1,072,226**	**1,072,226**	**25,352**	**25,352**
Expenditures					
City Attorney's Office					
Environment Enforcement Fines - City	0	32,189	32,189	0	0
City Manager's Office					
ENA - SC Caltrain Station	0	12,974	12,974	0	0
Community Development					
Tasman East Contribution	0	49,500	49,500	0	0
Fire					
CUPA Administrative Enforcement Order	0	459,274	459,274	0	0
Environment Enforcement Fines - Fire	15,913	59	59	0	0
Fire Prevention	0	1,708	1,708	0	0
Fire - Haz Mat	0	1,598	1,598	0	0
Fire - Cert Grant	0	5,223	5,223	0	0
Fire - EMS Grant	0	2,681	2,681	0	0
OES HM Emergency Prep	0	75,000	75,000	0	0
Training HM Emergency Prep	0	4,133	4,133	0	0
Training Classes	0	2,861	2,861	0	0
Human Resources					
Deferred Comp. Revenue Sharing	17,598	0	0	0	0
Information Technology					
SVACA Billings - City Depts	19,346	0	0	0	0

SPECIAL REVENUE FUNDS | EXPENDABLE TRUST FUND (079)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Expenditures					
Library					
CLSA - Transaction Based Reimbursement	0	1,770	1,770	0	0
Public Library Foundation	0	17,718	17,718	0	0
Police					
Bingo Enforcement Fees	1,959	316,791	316,791	0	0
Seized Asset Funds - Local	0	41	41	0	0
Seized Asset Funds - State	72,255	0	0	0	0
Seized Asset Funds - US Justice	0	5,542	5,542	0	0
Shooting Range Recycled Casings	0	2,320	2,320	0	0
Public Works					
Environment Enforcement Fines - Street	0	12,875	12,875	0	0
Seized Asset Funds - Local	0	1,617	1,617	0	0
SVACA Billings - City Depts	34,520	0	0	0	0
Total Expenditures	**161,591**	**1,005,874**	**1,005,874**	**0**	**0**
Transfers To					
Police Operating Grant Trust Fund	182,500	41,000	41,000	0	0
Total Transfers To	**182,500**	**41,000**	**41,000**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	25,352	25,352	25,352	25,352	25,352
Unrestricted	994,646	0	0	0	0
Total Ending Fund Balance	**1,019,998**	**25,352**	**25,352**	**25,352**	**25,352**
Total Use of Funds	**1,364,089**	**1,072,226**	**1,072,226**	**25,352**	**25,352**

SPECIAL REVENUE FUNDS | FIRE DEVELOPMENT SERVICES FUND (158)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	325,927
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**325,927**
Revenue					
Other Fees for Services	0	0	0	2,935,000	3,081,750
Total Revenue	**0**	**0**	**0**	**2,935,000**	**3,081,750**
Transfers From					
General Fund - Development Fee Reserve	0	0	0	500,000	0
Total Transfers From	**0**	**0**	**0**	**500,000**	**0**
Total Source of Funds	**0**	**0**	**0**	**3,435,000**	**3,407,677**
Expenditures					
Salaries	0	0	0	1,577,676	1,663,215
Retirement and Benefits	0	0	0	1,016,392	1,076,808
Materials/Services/Supplies	0	0	0	47,568	48,473
Services from Other Funds - Cost	0	0	0	230,941	235,560
Interfund Services	0	0	0	236,496	240,762
Total Expenditures	**0**	**0**	**0**	**3,109,073**	**3,264,818**
Ending Fund Balance					
Unrestricted	0	0	0	325,927	142,859
Total Ending Fund Balance	**0**	**0**	**0**	**325,927**	**142,859**
Total Use of Funds	**0**	**0**	**0**	**3,435,000**	**3,407,677**

SPECIAL REVENUE FUNDS | FIRE OPERATING GRANT TRUST FUND (178)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	185,000	0	0	0	0
Unrestricted	(281,018)	(64,582)	(64,582)	0	0
Total Beginning Fund Balance	**(96,018)**	**(64,582)**	**(64,582)**	**0**	**0**
Revenue					
Other Agencies Revenue	298,798	1,105,972	542,488	3,380,904	3,743,514
Total Revenue	**298,798**	**1,105,972**	**542,488**	**3,380,904**	**3,743,514**
Transfers From					
General Fund	63	0	0	626,000	770,000
Total Transfers From	**63**	**0**	**0**	**626,000**	**770,000**
Total Source of Funds	**202,843**	**1,041,390**	**477,906**	**4,006,904**	**4,513,514**
Expenditures					
Assistance to Firefighter FY18/19 City Match	6,829	7,947	7,947	0	0
Assistance to Firefighter FY 18/19	(6,829)	79,472	79,472	0	0
Assistance to Firefighter FY19/20 City Match	0	4,017	4,017	0	0
Assistance to Firefighter FY 19/20	0	40,168	40,168	0	0
Assistance to Firefighter Supplemental City Match	3,072	202	202	0	0
Assistance to Firefighter Supplemental	32,745	0	0	0	0
Bay Area Urban Security Initiative 2019	185,000	0	0	0	0
California Environmental Protection Agency	0	26,096	26,096	0	0
Emergency Management Performance Grant 2020	22,415	0	0	0	0
Emergency Medical Services County Patient Care System	151	0	0	0	0
Emergency Management Performance Grant 2022	0	38,811	38,811	0	0
Emergency Preparedness Grant	0	33,000	33,000	0	0

SPECIAL REVENUE FUNDS | FIRE OPERATING GRANT TRUST FUND (178)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Expenditures					
Staffing for Adequate Fire and Emergency Response	0	563,484	0	4,006,904	4,513,514
State Homeland Security Grant Program FY18/19	6,223	0	0	0	0
State Homeland Security Grant Program FY20/21	1,807	248,193	248,193		
Urban Search and Rescue Team Training	16,012	0	0	0	0
Total Expenditures	**267,425**	**1,041,390**	**477,906**	**4,006,904**	**4,513,514**
Ending Fund Balance					
Encumbrance Carryover	0	0	0	0	0
Unrestricted	(64,582)	0	0	0	0
Total Ending Fund Balance	**(64,582)**	**0**	**0**	**0**	**0**
Total Use of Funds	**202,843**	**1,041,390**	**477,906**	**4,006,904**	**4,513,514**

SPECIAL REVENUE FUNDS | GAS TAX FUND (121)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	1,821,342	1,197,202	1,197,202	2,339,767	1,189,767
Total Beginning Fund Balance	**1,821,342**	**1,197,202**	**1,197,202**	**2,339,767**	**1,189,767**
Revenue					
State Revenues	2,740,247	3,400,000	3,400,000	3,400,000	3,400,000
Interest	200,030	100,000	200,000	100,000	100,000
Total Revenue	**2,940,277**	**3,500,000**	**3,600,000**	**3,500,000**	**3,500,000**
Transfers From					
Streets and Highways Capital Fund	382,163	527,565	527,565	0	0
Total Transfers From	**382,163**	**527,565**	**527,565**	**0**	**0**
Total Source of Funds	**5,143,782**	**5,224,767**	**5,324,767**	**5,839,767**	**4,689,767**
Transfers To					
Streets and Highways Capital Fund	3,946,580	2,985,000	2,985,000	4,650,000	2,550,000
Total Transfers To	**3,946,580**	**2,985,000**	**2,985,000**	**4,650,000**	**2,550,000**
Ending Fund Balance					
Unrestricted	1,197,202	2,239,767	2,339,767	1,189,767	2,139,767
Total Ending Fund Balance	**1,197,202**	**2,239,767**	**2,339,767**	**1,189,767**	**2,139,767**
Total Use of Funds	**5,143,782**	**5,224,767**	**5,324,767**	**5,839,767**	**4,689,767**

SPECIAL REVENUE FUNDS | HOUSING AND URBAN DEVELOPMENT FUND (562)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,745,633	748,708	748,708	748,708	748,708
Restricted Program Income	0	519,419	519,419	0	0
Unrestricted	(749,253)	(119,448)	(119,448)	1,833,894	1,195,294
Total Beginning Fund Balance	**996,380**	**1,148,679**	**1,148,679**	**2,582,602**	**1,944,002**
Revenue					
Other Agencies Revenue	2,869,763	3,664,461	3,664,461	2,996,041	1,398,534
Interest	437	0	0	0	0
Other Revenue	537,657	260,000	260,000	110,000	120,000
Total Revenue	**3,407,857**	**3,924,461**	**3,924,461**	**3,106,041**	**1,518,534**
Total Source of Funds	**4,404,237**	**5,073,140**	**5,073,140**	**5,688,643**	**3,462,536**
Expenditures					
CDBG - Public Services	483,971	424,856	424,856	408,910	382,489
COVID Emergency Rental Assistance	919,966	0	200	0	0
NCIP - CDBG	319,169	563,710	292,377	725,362	610,336
Rebuilding Together Silicon Valley	58,024	150,000	100,927	100,000	100,000
Rehab - Affordable Rental Housing	0	916,394	261,153	721,778	0
Rehab - Public Facilities	0	0	0	163,950	0
Removal of Barriers	0	0	0	0	0
HOME Admin Contracts	106,224	56,576	141,000	53,758	42,570
CHDO Project	0	69,865	0	0	0
Homeless Tenant Based Rental Assistance	1,368,204	788,379	523,820	643,830	383,139
HOME American Rescue Plan Program	0	80,205	80,205	927,053	596,847
Multi-Famillly Rental Rehabilitation	0	642,000	642,000	0	0
Total Expenditures	**3,255,558**	**3,691,985**	**2,466,538**	**3,744,641**	**2,115,381**
Transfers To					
Parks and Recreation Operating Grant Trust Fund	0	24,000	24,000	0	0
Total Transfers To	**0**	**24,000**	**24,000**	**0**	**0**

SPECIAL REVENUE FUNDS | HOUSING AND URBAN DEVELOPMENT FUND (562)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Ending Fund Balance					
Encumbrance Carryover	748,708	748,708	748,708	748,708	748,708
Restriced Program Income	519,419	0	0	0	0
Unrestricted	(119,448)	608,447	1,833,894	1,195,294	598,447
Total Ending Fund Balance	**1,148,679**	**1,357,155**	**2,582,602**	**1,944,002**	**1,347,155**
Total Use of Funds	**4,404,237**	**5,073,140**	**5,073,140**	**5,688,643**	**3,462,536**

SPECIAL REVENUE FUNDS | HOUSING AUTHORITY FUND (164)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	120,000	97,963	97,963	97,963	97,963
Unrestricted	3,768,627	4,150,197	4,150,197	3,941,152	3,736,454
Total Beginning Fund Balance	**3,888,627**	**4,248,160**	**4,248,160**	**4,039,115**	**3,834,417**
Revenue					
Interest	59,767	59,767	59,767	11,475	11,000
Other Revenue	470,505	192,728	192,728	241,020	241,496
Total Revenue	**530,272**	**252,495**	**252,495**	**252,495**	**252,496**
Total Source of Funds	**4,418,899**	**4,500,655**	**4,500,655**	**4,291,610**	**4,086,913**
Expenditures					
Salaries	61,295	95,048	95,048	91,802	96,878
Retirement and Benefits	29,615	54,715	54,715	52,699	55,198
Materials/Services/Supplies	35,675	59,100	59,100	59,100	59,100
Interfund Services	173	0	0	915	905
Capital Outlay	43,981	252,677	252,677	252,677	202,500
Total Expenditures	**170,739**	**461,540**	**461,540**	**457,193**	**414,581**
Ending Fund Balance					
Encumbrance Carryover	97,963	97,963	97,963	97,963	97,963
Unrestricted	4,150,197	3,941,152	3,941,152	3,736,454	3,574,369
Total Ending Fund Balance	**4,248,160**	**4,039,115**	**4,039,115**	**3,834,417**	**3,672,332**
Total Use of Funds	**4,418,899**	**4,500,655**	**4,500,655**	**4,291,610**	**4,086,913**

SPECIAL REVENUE FUNDS | HOUSING SUCCESSOR AGENCY FUND (169)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	344,361	131,579	131,579	131,579	131,579
Unrestricted	13,895,617	8,197,182	8,197,182	3,585,939	4,019,038
Total Beginning Fund Balance	**14,239,978**	**8,328,761**	**8,328,761**	**3,717,518**	**4,150,617**
Revenue					
Other Fees for Services	1,845	0	0	0	0
Interest	186,771	154,771	154,771	186,771	186,771
Rents	0	32,000	32,000	0	0
Other Revenue	6,334,282	1,119,555	1,119,555	1,119,555	1,119,555
Total Revenue	**6,522,898**	**1,306,326**	**1,306,326**	**1,306,326**	**1,306,326**
Total Source of Funds	**20,762,876**	**9,635,087**	**9,635,087**	**5,023,844**	**5,456,943**
Expenditures					
Salaries	160,452	239,815	239,815	199,770	209,813
Retirement and Benefits	80,632	124,850	124,850	101,583	106,209
Materials/Services/Supplies	470,370	530,200	530,200	530,200	541,000
Services From Other Funds - Cost Allocation Plan	22,259	22,704	22,704	39,491	40,281
Interfund Services	402	0	0	2,183	2,160
Capital Outlay	11,700,000	5,000,000	5,000,000	0	0
Total Expenditures	**12,434,115**	**5,917,569**	**5,917,569**	**873,227**	**899,463**
Ending Fund Balance					
Encumbrance Carryover	131,579	131,579	131,579	131,579	131,579
Unrestricted	8,197,182	3,585,939	3,585,939	4,019,038	4,425,901
Total Ending Fund Balance	**8,328,761**	**3,717,518**	**3,717,518**	**4,150,617**	**4,557,480**
Total Use of Funds	**20,762,876**	**9,635,087**	**9,635,087**	**5,023,844**	**5,456,943**

SPECIAL REVENUE FUNDS | LIBRARY DONATIONS TRUST FUND (072)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	179,733	179,756	179,756	0	0
Total Beginning Fund Balance	**179,733**	**179,756**	**179,756**	**0**	**0**
Revenue					
Other Revenue	23	0	0	0	0
Total Revenue	**23**	**0**	**0**	**0**	**0**
Total Source of Funds	**179,756**	**179,756**	**179,756**	**0**	**0**
Expenditures					
City Library Foundation Trust	0	139,444	139,444	0	0
In Memory J.Jaffer	0	1,440	1,440	0	0
In Memory Of M.Dry	0	4,000	4,000	0	0
Library Books	0	1,300	1,300	0	0
Library Tote Bags	0	1,023	1,023	0	0
Literacy Program	0	9,050	9,050	0	0
SCSQ Irvine Contribution	0	22,755	22,755	0	0
Summer Reading	0	744	744	0	0
Total Expenditures	**0**	**179,756**	**179,756**	**0**	**0**
Ending Fund Balance					
Unrestricted	179,756	0	0	0	0
Total Ending Fund Balance	**179,756**	**0**	**0**	**0**	**0**
Total Use of Funds	**179,756**	**179,756**	**179,756**	**0**	**0**

SPECIAL REVENUE FUNDS | LIBRARY OPERATING GRANT TRUST FUND (112)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	28,529	39,276	39,276	0	0
Total Beginning Fund Balance	**28,529**	**39,276**	**39,276**	**0**	**0**
Revenue					
Other Agencies Revenue	112,392	147,266	147,266	0	0
Total Revenue	**112,392**	**147,266**	**147,266**	**0**	**0**
Transfers From					
General Fund	156	0	0	0	0
Total Transfers From	**156**	**0**	**0**	**0**	**0**
Total Source of Funds	**141,077**	**186,542**	**186,542**	**0**	**0**
Expenditures					
Adult Literacy Program 19-20	148	0	0	0	0
Adult Literacy Program 20-21	28,156	0	0	0	0
Adult Literacy Program 21-22	51,757	39,268	39,268	0	0
Adult Literacy Program 22-23	0	147,266	147,266	0	
Dia De Los Ninos	382	0	0	0	0
PLP Innovation and Technology 20-21	12,135	0	0	0	0
PLP Innovation and Technology 21-22	9,223	8	8	0	0
Total Expenditures	**101,801**	**186,542**	**186,542**	**0**	**0**
Ending Fund Balance					
Unrestricted	39,276	0	0	0	0
Total Ending Fund Balance	**39,276**	**0**	**0**	**0**	**0**
Total Use of Funds	**141,077**	**186,542**	**186,542**	**0**	**0**

SPECIAL REVENUE FUNDS | OTHER CITY DEPARTMENTS OPERATING GRANT TRUST FUND (101)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	153,386	29,876	29,876	29,876	29,876
Unrestricted	138,343	128,920	128,920	0	0
Total Beginning Fund Balance	**291,729**	**158,796**	**158,796**	**29,876**	**29,876**
Revenue					
City Manager's Office	949	0	0	0	0
Total Revenue	**949**	**0**	**0**	**0**	**0**
Transfers From					
General Fund	534,275	0	0	0	0
Total Transfers From	**534,275**	**0**	**0**	**0**	**0**
Total Source of Funds	**826,953**	**158,796**	**158,796**	**29,876**	**29,876**
Expenditures					
City Attorney's Office					
COVID-19	6,783	0	0	0	0
Healthy Cities Program - Tobacco Free Communities	202	0	0	0	0
City Clerk's Office					
COVID-19	40	0	0	0	0
City Manager's Office					
COVID-19	39,246	0	0	0	0
Healthy Cities Program - Tobacco Free Communities	226	2,724	2,724	0	0
Community Development Department					
COVID-19	793	0	0	0	0
Electric Utility					
COVID-19	6,978	0	0	0	0
Finance Department					
COVID-19	26,907	0	0	0	0
Fire Department					
COVID-19	322,092	0	0	0	0

SPECIAL REVENUE FUNDS | OTHER CITY DEPARTMENTS OPERATING GRANT TRUST FUND (101)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Expenditures					
Human Resources Department					
COVID-19	8,054	0	0	0	0
Information Technology Department					
COVID-19	511	0	0	0	0
Library Department					
COVID-19	2,682	0	0	0	0
Non-Departmental					
COVID-19	142,108	25,000	25,000	0	0
Parks & Recreation Department					
COVID-19	10,265	0	0	0	0
Police Department					
COVID-19	79,441	0	0	0	0
Public Works Department					
COVID-19	86	0	0	0	0
Water and Sewer Utilities Department					
COVID-19	11,743	0	0	0	0
Total Expenditures	**658,157**	**27,724**	**27,724**	**0**	**0**
Transfers To					
General Fund	10,000	101,196	101,196	0	0
Total Transfers To	**10,000**	**101,196**	**101,196**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	29,876	29,876	29,876	29,876	29,876
Unrestricted	128,920	0	0	0	0
Total Ending Fund Balance	**158,796**	**29,876**	**29,876**	**29,876**	**29,876**
Total Use of Funds	**826,953**	**158,796**	**158,796**	**29,876**	**29,876**

SPECIAL REVENUE FUNDS | PARKS AND RECREATION OPERATING GRANT TRUST FUND (111)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	33,560	0	0	0	0
Unrestricted	97,998	123,091	123,091	123,091	123,091
Total Beginning Fund Balance	**131,558**	**123,091**	**123,091**	**123,091**	**123,091**
Revenue					
Other Agencies Revenue	176,674	124,918	124,918	124,918	124,918
Total Revenue	**176,674**	**124,918**	**124,918**	**124,918**	**124,918**
Transfers From					
General Fund	3,445	3,445	3,445	27,445	27,445
Housing and Urban Development Fund	24,000	24,000	24,000	0	0
Total Transfers From	**27,445**	**27,445**	**27,445**	**27,445**	**27,445**
Total Source of Funds	**335,677**	**275,454**	**275,454**	**275,454**	**275,454**
Expenditures					
Salaries	40,320	43,237	43,237	43,237	43,237
Materials/Services/Supplies	172,266	109,126	109,126	109,126	109,126
Total Expenditures	**212,586**	**152,363**	**152,363**	**152,363**	**152,363**
Ending Fund Balance					
Encumbrance Carryover	0	0	0	0	0
Unrestricted	123,091	123,091	123,091	123,091	123,091
Total Ending Fund Balance	**123,091**	**123,091**	**123,091**	**123,091**	**123,091**
Total Use of Funds	**335,677**	**275,454**	**275,454**	**275,454**	**275,454**

SPECIAL REVENUE FUNDS | PERPETUAL CARE FUND (076)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	38,244	38,244	38,244	38,244	38,244
Total Beginning Fund Balance	**38,244**	**38,244**	**38,244**	**38,244**	**38,244**
Revenue					
Interest	558	500	500	500	500
Total Revenue	**558**	**500**	**500**	**500**	**500**
Total Source of Funds	**38,802**	**38,744**	**38,744**	**38,744**	**38,744**
Transfers To					
Cemetery Fund	558	500	500	500	500
Total Transfers To	**558**	**500**	**500**	**500**	**500**
Ending Fund Balance					
Unrestricted	38,244	38,244	38,244	38,244	38,244
Total Ending Fund Balance	**38,244**	**38,244**	**38,244**	**38,244**	**38,244**
Total Use of Funds	**38,802**	**38,744**	**38,744**	**38,744**	**38,744**

SPECIAL REVENUE FUNDS | POLICE OPERATING GRANT TRUST FUND (177)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	36,532	51,110	51,110	51,110	51,110
Unrestricted	1,433,908	1,598,009	1,598,009	0	0
Total Beginning Fund Balance	**1,470,440**	**1,649,119**	**1,649,119**	**51,110**	**51,110**
Revenue					
Other Agencies Revenue	352,764	505,987	505,987	0	0
Other Fees for Services	65,997	0	0	0	0
Total Revenue	**418,761**	**505,987**	**505,987**	**0**	**0**
Transfers From					
General Fund	22,768	38,424	38,424	0	0
Expendable Trust Fund	182,500	41,000	41,000	0	0
Total Transfers From	**205,268**	**79,424**	**79,424**	**0**	**0**
Total Source of Funds	**2,094,469**	**2,234,530**	**2,234,530**	**51,110**	**51,110**
Expenditures					
Abandoned Vehicle Abatement Program	0	174,169	174,169	0	0
Board of State and Community Correction	0	38,544	38,544	0	0
Board of State and Community Correction 2020	64,561	276,676	276,676	0	0
Board of State and Community Correction 2023	0	98,292	98,292	0	0
Cannabis Tax Fund Grant FY 2022	47,702	0	0	0	0
Citizens' Option for Public Safety 17-18	306	0	0	0	0
Citizens' Option for Public Safety 18-19	34,340	168,518	168,518	0	0
Citizens' Option for Public Safety 19-20	25,000	215,080	215,080	0	0
Citizens' Option for Public Safety 20-21	106,457	212,710	212,710	0	0
Citizens' Option for Public Safety 21-22	23,561	276,799	276,799	0	0
Citizens' Option for Public Safety 22-23	0	200,980	200,980		
Department of Justice COVID	9,967	0	0	0	0
Edward Byrne Memorial JAG FY17	289	0	0	0	0
Edward Byrne Memorial JAG FY19	12,390	0	0	0	0
Edward Byrne Memorial JAG FY20	12,469	0	0	0	0
Edward Byrne Memorial JAG FY21	15,931	0	0	0	0

SPECIAL REVENUE FUNDS | POLICE OPERATING GRANT TRUST FUND (177)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Expenditures					
National Incident-Based Reporting System	(6,911)	3,923	3,923	0	0
Office of Traffic Safety 2022	37,561	37,439	37,439	0	0
Seized Asset Funds	61,727	262,890	262,890	0	0
West Valley College Training Program	0	217,400	217,400	0	0
Total Expenditures	**445,350**	**2,183,420**	**2,183,420**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	51,110	51,110	51,110	51,110	51,110
Unrestricted	1,598,009	0	0	0	0
Total Ending Fund Balance	**1,649,119**	**51,110**	**51,110**	**51,110**	**51,110**
Total Use of Funds	**2,094,469**	**2,234,530**	**2,234,530**	**51,110**	**51,110**

SPECIAL REVENUE FUNDS | PREFUNDED PLAN REVIEW FUND (157)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	32,614	32,614	32,614	32,614
Unrestricted	694,338	437,474	437,474	0	0
Total Beginning Fund Balance	**694,338**	**470,088**	**470,088**	**32,614**	**32,614**
Revenue					
Other Revenue	332,500	0	0	0	0
Total Revenue	**332,500**	**0**	**0**	**0**	**0**
Transfers From					
General Fund - Advanced Planning Reserve	0	60,000	60,000	0	0
Total Transfers From	**0**	**60,000**	**60,000**	**0**	**0**
Total Source of Funds	**1,026,838**	**530,088**	**530,088**	**32,614**	**32,614**
Expenditures					
Materials/Services/Supplies	543,649	497,474	497,474	0	0
Total Expenditures	**543,649**	**497,474**	**497,474**	**0**	**0**
Transfers To					
General Fund	13,101	0	0	0	0
Total Transfers To	**13,101**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	32,614	32,614	32,614	32,614	32,614
Unrestricted	437,474	0	0	0	0
Total Ending Fund Balance	**470,088**	**32,614**	**32,614**	**32,614**	**32,614**
Total Use of Funds	**1,026,838**	**530,088**	**530,088**	**32,614**	**32,614**

SPECIAL REVENUE FUNDS | PUBLIC DONATIONS FUND (067)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	462,028	610,912	610,912	0	0
Total Beginning Fund Balance	**462,028**	**610,912**	**610,912**	**0**	**0**
Revenue					
Donations					
City Manager's Office	341	0	0	0	0
Parks and Recreation	32,258	5,000	5,000	0	0
Police	152,500	0	0	0	0
Total Revenue	**185,099**	**5,000**	**5,000**	**0**	**0**
Total Source of Funds	**647,127**	**615,912**	**615,912**	**0**	**0**
Expenditures					
City Manager's Office					
Bank of Santa Clara Car Seat Program	0	500	500	0	0
Donations - Art in Public Places	0	226	226	0	0
Donations - Championship Teams	0	1,344	1,344	0	0
Donations - Help Your Neighbor	33,339	29,067	29,067	0	0
Donations - Mission City Community	0	67	67	0	0
Donations - Undesignated	0	275	275	0	0
S.C. Art in Public Places	0	37,720	37,720	0	0
Community Development					
Donations - Berryessa Adobe	0	1,150	1,150	0	0
Donations - Historical Preservation	0	4,491	4,491	0	0
Fire					
Donations - Fire Safety	0	1,961	1,961	0	0
Donations - Public Education	0	1,384	1,384	0	0
Parks and Recreation					
Arts, Crafts and Wine Festival	0	179,852	179,852	0	0
Case Management Grant	0	59,726	59,726	0	0
Roberta Jones JR Theatre	0	1,745	1,745	0	0
Teens - Youth Commission	0	3,819	3,819	0	0
Wade Brummal Scholarship Fund	2,420	130,624	130,624	0	0
Police					
Donation - COVID	456	4,544	4,544	0	0
Police - Bicycle Safety Program	0	1,377	1,377	0	0

SPECIAL REVENUE FUNDS | PUBLIC DONATIONS FUND (067)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Expenditures					
Police					
Police - Team 200	0	150,000	150,000	0	0
Police - Training Simunition Program	0	2,500	2,500	0	0
Police - Voucher Program	0	3,540	3,540	0	0
Total Expenditures	**36,215**	**615,912**	**615,912**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	0	0	0	0	0
Unrestricted	610,912	0	0	0	0
Total Ending Fund Balance	**610,912**	**0**	**0**	**0**	**0**
Total Use of Funds	**647,127**	**615,912**	**615,912**	**0**	**0**

SPECIAL REVENUE FUNDS | PUBLIC, EDUCATIONAL, AND GOVERNMENTAL FEE FUND (221)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	15,534	42,309	42,309	42,309	42,309
Unrestricted	2,411,173	2,530,675	2,530,675	2,680,675	2,680,675
Total Beginning Fund Balance	**2,426,707**	**2,572,984**	**2,572,984**	**2,722,984**	**2,722,984**
Revenue					
Other Revenue	232,867	200,000	200,000	200,000	200,000
Total Revenue	**232,867**	**200,000**	**200,000**	**200,000**	**200,000**
Total Source of Funds	**2,659,574**	**2,772,984**	**2,772,984**	**2,922,984**	**2,922,984**
Expenditures					
Capital Outlay	86,590	974,239	50,000	200,000	200,000
Total Expenditures	**86,590**	**974,239**	**50,000**	**200,000**	**200,000**
Ending Fund Balance					
Encumbrance Carryover	42,309	42,309	42,309	42,309	42,309
Unrestricted	2,530,675	1,756,436	2,680,675	2,680,675	2,680,675
Total Ending Fund Balance	**2,572,984**	**1,798,745**	**2,722,984**	**2,722,984**	**2,722,984**
Total Use of Funds	**2,659,574**	**2,772,984**	**2,772,984**	**2,922,984**	**2,922,984**

SPECIAL REVENUE FUNDS | ROAD MAINTENANCE AND REHABILITATION (SB1) FUND (122)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	356,270	921,779	921,779	971,779	1,021,779
Total Beginning Fund Balance	**356,270**	**921,779**	**921,779**	**971,779**	**1,021,779**
Revenue					
State Revenues	2,612,032	2,500,000	2,500,000	2,500,000	2,500,000
Interest	53,477	0	50,000	50,000	50,000
Total Revenue	**2,665,509**	**2,500,000**	**2,550,000**	**2,550,000**	**2,550,000**
Total Source of Funds	**3,021,779**	**3,421,779**	**3,471,779**	**3,521,779**	**3,571,779**
Transfers To					
Streets and Highways Capital Fund	2,100,000	2,500,000	2,500,000	2,500,000	2,500,000
Total Transfers To	**2,100,000**	**2,500,000**	**2,500,000**	**2,500,000**	**2,500,000**
Ending Fund Balance					
Unrestricted	921,779	921,779	971,779	1,021,779	1,071,779
Total Ending Fund Balance	**921,779**	**921,779**	**971,779**	**1,021,779**	**1,071,779**
Total Use of Funds	**3,021,779**	**3,421,779**	**3,471,779**	**3,521,779**	**3,571,779**

SPECIAL REVENUE FUNDS | TRAFFIC MITIGATION FUND (123)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	4,527,702	3,349,091	3,349,091	2,512,561	2,962,561
Total Beginning Fund Balance	**4,527,702**	**3,349,091**	**3,349,091**	**2,512,561**	**2,962,561**
Revenue					
Other Fees for Services	978,860	1,000,000	1,000,000	1,000,000	1,000,000
Interest	169,127	150,000	150,000	150,000	150,000
Total Revenue	**1,147,987**	**1,150,000**	**1,150,000**	**1,150,000**	**1,150,000**
Transfers From					
Streets and Highways Capital Fund	266,780	0	0	0	0
Total Transfers From	**266,780**	**0**	**0**	**0**	**0**
Total Source of Funds	**5,942,469**	**4,499,091**	**4,499,091**	**3,662,561**	**4,112,561**
Transfers To					
Streets and Highways Capital Fund	2,593,378	1,986,530	1,986,530	700,000	1,600,000
Total Transfers To	**2,593,378**	**1,986,530**	**1,986,530**	**700,000**	**1,600,000**
Ending Fund Balance					
Unrestricted	3,349,091	2,512,561	2,512,561	2,962,561	2,512,561
Total Ending Fund Balance	**3,349,091**	**2,512,561**	**2,512,561**	**2,962,561**	**2,512,561**
Total Use of Funds	**5,942,469**	**4,499,091**	**4,499,091**	**3,662,561**	**4,112,561**

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Enterprise Funds

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ENTERPRISE FUNDS

Enterprise funds are used to finance and account for operations and activities performed by designated departments in the City or through third party agreements. The operating revenues and expenses result from providing services and producing and delivering goods in connection with an enterprise fund's principal ongoing operations. Principal operating revenues of the City's enterprise funds are charges to customers for services. Operating expenses for the City's enterprise funds include the costs of sales and services, administrative expenses and maintenance of capital assets.

Cemetery Fund (093)

This fund is managed by the Parks and Recreation Department and provides planning, development, operation, and maintenance of the City's two cemetery properties with one located on North Winchester Boulevard and one on Hope Drive. This fund is supported by charges for these services and transfers from the General Fund.

Convention Center Enterprise Fund (860)

This fund was established in 1984 to account for the operations of the City's Convention Center through third-party agreements. In February 2019, the City entered into an agreement with Global Spectrum, LP, dba Spectra Venue Management (Spectra). Spectra was subsequently acquired by Oak View Group (OVG360) and now manages the Convention Center. As part of the agreement, OVG360 provided the City with an operating budget for FY 2023/24 and FY 2024/25. These submittals have been incorporated into the source and use documents.

Electric Operating Grant Trust Fund (191)

The City's Electric Utility Department, known as Silicon Valley Power (SVP), initially established the Electric Operating Grant Trust Fund for the Public Benefits Program. For the Public Benefits Program, SVP is required to collect and spend 2.85% of its electric sales revenues (customer service charges from Electric Utility Fund) in accordance with assembly bill AB 1890 on cost-effective energy efficiency, new renewable power generation, low-income energy programs, and new electric technologies research and development.

In FY 2019/20, two programs were added to this fund - the Low Carbon Fuel and Greenhouse Gas (GHG) programs. These programs also use restricted revenue and have annual reporting requirements. The Low Carbon Fuel program is aimed at participating and complying with the California Air Resources Board (CARB) Low Carbon Fuel Standard (LCFS) Program to develop, educate and foster the adoption of electrification as transportation fuel. Program expenses are allocated and required to be spent within three primary groups: Clean Fuel Rewards Program, Equity Projects, and Customer Programs. The Greenhouse Gas Program's purpose is to comply with Cap-and-Trade Regulation requirements to spend proceeds from allocated allowances consistent with the goals of AB 32 and to provide benefit to retail ratepayers in the form of GHG reduction.

Electric Utility Fund (091)

The Electric Utility Fund is managed by SVP and is the primary operating fund for electric utility service provided to City customers. SVP provides these services on a user charge basis to residences, businesses, and industrial customers, including large data centers.

The primary revenue source in the Electric Utility Fund is electric rates which are approved by the City Council. SVP typically submits a recommendation for rate increases annually. The rate increase recommendation is based on SVP's ten-year forecast which includes SVP's revenue and expenditure projections to cover operating costs, reserve requirements, debt service, capital improvement projects, and other legal obligations. Electric rate increases have been relatively stable historically, so customers, both large and small, have been able to budget their electric usage to support their long-term operations. At the same time, for low-income customers who have difficulty absorbing the rate increases, SVP continues to offer financial assistance and also offers energy conservation programs and rebates to help all customers reduce their electricity usage. For purposes of the FY 2023/24 budget, SVP assumed a rate increase of 5% on July 1, 2023 and an additional rate increase of 7% on January 2024. For FY 2024/25, a 7% rate increase on January 2025 is estimated and will be reevaluated during FY 2023/24. Any proposed rate increase will be brought to City Council and, based on information available at that time, will include consideration of the expense drivers further described below.

SVP has over 59,000 customer accounts in the City: 85% residential, 11% commercial, 3% industrial, and <1% other. The proportion of revenue contribution is reversed: 92% of revenues are generated by industrial customers, 6% from residential customers, 2% from commercial customers, and < 1% from others. Industrial customers include many publicly listed technology companies headquartered in the City and data centers hosting servers for these companies. Load growth and forecasted energy sales are based on a combination of historical data and forward-looking opportunities, especially from large key industrial customers. Additional revenues are generated through wholesale energy sales, capacity sales, Congestion Revenue Rights (CRR), Renewable Energy Credits (RECs), and ancillary services. Given the high concentration of revenue generated from industrial customers, SVP's revenue growth prospect is highly correlated to Silicon Valley's economic growth.

SVP's primary expense drivers are electric supply and distribution costs. For FY 2023/24, 25% of power supply, after netting SVP's generation resources against SVP's load, is expected to be purchased from the California Independent System Operator (CAISO) market. Market purchase prices have a very high positive correlation with natural gas prices and are subject to the same volatility. If natural gas prices spike, higher than forecasted prices to procure power from the market would be expected. The transmission access rates that applies to electric energy that SVP receives via the PG&E transmission system are expected to increase year over year. PG&E needs to collect the transmission fees to fund the growing cost of maintenance and infrastructure improvements to the transmission grid. In addition, a significant part of SVP's electric distribution cost is the capital improvement needed for the aged system. These capital costs are also expected to increase due to higher commodities costs caused by supply chain issues across the world.

Per the budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Infrastructure, Special Projects (as needed), and Pension Stabilization.

Sewer Utility Fund (094)

This fund is managed by the Water and Sewer Utilities Department and accounts for the maintenance of the City's sewer lines and related facilities. The Department provides these services on a user charge basis to residences and businesses.

Each operating budget cycle, the Department develops a ten-year forecast based on their revenue and expenditure projections. Revenue in the Sewer Utility Fund are dictated by the utility rates approved by the City Council and the actual water usage by residences and businesses. An annual rate study is conducted by a third-party consultant selected by the Water and Sewer Utilities Department; this information is then used to determine both revenue and expenditure projections in the forecast. Revenue projections are based on a trend analysis and take into consideration historical data and anticipated activity and reflect proposed rate increases. The Department will be bringing forward the proposed rates for City Council approval on June 6, 2023. If approved, the rates will be effective beginning July 1, 2023. Anticipated expenditures also play a role in the development of the revenue projections. Expenditure projections are based on historical data and the capital project needs approved in the City's Capital Improvement Program budget. Additionally, the City co-owns the Regional Wastewater Facility with the City of San José. Estimates are provided by the City of San José for Santa Clara's share of the facility rebuild, and these estimates are also used in determining the expenditure projections in the Sewer Utility Fund.

Per the budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Infrastructure, and Pension Stabilization. It also includes a Replacement and Improvement Reserve.

Solid Waste Fund (096)

This fund is managed by the Public Works Department and accounts for the administration of the City's garbage and rubbish collection service, including street sweeping, household hazardous waste, and Clean-Up Campaign services. The revenue projections are based on anticipated increases in garbage rates due to increases in agreements for exclusive franchise garbage and yard waste collection and solid waste processing services. The department brings rate increases forward to Council and, once approved, rates will be effective beginning July 1, 2023.

Per the budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, and Pension Stabilization.

Water Recycling Fund (097)

This fund is managed by the Water and Sewer Utilities Department and accounts for the ongoing maintenance and operations of the City of Santa Clara's wastewater reclamation system. The Department provides these services on a user charge basis from the sale of non-potable water for irrigation and landscaping.

Each operating budget cycle, the Department develops a ten-year forecast with their revenue and expenditure projections. Revenue in the Water Recycling Program Fund are dictated by the utility rates approved by the City Council and the actual water usage by residences and businesses. An annual rate study is conducted by a third-party consultant selected by the Water and Sewer Utilities Department; this information is then used to determine both revenue and expenditure projections in the forecast. Revenue projections are based on a trend analysis and take into consideration historical data and anticipated activity and reflect proposed rate increases. The Department will be bringing forward the proposed rates for City Council approval on June 6, 2023. If approved, the rates will be effective beginning July 1, 2023. Anticipated expenditures also play a role in the development of the revenue projections. Expenditure projections are based on historical data and capital projects needs approved in the City's Capital Improvement Program budget.

Per the budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Infrastructure, and Pension Stabilization.

Water Utility Fund (092)

This fund is managed by the Water and Sewer Utilities Department and accounts for the operation of the City's water utility services. The Department provides these services on a user charge basis to residences and businesses.

Each operating budget cycle, the Department develops a ten-year forecast with their revenue and expenditure projections. Revenue in the Water Utility Fund are dictated by the utility rates approved by the City Council and the actual water usage by residences and businesses. An annual rate study is conducted by a third-party consultant selected by the Water and Sewer Utilities Department; this information is then used to determine both revenue and expenditure projections in the forecast. Revenue projections are based on a trend analysis and take into consideration historical data and anticipated activity and reflect proposed rate increases. The Department will be bringing forward the proposed rates for City Council approval on June 6, 2023. If approved, the rates will be effective beginning July 1, 2023. Anticipated expenditures also play a role in the development of the revenue projections. Expenditure projections are based on historical data and capital projects needs approved in the City's Capital Improvement Program Budget.

Per the adopted budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Infrastructure, and Pension Stabilization. It also includes a Replacement and Improvement Reserve and a Water Conservation Reserve.

The following section details the City of Santa Clara's Enterprise Funds' Statements of Sources and Uses and the Proposed Budget for Fiscal Year 2023/24 and Fiscal Year 2024/25.

ENTERPRISE FUNDS | CEMETERY FUND (093)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	186,317	398,384	398,384	350,118	391,447
Total Beginning Fund Balance	**186,317**	**398,384**	**398,384**	**350,118**	**391,447**
Revenue					
Other Agencies Revenue	1,983	0	0	0	0
Other Fees for Services	759,085	600,000	600,000	750,000	750,000
Other Revenue	7,865	0	0	0	0
Total Revenue	**768,933**	**600,000**	**600,000**	**750,000**	**750,000**
Transfers From					
General Fund	850,000	870,000	870,000	796,000	823,000
Endowment Care Fund	29,663	28,000	28,000	30,000	30,000
Perpetual Care Fund	558	500	500	500	500
Total Transfers From	**880,221**	**898,500**	**898,500**	**826,500**	**853,500**
Total Source of Funds	**1,835,471**	**1,896,884**	**1,896,884**	**1,926,618**	**1,994,947**
Expenditures					
Salaries	513,797	508,062	508,062	510,578	533,503
Retirement and Benefits	324,604	312,127	312,127	334,483	350,088
Materials/Services/Supplies	275,967	383,433	383,433	395,945	408,899
Services From Other Funds - Cost Allocation Plan	129,713	132,307	132,307	132,888	135,546
Interfund Services	191,865	210,015	210,015	160,455	162,230
Capital Outlay	319	0	0	0	0
Total Expenditures	**1,436,265**	**1,545,944**	**1,545,944**	**1,534,349**	**1,590,266**
Transfers To					
General Government Capital Fund	822	822	822	822	822
Total Transfers To	**822**	**822**	**822**	**822**	**822**
Ending Fund Balance					
Unrestricted	398,384	350,118	350,118	391,447	403,859
Total Ending Fund Balance	**398,384**	**350,118**	**350,118**	**391,447**	**403,859**
Total Use of Funds	**1,835,471**	**1,896,884**	**1,896,884**	**1,926,618**	**1,994,947**

ENTERPRISE FUNDS | CONVENTION CENTER ENTERPRISE FUND (860)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	143,247	127,347	127,347	127,347	127,347
Operating Surplus	0	0	0	0	104,169
Restricted - Levy	0	192,952	192,952	192,952	192,952
Unrestricted	2,034,341	2,581,215	2,581,215	1,808,176	1,264,195
Total Beginning Fund Balance	**2,177,588**	**2,901,514**	**2,901,514**	**2,128,475**	**1,688,663**
Revenue					
Levy Investment	1,764,000	0	0	0	0
Charges for Services	6,447,482	0	0	0	0
Rents	2,068,329	0	0	0	0
Interest	2,754	0	0	0	0
Event Revenue	0	13,530,685	13,530,685	15,500,000	18,000,000
Other Revenue	54,930	72,950	72,950	163,770	193,014
Total Revenue	**10,337,495**	**13,603,635**	**13,603,635**	**15,663,770**	**18,193,014**
Total Source of Funds	**12,515,083**	**16,505,149**	**16,505,149**	**17,792,245**	**19,881,677**
Expenditures					
Salaries	184,923	186,593	186,593	145,069	154,092
Retirement and Benefits	125,581	99,130	99,130	73,329	76,945
Materials/Services/Supplies	105,950	45,000	45,000	45,000	0
Interfund Services	2,277	224,601	224,601	280,583	286,195
Event Expense	2,950,346	8,318,461	8,318,461	9,278,497	10,718,782
Indirect Expense	4,480,492	5,502,889	5,502,889	6,281,104	7,048,430
Total Expenditures	**7,849,569**	**14,376,674**	**14,376,674**	**16,103,582**	**18,284,444**
Transfers To					
Public Buildings Capital Fund	1,764,000	0	0	0	0
Total Transfers To	**1,764,000**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	127,347	127,347	127,347	127,347	127,347
Operating Surplus	0	0	0	104,169	425,802
Restricted - Levy	192,952	192,952	192,952	192,952	192,952
Unrestricted	2,581,215	1,808,176	1,808,176	1,264,195	851,132
Total Ending Fund Balance	**2,901,514**	**2,128,475**	**2,128,475**	**1,688,663**	**1,597,233**
Total Use of Funds	**12,515,083**	**16,505,149**	**16,505,149**	**17,792,245**	**19,881,677**

ENTERPRISE FUNDS | ELECTRIC OPERATING GRANT TRUST FUND (191)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Public Benefits	45,163,299	50,327,692	50,327,692	50,108,343	50,009,732
Low Carbon Fuel	5,591,086	3,660,449	3,660,449	2,807,181	2,830,795
Greenhouse Gas	5,031,510	16,309,517	16,309,517	19,837,005	14,837,005
Total Beginning Fund Balance	**55,785,895**	**70,297,658**	**70,297,658**	**72,752,529**	**67,677,532**
Revenue					
Charges for Services	14,223,249	15,685,184	15,901,640	18,205,028	20,400,486
Low Carbon Fuel	0	3,120,024	0	3,137,602	3,055,800
Greenhouse Gas	19,826,637	14,954,745	21,600,488	16,450,804	16,653,781
Other Revenue	24,655	46,474	46,474	48,800	54,000
Total Revenue	**34,074,541**	**33,806,427**	**37,548,602**	**37,842,234**	**40,164,067**
Transfers From					
Electric Utility Capital Fund	200,082	126,839	126,839	0	0
Total Transfers From	**200,082**	**126,839**	**126,839**	**0**	**0**
Total Source of Funds	**90,060,518**	**104,230,924**	**107,973,099**	**110,594,763**	**107,841,599**
Expenditures					
Salaries	394,538	920,049	582,000	971,645	1,032,128
Retirement and Benefits	263,930	476,265	431,000	490,326	518,676
Materials/Services/Supplies	1,871,920	3,724,520	1,500,000	3,442,600	3,528,800
Mandated Program Costs	4,113,973	13,199,575	1,700,000	14,466,200	15,382,400
Services From Other Funds - Cost Allocation Plan	189,013	192,793	192,793	205,323	209,429
Contribution In Lieu	712,395	784,259	795,082	910,251	1,020,024
Interfund Services	85,753	103,813	103,813	8,364	8,306
Total Expenditures	**7,631,522**	**19,401,274**	**5,304,688**	**20,494,709**	**21,699,763**
Transfers To					
Electric Utility Fund	6,760,648	23,513,213	23,513,213	19,637,522	9,594,417
Electric Utility Capital Fund	4,851,839	4,702,669	4,702,669	1,000,000	1,000,000
Streets and Highway Capital Fund	400,000	400,000	400,000	285,000	515,000
Parks and Recreation Capital Fund	0	300,000	300,000	0	0
Vehicle Replacement Fund	118,851	1,726,988	1,000,000	1,500,000	1,500,000
Total Transfers To	**12,131,338**	**30,642,870**	**29,915,882**	**22,422,522**	**12,609,417**

ENTERPRISE FUNDS | ELECTRIC OPERATING GRANT TRUST FUND (191)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Ending Fund Balance					
Public Benefits	50,327,692	44,528,439	50,108,343	50,009,732	55,839,365
Low Carbon Fuel	3,660,449	3,657,181	2,807,181	2,830,795	2,856,049
Greenhouse Gas	16,309,517	6,001,160	19,837,005	14,837,005	14,837,005
Total Ending Fund Balance	**70,297,658**	**54,186,780**	**72,752,529**	**67,677,532**	**73,532,419**
Total Use of Funds	**90,060,518**	**104,230,924**	**107,973,099**	**110,594,763**	**107,841,599**

ENTERPRISE FUNDS | ELECTRIC UTILITY FUND (091)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,870,818	2,460,670	2,460,670	2,460,670	2,460,670
Infrastructure Reserve	55,354,340	0	0	0	0
Operations and Maintenance Reserve	107,900,786	118,765,556	118,765,556	138,891,417	141,135,713
Pension Trust Reserve	6,808,996	6,146,358	6,146,358	7,066,429	7,066,429
Rate Stabilization Reserve	44,356,590	48,776,613	48,776,613	53,705,758	63,877,292
Trading Restricted Reserve	5,522,664	19,518,954	19,518,954	9,518,954	9,518,954
Unrestricted	104,577,395	127,141,220	127,141,220	76,261,646	72,526,687
Total Beginning Fund Balance	**326,391,589**	**322,809,371**	**322,809,371**	**287,904,874**	**296,585,745**
Revenue					
Charges for Services	499,790,175	550,287,325	557,856,599	638,272,920	715,606,515
Other Fees for Services	2,038,085	3,034,130	2,019,877	1,225,000	1,250,000
Other Agencies Revenue	1,419,797	0	0	0	0
Interest	5,659,664	5,569,490	6,671,038	8,549,701	9,778,265
Rents	3,596,115	3,616,685	3,550,100	3,569,200	3,668,000
Wholesale Revenue	27,099,185	30,249,529	20,802,635	10,883,206	14,456,109
Restricted Revenues	2,024,100	1,572,313	2,258,566	545,550	545,550
Other Revenue	698,333	1,289,337	21,040,387	2,084,400	2,345,100
Total Revenue	**542,325,454**	**595,618,809**	**614,199,202**	**665,129,977**	**747,649,539**
Transfers From					
Electric Operating Grant Trust Fund	6,760,648	23,513,213	23,513,213	19,637,522	9,594,417
Electric Utility Capital Fund	0	10,761,450	10,761,450	0	0
Street Lighting Capital Fund	0	2,075,000	2,075,000	0	0
Total Transfers From	**6,760,648**	**36,349,663**	**36,349,663**	**19,637,522**	**9,594,417**
Total Source of Funds	**875,477,691**	**954,777,843**	**973,358,236**	**972,672,373**	**1,053,829,701**
Expenditures					
Salaries	30,173,103	40,845,681	37,499,428	47,313,083	50,520,892
Retirement and Benefits	15,337,397	19,929,183	15,750,220	21,842,575	23,186,814
Materials/Services/Supplies	27,324,133	34,677,779	33,494,962	43,836,984	43,627,374
Resource/Production	407,115,829	428,265,146	475,345,599	468,625,508	493,411,107
Services From Other Funds - Cost Allocation Plan	7,912,091	8,070,333	8,070,333	8,770,238	8,945,643
Interfund Services	5,906,226	6,770,228	6,770,228	3,240,390	3,284,487
Contribution In Lieu	26,546,773	28,539,968	29,767,117	33,061,163	36,558,109
Capital Outlay	299,963	1,717,619	1,472,167	127,000	137,000
Total Expenditures	**520,615,515**	**568,815,937**	**608,170,054**	**626,816,941**	**659,671,426**

ENTERPRISE FUNDS | ELECTRIC UTILITY FUND (091)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Transfers To					
General Fund	1,059,733	1,229,573	1,229,573	349,749	373,736
General Government Capital Fund	596,323	204,323	204,323	596,323	596,323
Streets and Highways Capital Fund	90,000	0	0	0	0
Street Lighting Capital Fund	0	71,455	71,455	125,000	4,175,000
Electric Utility Capital Fund	14,000,865	59,229,040	59,229,040	13,919,559	51,032,674
Electric Debt Service Fund	16,305,884	16,548,917	16,548,917	34,279,056	36,296,170
Total Transfers To	**32,052,805**	**77,283,308**	**77,283,308**	**49,269,687**	**92,473,903**
Ending Fund Balance					
Encumbrance Carryover	2,460,670	2,460,670	2,460,670	2,460,670	2,460,670
Operations and Maintenance Reserve	118,765,556	138,891,417	138,891,417	141,135,713	137,521,061
Pension Trust Reserve	6,146,358	7,066,429	7,066,429	7,066,429	7,353,348
Rate Stabilization Reserve	48,776,613	53,705,758	53,705,758	63,877,292	71,580,652
Trading Restricted Reserve	19,518,954	19,518,954	9,518,954	9,518,954	9,518,954
Unrestricted	127,141,220	87,035,370	76,261,646	72,526,687	73,249,687
Total Ending Fund Balance	**322,809,371**	**308,678,598**	**287,904,874**	**296,585,745**	**301,684,372**
Total Use of Funds	**875,477,691**	**954,777,843**	**973,358,236**	**972,672,373**	**1,053,829,701**

ENTERPRISE FUNDS | SEWER UTILITY FUND (094)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	141,935	221,648	221,648	221,648	221,648
Replacement and Improvement Reserve	1,507,553	1,507,553	1,507,553	1,507,553	1,507,553
Rate Stabilization Reserve	2,395,030	2,395,030	2,395,030	2,395,030	4,248,070
Operations and Maintenance Reserve	1,835,079	1,835,079	1,835,079	1,835,079	8,348,279
Infrastructure Reserve	1,596,928	1,596,928	1,596,928	1,596,928	4,793,175
Pension Stabilization Reserve	557,998	595,654	595,654	683,361	683,361
Reserve for Settlements	0	0	0	3,000,000	3,000,000
Unrestricted	21,494,953	39,725,080	39,725,080	8,313,100	6,394,530
Total Beginning Fund Balance	**29,529,476**	**47,876,972**	**47,876,972**	**19,552,699**	**29,196,616**
Revenue					
Other Agencies Revenue	12,896,608	350,000	4,660,000	375,000	375,000
Charges for Services	40,517,221	39,400,000	39,400,000	42,480,700	46,419,300
Other Fees for Services	48,616	98,345	98,345	20,000	20,000
Interest	270,762	565,000	565,000	579,125	593,603
Rents	56,614	46,000	46,000	46,000	46,000
Other Revenue	187,025	0	0	0	0
Total Revenue	**53,976,846**	**40,459,345**	**44,769,345**	**43,500,825**	**47,453,903**
Transfers From					
Electric Utility Capital Fund	186,108	0	0	0	0
Total Transfers From	**186,108**	**0**	**0**	**0**	**0**
Total Source of Funds	**83,692,430**	**88,336,317**	**92,646,317**	**63,053,524**	**76,650,519**
Expenditures					
Salaries	2,280,991	3,021,846	3,021,846	2,953,194	3,129,812
Retirement and Benefits	1,281,064	1,666,204	1,666,204	1,686,176	1,790,270
Right of Way Rental Expense	1,719,147	1,805,104	1,805,104	2,124,035	2,320,965
Materials/Services/Supplies	723,815	1,582,535	1,582,535	602,118	603,789
Resource/Production	19,122,480	19,332,885	19,332,885	19,885,543	20,504,364
Services From Other Funds	25,168	25,168	25,168	0	0
Services From Other Funds - Cost Allocation Plan	1,372,823	1,400,279	1,400,279	1,500,450	1,530,459
Interfund Services	1,176,069	1,127,347	1,127,347	1,187,892	1,205,123
Capital Outlay	0	1,200,000	1,200,000	0	0
Total Expenditures	**27,701,557**	**31,161,368**	**31,161,368**	**29,939,408**	**31,084,782**
Transfers To					
General Government Capital Fund	50,278	4,278	4,278	50,278	50,278
Sewer Utility Capital Fund	5,611,748	35,844,913	40,090,522	3,867,222	18,047,101

ENTERPRISE FUNDS | SEWER UTILITY FUND (094)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Transfers To					
Water Utility Capital Fund	500,000	0	0	0	0
Sewer Utility Debt Service Fund	1,889,035	1,837,450	1,837,450	0	1,050,000
Streets and Highways Capital Fund	62,840	0	0	0	0
Total Transfers To	**8,113,901**	**37,686,641**	**41,932,250**	**3,917,500**	**19,147,379**
Ending Fund Balance					
Encumbrance Carryover	221,648	221,648	221,648	221,648	221,648
Replacement and Improvement Reserve	1,507,553	1,507,553	1,507,553	1,507,553	1,507,553
Rate Stabilization Reserve	2,395,030	2,395,030	2,395,030	4,248,070	4,641,930
Operations and Maintenance Reserve	1,835,079	1,835,079	1,835,079	8,348,279	8,348,279
Infrastructure Reserve	1,596,928	1,596,928	1,596,928	4,793,175	4,793,175
Pension Stabilization Reserve	595,654	683,361	683,361	683,361	700,969
Reserve for Settlements	0	3,000,000	3,000,000	3,000,000	3,000,000
Unrestricted	39,725,080	8,248,709	8,313,100	6,394,530	3,204,804
Total Ending Fund Balance	**47,876,972**	**19,488,308**	**19,552,699**	**29,196,616**	**26,418,358**
Total Use of Funds	**83,692,430**	**88,336,317**	**92,646,317**	**63,053,524**	**76,650,519**

ENTERPRISE FUNDS | SOLID WASTE FUND (096)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	3,657,533	3,533,566	3,533,566	3,533,566	3,533,566
Operations and Maintenance Reserve	2,675,520	2,675,520	2,675,520	2,675,520	2,140,037
Pension Trust Reserve	305,929	288,662	288,662	288,662	309,291
Rate Stabilization Reserve	1,756,597	1,597,768	1,597,768	1,765,150	1,765,150
Unrestricted	0	2,485,895	2,485,895	2,464,422	3,276,354
Total Beginning Fund Balance	**8,395,579**	**10,581,411**	**10,581,411**	**10,727,320**	**11,024,398**
Revenue					
Other Agencies Revenue	400,504	297,000	297,000	219,000	219,000
Interest	(32,225)	0	0	0	0
Charges for Services	2,479,848	2,896,000	2,896,000	2,786,000	2,792,160
Other Fees for Services	31,494,034	34,052,092	34,052,092	36,572,957	38,035,355
Other Revenue	110,802		0	0	0
Total Revenue	**34,452,963**	**37,245,092**	**37,245,092**	**39,577,957**	**41,046,515**
Transfers From					
General Fund	33,600	35,364	35,364	35,364	35,364
Total Transfers From	**33,600**	**35,364**	**35,364**	**35,364**	**35,364**
Total Source of Funds	**42,882,142**	**47,861,867**	**47,861,867**	**50,340,641**	**52,106,277**
Expenditures					
Salaries	900,073	919,457	919,457	991,086	1,039,824
Retirement and Benefits	485,952	479,020	479,020	530,377	556,306
Materials/Services/Supplies	1,276,315	2,430,196	2,430,196	2,489,695	2,534,290
Contribution in Lieu	683,376	721,621	721,621	841,888	875,563
Resource/Production	26,388,818	29,764,785	29,764,785	31,502,632	32,762,738
Services From Other Funds - Cost Allocation Plan	1,363,802	1,391,078	1,391,078	1,428,611	1,457,183
Interfund Services	925,774	930,269	930,269	998,333	1,009,749
Total Expenditures	**32,024,110**	**36,636,426**	**36,636,426**	**38,782,622**	**40,235,653**
Transfers To					
General Government Capital Fund	26,621	5,121	5,121	26,621	26,621
Solid Waste Capital Fund	250,000	493,000	493,000	507,000	523,000
Total Transfers To	**276,621**	**498,121**	**498,121**	**533,621**	**549,621**

ENTERPRISE FUNDS | SOLID WASTE FUND (096)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Ending Fund Balance					
Encumbrance Carryover	3,533,566	3,533,566	3,533,566	3,533,566	3,533,566
Operations and Maintenance Reserve	2,675,520	2,675,520	2,675,520	2,140,037	2,279,857
Pension Trust Reserve	288,662	288,662	288,662	309,291	343,657
Rate Stabilization Reserve	1,597,768	1,765,150	1,765,150	1,765,150	1,765,150
Unrestricted	2,485,895	2,464,422	2,464,422	3,276,354	3,398,773
Total Ending Fund Balance	**10,581,411**	**10,727,320**	**10,727,320**	**11,024,398**	**11,321,003**
Total Use of Funds	**42,882,142**	**47,861,867**	**47,861,867**	**50,340,641**	**52,106,277**

ENTERPRISE FUNDS | WATER RECYCLING FUND (097)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Rate Stabilization Reserve	2,327,420	1,037,596	1,037,596	2,327,420	2,327,420
Operations and Maintenance Reserve	1,467,571	2,062,738	2,062,738	2,262,095	2,262,095
Infrastructure Reserve	943,180	50,000	50,000	51,500	51,500
Pension Stabilization Reserve	70,450	108,715	108,715	124,092	124,092
Unrestricted	780,484	3,204,308	3,204,308	1,867,561	1,301,845
Total Beginning Fund Balance	**5,589,105**	**6,463,357**	**6,463,357**	**6,632,668**	**6,066,952**
Revenue					
Other Agencies Revenue	680,530	350,000	350,000	350,000	350,000
Charges for Services	5,699,560	5,200,000	5,850,000	7,203,200	8,126,000
Other Fees for Services	6,133	0	0	0	0
Interest	99,991	92,882	92,882	95,668	98,538
Other Revenue	5,393	65,564	65,564	20,000	20,000
Total Revenue	**6,491,607**	**5,708,446**	**6,358,446**	**7,668,868**	**8,594,538**
Transfers From					
Recycled Water Capital Fund	0	0	1,300,000	0	0
Total Transfers From	**0**	**0**	**1,300,000**	**0**	**0**
Total Source of Funds	**12,080,712**	**12,171,803**	**14,121,803**	**14,301,536**	**14,661,490**
Expenditures					
Salaries	259,198	392,754	392,754	576,190	613,949
Retirement and Benefits	201,458	224,723	224,723	330,642	353,173
Right of Way Rental Expense	289,498	255,256	255,256	360,160	406,300
Materials/Services/Supplies	36,933	38,424	38,424	38,373	39,067
Resource/Production	4,657,988	4,700,000	6,450,000	6,815,600	7,974,400
Services From Other Funds - Cost Allocation Plan	89,984	91,784	91,784	86,874	88,611
Interfund Services	32,296	36,194	36,194	26,745	27,367
Total Expenditures	**5,567,355**	**5,739,135**	**7,489,135**	**8,234,584**	**9,502,867**
Transfers To					
Recycled Water Capital Fund	50,000	0	0	0	0
Total Transfers To	**50,000**	**0**	**0**	**0**	**0**

ENTERPRISE FUNDS | WATER RECYCLING FUND (097)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Ending Fund Balance					
Rate Stabilization Reserve	1,037,596	2,327,420	2,327,420	2,327,420	2,327,420
Operations and Maintenance Reserve	2,062,738	2,262,095	2,262,095	2,262,095	2,262,095
Infrastructure Reserve	50,000	51,500	51,500	51,500	51,500
Pension Stabilization Reserve	108,715	124,092	124,092	124,092	124,092
Unrestricted	3,204,308	1,667,561	1,867,561	1,301,845	393,516
Total Ending Fund Balance	**6,463,357**	**6,432,668**	**6,632,668**	**6,066,952**	**5,158,623**
Total Use of Funds	**12,080,712**	**12,171,803**	**14,121,803**	**14,301,536**	**14,661,490**

ENTERPRISE FUNDS | WATER UTILITY FUND (092)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	382,643	1,615,796	1,615,796	1,615,796	1,615,796
Replacement and Improvement Reserve	303,090	303,090	303,090	303,090	303,090
Water Conservation Reserve	33,125	33,125	33,125	33,125	33,125
Rate Stabilization Reserve	2,519,347	1,099,800	1,099,800	750,000	5,823,460
Operations and Maintenance Reserve	4,135,580	3,135,580	3,135,580	2,435,580	7,435,580
Infrastructure Reserve	2,144,317	2,144,317	2,144,317	1,144,317	1,144,317
Pension Stabilization Reserve	1,422,251	1,267,460	1,267,460	1,402,813	1,402,813
Unrestricted	908,456	2,964,743	2,964,743	5,845,632	2,204,595
Total Beginning Fund Balance	**11,848,809**	**12,563,911**	**12,563,911**	**13,530,353**	**19,962,776**
Revenue					
Charges for Services	48,273,867	46,312,500	46,312,500	58,234,600	63,772,000
Other Agencies Revenue	476,665	0	0	0	0
Other Fees for Services	1,977,617	1,281,056	1,281,056	1,456,343	1,498,034
Interest	256,442	336,600	336,600	343,332	350,199
Rents	56,614	0	0	46,000	46,000
Other Revenue	642,434	428,364	428,364	646,215	667,601
Total Revenue	**51,683,639**	**48,358,520**	**48,358,520**	**60,726,490**	**66,333,834**
Transfers From					
Electric Utility Capital Fund	186,108	0	0	0	0
Total Transfers From	**186,108**	**0**	**0**	**0**	**0**
Total Source of Funds	**63,718,556**	**60,922,431**	**60,922,431**	**74,256,843**	**86,296,610**
Expenditures					
Salaries	4,242,625	5,955,685	5,955,685	5,778,639	6,119,324
Retirement and Benefits	2,836,218	3,355,979	3,355,979	3,323,705	3,519,720
Right of Way Rental Expense	2,092,986	2,197,635	2,197,635	2,907,480	3,184,200
Materials/Services/Supplies	2,815,155	2,987,943	2,987,943	3,448,394	3,519,687
Resource/Production	28,611,198	27,500,000	27,500,000	33,397,819	38,404,571
Services From Other Funds	25,168	25,168	25,168	0	0
Services From Other Funds - Cost Allocation Plan	2,796,434	2,852,363	2,852,363	2,963,626	3,022,899
Interfund Services	1,682,795	1,829,847	1,829,847	2,195,468	2,251,265
Capital Outlay	0	448,022	448,022	0	0
Total Expenditures	**45,102,579**	**47,152,642**	**47,152,642**	**54,015,131**	**60,021,666**
Transfers To					
General Government Capital Fund	158,936	119,436	119,436	158,936	158,936

ENTERPRISE FUNDS | WATER UTILITY FUND (092)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Transfers To					
Electric Utility Capital Fund	0	120,000	120,000	120,000	120,000
Streets and Highways Capital Fund	108,130	0	0	0	0
Water Utility Capital Fund	5,785,000	0	0	0	885,000
Total Transfers To	**6,052,066**	**239,436**	**239,436**	**278,936**	**1,163,936**
Ending Fund Balance					
Encumbrance Carryover	1,615,796	1,615,796	1,615,796	1,615,796	1,615,796
Replacement and Improvement Reserve	303,090	303,090	303,090	303,090	303,090
Water Conservation Reserve	33,125	33,125	33,125	33,125	33,125
Rate Stabilization Reserve	1,099,800	750,000	750,000	5,823,460	6,377,200
Operations and Maintenance Reserve	3,135,580	2,435,580	2,435,580	7,435,580	12,435,580
Infrastructure Reserve	2,144,317	1,144,317	1,144,317	1,144,317	1,144,317
Pension Stabilization Reserve	1,267,460	1,402,813	1,402,813	1,402,813	1,406,490
Unrestricted	2,964,743	5,845,632	5,845,632	2,204,595	1,795,410
Total Ending Fund Balance	**12,563,911**	**13,530,353**	**13,530,353**	**19,962,776**	**25,111,008**
Total Use of Funds	**63,718,556**	**60,922,431**	**60,922,431**	**74,256,843**	**86,296,610**

Internal Service Funds

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INTERNAL SERVICE FUNDS

Internal Service Funds are used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis.

Communication Acquisitions Fund (048)

This fund is managed by the Police Department and accounts for the maintenance and replacement of communication equipment used by various City departments. The source of revenue for this fund is fees charged to the departments that require this type of maintenance and replacement. The City's current inventory of radios will no longer be serviceable by the end of December 2023. In order to address the critical replacement needs, the City is evaluating funding solutions and a potential phase-in approach, which will prioritize the replacement of all public safety radios initially, and other citywide radios as funding becomes available.

Fleet Operations Fund (053)

This fund is managed by the Department of Public Works and accounts for the maintenance of City-owned vehicles and equipment used by all departments. The source of revenue for this fund is fees charged to the departments requiring vehicle maintenance.

Information Technology Services Fund (045)

This fund was established in FY 2019/20 and managed by the Information Technology Department (ITD). This fund accounts for citywide costs associated with computer and telephone equipment replacement as well as other services including new or upgraded software, additional licenses for new users, and general information technology services provided to all City departments. The source of revenue for this fund is fees charged to the departments that require information technology services. There are several CIP projects managed by ITD that have been shifted from the General Government Capital Fund to this internal service fund, which include funding for cybersecurity and the replacement of network equipment and computers.

Public Works Capital Projects Management Fund (044)

This fund was established in FY 2019/20 and is managed by the Department of Public Works. This fund accounts for the Public Works staff time and non-personnel costs utilized to manage and work on specific capital improvement programs of the City. The source of revenue for this fund is fees charged to the departments requiring Public Works capital project services.

Special Liability Insurance Fund (082)

This fund accounts for liability exposures to the City, including general liability, errors and omissions, and employment practices. The Special Liability Fund covers claims costs and excess liability insurance costs. The source of revenue for this fund is charges to the departments citywide as well as transfers from the General Fund and Enterprise Funds.

Unemployment Insurance Fund (087)

This fund is managed by the Human Resources Department and accounts for the cost of unemployment insurance claims. The source of revenue for this fund is fees charged to the departments citywide.

Vehicle Replacement Fund (050)

This fund is managed by the Department of Public Works and accounts for the lifecycle, replacement, procurement, up-fit, and disposal of all vehicles used by City departments. The source of revenue for this fund is fees charged to the departments requiring these services.

Workers' Compensation Fund (081)

This fund is managed by the Human Resources Department and accounts for the costs of premiums, claims administration, and claims expenses related to injuries or illnesses sustained by members of the City's workforce. The source of revenue for this fund is fees charged to departments citywide. Department allocations are determined using actual workers' compensation claims history.

The following section details the City of Santa Clara's Internal Service Funds' Statements of Sources and Uses and the Proposed Budget for Fiscal Year 2023/24 and Fiscal Year 2024/25.

INTERNAL SERVICE FUNDS | COMMUNICATION ACQUISITIONS FUND (048)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Equipment Replacement Reserve	802,205	904,117	904,117	904,117	904,117
Unrestricted	766,231	874,656	874,656	874,656	874,656
Total Beginning Fund Balance	**1,568,436**	**1,778,773**	**1,778,773**	**1,778,773**	**1,778,773**
Revenue					
Other Fees for Services	584,334	829,358	829,358	995,232	1,013,568
Total Revenue	**584,334**	**829,358**	**829,358**	**995,232**	**1,013,568**
Total Source of Funds	**2,152,770**	**2,608,131**	**2,608,131**	**2,774,005**	**2,792,341**
Expenditures					
Capital Outlay	373,997	829,358	829,358	995,232	1,013,568
Total Expenditures	**373,997**	**829,358**	**829,358**	**995,232**	**1,013,568**
Ending Fund Balance					
Equipment Replacement Reserve	904,117	904,117	904,117	904,117	904,117
Unrestricted	874,656	874,656	874,656	874,656	874,656
Total Ending Fund Balance	**1,778,773**	**1,778,773**	**1,778,773**	**1,778,773**	**1,778,773**
Total Use of Funds	**2,152,770**	**2,608,131**	**2,608,131**	**2,774,005**	**2,792,341**

INTERNAL SERVICE FUNDS | FLEET OPERATIONS FUND (053)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	129,178	243,545	243,545	243,545	243,545
Unrestricted	801,933	956,561	956,561	767,934	766,094
Total Beginning Fund Balance	**931,111**	**1,200,106**	**1,200,106**	**1,011,479**	**1,009,639**
Revenue					
Other Agencies Revenue	10,211	2,531	2,531	4,000	4,080
Other Fees for Services	5,112,423	5,498,638	5,498,638	5,456,601	5,644,949
Other Revenue	0	1,913	1,913	0	0
Total Revenue	**5,122,634**	**5,503,082**	**5,503,082**	**5,460,601**	**5,649,029**
Total Source of Funds	**6,053,745**	**6,703,188**	**6,703,188**	**6,472,080**	**6,658,668**
Expenditures					
Salaries	1,419,364	1,682,032	1,682,032	1,666,175	1,740,606
Retirement and Benefits	905,760	1,065,165	1,065,165	1,081,416	1,134,633
Materials/Services/Supplies	2,204,025	2,667,672	2,667,672	2,573,010	2,630,570
Interfund Services	238,985	276,840	276,840	111,127	114,038
Services From Other Funds - Cost Allocation Plan	0	0	0	30,713	31,327
Capital Outlay	85,505	0	0	0	0
Total Expenditures	**4,853,639**	**5,691,709**	**5,691,709**	**5,462,441**	**5,651,174**
Ending Fund Balance					
Encumbrance Carryover	243,545	243,545	243,545	243,545	243,545
Unrestricted	956,561	767,934	767,934	766,094	763,949
Total Ending Fund Balance	**1,200,106**	**1,011,479**	**1,011,479**	**1,009,639**	**1,007,494**
Total Use of Funds	**6,053,745**	**6,703,188**	**6,703,188**	**6,472,080**	**6,658,668**

INTERNAL SERVICE FUNDS | INFORMATION TECHNOLOGY SERVICES FUND (045)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,049,099	2,917,529	2,917,529	2,917,529	2,917,529
Unrestricted	1,056,791	958,443	958,443	453,562	453,562
Total Beginning Fund Balance	**2,105,890**	**3,875,972**	**3,875,972**	**3,371,091**	**3,371,091**
Revenue					
Other Revenue	38	0	0	0	0
Other Agencies Revenue	2,842	0	0	0	0
Other Fees for Services	12,061,858	12,259,626	12,259,626	13,094,932	12,956,944
Total Revenue	**12,064,738**	**12,259,626**	**12,259,626**	**13,094,932**	**12,956,944**
Total Source of Funds	**14,170,628**	**16,135,598**	**16,135,598**	**16,466,023**	**16,328,035**
Expenditures					
Salaries	1,336,175	1,210,335	1,210,335	1,444,229	1,515,887
Retirement and Benefits	546,038	641,247	641,247	632,518	662,865
Materials/Services/Supplies	8,355,244	10,793,452	10,793,452	10,966,725	10,726,677
Interfund Services	57,199	69,473	69,473	1,460	1,515
Capital Outlay	0	50,000	50,000	50,000	50,000
Total Expenditures	**10,294,656**	**12,764,507**	**12,764,507**	**13,094,932**	**12,956,944**
Ending Fund Balance					
Encumbrance Carryover	2,917,529	2,917,529	2,917,529	2,917,529	2,917,529
Unrestricted	958,443	453,562	453,562	453,562	453,562
Total Ending Fund Balance	**3,875,972**	**3,371,091**	**3,371,091**	**3,371,091**	**3,371,091**
Total Use of Funds	**14,170,628**	**16,135,598**	**16,135,598**	**16,466,023**	**16,328,035**

INTERNAL SERVICE FUNDS | PUBLIC WORKS CAPITAL PROJECTS MANAGEMENT FUND (044)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	380,122	689,300	689,300	689,300	689,300
Unrestricted	184,495	83,232	83,232	0	0
Total Beginning Fund Balance	**564,617**	**772,532**	**772,532**	**689,300**	**689,300**
Revenue					
Other Fees for Services	3,962,714	3,962,226	3,962,226	4,111,656	4,362,916
Total Revenue	**3,962,714**	**3,962,226**	**3,962,226**	**4,111,656**	**4,362,916**
Total Source of Funds	**4,527,331**	**4,734,758**	**4,734,758**	**4,800,956**	**5,052,216**
Expenditures					
Salaries	2,010,908	2,077,440	2,077,440	2,181,758	2,327,172
Retirement and Benefits	962,417	1,162,993	1,162,993	1,239,127	1,331,707
Materials/Services/Supplies	127,439	450,002	450,002	459,000	468,001
Services From Other Funds - Cost Allocation Plan	105,307	107,413	107,413	201,868	205,905
Interfund Services	140,481	164,378	164,378	29,903	30,131
Total Expenditures	**3,346,552**	**3,962,226**	**3,962,226**	**4,111,656**	**4,362,916**
Transfers To					
General Fund	364,739	60,420	60,420	0	0
Sewer Utility Capital Fund	43,508	22,812	22,812	0	0
Total Transfers To	**408,247**	**83,232**	**83,232**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	689,300	689,300	689,300	689,300	689,300
Unrestricted	83,232	0	0	0	0
Total Ending Fund Balance	**772,532**	**689,300**	**689,300**	**689,300**	**689,300**
Total Use of Funds	**4,527,331**	**4,734,758**	**4,734,758**	**4,800,956**	**5,052,216**

INTERNAL SERVICE FUNDS | SPECIAL LIABILITY INSURANCE FUND (082)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	711,865	588,364	588,364	588,364	588,364
Reserve for Future Claims	3,288,135	6,488,135	6,488,135	8,622,192	9,000,000
Unrestricted	51,526	2,481,861	2,481,861	1,004,929	627,121
Total Beginning Fund Balance	**4,051,526**	**9,558,360**	**9,558,360**	**10,215,485**	**10,215,485**
Revenue					
Other Fees for Services	7,070,567	9,554,000	9,554,000	6,195,000	6,497,000
Other Agencies Revenue	264,615	0	0	0	0
Interest	37	0	0	0	0
Other Revenue	338,465	0	17,125	0	0
Total Revenue	**7,673,684**	**9,554,000**	**9,571,125**	**6,195,000**	**6,497,000**
Transfers From					
General Fund	5,200,000	0	0	0	0
Total Transfers From	**5,200,000**	**0**	**0**	**0**	**0**
Total Source of Funds	**16,925,210**	**19,112,360**	**19,129,485**	**16,410,485**	**16,712,485**
Expenditures					
Claims Payments	2,167,791	1,500,000	2,000,000	2,250,000	2,250,000
Consultant and Administration Costs	643,225	1,957,000	1,457,000	1,155,000	1,178,000
Insurance Premiums	4,555,834	6,097,000	5,457,000	2,790,000	3,069,000
Total Expenditures	**7,366,850**	**9,554,000**	**8,914,000**	**6,195,000**	**6,497,000**
Ending Fund Balance					
Encumbrance Carryover	588,364	588,364	588,364	588,364	588,364
Reserve for Future Claims	6,488,135	8,622,192	8,622,192	9,000,000	9,000,000
Unrestricted	2,481,861	347,804	1,004,929	627,121	627,121
Total Ending Fund Balance	**9,558,360**	**9,558,360**	**10,215,485**	**10,215,485**	**10,215,485**
Total Use of Funds	**16,925,210**	**19,112,360**	**19,129,485**	**16,410,485**	**16,712,485**

INTERNAL SERVICE FUNDS | UNEMPLOYMENT INSURANCE FUND (087)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	135,564	414,972	414,972	315,585	210,585
Total Beginning Fund Balance	**135,564**	**414,972**	**414,972**	**315,585**	**210,585**
Revenue					
Other Fees for Services	326,227	0	0	0	0
Other Agencies Revenue	55,984	0	613	0	0
Total Revenue	**382,211**	**0**	**613**	**0**	**0**
Total Source of Funds	**517,775**	**414,972**	**415,585**	**315,585**	**210,585**
Expenditures					
Materials/Services/Supplies	102,803	150,000	100,000	105,000	110,000
Total Expenditures	**102,803**	**150,000**	**100,000**	**105,000**	**110,000**
Ending Fund Balance					
Unrestricted	414,972	264,972	315,585	210,585	100,585
Total Ending Fund Balance	**414,972**	**264,972**	**315,585**	**210,585**	**100,585**
Total Use of Funds	**517,775**	**414,972**	**415,585**	**315,585**	**210,585**

INTERNAL SERVICE FUNDS | VEHICLE REPLACEMENT FUND (050)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Encumbrance Carryover	2,633,927	3,852,140	3,852,140	3,852,140	3,852,140
Equipment Replacement Reserve	3,358,032	3,611,023	3,611,023	3,611,023	3,611,023
Unrestricted	3,272,336	3,352,337	3,352,337	5,010,496	8,465,159
Total Beginning Fund Balance	**9,264,295**	**10,815,500**	**10,815,500**	**12,473,659**	**15,928,322**
Revenue					
Other Fees for Services	3,452,911	3,737,758	3,737,758	4,494,663	4,651,978
Other Revenue	203,607	80,000	80,000	249,600	100,000
Total Revenue	**3,656,518**	**3,817,758**	**3,817,758**	**4,744,263**	**4,751,978**
Transfers From					
Electric Operating Grant Fund	118,851	1,726,988	1,726,988	1,500,000	1,500,000
General Fund	814,310	2,000,000	2,000,000	0	0
Water Utility Fund	0	300,000	300,000	0	0
Total Transfers From	**933,161**	**4,026,988**	**4,026,988**	**1,500,000**	**1,500,000**
Total Source of Funds	**13,853,974**	**18,660,246**	**18,660,246**	**18,717,922**	**22,180,300**
Expenditures					
Capital Outlay	1,959,623	4,534,587	4,826,587	2,235,000	4,711,000
Electric Vehicle Replacements	118,851	400,000	400,000	405,000	0
Total Expenditures	**2,078,474**	**4,934,587**	**5,226,587**	**2,640,000**	**4,711,000**
Transfers To					
General Fund	960,000	960,000	960,000	149,600	0
Total Transfers To	**960,000**	**960,000**	**960,000**	**149,600**	**0**
Ending Fund Balance					
Encumbrance Carryover	3,852,140	3,852,140	3,852,140	3,852,140	3,852,140
Equipment Replacement Reserve	3,611,023	3,611,023	3,611,023	3,611,023	3,611,023
Unrestricted	3,352,337	5,302,496	5,010,496	8,465,159	10,006,137
Total Ending Fund Balance	**10,815,500**	**12,765,659**	**12,473,659**	**15,928,322**	**17,469,300**
Total Use of Funds	**13,853,974**	**18,660,246**	**18,660,246**	**18,717,922**	**22,180,300**

INTERNAL SERVICE FUNDS | WORKERS' COMPENSATION FUND (081)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Reserve for Future Claims	2,591,044	2,591,044	2,591,044	3,816,791	8,500,000
Unrestricted	4,158,482	5,865,129	5,865,129	5,324,382	641,173
Total Beginning Fund Balance	**6,749,526**	**8,456,173**	**8,456,173**	**9,141,173**	**9,141,173**
Revenue					
Other Fees for Services	5,642,210	5,835,000	5,835,000	6,097,000	6,327,000
Other Revenue	1,121,068	0	250,000	0	0
Total Revenue	**6,763,278**	**5,835,000**	**6,085,000**	**6,097,000**	**6,327,000**
Total Source of Funds	**13,512,804**	**14,291,173**	**14,541,173**	**15,238,173**	**15,468,173**
Expenditures					
Materials/Services/Supplies	4,006,010	4,858,000	4,300,000	4,750,000	4,845,000
Interfund Services	1,050,621	1,231,000	1,100,000	1,347,000	1,482,000
Total Expenditures	**5,056,631**	**6,089,000**	**5,400,000**	**6,097,000**	**6,327,000**
Ending Fund Balance					
Reserve for Future Claims	2,591,044	3,816,791	3,816,791	8,500,000	8,500,000
Unrestricted	5,865,129	4,385,382	5,324,382	641,173	641,173
Total Ending Fund Balance	**8,456,173**	**8,202,173**	**9,141,173**	**9,141,173**	**9,141,173**
Total Use of Funds	**13,512,804**	**14,291,173**	**14,541,173**	**15,238,173**	**15,468,173**

Capital Improvement Program Funds

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CAPITAL IMPROVEMENT PROGRAM FUNDS

Capital Improvement Program Funds are established to account for specific revenues and expenditures that are earmarked for major improvements to the City's infrastructure, replacements and upgrades to City assets, and improvements and upgrades to the City's utilities. The City of Santa Clara has various capital funds set up for different types of capital projects.

Cemetery Capital Fund (593)

The capital projects included in this fund are related to construction, engineering, repairs, and design of the two City-owned cemeteries.

City Affordable Housing Capital Fund (565)

As part of the Report to Council 20-804 approved by the City Council on September 1, 2020, $1.6 million was set aside for a low-income housing development at 1601 Civic Center Drive. This fund tracks all activity related to that development.

Convention Center Capital Fund (865)

This fund was established in FY 2020/21 through Report to Council 21-1176 approved by the City Council on January 12, 2021. This fund accounts for the capital improvements to the Convention Center. Improvements to the Convention Center are funded by the initial City capital contribution from the General Fund in addition to developer contributions from the Convention Center operations management team, OVG360, and the food and beverage operator, Levy.

Electric Utility Capital Fund (591)

This fund accounts for projects pertaining to system improvements, substation construction, and technology projects. Customer service charges, developer contributions, debt financing, and transfers from other enterprise funds are the primary sources of revenue for these projects.

Fire Department Capital Fund (536)

This fund tracks projects that include the replacement of firefighting equipment, defibrillators, personal protective equipment, firehouse safety systems, and fire station improvements. The General Fund provides the funding for these projects.

General Government Capital Fund (539)

This fund accounts for projects primarily related to the implementation, maintenance, and upgrades for the various applications in Citywide departments. The funding sources are mainly from grants and transfers from the City's enterprise funds and the General Fund.

Library Department Capital Fund (537)

This fund tracks projects associated with the capital maintenance, construction, safety, and appearance of library facilities, funded by the General Fund.

Parks and Recreation Capital Fund (532)

This fund accounts for the projects associated with the acquisition, development, and capital improvement of neighborhood and community parks, recreation facilities, and open space to meet the needs of the City residents. Funding sources for these projects include developer contributions, grants and donations, parks Mitigation Act fees (MFA), and Quimby Act fees.

Patrick Henry Drive Infrastructure Improvement Fund (542)

This fund was established in FY 2021/22 through the Report to Council 22-90 approved by the City Council on March 22, 2022, and is managed by the Department of Public Works. This fund accounts for impact fee revenues and project expenditures related to the Patrick Henry Drive Specific Plan.

Public Buildings Capital Fund (538)

The projects in this fund are associated with repairs and capital maintenance for public buildings, including mechanical and electrical systems, primarily funded by the General Fund.

Recycled Water Capital Fund (597)

This fund tracks projects related to the installation of recycled water mains, including extensions to existing service and for new developments, supported by recycled water customer service charges.

Related Santa Clara Developer Fund (540)

This fund tracks the financial resources from the Developer to fund City staff in pre-development and permit processing efforts and third-party consultant work for the Related Santa Clara project.

Sewer Utility Capital Fund (594)

This fund tracks projects related to the construction and upkeep of the City's sewer system including sewer mains and the City of Santa Clara/San José wastewater treatment facility. These projects are funded through customer service charges, connection charges, debt financing, and the sewer conveyance fee.

Solid Waste Capital Fund (596)

The capital projects included in this fund are related to the construction of wells, well abandonments, erosion and settlement repair and prevention, maintenance of landfill gas, and miscellaneous landfill monitoring requirements. Funding sources for these projects include lease revenues, customer service charges, and developer contributions.

Storm Drain Capital Fund (535)

The projects in the Storm Drain Capital Fund contribute to the expansion, construction, and rehabilitation of the City's storm drain system. Primary funding sources include the General Fund and developer-funded storm drain charges.

Street Lighting Capital Fund (534)

This fund accounts for projects related to the replacement and installation of citywide street lighting to provide adequate lighting for streets, new developments, and parking lots. These projects are funded via customer service charges, developer contributions, and electric public benefits charges.

Streets and Highways Capital Fund (533)

This fund tracks the City's projects that are related to the maintenance of local transportation facilities, traffic infrastructure, street rehabilitation, sidewalk, curb, and gutter improvements. Primary funding sources for these types of projects include traffic mitigation fees, gas tax, and Road Maintenance and Rehabilitation Account proceeds.

Tasman East Infrastructure Improvement Fund (541)

This fund was established in FY 2020/21 through the Report to Council 20-787 approved by the City Council on November 17, 2020 and is managed by the Department of Public Works. This fund accounts for impact fee revenues and project expenditures related to the Tasman East Specific Plan.

Water Utility Capital Fund (592)

The projects in this fund pertain to the construction and upkeep of the water system including water mains, hydrants, wells and pumps, storage tanks, and the asset management system. Customer service charges and developer contributions are the primary funding sources for these projects.

The following section details the City of Santa Clara's Capital Improvement Program Funds' Statements of Sources and Uses and their Amended Biennial Capital Improvement Program Budget for Fiscal Year 2023/24.

CAPITAL IMPROVEMENT PROGRAM FUNDS | CEMETERY CAPITAL FUND (593)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	51,635	44,418	44,418	51,635	44,418
Unrestricted	248,365	233,980	233,980	0	0
Total Beginning Fund Balance	**300,000**	**278,398**	**278,398**	**51,635**	**44,418**
Transfers From					
General Fund	8,409	9,225	9,225	9,597	0
Total Transfers From	**8,409**	**9,225**	**9,225**	**9,597**	**0**
Total Source of Funds	**308,409**	**287,623**	**287,623**	**61,232**	**44,418**
Expenditures					
3628 - Sarah E. Fox Mausoleum Repairs	21,602	233,980	233,980	0	0
3699 - PW Capital Projects Management	8,409	9,225	9,225	9,597	0
Total Expenditures	**30,011**	**243,205**	**243,205**	**9,597**	**0**
Ending Fund Balance					
Encumbrance Carryover	44,418	44,418	44,418	51,635	44,418
Unrestricted	233,980	0	0	0	0
Total Ending Fund Balance	**278,398**	**44,418**	**44,418**	**51,635**	**44,418**
Total Use of Funds	**308,409**	**287,623**	**287,623**	**61,232**	**44,418**

CAPITAL IMPROVEMENT PROGRAM FUNDS | CITY AFFORDABLE HOUSING CAPITAL FUND (565)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Unrestricted	1,730,201	7,360,576	7,360,576	0	5,760,576
Total Beginning Fund Balance	**1,730,201**	**7,360,576**	**7,360,576**	**0**	**5,760,576**
Revenue					
Other Revenue	5,613,415	0	0	0	0
Interest	16,960	0	0	0	0
Total Revenue	**5,630,375**	**0**	**0**	**0**	**0**
Total Source of Funds	**7,360,576**	**7,360,576**	**7,360,576**	**0**	**5,760,576**
Expenditures					
5211 - Civic Center Drive - Low Income Housing	0	1,600,000	1,600,000	0	0
Total Expenditures	**0**	**1,600,000**	**1,600,000**	**0**	**0**
Ending Fund Balance					
Unrestricted	7,360,576	5,760,576	5,760,576	0	5,760,576
Total Ending Fund Balance	**7,360,576**	**5,760,576**	**5,760,576**	**0**	**5,760,576**
Total Use of Funds	**7,360,576**	**7,360,576**	**7,360,576**	**0**	**5,760,576**

CAPITAL IMPROVEMENT PROGRAM FUNDS

CONVENTION CENTER CAPITAL FUND (865)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Unrestricted	3,146,241	2,691,883	2,691,883	69,029	0
Total Beginning Fund Balance	**3,146,241**	**2,691,883**	**2,691,883**	**69,029**	**0**
Revenue					
Other Revenue	480,432	0	0	0	0
Total Revenue	**480,432**	**0**	**0**	**0**	**0**
Transfers From					
Convention Center Enterprise Fund	1,764,000	0	0	0	0
Public Buildings Capital Fund	83,112	0	0	0	0
Total Transfers From	**1,847,112**	**0**	**0**	**0**	**0**
Total Source of Funds	**5,473,785**	**2,691,883**	**2,691,883**	**69,029**	**0**
Expenditures					
8101 - Santa Clara Convention Center Condition Assessment Repair	2,741,902	2,691,883	2,691,883	0	0
Total Expenditures	**2,741,902**	**2,691,883**	**2,691,883**	**0**	**0**
Transfers To					
General Fund	40,000	0	0	0	0
Total Transfers To	**40,000**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Unrestricted	2,691,883	0	0	69,029	0
Total Ending Fund Balance	**2,691,883**	**0**	**0**	**69,029**	**0**
Total Use of Funds	**5,433,785**	**2,691,883**	**2,691,883**	**69,029**	**0**

CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	13,173,288	28,437,189	28,437,189	13,173,288	28,437,189
Unrestricted	104,798,723	91,179,321	91,179,321	5,992,948	16,615,040
Total Beginning Fund Balance	**117,972,011**	**119,616,510**	**119,616,510**	**19,166,236**	**45,052,229**
Revenue					
Other Revenue	39,801,660	52,405,338	52,405,338	16,123,480	37,980,480
Total Revenue	**39,801,660**	**52,405,338**	**52,405,338**	**16,123,480**	**37,980,480**
Transfers From					
Electric Debt Service Fund	0	0	0	120,950,000	305,250,000
Electric Operating Grant Trust Fund	4,851,839	4,702,669	4,702,669	1,000,000	1,000,000
Electric Utility Fund	14,000,865	59,229,040	59,229,040	41,843,798	13,919,559
General Fund - Capital Projects Reserve	330,000	0	0	0	0
Storm Drain Capital Fund	0	0	0	65,000	65,000
Water Utility Fund	0	120,000	120,000	120,000	120,000
Total Transfers From	**19,182,704**	**64,051,709**	**64,051,709**	**163,978,798**	**320,354,559**
Total Source of Funds	**176,956,375**	**236,073,557**	**236,073,557**	**199,268,514**	**403,387,268**
Expenditures					
2452 - 60KV Breaker Upgrades	3,922	5,994,901	5,994,901	9,608,000	0
2461 - Battery Energy Storage System	0	1,972,479	1,972,479	258,246	200,000
2457 - Bowers Avenue Junction	101,322	2,970,000	2,970,000	0	0
2407 - Bucks Creek Relicensing	302,433	131,685	131,685	0	0
2398 - Clean Energy and Carbon Reduction	1,336	4,325,015	4,325,015	0	0
2435 - DOT Gas Pipeline Upgrades and Repairs	450,434	1,164,421	1,164,421	0	0
NEW - Duane-Scott 115kV Reconductor	0	0	0	0	1,620,000
2441 - Electric Vehicle (EV) Charging	651,452	2,193,386	2,193,386	1,000,000	1,000,000

CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
2010 - Electric Yard Buildings and Grounds	142,439	2,214,698	2,214,698	566,000	566,000
2418 - Esperanca Substation	33,260	16,010,919	16,010,919	12,484,526	12,484,526
2004 - Fiber Development, Design, and Expansion	663,107	2,128,332	2,128,332	2,262,737	2,262,737
2451 - Freedom Circle Junction Substation	465,541	3,308,213	3,308,213	1,363,250	1,363,250
2119 - Generation Capital Maintenance and Betterments	131,079	2,020,493	2,020,493	2,100,000	2,100,000
2460 - Grizzly Tap Line Repairs	0	12,500,000	12,500,000	12,500,000	12,500,000
2431 - Homestead Substation Rebuild	31,441	1,501,937	1,501,937	0	0
2111 - Implementation of Advanced Metering Infrastructure (AMI)	672,704	471,121	471,121	0	0
2403 - Install Fairview Substation - Third Transformer Bank	334,431	0	0	0	0
2462 - Juliette Substation Transformer Rerate and Installation	0	2,000,000	2,000,000	0	0
2453 - KRS Rebuild and Replacement	6,286	8,777,017	8,777,017	47,760,203	78,460,203
2443 - Laurelwood Substation	2,084	5,497,916	5,497,916	0	0
2127 - Major Engine Overhaul and Repair	16,956,765	14,489,741	14,489,741	205,000	205,000
2450 - Martin Avenue Junction Substation	317,734	1,174,510	1,174,510	5,838,000	5,838,000
2449 - Memorex Junction Substation	221,483	6,645,939	6,645,939	1,009,000	3,776,000
2390 - Network and Cyber Security Infrastructure	205,956	87,927	87,927	0	0
2005 - New Business Estimate Work	4,717,734	5,977,227	5,977,227	4,786,250	4,786,250
2444 - Northwest Loop Capacity Upgrade	0	1,050,000	1,050,000	1,100,000	3,700,000
2430 - NRS 230kv Spare Transformer	2,434	1,997,566	1,997,566	15,000,000	0
2445 - NRS Breaker 392 Addition	496	4,073,504	4,073,504	176,000	0
2454 - NRS Transformer and Breaker Upgrades	3,394	8,229,945	8,229,945	5,605,000	81,888,394

CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

		2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures						
2455	- NRS-KRS 115kV Line	3,472	3,537,843	3,537,843	0	29,258,000
2440	- Oaks Junction	180,289	2,416,061	2,416,061	0	0
2395	- Operations and Planning Technology	91,770	1,393,541	1,393,541	225,000	225,000
2433	- Parker Substation	109,845	0	0	0	0
2446	- Renewable Energy Microgrid	123,720	4,063,436	4,063,436	0	0
2434	- Replace Balance of Plant Control System (DCS)	178,040	2,590,177	2,590,177	2,025,000	0
2442	- San Tomas Junction	1,559,110	3,726,707	3,726,707	0	0
2104	- Serra Substation Re-Build	6,907,622	571,658	571,658	0	0
NEW	- South Loop Reconductor	0	0	0	0	18,610,000
2456	- SRS Rebuild and Replacement	5,358	11,753,644	11,753,644	50,500,203	79,500,203
2448	- Stender Way Junction Substation	283,244	7,817,347	7,817,347	194,000	194,000
2429	- Storm Water Compliance	73,904	730,970	730,970	0	0
2008	- Substation Capital Maintenance and Betterments	0		0	0	1,034,000
2447	- Substation Control and Communication System Replacement	161,590	117,769	117,769	95,396	95,396
2424	- Substation Physical Security Improvements	0	226,503	226,503	33,223	0
2410	- System Capacity Expansion	370,894	3,138,445	3,138,445	947,536	947,536
2006	- Transmission and Distribution Capital Maintenance and Betterments	1,695,309	9,632,179	9,632,179	1,977,708	3,077,708
2459	- Transmission Loop 1	0	1,830,000	1,830,000	0	3,500,000
2463	- Transmission Loop 2	0	2,000,000	2,000,000	0	0
2124	- Transmission System Reinforcements	18,587,400	1,347,862	1,347,862	0	0
2423	- Utility Billing CIS Replacement	0	2,000,000	2,000,000	0	0
2437	- Valve Replacement and Repair	0	1,048,828	1,048,828	0	0
2458	- Walsh-Uranium 60kV Reconductor	0	377,000	377,000	2,380,000	2,380,000
2432	- Yard Pavement Project	16,733	855,591	855,591	0	0
Total Expenditures		**56,767,567**	**180,084,453**	**180,084,453**	**182,000,278**	**351,572,203**

CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Transfers To					
Electric Operating Grant Trust Fund	200,082	0	0	0	0
Electric Utility Fund	0	10,888,289	10,888,289	0	0
General Government Capital Fund	0	48,586	48,586	0	0
Sewer Utility Fund	186,108	0	0	0	0
Water Utility Fund	186,108	0	0	0	0
Total Transfers To	**572,298**	**10,936,875**	**10,936,875**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	28,437,189	28,437,189	28,437,189	13,173,288	28,437,189
Unrestricted	91,179,321	16,615,040	16,615,040	4,094,948	23,377,876
Total Ending Fund Balance	**119,616,510**	**45,052,229**	**45,052,229**	**17,268,236**	**51,815,065**
Total Use of Funds	**176,956,375**	**236,073,557**	**236,073,557**	**199,268,514**	**403,387,268**

CAPITAL IMPROVEMENT PROGRAM FUNDS | FIRE DEPARTMENT CAPITAL FUND (536)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	126,861	918,327	918,327	126,861	918,327
Unrestricted	823,737	456,131	456,131	0	0
Total Beginning Fund Balance	**950,598**	**1,374,458**	**1,374,458**	**126,861**	**918,327**
Transfers From					
General Fund - Capital Projects Reserve	774,110	586,536	586,536	427,374	427,374
General Fund - Land Sale Reserve	0	73,613	73,613	0	0
General Fund	63,000	1,617	1,617	1,683	0
Total Transfers From	**837,110**	**661,766**	**661,766**	**429,057**	**427,374**
Total Source of Funds	**1,787,708**	**2,036,224**	**2,036,224**	**555,918**	**1,345,701**
Expenditures					
4064 - City-Wide AED Replacements	0	914	914	0	0
4094 - Computer Aided Dispatch (CAD) Alerting System Upgrade	223,047	86,563	86,563	0	0
4089 - Defibrillator/Monitor Replacement	44,001	69,440	69,440	70,000	70,000
4097 - Diesel Exhaust Removal Systems	0	200,000	200,000	0	0
4086 - Emergency Operations Center Capital Refurbishment	4,263	3,221	3,221	0	0
4085 - Emergency Operations Center Communications System Upgrade	0	40,599	40,599	0	0
4088 - EMS System First Responder Projects	0	11,335	11,335	0	0
4067 - Fire Department Accela Implementation	0	63,000	63,000	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | FIRE DEPARTMENT CAPITAL FUND (536)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
4098 - Fire Station 8 Fixture Furniture & Equipment	0	60,001	60,001	0	0
4084 - Protective Equipment Replacement	141,703	420,153	420,153	357,374	357,374
4099 - PW Capital Projects Management	0	1,617	1,617	1,683	0
4063 - Replacement SCBA Filling Stations	0	100,000	100,000	0	0
4070 - Station 2 Training Tower Renovation	0	0	0	0	0
Total Expenditures	**413,014**	**1,056,843**	**1,056,843**	**429,057**	**427,374**
Transfers To					
General Fund - Capital Projects Reserve	236	61,054	61,054	0	0
Total Transfers To	**236**	**61,054**	**61,054**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	918,327	918,327	918,327	126,861	918,327
Unrestricted	456,131	0	0	0	0
Total Ending Fund Balance	**1,374,458**	**918,327**	**918,327**	**126,861**	**918,327**
Total Use of Funds	**1,787,708**	**2,036,224**	**2,036,224**	**555,918**	**1,345,701**

CAPITAL IMPROVEMENT PROGRAM FUNDS | GENERAL GOVERNMENT CAPITAL FUND (539)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	742,479	1,259,721	1,259,721	742,479	1,259,721
Unrestricted	8,800,921	6,165,376	6,165,376	0	0
Total Beginning Fund Balance	**9,543,400**	**7,425,097**	**7,425,097**	**742,479**	**1,259,721**
Revenue					
Other Agencies Revenue	204,401	0	0	0	0
Other Revenue	9,520	0	0	0	0
Total Revenue	**213,921**	**0**	**0**	**0**	**0**
Transfers From					
Building Development Services Fund	1,737	1,737	1,737	1,737	1,737
Cemetery Fund	822	822	822	822	822
Electric Utility Capital Fund	0	20,226	20,226	0	0
Electric Utility Fund	596,323	232,683	232,683	596,323	596,323
Recycled Water Capital Fund	0	20,226	20,226	0	0
Sewer Utility Capital Fund	0	233,284	233,284	0	0
Sewer Utility Fund	50,278	4,278	4,278	50,278	50,278
Solid Waste Fund	26,621	5,121	5,121	26,621	26,621
Storm Drain Capital Fund	1,000	0	0	0	0
Water Utility Capital Fund	0	20,226	20,226	0	0
Water Utility Fund	158,936	119,436	119,436	158,936	158,936
General Fund	0	325,000	325,000	0	0
General Fund - Advanced Planning Fee Reserve	0	22,610	22,610	0	0
General Fund - Capital Projects Reserve	689,283	221,941	221,941	90,283	90,283
General Fund - Land Sale Reserve	30,000	1,200,000	1,200,000	0	0
Total Transfers From	**1,555,000**	**2,427,590**	**2,427,590**	**925,000**	**925,000**
Total Source of Funds	**11,312,321**	**9,852,687**	**9,852,687**	**1,667,479**	**2,184,721**
Expenditures					
6549 - Agenda and Document Management Systems	84,600	442,926	442,926	0	0
6003 - Broadband Community System General Government Network	4,622	166,594	166,594	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | GENERAL GOVERNMENT CAPITAL FUND (539)

		2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures						
6118	- CAD/RMS System Replacement	530,421	240,208	240,208	0	0
6513	- Computer Replacement Program	37,480	265,764	265,764	0	0
6514	- Consolidate and Upgrade Servers	5,428	579,501	579,501	0	0
6018	- Convention Center Repairs and Upgrades	0	0	0	0	0
6550	- Cyber Security Risk Mitigation	23,521	35,613	35,613	0	0
6559	- Downtown Master Plan	136,868	22,610	22,610	0	0
6560	Downtown Master Plan Implementation	1,811,288	0	0	0	0
6563	- El Camino Specific Plan	0	1,000,000	1,000,000	0	0
6551	- End User/Desktop Transformation	0	95,851	95,851	0	0
6501	- FHRMS Update Project	9,112	1,180,669	1,180,669	75,000	75,000
6557	- Fire Station Video Conferencing	0	198,961	198,961	0	0
6534	- GIS Enterprise System (Geospatial Information System)	233,035	527,493	527,493	300,000	300,000
6532	- Intranet Collaboration Suite Implementation	0	175,375	175,375	0	0
6558	- Morse Mansion Rehabilitation	34,646	92,575	92,575	50,000	50,000
6555	- Office Reconfiguration	932	305,218	305,218	0	0
6075	- Permit Information System	257,183	520,385	520,385	0	0
6564	- Precise Plan for Downtown	0	353,360	353,360	0	0
6505	- Replace Network Equipment	480,261	129,349	129,349	0	0
6562	- Transportation Demand Management	0	200,000	200,000	0	0
6179	- UPRR Agnew Siding - City Utility Protection/Relocation	0	426,620	426,620	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | GENERAL GOVERNMENT CAPITAL FUND (539)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
6103 - Utility Management Information System (UMIS) Enhancements	143,494	1,626,979	1,626,979	500,000	500,000
6520 - Zoning Code Update	29,273	0	0	0	0
Total Expenditures	**3,822,164**	**8,586,051**	**8,586,051**	**925,000**	**925,000**
Transfers To					
Convention Center Capital Fund	64,600	0	0	0	0
General Fund	460	6,915	6,915	0	0
Total Transfers To	**65,060**	**6,915**	**6,915**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	1,259,721	1,259,721	1,259,721	742,479	1,259,721
Unrestricted	6,165,376	0	0	0	0
Total Ending Fund Balance	**7,425,097**	**1,259,721**	**1,259,721**	**742,479**	**1,259,721**
Total Use of Funds	**11,312,321**	**9,852,687**	**9,852,687**	**1,667,479**	**2,184,721**

CAPITAL IMPROVEMENT PROGRAM FUNDS | LIBRARY DEPARTMENT CAPITAL FUND (537)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	16,500	131,279	131,279	9,170	131,279
Unrestricted	190,108	35,747	35,747	0	0
Total Beginning Fund Balance	**206,608**	**167,026**	**167,026**	**9,170**	**131,279**
Transfers From					
General Fund - Capital Projects Reserve	0	273,000	273,000	0	0
General Fund	7,872	8,831	8,831	9,187	0
Total Transfers From	**7,872**	**281,831**	**281,831**	**9,187**	**0**
Total Source of Funds	**214,480**	**448,857**	**448,857**	**18,357**	**131,279**
Expenditures					
5054 - Central Library Fire Panel Upgrade	28,284	0	0	0	0
5055 - Central Park Library Concrete Sidewalk Replacement	0	273,000	273,000	0	0
5053 - Northside Library Photovoltaic System	9,170	0	0	0	0
5049 - Public Spaces	0	28,626	28,626	0	0
5099 - PW Capital Projects Management	7,872	8,831	8,831	9,187	0
5044 - Remodel of Mission Branch Library	2,128	7,121	7,121	0	0
Total Expenditures	**47,454**	**317,578**	**317,578**	**9,187**	**0**
Ending Fund Balance					
Encumbrance Carryover	131,279	131,279	131,279	9,170	131,279
Unrestricted	35,747	0	0	0	0
Total Ending Fund Balance	**167,026**	**131,279**	**131,279**	**9,170**	**131,279**
Total Use of Funds	**214,480**	**448,857**	**448,857**	**18,357**	**131,279**

CAPITAL IMPROVEMENT PROGRAM FUNDS | PARKS AND RECREATION CAPITAL FUND (532)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	2,607,975	1,845,995	1,845,995	2,607,975	1,845,995
Unrestricted	17,329,850	32,201,161	32,201,161	418,688	17,478,982
Total Beginning Fund Balance	**19,937,825**	**34,047,156**	**34,047,156**	**3,026,663**	**19,324,977**
Revenue					
Other Agencies Revenue	59,245	2,821,642	2,821,642	0	0
Mitigation Fee Act Revenue	14,634,898	25,216,358	25,216,358	0	0
Quimby Act Fees	3,778,469	0	0	0	0
Other Revenue	275,362	1,019,998	1,019,998	0	0
Developer Contributions	0	500,000	500,000	0	0
Interest	276,420	0	0	0	0
Total Revenue	**19,024,394**	**29,557,998**	**29,557,998**	**0**	**0**
Transfers From					
General Fund	200,000	202,529	202,529	0	258,941
General Fund - Land Sale Reserve	2,143,117	25,000	25,000	0	0
Electric Operating Grant Trust Fund	0	300,000	300,000	0	0
Total Transfers From	**2,343,117**	**527,529**	**527,529**	**0**	**258,941**
Total Source of Funds	**41,305,336**	**64,132,683**	**64,132,683**	**3,026,663**	**19,583,918**
Expenditures					
3187 - Bowers Park Roof Replacement	23,200	173,745	173,745	0	0
3183 - Central Park Magical Bridge	256,660	8,884,000	8,884,000	0	0
3196 - Central Park Maser Plan - Aquatic Center Planning & Design	0	358,000	358,000	0	0
3133 - Central Park Master Plan - New Entrance, Access, and Parking	34,121	2,370,144	2,370,144	0	0
3132 - Community Park North - Phase I	0	500,000	500,000	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | PARKS AND RECREATION CAPITAL FUND (532)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
3129 - Eddie Souza Park Building Repair	0	300,000	300,000	0	0
3134 - Electronic Access for Meeting Rooms	391	575,809	575,809	0	0
3102 - Facility Condition Assessment	0	400,000	400,000	0	0
3194 - FF&E Developer Delivered Parkland	7,995	111,005	111,005	0	0
3195 - Henry Schmidt Park Playground Rehabilitation	0	235,000	235,000	0	0
3189 - Homeridge Park Playground Rehabilitation	7,946	0	0	0	0
3130 - Maywood Park Playground Rehabilitation	0	2,256,622	2,256,622	0	0
3128 - MFA Developer Reimbursement	0	210,572	210,572	0	0
3146 - Mission Library Gazebo	19,322	210,000	210,000	0	0
3184 - Montague Park Enhancement	23,597	7,237,379	7,237,379	0	0
3101 - Parks and Recreation Master Plan	0	300,000	300,000	0	0
3181 - Park Impact Fees (Quimby, MFA, Developer) Monitoring Project	27,899	1,264,551	1,264,551	278,000	278,000
3001 - Park Improvements	312,053	155,926	155,926	0	0
3127 - Parkland Acquisition	0	6,000,000	6,000,000	0	0
3197 - Parks Service Center Roof	0	800,000	800,000	0	0
3199 - PW Capital Projects Management	493,379	442,406	442,406	0	1,020,457
3198 - Quimby Developer Reimbursement	0	2,398,385	2,398,385	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | PARKS AND RECREATION CAPITAL FUND (532)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
3186 - Restroom at Fairway Glen Park	99,519	815,582	815,582	0	0
3188 - Senior Center Gym Equipment Replacement	164,652	4,237	4,237	0	0
3137 - Warburton Park Playground Rehabilitation	0	1,331,800	1,331,800	0	0
3136 - Westwood Oaks Park Playground Rehabilitation	78,933	1,874,328	1,874,328	0	0
3177 - Youth Soccer Fields & Athletic Facilities- Reed & Grant Street	375,172	0	0	0	0
Total Expenditures	**1,924,839**	**39,209,491**	**39,209,491**	**278,000**	**1,298,457**
Transfers To					
General Fund	9,494	0	0	0	0
General Fund - Capital Projects Reserve	3,274	0	0	0	0
General Fund - Land Sale Reserve (Loan Repayment for Reed and Grant Sports Park)	3,295,573	5,598,215	5,598,215	0	0
Streets and Highways Capital Fund	2,025,000	0	0	0	0
Total Transfers To	**5,333,341**	**5,598,215**	**5,598,215**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	1,845,995	1,845,995	1,845,995	2,607,975	1,845,995
Unrestricted	32,201,161	17,478,982	17,478,982	140,688	16,439,466
Total Ending Fund Balance	**34,047,156**	**19,324,977**	**19,324,977**	**2,748,663**	**18,285,461**
Total Use of Funds	**41,305,336**	**64,132,683**	**64,132,683**	**3,026,663**	**19,583,918**

CAPITAL IMPROVEMENT PROGRAM FUNDS | PATRICK HENRY DRIVE INFRASTRUCTURE IMPROVEMENT FUND (542)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue					
Patrick Henry Infrastructure Impact Fee	0	69,205	0	71,281	140,486
Total Revenue	**0**	**69,205**	**0**	**71,281**	**140,486**
Transfers From					
General Fund - Capital Projects Reserve	0	0	69,205	0	0
Total Transfers From	**0**	**0**	**69,205**	**0**	**0**
Total Source of Funds	**0**	**69,205**	**69,205**	**71,281**	**140,486**
Expenditures					
4710 - Patrick Henry Drive Administration	0	69,205	69,205	71,281	71,281
Total Expenditures	**0**	**69,205**	**69,205**	**71,281**	**71,281**
Transfers To					
General Fund - Capital Projects Reserve	0	0	0	0	69,205
Total Transfers To	**0**	**0**	**0**	**0**	**69,205**
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	**0**	**0**	**0**	**0**	**0**
Total Use of Funds	**0**	**69,205**	**69,205**	**71,281**	**140,486**

CAPITAL IMPROVEMENT PROGRAM FUNDS | PUBLIC BUILDINGS CAPITAL FUND (538)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	3,970,517	1,670,153	1,670,153	3,970,517	1,670,153
Unrestricted	3,537,354	2,339,492	2,339,492	0	0
Total Beginning Fund Balance	**7,507,871**	**4,009,645**	**4,009,645**	**3,970,517**	**1,670,153**
Revenue					
Other Revenue	0	100,000	100,000	0	0
Total Revenue	**0**	**100,000**	**100,000**	**0**	**0**
Transfers From					
General Fund	12,953	195,532	195,532	20,320	169,019
General Fund - Capital Projects Reserve	385,000	1,250,000	1,250,000	1,501,000	1,421,000
Water Utility Fund	0	1,263,050	1,263,050	0	0
Total Transfers From	**397,953**	**2,708,582**	**2,708,582**	**1,521,320**	**1,590,019**
Total Source of Funds	**7,905,824**	**6,818,227**	**6,818,227**	**5,491,837**	**3,260,172**
Expenditures					
6153 - ADA Self Evaluation and Transition Plan Update	4,439	10,529	10,529	0	0
6177 - Berman Building Gate and Electrical Panel Upgrades Project	0	150,000	150,000	0	0
6150 - City Hall Security & Key System Upgrade	6,671	176	176	0	0
6144 - Civic Center Campus Renovation (Multi-Department)	0	139,127	139,127	0	0
6163 - COVID-19 Safety Renovations	690	49,310	49,310	0	0
6137 - Hazardous Material Management for Soil and Groundwater on City Properties	2,689	173,453	173,453	0	0
6149 - HVAC Chiller Unit	59,379	39,124	39,124	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | PUBLIC BUILDINGS CAPITAL FUND (538)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
6123 - Public Building Parking Lot Improvements	26,943	391,631	391,631	0	0
6199 - PW Capital Projects Management Costs	12,953	19,532	19,532	20,320	169,019
6139 - Repair to Historic	324,235	131,170	131,170	100,000	100,000
6138 - Repairs-Modifications to City Buildings	60,040	536,751	536,751	175,000	175,000
6158 - Stationary Standby Generators	2,367,771	3,430,961	3,430,961	1,191,000	1,111,000
6140 - Triton Museum Repair and Modifications	9,184	76,310	76,310	35,000	35,000
Total Expenditures	**2,874,994**	**5,148,074**	**5,148,074**	**1,521,320**	**1,590,019**
Transfers To					
Convention Center Capital Fund	18,512	0	0	0	0
General Fund	1,184	0	0	0	0
General Fund - Capital Projects Reserve	1,001,489	0	0	0	0
Total Transfers To	**1,021,185**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	1,670,153	1,670,153	1,670,153	3,970,517	1,670,153
Unrestricted	2,339,492	0	0	0	0
Total Ending Fund Balance	**4,009,645**	**1,670,153**	**1,670,153**	**3,970,517**	**1,670,153**
Total Use of Funds	**7,905,824**	**6,818,227**	**6,818,227**	**5,491,837**	**3,260,172**

CAPITAL IMPROVEMENT PROGRAM FUNDS | RECYCLED WATER CAPITAL FUND (597)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Unrestricted	1,926,414	1,972,874	1,972,874	1,876,414	622,874
Total Beginning Fund Balance	**1,926,414**	**1,972,874**	**1,972,874**	**1,876,414**	**622,874**
Transfers From					
Water Recycling Fund	50,000	0	0	0	0
Total Transfers From	**50,000**	**0**	**0**	**0**	**0**
Total Source of Funds	**1,976,414**	**1,972,874**	**1,972,874**	**1,876,414**	**622,874**
Expenditures					
7505 - Recycled Water System Mains and Services	3,540	29,774	29,774	50,000	50,000
Total Expenditures	**3,540**	**29,774**	**29,774**	**50,000**	**50,000**
Transfers To					
General Government Capital Fund	0	20,226	20,226	0	0
Water Recycling Fund	0	0	1,300,000	0	0
Total Transfers To	**0**	**20,226**	**1,320,226**	**0**	**0**
Ending Fund Balance					
Unrestricted	1,972,874	1,922,874	622,874	1,826,414	572,874
Total Ending Fund Balance	**1,972,874**	**1,922,874**	**622,874**	**1,826,414**	**572,874**
Total Use of Funds	**1,976,414**	**1,972,874**	**1,972,874**	**1,876,414**	**622,874**

CAPITAL IMPROVEMENT PROGRAM FUNDS | RELATED

SANTA CLARA DEVELOPER FUND (540)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	641,455	598,382	598,382	641,455	598,382
Unrestricted	(1,220,432)	(1,118,024)	(1,118,024)	3,000	0
Total Beginning Fund Balance	**(578,977)**	**(519,642)**	**(519,642)**	**644,455**	**598,382**
Revenue					
Other Revenue	1,060,197	4,086,341	4,086,341	3,041,508	968,330
Interest	2,871	0	0	0	0
Total Revenue	**1,063,068**	**4,086,341**	**4,086,341**	**3,041,508**	**968,330**
Total Source of Funds	**484,091**	**3,566,699**	**3,566,699**	**3,685,963**	**1,566,712**
Expenditures					
4511 - Related General Admin Project	15,517	349,103	349,103	370,183	318,330
4512 - Related Permit Work Project	231,226	1,909,214	1,909,214	2,021,325	0
4513 - Other Development Project Services	756,990	710,000	710,000	650,000	650,000
Total Expenditures	**1,003,733**	**2,968,317**	**2,968,317**	**3,041,508**	**968,330**
Ending Fund Balance					
Encumbrance Carryover	598,382	598,382	598,382	641,455	598,382
Unrestricted	(1,118,024)	0	0	3,000	0
Total Ending Fund Balance	**(519,642)**	**598,382**	**598,382**	**644,455**	**598,382**
Total Use of Funds	**484,091**	**3,566,699**	**3,566,699**	**3,685,963**	**1,566,712**

CAPITAL IMPROVEMENT PROGRAM FUNDS | SEWER UTILITY CAPITAL FUND (594)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	3,639,338	2,297,972	2,297,972	3,639,338	2,297,972
Restricted - Sewer Conveyance Fee	39,419,207	44,777,734	44,777,734	0	22,128,559
Unrestricted	22,059,092	(15,143,125)	(15,143,125)	9,404,214	59,965
Total Beginning Fund Balance	**65,117,637**	**31,932,581**	**31,932,581**	**13,043,552**	**24,486,496**
Revenue					
Other Agencies Revenue	(5,736,770)	0	0	0	0
Other Fees for Services	5,682,381	0	0	0	0
Other Revenue	1,389,253	0	0	0	0
Interest	720,262	0	0	0	0
Total Revenue	**2,055,126**	**0**	**0**	**0**	**0**
Transfers From					
PW CIP Management Fund	43,508	22,812	22,812	0	0
Sewer Utility Fund	5,611,748	35,844,914	40,090,523	11,518,935	3,867,222
Sewer Utility Debt Service Fund	0	0	0	0	10,000,000
Total Transfers From	**5,655,256**	**35,867,726**	**40,113,335**	**11,518,935**	**13,867,222**
Total Source of Funds	**72,828,019**	**67,800,307**	**72,045,916**	**24,562,487**	**38,353,718**
Expenditures					
1979 - PW Capital Projects Management - Sewer Utility	1,083,803	775,066	775,066	815,017	467,313
1909 - Sanitary Sewer Capacity Improvements	249,588	22,748,620	22,410,585	209,489	214,915
1919 - Sanitary Sewer Hydraulic Modeling As Needed Support	326,485	1,082,614	1,082,614	120,000	123,120
1920 - Sanitary Sewer Master Plan Update	0	980,038	980,038	0	0
1911 - Sanitary Sewer System Condition Assessment	602,207	1,500,000	1,500,000	500,000	500,000
1912 - Sanitary Sewer System Improvements	987,672	1,766,707	6,012,316	2,000,000	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | SEWER UTILITY CAPITAL FUND (594)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
1908 - S.J.-S.C. Regional Wastewater Facility	37,645,683	13,815,517	13,815,517	14,968,166	12,416,453
1916 - Walsh Avenue @ San Tomas Aquino Creek Sanitary Sewer Siphon	0	750,000	750,000	0	0
Total Expenditures	**40,895,438**	**43,418,562**	**47,326,136**	**18,612,672**	**13,721,801**
Transfers To					
General Government Capital Fund	0	233,284	233,284	0	0
Total Transfers To	**0**	**233,284**	**233,284**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	2,297,972	2,297,972	2,297,972	3,639,338	2,297,972
Restricted - Sewer Conveyance Fee	44,777,734	21,790,524	22,128,559	0	21,913,644
Unrestricted	(15,143,125)	59,965	59,965	2,310,477	420,301
Total Ending Fund Balance	**31,932,581**	**24,148,461**	**24,486,496**	**5,949,815**	**24,631,917**
Total Use of Funds	**72,828,019**	**67,800,307**	**72,045,916**	**24,562,487**	**38,353,718**

CAPITAL IMPROVEMENT PROGRAM FUNDS | SOLID WASTE CAPITAL FUND (596)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	46,677	148,520	148,520	46,677	148,520
Landfill Post Closure Reserve	600,000	600,000	600,000	600,000	600,000
Landfill Corrective Action Costs	201,099	209,344	209,344	201,099	223,998
Unrestricted	722,878	58,060	58,060	364,052	103,918
Total Beginning Fund Balance	**1,570,654**	**1,015,924**	**1,015,924**	**1,211,828**	**1,076,436**
Revenue					
Rents	10,464	15,000	15,000	14,000	14,000
Developer Contributions	0	300,000	300,000	244,000	244,000
Total Revenue	**10,464**	**315,000**	**315,000**	**258,000**	**258,000**
Transfers From					
Solid Waste Fund	250,000	493,000	493,000	507,000	507,000
Total Transfers From	**250,000**	**493,000**	**493,000**	**507,000**	**507,000**
Total Source of Funds	**1,831,118**	**1,823,924**	**1,823,924**	**1,976,828**	**1,841,436**
Expenditures					
6109 - Sanitary Landfill Development - Post Closure	815,194	747,488	747,488	765,000	765,000
Total Expenditures	**815,194**	**747,488**	**747,488**	**765,000**	**765,000**
Ending Fund Balance					
Encumbrance Carryover	148,520	148,520	148520	46,677	148,520
Landfill Post Closure Reserve	600,000	600,000	600,000	600,000	600,000
Landfill Corrective Action Costs	209,344	209,344	223,998	201,099	230,718
Unrestricted	58,060	118,572	103,918	364,052	97,198
Total Ending Fund Balance	**1,015,924**	**1,076,436**	**1,076,436**	**1,211,828**	**1,076,436**
Total Use of Funds	**1,831,118**	**1,823,924**	**1,823,924**	**1,976,828**	**1,841,436**

CAPITAL IMPROVEMENT PROGRAM FUNDS | STORM DRAIN CAPITAL FUND (535)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	6,840,969	4,216,612	4,216,612	6,840,969	4,216,612
Unrestricted	3,245,858	2,920,446	2,920,446	104,397	144,641
Total Beginning Fund Balance	**10,086,827**	**7,137,058**	**7,137,058**	**6,945,366**	**4,361,253**
Revenue					
Interest	6,794	0	0	0	0
Charges for Services	1,444,973	1,454,000	1,454,000	1,454,000	1,454,000
Other Fees for Services	33,450	0	0	0	0
Total Revenue	**1,485,217**	**1,454,000**	**1,454,000**	**1,454,000**	**1,454,000**
Transfers From					
General Fund	261,411	212,623	212,623	210,599	93,414
General Fund - Capital Projects Reserve	339,000	761,000	761,000	779,000	779,000
Total Transfers From	**600,411**	**973,623**	**973,623**	**989,599**	**872,414**
Total Source of Funds	**12,172,455**	**9,564,681**	**9,564,681**	**9,388,965**	**6,687,667**
Expenditures					
1840 - Kiely Blvd.-Saratoga Creek Storm Drain Outfall Relocation	0	125,500	125,500	0	0
1843 - Lafayette St. Underpass at Subway Pump Station	42,938	10,476	10,476	0	0
1841 - Laurelwood Pump Station Rehabilitation	2,428,428	862,534	862,534	0	0
1899 - PW Capital Projects Management	253,169	203,596	203,596	210,599	93,414
1838 - SDPS Motor and Control Maintenance, Repair, and Replacement	44,257	710,175	710,175	343,000	343,000
1811 - Storm Drain Pump Station Facility Maintenance & Repair	56,414	166,751	166,751	71,000	71,000
1835 - Storm Drain Pump Station Outfall Reconstruction Program	0	493,143	493,143	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | STORM DRAIN CAPITAL FUND (535)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
1831 - Storm Drain Repairs and Maintenance	0	100,000	100,000	0	0
1844 - Storm Drain Slide Gate Rehabilitation	93,162	511,183	511,183	0	0
1834 - Storm Drain System Improvements	0	33,268	33,268	0	0
1837 - Storm Water Retention Basin Remediation	0	10,877	10,877	0	0
1839 - Urban Runoff Pollution Prevention Program	1,895	482,624	482,624	300,000	300,000
Total Expenditures	**2,920,263**	**3,710,127**	**3,710,127**	**924,599**	**807,414**
Transfers To					
General Fund	1,456,713	1,454,000	1,454,000	1,454,000	1,454,000
General Fund - Capital Projects Reserve	658,421	39,301	39,301	0	0
Electric Utility Capital Fund	0	0	0	65,000	65,000
Total Transfers To	**2,115,134**	**1,493,301**	**1,493,301**	**1,519,000**	**1,519,000**
Ending Fund Balance					
Encumbrance Carryover	4,216,612	4,216,612	4,216,612	6,840,969	4,216,612
Unrestricted	2,920,446	144,641	144,641	104,397	144,641
Total Ending Fund Balance	**7,137,058**	**4,361,253**	**4,361,253**	**6,945,366**	**4,361,253**
Total Use of Funds	**12,172,455**	**9,564,681**	**9,564,681**	**9,388,965**	**6,687,667**

CAPITAL IMPROVEMENT PROGRAM FUNDS | STREET LIGHTING CAPITAL FUND (534)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	4,055	167,884	167,884	4,055	167,884
Unrestricted	6,171,573	5,938,904	5,938,904	252,963	301,592
Total Beginning Fund Balance	**6,175,628**	**6,106,788**	**6,106,788**	**257,018**	**469,476**
Revenue					
Other Revenue	48,629	0	0	0	0
Total Revenue	**48,629**	**0**	**0**	**0**	**0**
Transfers From					
Electric Utility Fund	0	71,455	71,455	2,175,000	125,000
Total Transfers From	**0**	**71,455**	**71,455**	**2,175,000**	**125,000**
Total Source of Funds	**6,224,257**	**6,178,243**	**6,178,243**	**2,432,018**	**594,476**
Expenditures					
2875 - Great America Street Light Replacement	64,009	1,903,174	1,903,174	2,050,000	0
2874 - LED Street Lighting Retrofit	22,424	1,688,646	1,688,646	0	0
2871 - Miscellaneous Street Lighting	31,036	41,947	41,947	125,000	125,000
Total Expenditures	**117,469**	**3,633,767**	**3,633,767**	**2,175,000**	**125,000**
Transfers To					
Electric Utility Fund	0	2,075,000	2,075,000	0	0
Total Transfers To	**0**	**2,075,000**	**2,075,000**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	167,884	167,884	167,884	4,055	167,884
Unrestricted	5,938,904	301,592	301,592	252,963	301,592
Total Ending Fund Balance	**6,106,788**	**469,476**	**469,476**	**257,018**	**469,476**
Total Use of Funds	**6,224,257**	**6,178,243**	**6,178,243**	**2,432,018**	**594,476**

CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	14,255,963	9,324,838	9,324,838	14,149,573	9,324,838
Unrestricted	21,318,629	40,121,826	40,121,826	3,315,447	3,685,519
Total Beginning Fund Balance	**35,574,592**	**49,446,664**	**49,446,664**	**17,465,020**	**13,010,357**
Revenue					
Other Agencies Revenue	7,015,415	21,093,856	21,093,856	2,973,832	4,473,832
Other Fees for Services	31,535	0	0	0	0
Other Revenue	291,879	750,000	750,000	0	0
State Revenue	799,227	712,000	712,000	1,021,400	1,021,400
Interest	48,418	0	0	0	0
Total Revenue	**8,186,474**	**22,555,856**	**22,555,856**	**3,995,232**	**5,495,232**
Transfers From					
Bridge Maintenance District #2 Fund	80,000	80,000	80,000	80,000	80,000
Developer Traffic Payments Fund	0	1,108,500	1,108,500	0	0
Electric Utility Fund	90,000	0	0	0	0
Electric Operating Grant Trust Fund	400,000	400,000	400,000	285,000	285,000
Gas Tax Fund	3,946,580	2,985,000	2,985,000	4,650,000	4,650,000
General Fund	2,103,129	2,172,464	2,172,464	2,247,188	2,023,418
General Fund - Capital Projects Reserve	8,486,000	1,619,000	1,619,000	1,580,000	2,043,050
Parks and Recreation Capital Fund	2,025,000	0	0	0	0
Road Maintenance and Rehabilitation (SB1) Fund	2,100,000	2,500,000	2,500,000	2,500,000	2,500,000
Sewer Utility Fund	108,130	0	0	0	0
Traffic Mitigation Fund	2,593,378	1,986,530	1,986,530	700,000	700,000
Water Utility Fund	62,840	0	0	0	0
Total Transfers From	**21,995,057**	**12,851,494**	**12,851,494**	**12,042,188**	**12,281,468**
Total Source of Funds	**65,756,123**	**84,854,014**	**84,854,014**	**33,502,440**	**30,787,057**

CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
1231 - 2020 Pavement Preservation Project (OBAG II)	54,168	0	0	0	0
1239 - Adaptive Signal System	0	1,850,000	1,850,000	0	0
1255 - Adaptive Signal System (Santana West Settlement Agreement)	0	950,000	950,000	0	0
1202 - Agnew Road At-Grade Crossing	0	565,777	565,777	0	0
1203 - Annual Creek Trail Rehabilitation Program	0	1,240,000	1,240,000	200,000	200,000
1250 - Annual Curb Ramp Installation	4,504	698,848	698,848	150,000	150,000
1235 - Annual Street Maintenance and Rehabilitation Program	7,557,342	18,511,138	18,511,138	7,648,832	7,648,832
1246 - Bassett and Laurelwood Bicycle Lanes	647	1,023,714	1,023,714	0	0
1245 - Benton Bicycle Lanes	0	1,519,190	1,519,190	0	0
1325 - Bridge Maintenance Program	0	1,369,894	1,369,894	820,000	820,000
1227 - Changeable Message Signs	50,808	3,406,728	3,406,728	0	0
1201 - Creek Trail Network Expansion Master Plan	7,355	0	0	0	0
1275 - De La Cruz Boulevard Class IV Bikeway Study	0	559,161	559,161	0	0
1266 - El Camino Real Bike Lane Project	0	0	0	200,000	200,000
1251 - HAWK Beacon on Scott and Harrison	50,328	648,088	648,088	0	0
1274 - Lafayette Class IV Bike Lanes	297	199,703	199,703	0	0
1212 - LED Traffic Signal & Safety Light Replacements	42,672	1,202,810	1,202,810	300,000	300,000
1267 - Lick Mill Pedestrian Beacons Upgrade	0	500,000	500,000	0	0
1247 - Lick Mill-East River Parkway Crosswalk Improvements	421,264	0	0	0	0
1280 - MCB Class IV Bike Lanes	0	65,000	65,000	0	0
1237 - MCB/GAP Intersection Improvement Project	138,432	2,657,754	2,657,754	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
1259 - Monroe - Los Padres Traffic Signal Modification	0	680,000	680,000	0	0
1276 - Monroe Street Class II Buffered Bicycle Lane Study	0	263,700	263,700	0	0
1279 - Multi-Jurisdictional Transportation Technology	0	135,000	135,000	0	0
1249 - Multimodal Improvement Plan Phase 1 Projects	0	740,000	740,000	0	0
1258 - Multimodal Improvement Plan Phase 2 Projects	0	1,340,000	1,340,000	0	0
1211 - Neighborhood Traffic Calming	116,536	552,578	552,578	0	0
1220 - Pedestrian and Bicycle Enhancement Facilities	3,472	1,336,633	1,336,633	185,000	185,000
1205 - Pepper Tree Neighborhood Traffic Calming Study	0	91,055	91,055	0	0
1206 - Pruneridge Ave.-Lawrence Expwy. Bicycle Lanes Improvement	374,511	0	0	0	0
1248 - Pruneridge Avenue Complete	216,201	0	0	0	0
1285 - Pruneridge Avenue Signal Timing	0	1,000,000	1,000,000	0	0
1254 - Public Right-of-Way ADA Improvements (Settlement Agreement)	1,975,905	4,846,918	4,846,918	0	0
1199 - PW Capital Projects Management - Streets and Highways	2,103,129	2,172,464	2,172,464	2,247,188	2,023,418
1376 - Safe Routes to School	0	601,084	601,084	165,000	165,000
1386 - Santa Clara Citywide ITS Project 2	0	375,177	375,177	0	0
1261 - Santa Clara School Access Improvements	104,798	2,264,125	2,264,125	0	0
1284 - Santa Clara Pedestrian and Bicycle School Safety	0	25,000	25,000	0	0
1225 - Santa Clara VTA - Congestion Management Program	245,000	262,000	262,000	271,400	271,400
1204 - Saratoga Creek Trail (Homeridge Park to Central Park)	27,233	6,242,550	6,242,550	0	0

CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Expenditures					
1244 - Scott Blvd Traffic Signal Interconnect & Coordination	202,135	120,726	120,726	0	0
1252 - Scott Boulevard Signal Timing Phase II	81,436	0	0	0	0
1382 - Sidewalk, Curb and Gutter Repair	509,258	700,847	700,847	700,000	700,000
1283 - Stevens Creek Boulevard Vision Study	0	100,296	100,296	0	0
1273 - Street Tree Services	369,606	462,394	462,394	0	463,050
1286 - Tasman Complete Streets Plan 2021 Improvements Phase 1 –	0	1,500,000	1,500,000	0	1,500,000
1272 - TDA 21 Bicycle Facilities Upgrade	0	94,054	94,054	0	0
1260 - Traffic Calming (Santana West Settlement Agreement)	0	250,000	250,000	0	0
1256 - Traffic Engineering Consultant Support	75,454	100,100	100,100	100,000	100,000
1282 - Traffic Impact Fee Nexus Study	0	0	0	300,000	300,000
1218 - Traffic Pre-Emptors	0	879,266	879,266	0	0
1219 - Traffic Signal Enhancements	0	1,257,725	1,257,725	150,000	150,000
1232 - Traffic Signal Interconnect Upgrade	0	877,509	877,509	100,000	100,000
1217 - Traffic Signal Management Software Upgrade/Replacement	67,094	1,520,685	1,520,685	0	0
1216 - Traffic Studies and Signal Needs Assessment/Upgrade	27,737	0	0	0	0
1234 - Transportation Modeling Update	19,200	51,049	51,049	50,000	50,000
1271 - Tree Replacement	0	17,747	17,747	0	0
1226 - Uncontrolled Crosswalks Improvements	46,547	3,054,976	3,054,976	2,450,000	2,450,000
1277 - Walsh Avenue Class IV Bikeway Study	0	301,708	301,708	0	0
Total Expenditures	**14,893,069**	**71,185,171**	**71,185,171**	**16,037,420**	**17,776,700**

CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Transfers To					
Developer Traffic Payments Fund	722,720	0	0	0	0
Gas Tax Fund	382,164	527,565	527,565	0	0
General Fund	18,582	0	0	0	0
General Fund - Capital Projects Reserve	26,144	130,921	130,921	0	0
Traffic Mitigation Fund	266,780	0	0	0	0
Total Transfers To	**1,416,390**	**658,486**	**658,486**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	9,324,838	9,324,838	9,324,838	14,149,573	9,324,838
Unrestricted	40,121,826	3,685,519	3,685,519	3,315,447	3,685,519
Total Ending Fund Balance	**49,446,664**	**13,010,357**	**13,010,357**	**17,465,020**	**13,010,357**
Total Use of Funds	**65,756,123**	**84,854,014**	**84,854,014**	**33,502,440**	**30,787,057**

CAPITAL IMPROVEMENT PROGRAM FUNDS | TASMAN EAST INFRASTRUCTURE IMPROVEMENT FUND (541)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Unrestricted	4,836	3,254,107	3,254,107	863,838	4,456,402
Total Beginning Fund Balance	**4,836**	**3,254,107**	**3,254,107**	**863,838**	**4,456,402**
Revenue					
Tasman East Infrastructure Impact Fee	3,465,453	2,413,605	4,411,858	0	0
Total Revenue	**3,465,453**	**2,413,605**	**4,411,858**	**0**	**0**
Transfers From					
General Fund	0	11,832	11,832	0	0
Total Transfers From	**0**	**11,832**	**11,832**	**0**	**0**
Total Source of Funds	**3,470,289**	**5,679,544**	**7,677,797**	**863,838**	**4,456,402**
Expenditures					
4611 - Tasman East Developer Reimbursement	0	3,194,861	3,194,861	0	0
4610 - Tasman East Administration	40,425	26,534	26,534	27,330	27,330
Total Expenditures	**40,425**	**3,221,395**	**3,221,395**	**27,330**	**27,330**
Transfers To					
General Fund - Capital Projects Reserve	175,757	0	0	0	0
Total Transfers To	**175,757**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Unrestricted	3,254,107	2,458,149	4,456,402	836,508	4,429,072
Total Ending Fund Balance	**3,254,107**	**2,458,149**	**4,456,402**	**836,508**	**4,429,072**
Total Use of Funds	**3,470,289**	**5,679,544**	**7,677,797**	**863,838**	**4,456,402**

CAPITAL IMPROVEMENT PROGRAM FUNDS | WATER UTILITY CAPITAL FUND (592)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Adopted	2023/24 Amended
Beginning Fund Balance					
Encumbrance Carryover	4,615,672	1,368,212	1,368,212	4,615,672	1,368,212
Unrestricted	18,134,563	21,833,620	21,833,620	8,769,563	13,905,570
Total Beginning Fund Balance	**22,750,235**	**23,201,832**	**23,201,832**	**13,385,235**	**15,273,782**
Transfers From					
Sewer Utility Fund	500,000	0	0	0	0
Water Utility Fund	5,785,000	0	0	0	0
Total Transfers From	**6,285,000**	**0**	**0**	**0**	**0**
Total Source of Funds	**29,035,235**	**23,201,832**	**23,201,832**	**13,385,235**	**15,273,782**
Expenditures					
7057 - Asset Management Program	52,668	200,000	200,000	150,000	150,000
7005 - Buildings and Grounds	68,947	865,000	865,000	1,515,000	1,515,000
7054 - Distribution System Replacement/Restoration	2,482,790	1,979,774	1,979,774	2,000,000	2,000,000
7059 - New and Replacement Wells	2,776	3,100,000	3,100,000	1,000,000	1,000,000
7058 - SCADA Improvements	69,902	500,000	500,000	500,000	500,000
7060 - Tank Rehabilitation	3,156,320	0	0	0	0
Total Expenditures	**5,833,403**	**6,644,774**	**6,644,774**	**5,165,000**	**5,165,000**
Transfers To					
General Government Capital Fund	0	20,226	20,226	0	0
Public Buildings Capital Fund	0	1,263,050	1,263,050	0	0
Total Transfers To	**0**	**1,283,276**	**1,283,276**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	1,368,212	1,368,212	1,368,212	4,615,672	1,368,212
Unrestricted	21,833,620	13,905,570	13,905,570	3,604,563	8,740,570
Total Ending Fund Balance	**23,201,832**	**15,273,782**	**15,273,782**	**8,220,235**	**10,108,782**
Total Use of Funds	**29,035,235**	**23,201,832**	**23,201,832**	**13,385,235**	**15,273,782**

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Other Agency Fund

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OTHER AGENCY FUND

The Sports and Open Space Authority (SOSA) of the City of Santa Clara was created by the City Council in 1974 to establish a separate entity to acquire and develop open space within the City of Santa Clara. The members of the City Council are also members of SOSA's Board of Directors and, as such, are authorized to transact business and exercise power to purchase, lease or otherwise obtain and dispose of real and personal property. This includes the ability to acquire, construct, maintain, repair, manage and operate real and personal property, including leasing to private operators for commercial purposes and surplusing space which is not economical to use for open space planning.

Sports and Open Space Authority Fund (801)

This fund accounts for the acquisition and preservation of open space within the City and the development of local sports activities.

The following section details the Other Agency Fund's Statement of Sources and Uses and the Proposed Budget for Fiscal Year 2023/24 and Fiscal Year 2024/25.

OTHER AGENCY FUND | SPORTS AND OPEN SPACE AUTHORITY FUND (801)

	2021/22 Actual	2022/23 Amended	2022/23 Estimate	2023/24 Proposed	2024/25 Proposed
Beginning Fund Balance					
Unrestricted	13,686	4,662	4,662	1,392	1,392
Total Beginning Fund Balance	**13,686**	**4,662**	**4,662**	**1,392**	**1,392**
Revenue					
Interest	139	250	250	0	0
Total Revenue	**139**	**250**	**250**	**0**	**0**
Transfers From					
General Fund	0	6,000	6,000	10,000	10,200
Total Transfers From	**0**	**6,000**	**6,000**	**10,000**	**10,200**
Total Source of Funds	**13,825**	**10,912**	**10,912**	**11,392**	**11,592**
Expenditures					
Board Member Stipend	4,590	4,920	4,920	5,000	5,100
Materials/Services/Supplies	4,573	4,600	4,600	5,000	5,100
Total Expenditures	**9,163**	**9,520**	**9,520**	**10,000**	**10,200**
Ending Fund Balance					
Unrestricted	4,662	1,392	1,392	1,392	1,392
Total Ending Fund Balance	**4,662**	**1,392**	**1,392**	**1,392**	**1,392**
Total Use of Funds	**13,825**	**10,912**	**10,912**	**11,392**	**11,592**

City Departments

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Mayor and City Council Offices

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Mayor and City Council Offices Description

The City Council consists of a Mayor who is elected at-large and six Councilmembers that are elected by district and serve staggered four-year terms. The Council, as the legislative body, represents the residents of Santa Clara and is empowered by the City Charter to formulate Citywide policy, enact local legislation, adopt budgets, and appoint the City Manager, City Attorney and City Auditor. The Council conducts City Council meetings and study sessions as required.

The Mayor and Councilmembers serve on county, regional, and State organizations representing the City's interests. The Mayor and Councilmembers also serve as Agency and Authority Board Members, Commissioners or Directors of the Bayshore North Project Enhancement Authority, Housing Authority, Industrial Development Agency, Joint Financing Authority, Public Facilities Financing Corporation, Sports and Open Space Authority, Stadium Authority, and Oversight Board for Successor Agency to the City of Santa Clara Redevelopment Agency.

Divisions and Services

The Mayor and Councilmembers are supported by the Mayor and City Council Offices staff. The Mayor and City Council Offices are organized under the Mayor and City Council Division.

Mayor and City Council Division Mission	Assist the Mayor and Councilmembers with implementation of established policies, goals, and objectives.
Division Objectives	Assist Mayor and Councilmembers in scheduling appointments, making travel arrangements, and corresponding with legislators, constituents, and members of the community.
	Assist with the coordination of meetings for several City committees and several area wide/outside agency committees.
	Coordinate concerns from members of the community in an effort to increase transparency and responsiveness.
	Provide support to Mayor and City Council on all administrative needs and research needs, including support for Council Committee and intergovernmental assignments.
	Provide general administrative support to the Mayor and Councilmembers.

Significant Accomplishments

- Supported the City Council with its policy priorities.
- Maintained compliance with applicable requirements, e.g., calendar disclosures, public records requests, and other government transparency requirements.
- Provided direct support to the Mayor and City Council on all administrative needs and research needs, including administrative support for Council Committee and intergovernmental assignments.
- Supported the reinstatement of the Governance and Ethics Committee and overseeing the priorities and meetings as part of Council Committee support.
- Managed, reviewed, and analyzed a high volume of Public Record Act (PRA) requests assigned to the Mayor and Council Offices.
- Coordinated with appropriate departments for review and coordination of legislative requests and legislative advocacy positions.
- Provided administrative support to the Governance and Ethics Committee, Economic Development, Communications, and Marketing Committee.
- Responded to constituent concerns and inquiries in a timely manner and within three business days.
- Approved and processed proclamations, commendations, and recognition requests in time for events.
- Responded to requests for Mayor and/or Council's appearance within three business days.
- Provided logistical support for various City and public events including the Pride flag raising ceremony.

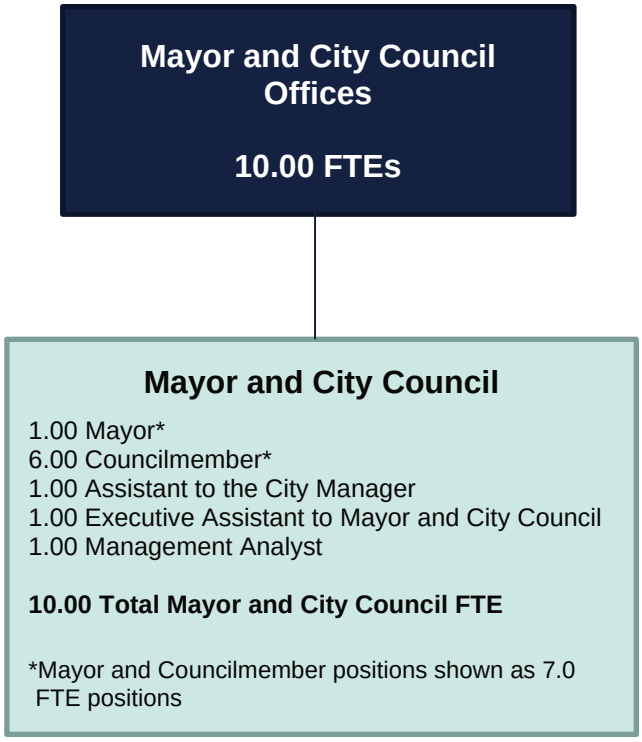
Budget Highlights

- Reduces the operating supplies budget to help address the General Fund deficit.
- Reallocates 1.0 Assistant to the City Manager from the City Manager's Office to reflect actual workload.

Mayor and City Council Travel

In accordance with the City's administrative policy on official travel by elected officials, Council Policy 043, official travel is approved in advance annually with the Mayor and City Council Offices' Operating Budget. The following are the conferences, meetings and events that are anticipated for Mayor and Councilmembers' attendance:

Conference	FY 2023/24 Budget	FY 2024/25 Budget
National League of Cities Annual Conference	4,687	4,781
League of California Cities Annual Conference	13,194	13,590
League of California Cities New Members Academy	0	7,300
League of California Cities Workshops	3,183	3,247
Official Local Policy Related Events/Meetings/Trainings	7,177	7,421
Sister Cities Annual Conference	4,114	4,196
Sister Cities International Travel to Sister Cities of Coimbra, Izumo, or Limerick and related travel	20,000	20,000
United States Conference of Mayors Winter Meeting	2,868	2,925
United States Conference of Mayors Annual Conference	3,219	3,283
Total Conference Budget	**58,442**	**66,743**


Mayor and City Council Offices
10.00 FTEs
Mayor and City Council
1.00 Mayor*
6.00 Councilmember*
1.00 Assistant to the City Manager
1.00 Executive Assistant to Mayor and City Council
1.00 Management Analyst
10.00 Total Mayor and City Council FTE
*Mayor and Councilmember positions shown as 7.0 FTE positions

Budget Summary

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Mayor and City Council Division						
1611 City Council Program	780,877	861,105	1,124,281	30.6%	1,176,723	4.7%
Total Mayor and City Council Division	**780,877**	**861,105**	**1,124,281**	**30.6%**	**1,176,723**	**4.7%**
Total by Division / Program	**780,877**	**861,105**	**1,124,281**	**30.6%**	**1,176,723**	**4.7%**

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	780,877	861,105	1,124,281	30.6%	1,176,723	4.7%
Total by Fund	**780,877**	**861,105**	**1,124,281**	**30.6%**	**1,176,723**	**4.7%**
Dollars by Category						
Salary and Benefits						
Salary	365,335	403,079	587,609	45.8%	613,873	4.5%
As-Needed	81,762	17,479	18,721	7.1%	20,006	6.9%
Overtime	0	554	573	3.4%	593	3.5%
Retirement	128,752	134,967	192,127	42.4%	201,576	4.9%
Health Allocation	16,005	24,842	56,610	127.9%	59,320	4.8%
Medicare	6,468	5,975	8,927	49.4%	9,312	4.3%
Social Security	16,837	15,173	24,924	64.3%	25,828	3.6%
Other Benefits	12,050	13,473	24,391	81.0%	25,151	3.1%
Total Salary and Benefits	**627,209**	**615,542**	**913,882**	**48.5%**	**955,659**	**4.6%**
Non-Personnel						
Materials/Services/Supplies	26,851	112,459	102,391	(9.0%)	113,921	11.3%
Interfund Services	126,817	133,104	108,008	(18.9%)	107,143	(0.8%)
Total Non-Personnel	**153,668**	**245,563**	**210,399**	**(14.3%)**	**221,064**	**5.1%**
Total by Category	**780,877**	**861,105**	**1,124,281**	**30.6%**	**1,176,723**	**4.7%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
Mayor and City Council Division					
1611 City Council Program	9.00	9.00	10.00	1.00	10.00
Total Mayor and City Council Division	**9.00**	**9.00**	**10.00**	**1.00**	**10.00**
Total by Division / Program	**9.00**	**9.00**	**10.00**	**1.00**	**10.00**
Positions by Fund					
General Fund	**9.00**	**9.00**	**10.00**	1.00	**10.00**
Total by Fund	**9.00**	**9.00**	**10.00**	**1.00**	**10.00**
Position Classification					
Mayor	1.00	1.00	1.00	0.00	1.00
City Councilmember	6.00	6.00	6.00	0.00	6.00
Assistant to the City Manager	0.00	0.00	1.00	1.00	1.00
Executive Assistant to Mayor and City Council	1.00	1.00	1.00	0.00	1.00
Management Analyst	0.00	1.00	1.00	0.00	1.00
Staff Analyst I	1.00	0.00	0.00	0.00	0.00
Total Positions	**9.00**	**9.00**	**10.00**	**1.00**	**10.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	9.00	861,105
FY 2023/24 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		10,277
Reallocation of 1.0 Assistant to the City Manager from the City Manager's Office	1.00	288,063
Net decrease in various interfund services allocations		(25,096)
Non-personnel adjustments		(8,068)
Total FY 2023/24 Base Budget Adjustments	**1.00**	**265,176**
Total FY 2023/24 Base Budget	**10.00**	**1,126,281**
Service Level Changes		
Reduction in Operating Supplies		(2,000)
Total Service Level Changes	**0.00**	**(2,000)**
Total FY 2023/24 Proposed Budget	**10.00**	**1,124,281**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		41,777
Non-personnel adjustments		11,570
Net decrease in various interfund services allocations		(865)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**52,482**
Total FY 2024/25 Base Budget	**10.00**	**1,176,763**
Service Level Changes		
Reduction in Operating Supplies		(40)
Total Service Level Changes	**0.00**	**(40)**
Total FY 2024/25 Proposed Budget	**10.00**	**1,176,723**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Operating Supplies Reduction	0.00	0	(2,000)	0	(2,040)

Program: 1611 – City Council Program

This proposal reduces the Mayor and City Council Offices operating supplies budget from $31,887 to $29,887. The remaining supplies budget is anticipated to be sufficient for the Department.

Performance Impact

This reduction is anticipated to have minimal impact to service delivery.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Mayor and City Council Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of forwarded constituent concerns and inquiries to City Manager and appropriate City Department Directors within three business days – *Modified for FY 2023/24*		98%	100%	100%	98%	100%	100%
Percent of approved proclamations, commendations, and recognitions processed in time for events – *Modified for FY 2023/24*		98%	100%	100%	100%	100%	100%
Percent of complete travel requests and reimbursements processed within two weeks of receiving needed documentation and receipts		100%	100%	100%	100%	100%	100%
Percent of response to requests for Mayor and/or Council's personal appearance at events within one week of requests – *Modified for FY 2023/24*		96%	100%	100%	100%	100%	100%

City Attorney's Office

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City Attorney's Office Description

Section 908 of the City of Santa Clara Charter provides:

The responsibilities of the City Attorney's Office consist of the following: represent and advise the City Council and all City officers in all matters of law pertaining to their offices; represent and appear on behalf of the City and any City officer or employee in all legal actions or proceedings which the City or any such officer or employee, in or by reason of his/her official capacity is a party; provide the City Council with information and advice regarding ongoing litigation and legislation affecting the City; attend all meetings of the City Council and give advice or an opinion in writing whenever requested to do so by the City Council or officers of the City; staff board and commission meetings as necessary; approve the form of all bonds given to and all contracts made by the City, endorsing approval thereon in writing; review and approve all ordinances and resolutions and amendments thereof; prosecute cases for violation of the Charter and City ordinances; and assist and provide training on current issues in the law and City policy as needed.

The City Attorney's Office will continue to provide legal advice and support on matters initiated by the City Council, City Manager's Office, and City departments, including managing all of the claims and litigation of the City, conducting legal research and providing advice to decision-makers, and drafting, reviewing, and negotiating contracts, leases, licenses, policies, resolutions, ordinances, Public Records Act requests responses, Council reports, and a variety of other documents.

Divisions and Services

The City Attorney's Division is organized under the City Attorney's Office. There are several areas which the Division is split amongst including Court and Trial, Contract and Transaction, Research and Opinion, and Library and Clerical.

City Attorney Division Mission	Provide professional municipal legal services to the City Council, policy makers, boards, commissions, and staff in their official capacities.
Division Objectives	The Court and Trial Division shall provide hearing and trial counsel services, handle discovery and other necessary proceedings incident to hearings and trials.
	The Contract and Transaction Division shall assist various City departments in negotiating and preparing complex agreements, legal documents, etc.; prepare correspondence and answer complex inquiries from City departments, other agencies, and third parties; with special assistance, participate in preparing civil cases and administrative cases in utility matters.
	The Research and Opinion Division shall interpret the law, prepare legal opinions, and prepare and review resolutions, ordinances, bonds, invitations for bids and proposals, contracts, deeds, and related instruments; prosecute actions involving City ordinances; prepare correspondence and answer routine inquiries from City departments and other agencies.
	The Library and Clerical Division shall maintain the law library and perform all secretarial and clerical duties required in support of the City Attorney and divisions of the City Attorney's Office as are assigned or directed, and other related work as is assigned.

Significant Accomplishments

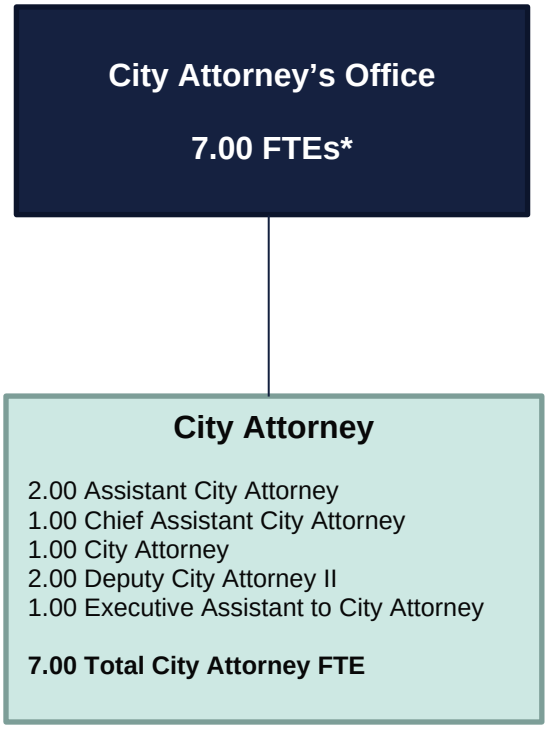
- A sample of significant accomplishments during FY 2022/23 includes the implementation of:
    - New police transparency laws
    - Updating of Stadium procurement regulations
    - Resolution of numerous significant litigation matters
    - Two revenue generating ballot measures
    - City Place Project ground lease for Phase 1
    - Close of four affordable housing projects (Mainline, Monroe, Kifer and Calabazas conversion)
    - Drafting and environmental review of two specific plans (Patrick Henry Drive and Freedom Circle)
    - Completed review draft of zoning ordinance update
    - City-wide purchasing code update ordinance
    - MOU with County for Psychiatric Emergency Response Team program in Santa Clara
    - Management and oversight of 194 claims and litigation matters
- Implemented new case management system, Advologix, to accurately manage and track transactional and litigation matters for City departments and Stadium Authority to provide more efficient legal services and better reporting to City Council and City Staff.
- Completed approximately 1,677 legal service requests, which included legal advice, review and negotiations of contracts, leases, licenses, policies and many other documents related to the day-to-day operations of the City of Santa Clara, including all major projects and policy initiatives, while maintaining full City Attorney operations during the COVID-19 pandemic under reduced staffing and budget.

Significant Objectives

- Assist with Stadium issues including major event planning
- Assist with comprehensive Zoning Ordinance Update
- Assist with governance and election issues
- Assist with City Administration improvements in various policies and programs
- Continue with internal CAO process improvements
- Enhance training programs, including an expanded in-house AB 1234 training program

Budget Highlights

- Freeze 1.0 Assistant City Attorney to help address the General Fund shortfall.
- Add funding for outside legal services to alleviate service delivery impacts of proposed freeze of the 1.0 Assistant City Attorney.



* 1.0 Assistant City Attorney position is proposed to be frozen for FY 2023/24 and FY 2024/25

Budget Summary

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
City Attorney Division						
2411 Program Administration	1,255,373	1,487,054	1,385,779	(6.8%)	1,436,135	3.6%
2412 Program Litigation	1,284,988	1,715,681	1,690,737	(1.5%)	1,769,567	4.7%
Total City Attorney Division	**2,540,361**	**3,202,735**	**3,076,516**	**(3.9%)**	**3,205,702**	**4.2%**
Total by Division / Program	**2,540,361**	**3,202,735**	**3,076,516**	**(3.9%)**	**3,205,702**	**4.2%**

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	2,530,461	3,202,735	3,076,516	(3.9%)	3,205,702	4.2%
Other City Departments Operating Grant Trust Fund	6,985	0	0	N/A	0	N/A
Prefunded Plan Review Fund	2,915	0	0	N/A	0	N/A
Total by Fund	**2,540,361**	**3,202,735**	**3,076,516**	**(3.9%)**	**3,205,702**	**4.2%**
Dollars by Category						
Salary and Benefits						
Salary	1,340,683	1,699,701	1,573,416	(7.4%)	1,640,044	4.2%
As-Needed	25,081	50,915	52,664	3.4%	54,475	3.4%
Retirement	378,233	635,728	603,793	(5.0%)	635,677	5.3%
Health Allocation	74,342	88,714	114,403	29.0%	120,574	5.4%
Medicare	20,421	27,138	25,090	(7.5%)	26,129	4.1%
Social Security	53,776	66,911	66,626	(0.4%)	67,370	1.1%
Other Benefits	53,549	64,705	57,181	(11.6%)	58,907	3.0%
Total Salary and Benefits	**1,946,085**	**2,633,812**	**2,493,173**	**(5.3%)**	**2,603,176**	**4.4%**
Non-Personnel						
Materials/Services/Supplies	449,396	407,544	515,748	26.6%	535,643	3.9%
Interfund Services	144,880	161,379	67,595	(58.1%)	66,883	(1.1%)
Total Non-Personnel	**594,276**	**568,923**	**583,343**	**2.5%**	**602,526**	**3.3%**
Total by Category	**2,540,361**	**3,202,735**	**3,076,516**	**(3.9%)**	**3,205,702**	**4.2%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
City Attorney Division					
2411 Program Administration	5.60	5.60	3.40	(2.20)	3.40
2412 Program Litigation	2.40	2.40	3.60	1.20	3.60
Total City Attorney Division	**8.00**	**8.00**	**7.00**	**(1.00)**	**7.00**
Total by Division / Program	**8.00**	**8.00**	**7.00**	**(1.00)**	**7.00**

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	8.00	8.00	7.00	(1.00)	7.00
Total by Fund	**8.00**	**8.00**	**7.00**	**(1.00)**	**7.00**
Position Classification					
Assistant City Attorney	3.00	3.00	2.00	(1.00)	2.00
Chief Assistant City Attorney	1.00	1.00	1.00	0.00	1.00
City Attorney	1.00	1.00	1.00	0.00	1.00
Deputy City Attorney II	2.00	2.00	2.00	0.00	2.00
Executive Assistant to City Attorney	1.00	1.00	1.00	0.00	1.00
Total Positions	**8.00**	**8.00**	**7.00**	**(1.00)**	**7.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	8.00	3,202,735
FY 2023/24 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		138,192
Non-personnel adjustments		7,877
Reallocation of publication items to the City Clerk's Office		(14,504)
Net decrease in various internal service fund allocations		(93,784)
Total FY 2023/24 Base Budget Adjustments	**0.00**	**37,781**
Total FY 2023/24 Base Budget	**8.00**	**3,240,516**
Service Level Changes		
Freeze 1.0 Assistant City Attorney and Adjustment to Outside Legal Counsel	(1.00)	(164,000)
Total Service Level Changes	**(1.00)**	**(164,000)**
Total FY 2023/24 Proposed Budget	**7.00**	**3,076,516**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		125,432
Non-personnel adjustments		7,746
Net decrease in various internal service fund allocations		(712)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**132,466**
Total FY 2024/25 Base Budget	**7.00**	**3,208,982**
Service Level Changes		
Freeze 1.0 Assistant City Attorney and Adjustment to Outside Legal Counsel		(3,280)
Total Service Level Changes	**0.00**	**(3,280)**
Total FY 2024/25 Proposed Budget	**7.00**	**3,205,702**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Freeze 1.0 Assistant City Attorney Position and Adjustment to Outside Legal Counsel	(1.00)	(164,000)	0	(167,280)	0
Program:	2411 – Program Administration 2412 – Program Litigation				

This proposal freezes 1.0 vacant Assistant City Attorney position that supports the Public Works and Water and Sewer Utilities Departments. It is anticipated that response and review times for departments citywide will be impacted as the City Attorney's Office works to absorb some of this position's duties. This proposal also increases the outside legal counsel budget in the amount of $114,831, from $260,100 to $374,931, in order to mitigate some of these anticipated work delays, particularly for the Public Work and Water and Sewer Utilities Departments.

Performance Impact

While the City Attorney's Office staff works to take on some duties performed by this position, delays in response and review time are still anticipated. The Department will work to alleviate delays through the use of outside legal counsel.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

City Attorney Division							
Workload Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Number of legal service requests reviewed within ten working days after receipt from the Department		1,793	2,489	1,800	1,800	1,800	1,800
Number of training sessions presented for City officials and staff		5	5	5	9	5	5
Number of ordinances and resolutions drafted or reviewed by CAO		85	144	40	100	100	100
Issue quarterly litigation status reports		4	4	4	4	4	4
Review, on a quarterly basis, the status of all workers' compensation claims and provide direction regarding litigation and claim review as needed to City staff and outside counsel		4	4	4	200	200	200
Prosecute cases for violations of City Code		75	40	40	20	20	20

City Clerk's Office

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Elected City Clerk's Office

The Elected City Clerk duties are to (a) be the custodian of the seal of the City and (b) have charge of all City Elections. The Elected City Clerk would maintain sole responsibility for administering all aspects of City elections (e.g., Mayor, City Council, and Chief of Police).

Divisions and Services

The Elected City Clerk's Office is a division organized under the City Clerk's Office.

Elected City Clerk Division Mission	Ethically serve the needs of the citizens of the community by facilitating all aspects of City elections in accordance with the City Charter, Municipal Code, California Elections Code and Political Reform Act.
Division Objectives	To develop and execute strategies to broaden outreach throughout the community to increase transparency and education.
	To design and implement new City initiatives related to Measure N, which changed the method of elections from at-large to by-district voting for City Councilmembers, excluding the Mayor.
	To increase voter registration in the City through effective community engagement programs such as citizens outreach.

Significant Accomplishments

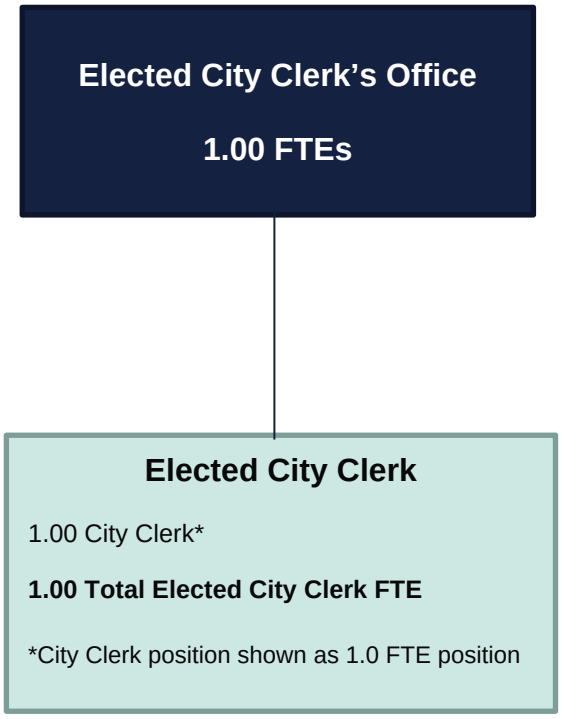
- Successfully completed the November 2022 General Municipal Election, which encompassed two council district seats, the Mayor, and two ballot measures.

Significant Objectives

- Continue to focus on redistricting efforts in FY 2023/24.

Budget Highlights

- Reduces the elections and initiative outreach budget on an ongoing basis to help address the General Fund deficit.


Elected City Clerk's Office
1.00 FTEs
Elected City Clerk
1.00 City Clerk*
1.00 Total Elected City Clerk FTE
*City Clerk position shown as 1.0 FTE position

Budget Summary

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Elected City Clerk Division						
2314 City Clerk-Elections	91,724	488,454	432,508	(11.5%)	493,346	14.1%
Total Elected City Clerk Division	**91,724**	**488,454**	**432,508**	**(11.5%)**	**493,346**	**14.1%**
Total by Division / Program	**91,724**	**488,454**	**432,508**	**(11.5%)**	**493,346**	**14.1%**

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	91,724	488,454	432,508	(11.5%)	493,346	14.1%
Total by Fund	**91,724**	**488,454**	**432,508**	**(11.5%)**	**493,346**	**14.1%**
Dollars by Category						
Salary and Benefits						
Salary	18,054	24,000	24,000	0.0%	24,000	0.0%
Retirement	6,258	8,419	8,160	(3.1%)	8,198	0.5%
Medicare	261	348	348	0.0%	348	0.0%
Total Salary and Benefits	**24,573**	**32,767**	**32,508**	**(0.8%)**	**32,546**	**0.1%**
Non-Personnel						
Materials/Services/Supplies	65,750	454,040	400,000	(11.9%)	460,800	15.2%
Interfund Services	1,401	1,647	0	(100.0%)	0	0.0%
Total Non-Personnel	**67,151**	**455,687**	**400,000**	**(12.2%)**	**460,800**	**15.2%**
Total by Category	**91,724**	**488,454**	**432,508**	**(11.5%)**	**493,346**	**14.1%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
Elected City Clerk Division					
2314 Elections	1.00	1.00	1.00	0.00	1.00
Total Elected City Clerk Division	**1.00**	**1.00**	**1.00**	**0.00**	**1.00**
Total by Division / Program	**1.00**	**1.00**	**1.00**	**0.00**	**1.00**

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	1.00	1.00	1.00	0.00	1.00
Total by Fund	**1.00**	**1.00**	**1.00**	**0.00**	**1.00**
Position Classification					
City Clerk	1.00	1.00	1.00	0.00	1.00
Total Positions	**1.00**	**1.00**	**1.00**	**0.00**	**1.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	1.00	488,454
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Increase in Election Costs (for Special Election)		10,000
Ongoing Cost Adjustments		
Salary and benefits adjustments		(259)
Non-personnel adjustments		2,080
Net decrease in internal service fund allocations		(1,647)
Total FY 2023/24 Base Budget Adjustments	**0.00**	**10,174**
Total FY 2023/24 Base Budget	**1.00**	**498,628**
FY 2023/24 Service Level Changes		
Elections and Initiative Outreach Reduction		(66,120)
Total Service Level Changes	**0.00**	**(66,120)**
Total FY 2023/24 Proposed Budget	**1.00**	**432,508**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Increase in Election Costs (bi-annually)		60,000
Salary and benefits adjustments		38
Non-personnel adjustments		2,122
Total FY 2024/25 Base Budget Adjustments	**0.00**	**62,160**
Total FY 2024/25 Base Budget	**1.00**	**494,668**
FY 2024/25 Service Level Changes		
Elections and Initiative Outreach Reduction		(1,322)
Total Service Level Changes	**0.00**	**(1,322)**
Total FY 2024/25 Proposed Budget	**1.00**	**493,346**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Elections and Initiative Outreach Reduction	0.00	0	(66,120)	0	(67,442)

Program: 2314 – Elections

This proposal reduces the Elected City Clerk's initiatives and elections outreach budget by $66,120, from $106,120 to $40,000. This budget provides funding for the development and implementation of strategies to increase voter outreach and participation as well as promote community engagement. Based on historical spending, it is anticipated that the remaining funding will be sufficient to cover any expenses related to these items.

Performance Impact

The City Clerk’s Office is anticipating no service delivery impact with this reduction.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Elected City Clerk Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percent of Campaign Disclosure Statements distributed		100%	100%	100%	100%	100%	100%
Workload Measures							
Number of Campaign Disclosure Statements processed		87	35	50	82	50	50
Number of elections held		1	1	1	1	1	1

Assistant City Clerk's Office Description

The Assistant City Clerk oversees the day-to-day operations of the City Clerk's Office. The Office of the Assistant City Clerk processes the agendas for and attends all meetings of the Council and Authorities Concurrent and Stadium Authority meetings, maintains accurate and up-to-date records of the proceedings of those meetings and makes those records open for public inspection. The Office of the Assistant City Clerk processes and maintains copies of City contracts, ordinances, resolutions and other official documents. The Office of the Assistant City Clerk manages and compiles City records in accordance with the Records Retention Schedule and in response to Public Records Act requests. The Office of the Assistant City Clerk administers campaign and disclosure laws, the Campaign Finance Ordinance, Regulation of Lobbying Activities program and the Calendars of Certain City Officials program. The Office of the Assistant City Clerk also administers oaths of affirmation pertaining to the affairs and business of the City and certifies copies of official records.

Divisions and Services

The Assistant City Clerk's Office is organized under the City Clerk's Office.

Assistant City Clerk Division Mission	Maintain and ensure that all official records and documents are accessible to the public; ensure timely publication, posting and/or mailing of ordinances, resolutions, calendars of certain City Officials, lobbyist registration forms and semi-annual reports, and other notices; attend and keep an accurate record of Council meetings; and respond to all requests for information efficiently and courteously.
Division Objectives	To continue to work with all City departments to ensure accuracy of the Records Retention Schedules with emphasis on electronic records and historical and vital records.
	To continue to work with the Information Technology Department and the City Attorney's Office to ensure integrity and compliance with the Records Retention Program, including updating the Records Retention Schedules.
	To continue the records management software training for City staff and work with departments to inventory and classify records.
	To continue to track agreements for all City departments to ensure that active agreements are readily available and inactive agreements are retained according to retention schedules.

Significant Accomplishments

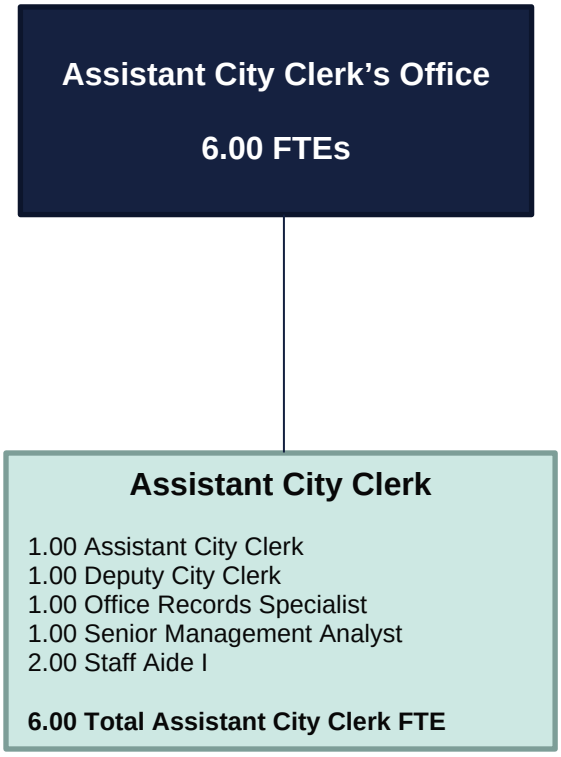
- Transitioned and supported all public meetings (Council, Stadium Authority, Boards, Commissions, and Committees) to hybrid meetings via Zoom and in-person meetings.
- Increased Lobbyist Fees for full cost recovery of the program.
- Assistant City Clerk worked closely with the City Clerk to implement and conduct the November 2022 General Municipal Election.
- Collaborated with departments citywide to enter and retain City records through Electronic Document Management system – Laserfiche.
- Collaborated with IT and Human Resources on digitalizing employee records and open enrollment forms through the city's electronic document management Laserfiche.

Significant Objectives

- Implement and support enhanced functionality for the enterprise document management system as a citywide resource for records management, the use of forms, compatibility with mobile devices and other functionality as appropriate.
- Identify and focus on key elements of the enterprise document management systems that will enhance productivity and increase transparency through the public meeting process and access to information. Continue to provide prompt and thorough responses to requests for public records and to assure that all official records and document are accessible to the public.

Budget Highlights

- Eliminates funding for the City's old records management software that is no longer needed as the City has upgraded to a different software.


Assistant City Clerk's Office
6.00 FTEs
Assistant City Clerk
1.00 Assistant City Clerk
1.00 Deputy City Clerk
1.00 Office Records Specialist
1.00 Senior Management Analyst
2.00 Staff Aide I
6.00 Total Assistant City Clerk FTE

Budget Summary

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Assistant City Clerk Division						
2311 City Clerk- Council Admin Support	361,566	474,791	390,812	(17.7%)	401,256	2.7%
2312 City Clerk-Public Info	664,757	821,650	831,265	1.2%	865,544	4.1%
2313 City Clerk-Political Reforms	337,236	291,217	292,676	0.5%	306,922	4.9%
Total Assistant City Clerk Division	**1,363,559**	**1,587,658**	**1,514,753**	**(4.6%)**	**1,573,722**	**3.9%**
Total by Division / Program	**1,363,559**	**1,587,658**	**1,514,753**	**(4.6%)**	**1,573,722**	**3.9%**

	FY 2021/22 Actual	FY 202/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	1,363,519	1,587,658	1,514,753	(4.6%)	1,573,722	3.9%
Other City Departments Operating Grant Trust Fund	40	0	0	N/A	0	N/A
Total by Fund	**1,363,559**	**1,587,658**	**1,514,753**	**(4.6%)**	**1,573,722**	**3.9%**
Dollars by Category						
Salary and Benefits						
Salary	478,752	708,033	666,284	(5.9%)	697,141	4.6%
As-Needed	119,306	48,543	51,020	5.1%	53,583	5.0%
Overtime	0	1,035	1,071	3.5%	1,108	3.5%
Retirement	261,205	285,099	256,761	(9.9%)	269,726	5.0%
Health Allocations	47,343	80,946	102,676	26.8%	108,145	5.3%
Medicare	9,663	10,935	11,278	3.1%	11,777	4.4%
Social Security	37,894	43,712	46,321	6.0%	48,067	3.8%
Other Benefits	30,391	41,623	42,395	1.9%	43,898	3.5%
Total Salary and Benefits	**984,554**	**1,219,926**	**1,177,806**	**(3.5%)**	**1,233,445**	**4.7%**
Non-Personnel						
Materials/Services/Supplies	212,436	216,627	225,461	4.1%	229,966	2.0%
Interfund Services	143,488	151,105	111,486	(26.2%)	110,311	(1.1%)
Capital Outlay	23,081	0	0	N/A	0	N/A
Total Non-Personnel	**379,005**	**367,732**	**336,947**	**(8.4%)**	**340,277**	**1.0%**
Total by Category	**1,363,559**	**1,587,658**	**1,514,753**	**(4.6%)**	**1,573,722**	**3.9%**

Position Summary

		FY 2021/22 Adopted	FY 2022/23 Adopted*	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program						
Assistant City Clerk Division						
2311	Council/Administration Support	1.50	1.50	1.50	0.00	1.50
2312	Public Information/Legislative Records Management	2.10	3.10	3.10	0.00	3.10
2313	Political Reform Act	1.40	1.40	1.40	0.00	1.40
Total Assistant City Clerk Division		**5.00**	**6.00**	**6.00**	**0.00**	**6.00**
Total by Division / Program		**5.00**	**6.00**	**6.00**	**0.00**	**6.00**

	FY 2021/22 Adopted	FY 2022/23 Adopted*	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	5.00	6.00	6.00	0.00	6.00
Total by Fund	**5.00**	**6.00**	**6.00**	**0.00**	**6.00**
Position Classification					
Assistant City Clerk	1.00	1.00	1.00	0.00	1.00
Deputy City Clerk	1.00	1.00	1.00	0.00	1.00
Office Records Specialist	1.00	1.00	1.00	0.00	1.00
Sr. Management Analyst	0.00	1.00	1.00	0.00	1.00
Staff Aide I	2.00	2.00	2.00	0.00	2.00
Total Positions	**5.00**	**6.00**	**6.00**	**0.00**	**6.00**

**The position count includes the unfreezing and reclassification of 1.0 Deputy City Clerk position to 1.0 Senior Management Analyst position, as approved as part of the FY 2022/23 and FY 2023/24 Adopted Capital Improvement Program Budget.*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	6.00	1,587,658
FY 2023/24 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		(42,120)
Reallocation of publication items from the City Attorney's Office		14,504
Non-personnel adjustments		4,330
Net decrease in internal service fund allocations		(39,619)
Total FY 2023/24 Base Budget Adjustments	**0.00**	**(62,905)**
Total FY 2023/24 Base Budget	**6.00**	**1,524,753**
Service Level Changes		
Sire Records Management System Reduction		(10,000)
Total Service Level Changes	**0.00**	**(10,000)**
Total FY 2023/24 Proposed Budget	**6.00**	**1,514,753**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		55,639
Non-personnel adjustments		4,705
Net decrease in internal service fund allocations		(1,175)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**59,169**
Total FY 2024/25 Base Budget	**6.00**	**1,573,922**
Service Level Changes		
Sire Records Management System Reduction		(200)
Total Service Level Changes	**0.00**	**(200)**
Total FY 2024/25 Proposed Budget	**6.00**	**1,573,722**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Sire Records Management Software Reduction	0.00	0	(10,000)	0	(10,200)

Program: 2312 – Public Information/Legislation Records Management

This proposal reduces the Assistant City Clerk's contractual services budget by $10,000. This amount reflects funding for the City's previous records management software. As the City has upgraded to a different software, this funding is no longer necessary and no service level impact is expected.

Performance Impact

The City Clerk’s Office is anticipating no service delivery impact with this reduction.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Assistant City Clerk Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percent of records authorized and provided by the department for destruction are destroyed within 30 days		100%	100%	100%	0%	100%	100%
Percent of City Council reports available online four days prior to the meeting		100%	N/A	100%	100%	100%	100%
Workload Measures							
Number of Conflict of Interest forms processed		410	301	300	314	250	250

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City Auditor's Office

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City Auditor Division Description

The City Auditor's Office is an independent office that reports to the Audit Committee and City Council. The Office conducts performance audits and reviews of City departments, programs and services, and makes recommendations to strengthen accountability and improve efficiencies and effectiveness of City programs and business processes. The audits may assess internal controls over financial reporting and evaluate the adequacy of system of internal controls, and compliance with applicable laws, rules, regulations, and City policies and procedures.

The Office prepares an annual audit work plan for the City Council's approval and issues semi-annual audit status reports and annual follow-up reports on outstanding audit recommendations to the City Council for review.

The Office provides oversight of external auditors regarding the City's annual financial audit, single audit, annual compliance review with the City's Investment Policy, performance audits and related financial audits. The City Auditor's Office is also responsible for the Stadium Authority's annual financial audit.

Additionally, the Office administers the City's Fraud Hotline program and performs investigations for all material complaints received related to fraud, waste, and abuse.

Divisions and Services

The City Auditor Division is organized independently from operations.

City Auditor Division Mission	The City Auditor's Office mission is to promote honest, efficient, effective and fully accountable city government through accurate, independent and objective audits.
Division Objectives	Establish performance audits within the organization to better understand how our programs are performing in comparison with neighboring jurisdictions.
	Conduct in-depth financial and performance audits.
	Oversee the City's performance management system, auditing and approving all bills, invoices, payrolls, demands or charges against the City before payment.

Significant Accomplishments

- Completed the annual cash disbursement review for the City of Santa Clara.
- Completed procurement and continuous oversight of the annual financial audit contracts for the City and Santa Clara Stadium Authority.
- Completed a comprehensive fraud, waste, and abuse policy to establish controls that will aid in the detection of fraud, waste, and abuse against the City.
- Completed the first City-wide risk assessment and developed a two-year audit plan based on those results.
- Established a whistleblower hotline for internal reporting of fraud, waste, and abuse or other ethical issues.
- Completed a review of City employee travel and reimbursement policies and procedures.
- Completed semi-annual audit status reports to provide status of projects contained in the annual workplan.

Significant Objectives

- Continue to advance audit work based on results of the City-wide risk assessment for the City in an effort to promote greater accountability.
- Increase the economy, efficiency, effectiveness, and accountability of City government through audits and their recommendations.
- Maintain an effective follow-up process to monitor and evaluate the adequacy, effectiveness and timeliness of actions taken by management to address audit recommendations and report to the City Council on the actions taken.
- Administer the whistleblower hotline and perform investigations for all material complaints.
- Provide oversight of external auditors regarding the City and Santa Clara Stadium Authority's financial and performance audits.
- Update the city's annual risk assessment report to effectively evaluate city functions and respond to any changes in risk identified in the City.
- Prepare the City's Annual Audit Work Plan for FY 2023/24 and FY 2024/25.

Budget Highlights

- Freeze the City Auditor position for two years; the office will continue to be managed with two professional staff and the use of consultants.
- Reduce the training and travel budget.



* The City Auditor position is proposed to be frozen for FY 2023/24 and FY 2024/25
** Currently overfilled as an Audit Manager

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
City Auditor Division						
3352 City Auditor Administration	18,190	367,818	72,702	(80.2%)	77,906	7.2%
3353 City Auditor Services	627,079	856,323	875,743	2.3%	907,583	3.6%
Total City Auditor Division	**645,269**	**1,224,141**	**948,445**	**(22.5%)**	**985,489**	**3.9%**
Total by Division / Program	**645,269**	**1,224,141**	**948,445**	**(22.5%)**	**985,489**	**3.9%**

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	645,269	1,224,141	948,445	(22.5%)	985,489	3.9%
Total by Fund	**645,269**	**1,224,141**	**948,445**	**(22.5%)**	**985,489**	**3.9%**
Dollars by Category						
Salary and Benefits						
Salary	304,884	563,253	364,423	(35.3%)	382,345	4.9%
Retirement	114,158	197,618	174,188	(11.9%)	185,440	6.5%
Health Allocation	22,949	37,617	22,772	(39.5%)	22,772	0.0%
Medicare	5,110	8,478	5,710	(32.6%)	5,970	4.6%
Social Security	17,700	25,449	19,897	(21.8%)	19,898	0.0%
Other Benefits	19,838	25,139	17,019	(32.3%)	17,518	2.9%
Total Salary and Benefits	**484,639**	**857,554**	**604,009**	**(29.6%)**	**633,943**	**5.0%**
Non-Personnel						
Materials/Services/Supplies	137,058	338,345	342,234	1.1%	349,261	2.1%
Interfund Services	23,572	28,242	2,202	(92.2%)	2,285	3.8%
Total Non-Personnel	**160,630**	**366,587**	**344,436**	**(6.0%)**	**351,546**	**2.1%**
Total by Category	**645,269**	**1,224,141**	**948,445**	**(22.5%)**	**985,489**	**3.9%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
City Auditor Division					
3352 City Auditor Administration	1.00	1.00	0.00	(1.00)	0.00
3353 City Auditor Services	2.00	2.00	2.00	0.00	2.00
Total City Auditor Division	**3.00**	**3.00**	**2.00**	**(1.00)**	**2.00**
Total by Division / Program	**3.00**	**3.00**	**2.00**	**(1.00)**	**2.00**

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
General Fund	3.00	3.00	2.00	(1.00)	2.00
Total by Fund	**3.00**	**3.00**	**2.00**	**(1.00)**	**2.00**
Position Classification					
City Auditor	1.00	1.00	0.00	(1.00)	0.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Sr. Performance Auditor	1.00	1.00	1.00	0.00	1.00
Total Positions	**3.00**	**3.00**	**2.00**	**(1.00)**	**2.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	3.00	1,224,141
FY 2023/24 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefit adjustments		44,336
Non-personnel adjustments		6,889
Change in interfund services		(26,040)
Total FY 2023/24 Base Budget Adjustments		**25,185**
Total FY 2023/24 Base Budget	**3.00**	**1,249,326**
Service Level Changes		
Freeze City Auditor Position	**(1.00)**	(297,881)
Training and Travel Reduction		(3,000)
Total Service Level Changes	**(1.00)**	**(300,881)**
Total FY 2023/24 Proposed Budget	**2.00**	**948,445**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		46,471
Non-personnel adjustments		7,027
Change in interfund services		83
Total FY 2024/25 Base Budget Adjustments	**0.00**	**53,581**
Total FY 2024/25 Base Budget	**2.00**	**1,002,026**
Service Level Changes		
Freeze City Auditor Position		(16,537)
Total Service Level Changes	**0.00**	**(16,537)**
Total FY 2024/25 Proposed Budget	**2.00**	**985,489**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Freeze City Auditor Position	(1.00)		(297,881)		(314,418)

Program: 3352 – City Auditor Administration

This action freezes the City Auditor position for the FY 2023/24 and FY 2024/25 operating budget period. Long-term, the goal would be to consolidate the City Auditor and Senior Performance Auditor positions, resulting in an ongoing reduction of one position. Both the City Auditor and Senior Performance Auditor positions would need to be vacant to bring forward this ongoing change. The proposed reduction would not impact the current service delivery as the City Auditor position has been vacant. The existing staff (1.0 Senior Performance Auditor and 1.0 Management Analyst) and consultant services would continue to deliver audit services for the City.

Performance Impact

The number of audits that can be performed by the City Auditor's Office would continue to be impacted by the loss of capacity. City audits provide valuable information to improve City operations and address issues independently identified as part of the audit process.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Training and Travel Reduction			(3,000)		(3,000)

Program: 3352 – City Auditor Administration

This proposal reduces the training and travel budget by $3,000 (from $6,742 to 3,742). Staff would need to rely more heavily on online training opportunities versus in-person training. This reduction is expected to have minimal impacts given the shift to online training post COVID-19 and the proposed reduction in the staffing level.

Performance Impact

The reduction to the training and travel budget is not expected to impact service delivery.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

City Auditor Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percentage of audit recommendations management agrees to implement		N/A	N/A	100%	100%	100%	100%
Percentage of approved workplans completed or substantially completed during the fiscal year		19%	43%	75%	75%	75%	75%
Percentage of hotline investigation recommendations resolved		N/A	N/A	90%	100%	90%	90%
Workload Measures							
Number of major work products issued		2	2	4	5	5	5

City Manager's Office

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City Manager's Office Description

The City Manager's Office is responsible for providing strategic direction and support to all City departments for day-to-day operations and planning, as well as support to the City Council with its policy making. In this capacity, the City Manager's Office resolves complex administrative matters, performs City-wide policy analysis, directs city-wide emergency preparedness efforts; drives strategic planning and organizational development; oversees employee relations; directs the preparation of the budget in conformance with the Council's approved priorities and Budget Principles; and advises the Council of the City's financial outlook. In addition, the City Manager's Office has direct responsibility for economic development, community outreach and engagement, property and contract management, special projects, and legislative research and advocacy.

The City Manager's Office also provides general administration for the Sports and Open Space Authority, Housing Authority, and Successor Agency of the former Redevelopment Agency.

Divisions and Services

The City Manager's Office is organized into two Divisions: City Council Support; and Leadership and Management Services.

City Council Support Division Mission	Support the City Council with its policy decisions and assist with establishing and implementing goals, objectives, and planning strategies to maintain a thriving community with efficiently delivered City services.
Division Objectives	Provide policy support for decision making by assisting Council in establishing policies and priorities, advancing the City's position on regional, State, and federal legislative issues, and executing its legislative responsibilities.
	Build intergovernmental relations and promote a strong, effective advocacy voice for legislation that will benefit the City.
Leadership and Management Services Division Mission	Support the Santa Clara community through strategic planning, day-to-day oversight of operations, policy development, and fiscal planning. This Division also leads economic development, organizational development, community outreach and engagement, and the implementation of key policies and programs.
Division Objectives	Implement Council direction while overseeing City operations and department resources, economic development, management of City-owned properties, and the development and implementation of key policies.
	Plan and execute highly complex, citywide projects while strategically developing a more effective and efficient organization.
	Enhance the City's community outreach and engagement efforts by updating the City's communications plan and informing residents and businesses about issues through press releases, Community Letters, the City Hall News online, Inside Santa Clara (the City newspaper for residents and businesses), the City's website and social media channels.

Significant Accomplishments

City Council Support

- Coordinated the preparation and timely distribution of meeting agendas, Council briefings and the day-to-day operations of the Mayor and Council office.
- Facilitated and staffed the transition to hybrid/in-person City Council and Planning Commission meetings.
- Guided the transition back to in-person/hybrid boards and commission meetings in alignment with new noticing and legislative body requirements.
- Provided communications support for City Council and staff for State of the City, community events, groundbreaking and ribbon cutting events and speaking engagements.
- Hosted first in-person State of the City event after two years of virtual events due to the pandemic, where community awards from all districts were highlighted via prerecorded video and integrated into the multimedia presentation; the event was recorded and subsequently shared via social media and City News.

Leadership and Management

- Successfully led organization through leadership transitions while challenging the organization to maintain high-quality, cost effective services responsive to the needs of Santa Clara residents in alignment with Council priorities.
- Worked with City departments to implement a three-prong budget balancing approach of cost containment, new revenues and the use of reserves to address a significant structural budget deficit while minimizing impacts to front-line public services.
- Coordinated efforts across City departments to process over 32,000 Public Records Act requests during FY 2021/22 and approximately 22,000 requests in FY 2022/23.

Community Outreach and Engagement

- Migrated the City's bi-annual newspaper, "Inside Santa Clara" to a digital format, with printed copies available at City facilities, resulting in annual budgetary savings of approximately $90,000 and aligning with environmental sustainability goals and mandates by saving over one million sheets of paper per year.
- Launched a new redesign for "City Hall News" in February 2022, including Mayor and Council District messages (when available) to provide Citywide and district-specific news and updates to the community.
- Maintained a robust presence on social media through Instagram, Twitter, Facebook, Nextdoor, and LinkedIn.
- Developed, designed, and facilitated mailers and utility bill insert content to keep the community apprised of special events, initiatives, and community meetings.
- Developed a series of video messages from the City Council on cultural and holiday events including Eid al-Fitr, Kwanzaa, 4th of July, Black History Month, Diwali and more.
- Collaborated with Water & Sewer Utilities on a "Save Our Water" campaign to educate the public on ways to conserve water during periods of prolonged drought and how to develop a "Water Conservation Mindset" to face future challenges.
- Conducted a robust community outreach effort with business and community leaders to discuss possible revenue measures for the November 2022 election. Efforts included a community survey, focus groups, dedicated webpage, direct mail and community presentations. Voters approved Measure G by over 84% (5% Utility transfer) and Measure H (Business License Tax Update) by 60% on the November 2022 ballot.
- Facilitated Council and community discussion regarding high-profile projects such as the acquisition of 1601 Civic Center Drive for parkland and the operations of the BMX park.

- Developed and produced high-quality videos for City departments, including officer profiles for SCPD's recruiting website, a featurette on Mission City Memorial Park, a Sneak Peek at Raymond G. Gamma Dog Park, Mayor@Noon and highlight videos of special events (Annual Tree Lighting, LGBTQ+ Flag Raising).
- Responded to over 200 media inquiries annually.

Special Projects

- Led efforts to prepare the City's FY 2021/22 Community Project Funding request application that resulted in the award of $2.725 million in funding for the De La Cruz Blvd, Lick Mill Blvd, and Scott Blvd Bicycle Projects with Representative Ro Khanna's recommendation. The projects will enhance safety, improve mobility, reduce vehicle emissions, and connect local residential communities, schools, libraries, and major employers within Silicon Valley.
- Led efforts to prepare the City's FY 2022/23 Community Project Funding request application that resulted in the award of $3 million in funding for the Anna Drive Neighborhood Flood Protection Project based on Representative Ro Khanna's submittal and $500,000 in funding for the Fire Station Microgrid Project based on Senators Dianne Feinstein and Alex Padilla's submittals. The Anna Drive Neighborhood Flood Protection will benefit and provide flood protection to hundreds of residents and businesses. The Fire Station Microgrid Project will accelerate microgrid technologies that provide community benefits through decarbonization and climate resiliency.
- Coordinated the City's FY 2023/23 State Budget funding request which resulted in the award of $800,000 for the Magical Bridge All-Inclusive Playground based on Assembly Member Alex Lee's submittal.
- Renegotiated Memorandum of Understanding with the Santa Clara Unified School District for the continued use and operation of the Youth Activity Center, Teen Center and Skate Park on the Cabrillo Middle School Campus.

COVID-19 Response and Relief Efforts

- Distributed regular COVID-19 updates to the community with the latest information on the COVID-19 pandemic as well as the City's response efforts.
- Maintained the drive-through window at City Hall for safe, in person utility bill payment, and other financial transactions.
- Incrementally increased City services to provide "in-person" beginning in July 2021 up to five days a week.
- Terminated the City Proclamation of Emergency for COVID-19 on February 7, 2023.

Significant Objectives

City Council Support

- The City Manager's Office will provide strategic leadership, policy analysis, and communications in support of Council priorities.
- The City Manager's Office will facilitate and support a mix of in-person and virtual meetings including the coordination of policy priority setting initiatives.
- The City Manager's Office will plan, coordinate and oversee the operations of the Mayor and Council office staff including the coordination of timely responses to Council and constituent inquiries.
- The City Manager's Office will provide staff and communications support for the State of the City, community events, groundbreaking/ribbon cutting events and speaking engagements.

Leadership and Management

- The City Manager's office will maintain excellence in the City's service delivery by helping to resolve complex administrative matters in support of Council priorities and the day-to-day operations of City Departments.
- The City Manager's office will strive to maintain effective working relationships with stakeholders and community partners to advance the best interests of the City.
- The City Manager's office will develop and oversee strategies to enhance civic engagement using a range of social media and other platforms to promote inclusion and diversity of thought in the development of public policy initiatives.
- The City Manager's Office will continue efforts to mitigate deficits projected in the City's Ten-Year General Fund Financial Forecast through development of revenue strategies, implementation of alternative service delivery models and expenditure reductions.
- As required by the California Public Records Act, the City Manager's office will continue to develop and implement strategies to address the increasing volume of public records requests in a manner that is both timely and responsive with the goal of enhancing public transparency while balancing City resources.

Legislative Advocacy

- The City Manager's Office will assist departments in identifying and pursuing federal and State funding opportunities for key City projects in coordination with the City's legislative consultant.
- The City Manager's Office will continue to build intergovernmental relations and promote a strong, effective advocacy voice for State and federal legislation that will benefit the City.

Community Outreach and Engagement

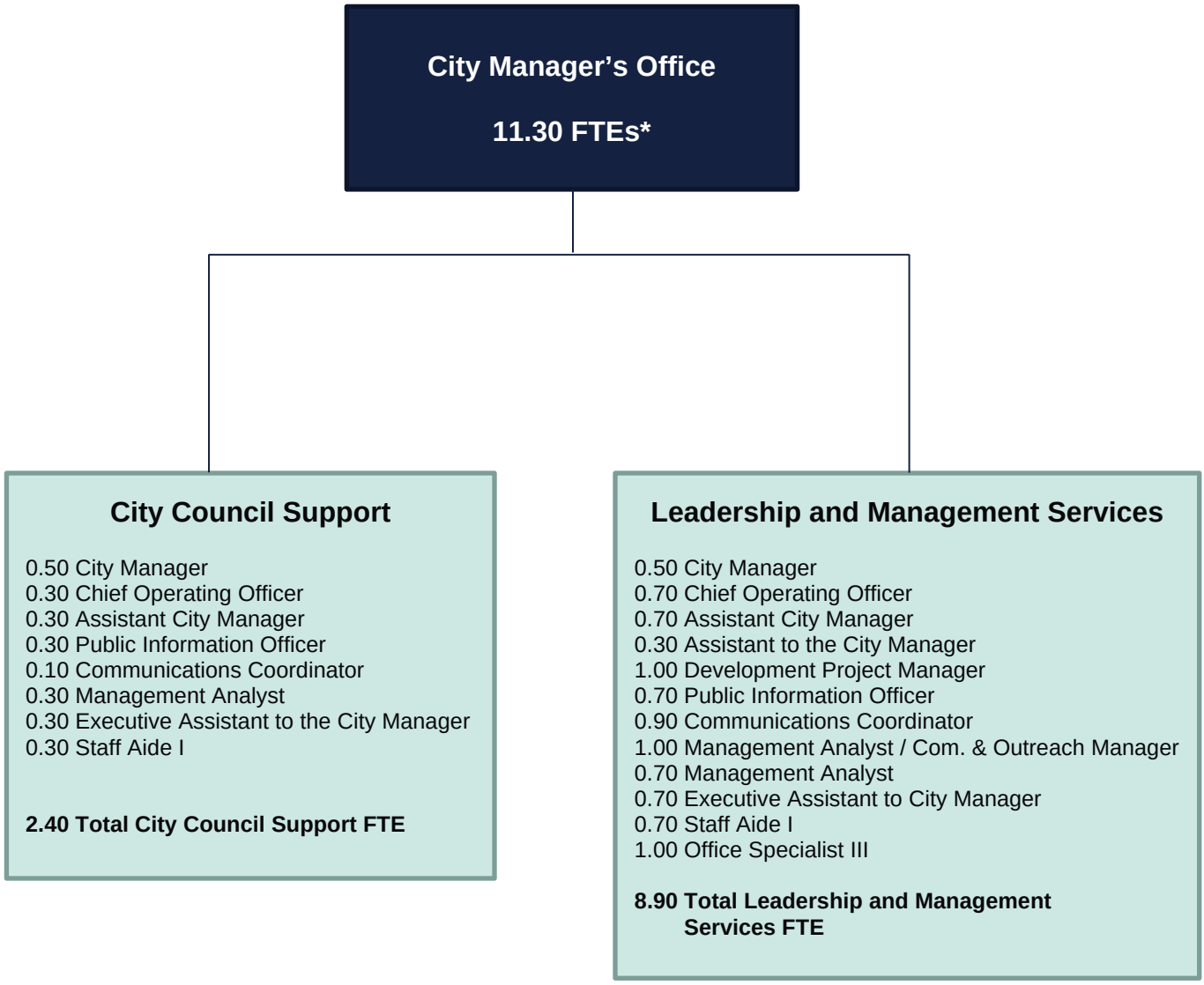
- The City Manager's Office will develop, execute and lead the City's external and internal communications and outreach strategy using a broad range of communications channels and Citywide communications initiatives.
- The City Manager's Office will continue to manage City's Customer Relationship Management System, MySantaClara, to provide a more effective and user-friendly experience to Santa Clara residents, businesses, and visitors.
- The City Manager's office will act as a City liaison to, and coordinate with, various community groups, non-profit organizations and intergovernmental partners to address the needs of Santa Clara residents.

Special Projects

- The City Manager's Office will continue to work with various stakeholders to advance the land use planning and development of Santa Clara's downtown.
- The City Manager's Office will continue to work with regional partners to develop and implement goals and measures that reduce aircraft noise.
- The City Manager's Office will continue to work with stakeholders to advance economic development efforts to promote Santa Clara tourism and businesses.
- The City Manager's office will continue to work with local schools and community partners to leverage community assets and enhance the educational, recreational and social outcomes of students and the most vulnerable of Santa Clara residents.
- Allocate financial resources to acquire software that will improve staff's document review process for Public Records Act requests.

Budget Highlights

- Recommends a carefully balanced FY 2023/24 and 2024/25 Biennial Operating Budget that reflects the City Council priorities and continues to build on the foundation of financial sustainability.
- With a combination of strategies to address the General Fund shortfall, the budget balances the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community, including freezing 1.0 FTE Assistant City Manager position; this is in addition to the 1.0 Assistant City Manager and 1.0 Senior Management Analyst positions that were frozen as part of the last operating budget cycle.



**The positions above represent all funded positions. This excludes the 1.0 Assistant City Manager position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402), and 1.0 Senior Management Analyst position that the City Council approved to freeze on September 28, 2021 (Report to Council 21-1299). The position count also excludes 1.0 Assistant City Manager position that is proposed to be frozen for FY 2023/24 and FY 2024/25.*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
City Council Support Division							
1021	Policy Support for Decision Making	1,054,243	952,049	866,996	(8.9%)	913,421	5.4%
1022	Intergovernmental Relations and Advocacy	206,886	255,665	238,983	(6.5%)	243,265	1.8%
Total City Council Support Division		**1,261,129**	**1,207,714**	**1,105,979**	**(8.4%)**	**1,156,686**	**4.6%**
Leadership and Management Services Division							
1031	Day-to-Day Operations	4,374,142	2,967,300	2,383,061	(19.7%)	2,458,638	3.2%
1032	Strategic Planning	1,111,250	1,060,936	748,370	(29.5%)	790,323	5.6%
1033	Community Outreach and Engagement	1,039,023	1,176,375	1,061,125	(9.8%)	1,107,405	4.4%
Total Leadership and Management Services Division		**6,524,415**	**5,204,611**	**4,192,556**	**(19.4%)**	**4,356,366**	**3.9%**
Total by Division / Program		**7,785,544**	**6,412,325**	**5,298,535**	**(17.4%)**	**5,513,052**	**4.0%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	5,184,716	6,085,321	4,980,204	(18.2%)	5,175,582	3.9%
Convention Center Enterprise Fund	15,776	0	0	N/A	0	N/A
Fringe Benefits Fund	107,543	0	0	N/A	0	N/A
OPEB Plan Trust Fund	2,334,266	0	0	N/A	0	N/A
Other City Departments Operating Grant Trust Fund	39,472	0	0	N/A	0	N/A
Public, Education and Governmental (PEG) Fee Fund	70,432	0	0	N/A	0	N/A
Public Donations Fund	33,339	0	0	N/A	0	N/A
Related Santa Clara Developer Fund	0	327,004	318,331	(2.7%)	337,470	6.0%
Total by Fund	**7,785,544**	**6,412,325**	**5,298,535**	**(17.4%)**	**5,513,052**	**4.0%**
Dollars by Category						
Salary and Benefits						
Salary	2,408,163	2,383,873	1,841,684	(22.7%)	1,957,296	6.3%
As-Needed	271,246	131,975	211,353	60.1%	217,629	3.0%
Retirement	905,181	970,968	829,318	(14.6%)	883,525	6.5%
Health Allocation	109,083	166,715	196,018	17.6%	204,148	4.1%
Medicare	41,373	43,293	35,582	(17.8%)	37,565	5.6%
Social Security	89,794	104,639	98,814	(5.6%)	101,630	2.8%
Other Benefits	2,413,891	190,340	95,406	(49.9%)	97,960	2.7%
Total Salary and Benefits	**6,238,731**	**3,991,803**	**3,308,175**	**(17.1%)**	**3,499,753**	**5.8%**
Non-Personnel						
Materials/Services/Supplies	701,632	1,598,581	1,296,643	(18.9%)	1,325,263	2.2%
Interfund Services	774,749	821,941	693,717	(15.6%)	688,036	(0.8%)
Capital Outlay	70,432	0	0	N/A	0	N/A
Total Non-Personnel	**1,546,813**	**2,420,522**	**1,990,360**	**(17.8%)**	**2,013,299**	**1.2%**
Total by Category	**7,785,544**	**6,412,325**	**5,298,535**	**(17.4%)**	**5,513,052**	**4.0%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Division / Program					
City Council Support Division					
1021 Policy Support for Decision Making	2.55	2.55	2.10	(0.45)	2.10
1022 Intergovernmental Relations and Advocacy	0.45	0.45	0.30	(0.15)	0.30
Total City Council Support Division	**3.00**	**3.00**	**2.40**	**(0.60)**	**2.40**
Leadership and Management Services Division					
1031 Day-to-Day Operations	3.80	3.80	4.50	0.70	4.50
1032 Strategic Planning	3.00	3.00	2.00	(1.00)	2.00
1033 Community Outreach and Engagement	2.70	2.70	2.40	(0.30)	2.40
Total Leadership and Management Services	**9.50**	**9.50**	**8.90**	**(0.60)**	**8.90**
Total by Division / Program	**12.50**	**12.50**	**11.30**	**(1.20)**	**11.30**

	FY 2021/22 Adopted	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Fund					
General Fund	12.50	11.50	10.30	(1.20)	10.30
Related Santa Clara Developer Fund	0.00	1.00	1.00	0.00	1.00
Total by Fund	**12.50**	**12.50**	**11.30**	**(1.20)**	**11.30**
Position Classification					
Assistant City Manager	2.00	2.00	1.00	(1.00)	1.00
Assistant to the City Manager	2.00	2.00	0.30	(1.70)	0.30
Chief Operating Officer	1.00	1.00	1.00	0.00	1.00
City Manager	1.00	1.00	1.00	0.00	1.00
Communications Coordinator	1.00	1.00	1.00	0.00	1.00
Deputy City Manager	0.00	1.00	0.00	(1.00)	0.00
Development Project Manager	0.00	0.00	1.00	1.00	1.00
Executive Assistant to City Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst / Com. & Outreach Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Office Specialist III	0.50	0.50	1.00	0.50	1.00
Public Information Officer	0.00	0.00	1.00	1.00	1.00
Senior Management Analyst	1.00	0.00	0.00	0.00	0.00
Staff Aide I	1.00	1.00	1.00	0.00	1.00
Total Positions	**12.50**	**12.50**	**11.30**	**(1.20)**	**11.30**

**The positions above represent all funded positions. This excludes the 1.0 Assistant City Manager position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402), and 1.0 Senior Management Analyst position that the City Council approved to freeze on September 28, 2021 (Report to Council 21-1299). The position count also excludes 1.0 Assistant City Manager position that is proposed to be frozen for FY 2023/24 and FY 2024/25.*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	12.50	6,412,325
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Chamber of Commerce Rebudget		(330,000)
Ongoing Cost Adjustments		
Salary and Benefits adjustments		(199,723)
Reallocation of 0.5 Office Specialist III from Non-Departmental	0.50	73,773
Reallocation of 0.3 Assistant to the City Manager from Non-Departmental	0.30	93,599
Reallocation of 1.0 Assistant to the City Manager to the Mayor & City Council Offices	(1.00)	(288,063)
Reclassification of 1.0 Assistant to the City Manager to 1.0 Public Information Officer		
Non-personnel adjustments		28,062
Net decrease of internal service fund allocations		(128,224)
Total FY 2023/24 Base Budget Adjustments	**(0.20)**	**(750,576)**
Total FY 2023/24 Base Budget	**12.30**	**5,661,749**
Service Level Changes		
Freeze 1.0 Assistant City Manager Position	(1.00)	(363,214)
Total Service Level Changes	**(1.00)**	**(363,214)**
Total FY 2023/24 Proposed Budget	**11.30**	**5,298,535**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		211,919
Non-personnel adjustments		28,620
Net decrease of internal service fund allocations		(5,681)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**234,858**
Total FY 2024/25 Base Budget	**11.30**	**5,533,393**
Service Level Changes		
Freeze 1.0 Assistant City Manager Position		(20,341)
Total Service Level Changes	**0.00**	**(20,341)**
Total FY 2024/25 Proposed Budget	**11.30**	**5,513,052**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Freeze 1.0 Assistant City Manager Position	(1.00)	(363,214)	0	(383,555)	0

Program:
1021 – Policy Support for Decision Making
1031 – Day to Day Operations
1032 – Strategic Planning
1033 – Community Outreach & Engagement

This proposal freezes 1.0 vacant Assistant City Manager position. This position was intended to provide overall responsibility for City real estate and transactional matters (including Stadium, Related Santa Clara and Successor Agency properties) and Convention Center and Destination Marketing Organization organizational and operational matters. It was also anticipated that this position would support the development and implementation of economic development program and policy work such as local minimum wage, worker retention, worker recall, smoking/tobacco policies, regulations, worker cooperative, small business grants, cannabis regulations and food delivery fees. As a staff lead, efforts on broad policy and special initiatives were reported out to the Council's Economic Development, Communications, and Marketing Committee.

Performance Impact

The previous incumbent retired from the City in October 2021 and has since come back in an as-needed capacity to assist on a limited scope of overall responsibilities of the vacated Assistant City Manager position. While some gaps have been bridged in terms of services and duties, as-needed work hours are limited resulting in some duties being absorbed by other staff in other City departments and other duties are yet to be fully reassigned.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

City Council Support Division Workload Measures	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of State and federal legislative bills reviewed/tracked		228	86	100	100	100	100
Number of support/opposition correspondence produced for regional, State, and federal legislation		N/A	13	15	22	15	15
Number of meetings/reports/ presentations to City Departments and/or City Council to share legislative information[1] – *Modified for FY 2023/24*		N/A	18	12	17	14	14
Number of City Council meeting referrals open[2] – *Modified for FY 2023/24*		39	31	44	31	30	30
Number of City Council meeting referrals closed		N/A	26	31	30	30	30
Number of City Council agenda reports approved		870	801	750	750	750	750
Number of City Council and Council Committee meetings –		103	70	75	60	70	70
Total Number of City Council meeting hours including Regular, Special and Closed Sessions[3] – *New for FY 2023/24*		N/A	N/A	N/A	N/A	240	240

[1] *This now includes reports. The quarterly legislative updates and annual adoption of legislative advocacy positions are usually on the Consent Calendar. The reports are the most public way the City communicates legislative updates and should be counted towards this workload measure.*

[2] *This does not include committee referrals or referrals from priority setting sessions.*

[3] *The number of City staff that attend the meetings are not considered for this target.*

Performance and Workload Measures

Leadership and Management Services Support Division Performance Measures	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percentage of MySantaClara app users who are satisfied or very satisfied with the City's response to their request		63%	59%	70%	60%	70%	70%
Percent of forwarded constituent concerns and inquiries to City Manager and appropriate City Department Director within three business days – *New for FY 2023/24*		N/A	N/A	N/A	N/A	100%	100%
Percentage of employees that feel satisfied with the City as an employer[4]		N/A	N/A	N/A	N/A	N/A	N/A
Percentage of residents that believe the City is doing an excellent or good job[5]		N/A	N/A	N/A	N/A	N/A	N/A
Percentage of residents that believe the City is keeping the residents informed[4]		N/A	N/A	N/A	N/A	N/A	N/A
Citywide Social Media Posts							
Percentage increase in Twitter followers		16%	6%	5%	3%	3%	3%
Percentage increase in Facebook followers		9%	3%	5%	3%	3%	3%
Percentage increase in LinkedIn followers		13%	20%	5%	5%	5%	5%
Percentage increase in Instagram followers		N/A	17%	5%	5%	5%	5%

[4] *The last employee engagement survey was completed in 2019. These surveys are not completed annually and are typically conducted biennially. An employee engagement survey was not completed in FY 2021/22. Further staff evaluation will be conducted for future employee engagement surveys.*

[5] *Resident surveys were not completed in FY 2021/22. Further staff evaluation will be conducted for future resident surveys.*

Performance and Workload Measures

Leadership and Management Services Support Division							
Workload Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percentage of community grants approved within 30 business days[6] – *Modified for FY 2023/24*		100%	50%	90%	50%	75%	75%
Number of community grants awarded to support events, activities, and competitions[7] – *Modified for FY 2023/24*		2	8	10	8	8	8
Number of Public Records Act requests received, including sub-requests – *New for FY 2023/24*		N/A	N/A	N/A	N/A	22,000	22,000
Number of economic development visits with Santa Clara businesses[8]		14	15	15	0	5	5
Number of community engagement activities							
Community surveys		15	8	10	8	8	8
Media inquiries		172	224	75	100	100	100
News Items on City Website – *New for FY 2023/24*		N/A	N/A	N/A	N/A	75	75
News releases/media advisories		21	9	50	10	10	10
Videos, produced or edited[9] (e.g. Santa Clara Source) – *Modified for FY 2023/24*		276	76	120	15	15	15

[6] *Staff time is required to facilitate the grant award, as such this measure definition was edited to specify the 30 days as 30 business days.*

[7] *This was revised to include Parade of Champions and Showtime in addition to Community Grant Program awards.*

[8] *For FY 2022/23, the number was zero due to a shortage in staff resources. This activity will resume during the next budget cycle; however, at a lower rate.*

[9] *Santa Clara Source was discontinued in 2021. The need for videos increased during COVID, but now that we are back in person, the need has shifted.*

Performance and Workload Measures

Leadership and Management Services Support Division Workload Measures	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Citywide Social Media Posts							
Number of Facebook posts		1,022	1,203	725	1,000	1,000	1,000
Number of Nextdoor posts		323	352	200	300	300	300
Number of Twitter posts		1,014	930	725	800	800	800
Number of Instagram posts		N/A	734	600	600	600	600
Number of LinkedIn posts		50	210	80	100	100	100
Citywide Publications							
Inside Santa Clara Newsletter		N/A	2	3	2	2	2
Bill Insert[10] – *Modified for FY 2023/24*		N/A	6	12	4	4	4
City Hall Monthly News[11] – *Modified for FY 2023/24*		N/A	17	24	11	11	11
Annual Calendar		N/A	1	1	1	1	1

[10] *Mission City News was discontinued. However, information is still being sent out to the community via bill inserts. The number reported for FY 2021/22 reflects the full total of bill inserts that went out that FY.*

[11] *The City Manager's Biweekly was converted to City Hall News monthly and City Council district news in response to Council directive.*

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Community Development Department

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Community Development Department Description

The Department consists of three divisions: Planning, Building, and Housing and Community Services. The Director, Assistant Director and a Management Analyst support the activities of the Department as a whole. The Department's primary purpose is to guide the ongoing physical development of the community, which includes long range land use planning, review of new development proposals and construction to ensure that it conforms to the standards of the City and State and the provision of affordable housing within the City of Santa Clara. The Department acts as an advisor to the City's decision-makers in these areas and carries out the policies of the City Council. Santa Clara's policies and standards are contained in the General Plan, Zoning Ordinance, California Building Codes and adopted City Council policies. Plans for all new structures are reviewed and construction inspections are made to verify the safety and basic quality of work. Maintenance of the City's General Plan, proactive land use planning to meet the future needs of the community, and the delivery of high-quality professional services, including the enhancement and streamlining of the development permit process, and forging partnerships to provide housing services to lower income members of the community are primary objectives of the Department.

Divisions and Services

The Community Development Department is organized into three Divisions: Planning, Building, and Housing and Community Services.

Housing and Community Services Division Mission	The Housing and Community Services Division administers the City's federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Act Program (HOME) entitlement grant programs. The federal entitlement grants are used to promote affordable housing, rehabilitate substandard housing, provide neighborhood improvements and remove barriers to persons with disabilities, and fund public services for low- and moderate-income residents. Additionally, the Housing and Community Services Division administers the City's inclusionary housing program, which requires that a percentage of new development units be dedicated to low and moderate-income residents. Also, the Housing Division continues to manage its Redevelopment Agency legacy assets which include land and cash available for development, loans to first-time homebuyers, and other new affordable development projects.
Division Objectives	Complete an Annual Action Plan and administer grants using federal funding received by the City. The plan identifies community development and affordable housing needs and determines activities to be implemented that will assist low- and moderate-income people and prevent homelessness.
	Administer our two core federally funded programs: Tenant Based Rental Assistance (TBRA) and Neighborhood Conservation and Improvement Program (NCIP) and partner with the County on State Permanent Local Housing Allocation (PLHA) funding implementation.
	Complete in a timely fashion those budgeted capital improvement projects receiving funds from the federal CDBG Program and HOME Investment Partnership Act Program.
	Achieve the community service goals required of City-funded public service agencies.

	Encourage and finance the construction and maintenance of housing affordable to lower- and moderate-income households utilizing the revenues from the following three housing funds: Housing Successor, City Affordable Housing and Housing Authority. Provide opportunities for affordable home ownership to moderate-income households. Implement the City's inclusionary housing policy, which requires 15% of all new residential developments be set-aside for a mix of very low, low, and moderate-income households.
Building Division Mission	**To provide high quality and efficient services for the design, construction, use, occupancy, and maintenance of all buildings and structures in order to safeguard the public health, safety and general welfare in the built environment.**
Division Objectives	Provide excellent customer service and efficient plan review and permitting services at the Permit Center via walk in over the counter or through the online permit system.
	Provide effective, reliable field inspection services for the community by ensuring Building Code safety regulations are met during construction and code enforcement concerns.
	Continue streamlining the building permit process through new technologies and the internet. Continue improving and enhancing the permit information system to expand utilization to its fullest potential.
	Continue to improve customer satisfaction by providing more staff and new innovative software to better assist Permit Center visitors.
	Apply and implement new building codes and new State legislation.
	Continue to coordinate plan checks and inspections statuses of the four development functions: Building, Fire Prevention, Planning and Public Works/Engineering.

Planning Division Mission	**To enhance the community's safety, welfare, quality of life, and economic opportunities by providing advanced planning and development review services.**
Division Objectives	Review proposed development projects for consistency with City policies, ensure compliance with the California Environmental Quality Act (CEQA), and confirm construction complies with development approvals.
	Continue streamlining the development process and facilitate public access to information through new technologies and the internet.
	Prepare and implement long range plans; in coordination with consultants, update the Zoning Ordinance, prepare the Downtown Precise Plan and Form Based Zoning Code and the El Camino Real and Santa Clara Station Area Specific Plans.
	Support the City's historic preservation efforts, provide code enforcement to respond to community concerns, implement the Climate Action Plan, and work with the Valley Transportation Authority (VTA) on planning for transit services.
	Provide support for CEQA/National Environmental Policy Act (NEPA) review of City capital, affordable housing, and other public projects.

Significant Accomplishments

- City approved Santa Clara's Draft 2023-2031 Housing Element that was also previously submitted in a timely manner to the California Department of Housing and Community Development (HCD) for review.
- Adopted the Patrick Henry Drive Specific Plan to implement the City's General Plan goals and policies for the area by providing detailed guidance for future land uses and urban design elements to accommodate new residential dwelling units, office space and other new neighborhood-serving retail and public facilities.
- Adopted the Climate Action Plan Update (CAP) that sets new targets for reaching aggressive emissions reductions. Subsequently, staff has created a CAP checklist for the applicants to track and implement CAP Targets.
- Adopted the Freedom Circle Focus Area as a part of the City's General Plan for future growth and which establishes the future capacity and an overall vision for a new, high-density mixed-use community.
- Posted the Downtown Precise Plan and Form Based Zoning Code Review Drafts for public review.
- Planning Division Code Enforcement staff proactively performed code enforcement efforts in the Mission Town neighborhood to improve the quality of life for the residents through effective community outreach and abatement of graffiti, trash, and inoperable vehicles. Staff also worked diligently to address issues with vacant properties along El Camino Real. Properties were cleared of trash and junk cars, buildings were secured, and numerous illicit and unpermitted advertising signs that plagued the boulevard were addressed.
- Kifer I (Calabazas Apartments) and St. Anton Apartments were completed & Kifer II Senior, Agrihood, and Monroe Apartments are under construction. These projects will create 646 new affordable housing opportunities.
- Invested approximately $1.5 million in the City's Neighborhood Conservation and Improvement Program (NCIP) and minor repair programs.
- Invested approximately $2.0 million in the City's Tenant Based Rental Assistance Programs and convened a Homelessness Taskforce.
- Assisted four families in purchasing Below Market Purchase homes, approximately 2,450 residents through public service programs, and 35 homeless or at-risk Santa Clara residents through the County's Supportive Housing Case Management Program.
- Emergency Rental Assistance: 261 households (approximately 780 people) received assistance through the City's Emergency Rental Assistance Program (ERAP) using $600K of CDBG funds and over $580K CDBG-CV funds.
- Implemented innovative customer software program to enable virtual, over the counter, phone call appointments and services which alleviate uncertainty with wait times and provide customers with important informational updates.
- Implemented mass communication tools (Gov Delivery) to provide general information to the community and its customers such as the 2022 CA Building Code Adoption and Reach Codes.
- Fiscal Year 2021/22 data shows accomplishments in various Building Division areas including the Permit Center, Plan Review, Inspections and Administrative team:
    - Number of permits under review: 1,008 records
    - Number of issued permits: 1,634 records
    - Number of inspections performed: 45,354
    - Number of finalized permits: 3,029 records
    - Number of housing units under review or construction: 3,276 units (23 Single Family + 136 Accessory Dwelling Units (ADU) + 3117 Multifamily)
    - Total square footage of nonresidential development under review or construction: 5,507,529 sf
    - Number of PRAs processed: 307

    - Received and responded to 18,593 emails and 16,548 phone calls to Admin and Permit Tech teams
- Created virtual over-the-counter plan review process to help expedite plan review time for projects with smaller scopes.
- Created handouts and process to help guide the public and internal staff in understanding Reach Code All-Electric related regulations.
- Created Electronic Plan submittal guide to help with plan submittal quality and consistency.
- Staff put forth tremendous effort to do a comprehensive update for all customer handouts and guides on the Building Division website, ensuring the community has access to only the most current code regulations.

Significant Objectives

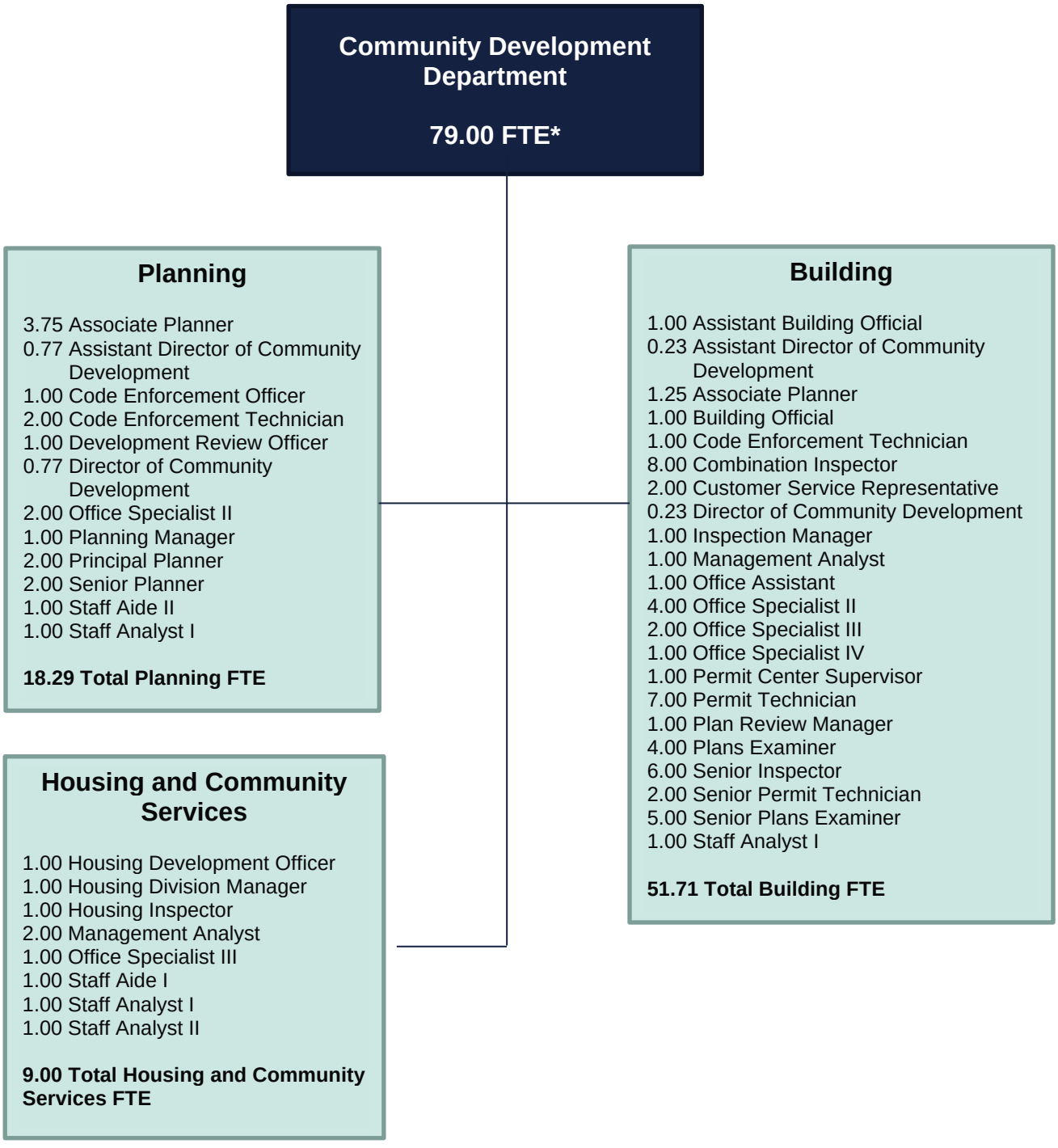
- Continue to engage with the Santa Clara community to inform and involve community members in both long-range and current land use planning activities.
- Enhance economic development by meeting service demands; providing more timely development review and permit processing timeframes and inspections; keeping critical services in-house; providing consistency and continuity; and staying current with technology.
- Complete significant advanced planning efforts, including the Zoning Ordinance update, Housing Element Update, Tasman East Area Plan Amendments, Downtown Precise Plan and Form-Based Zoning Code, El Camino Real Specific Plan revisions, and Santa Clara Station Area Specific Plan.
- Continue to implement the permit system replacement to streamline permit processes with online, electronic access, and integration with a geographic information system.
- Work to expand the affordable housing pipeline, execute Disposition and Development Agreements and loan closings for the current pipeline.
- Continue to administer the Below Market Rental Program (BMR) and Below Market Purchase Program (BMP).
- Develop and implement policies and programs to reduce displacement and homelessness .
- Continue to work towards full cost recovery model by increasing staff size to meet work volume.
- Develop and expand organizational structure by creating more attainable entry level positions in plan review and inspection programs which will also result in more balanced distribution of workload.
- Increase customer satisfaction levels by providing responses for Permit Center within one to two days.
- Increase customer satisfaction levels by providing appointments for inspections within one to two days.
- Complete release of ‘Simple Permit’ online services so customers can achieve permit issuance for routine construction activity in a more streamlined, expeditious manner.
- Provide more user-friendly online portal services by implementing OpenCities, a new website service which enables customers to navigate permit and fee processes much more easily and efficiently.
- Implement new customer relationship management software, QMatic, to provide customers with more visibility about Permit Center wait times, options for booking appointments as well as providing staff with accurate, reliable performance measure data about customer activity.
- Continue to improve upon data accuracy and reporting measures for state and county agencies by furthering knowledge and use of Accela Permit Information system’s reporting capabilities while also continuing to provide assistance to other departments’ requests for data.
- Create regular checks and balances to manage the budget, ensuring that staff size is proportionately aligned with available funds.
- Align the Division’s consultant agreements by creating new agreements with updated terms and funding so effective

dates and end of term dates are in sync, which will result in easier, clearer tracking in contract management.

Budget Highlights

- The Proposed Budget includes the following budget actions to more appropriately align position funding to the work performed and to help address the General Fund shortfall:
  - Shift the funding source for 1.0 Senior Planner from the General Fund to the Advanced Planning Fee Reserve
  - Shift the funding source for 0.25 Associate Planner from the General Fund to the Building Development Services Fund

- Significant resources are recommended to support the Building Division to help address current pace of development activity in the City:
  - One-time funding of $0.3 million for various software and hardware upgrades to enhance customer service and gain efficiencies for inspection staff
  - Addition of the following positions in FY 2024/25:
    - 1.0 Office Specialist II
    - 1.0 Office Specialist III
    - 1.0 Office Specialist IV
    - 1.0 Permit Technician



**The positions above represent all funded positions. This excludes the 1.0 Associate Planner and 0.75 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). The positions also exclude 1.0 Senior Inspector that was originally funded by Related but is frozen beginning FY 2023/24 until funding is confirmed. The positions above also include the 4.0 positions recommended in FY 2024/25 as part of this Proposed Budget.*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Planning Division							
5522	Development Review	2,575,801	2,040,855	1,858,586	(8.9%)	1,953,493	5.1%
5523	Advanced Planning	1,220,721	1,271,713	1,239,728	(2.5%)	1,311,755	5.8%
5524	Historical Preservation	343,153	571,940	532,626	(6.9%)	564,332	6.0%
5525	Code Enforcement	723,801	895,180	878,335	(1.9%)	928,668	5.7%
Total Planning Division		**4,863,476**	**4,779,688**	**4,509,275**	**(5.7%)**	**4,758,248**	**5.5%**
Building Division							
5532	Plan Review and Permit Services	7,743,107	9,017,393	9,332,299	3.5%	10,120,132	8.4%
5533	Field Inspection	5,265,249	4,947,826	4,503,503	(9.0%)	4,685,727	4.0%
5534	Housing Inspection	84,559	89,806	83,247	(7.3%)	86,062	3.4%
Total Building Division		**13,092,915**	**14,055,025**	**13,919,049**	**(1.0%)**	**14,891,921**	**7.0%**
Housing and Community Services Division							
5542	Federal State Grant	444,235	566,958	583,346	2.9%	609,324	4.5%
5543	Neighborhood Conservation and Improvement Program	328,329	150,485	192,331	27.8%	204,764	6.5%
5544	Community Development	2,649,958	1,667,250	2,992,456	79.5%	1,326,173	(55.7%)
5545	Affordable Housing	470,374	834,741	588,489	(29.5%)	609,336	3.5%
5546	Housing Authority	170,739	380,363	457,193	20.2%	414,581	(9.3%)
5547	City Affordable Housing	5,085,499	1,464,431	1,559,557	6.5%	1,595,486	2.3%
5548	Community Development Housing Successor	12,434,115	1,242,599	873,227	(29.7%)	899,463	3.0%
Total Housing and Community Services Division		**21,583,249**	**6,306,827**	**7,246,599**	**14.9%**	**5,659,127**	**(21.9%)**
Total by Division / Program		**39,539,640**	**25,141,540**	**25,674,923**	**2.1%**	**25,309,296**	**(1.4%)**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	6,445,655	5,398,007	5,121,256	(5.1%)	5,392,464	5.3%
Building Development Services Fund	11,383,394	13,548,582	13,874,054	2.4%	14,846,926	7.0%
Building Special Programs and Training Fund	29,120	61,765	44,995	(27.2%)	44,995	0.0%
City Affordable Housing Fund	5,085,499	1,685,731	1,559,557	(7.5%)	1,595,486	2.3%
Engineering Operating Grant Trust Fund	44,691	0	0	N/A	0	N/A
Housing and Urban Development Fund	3,255,557	2,379,815	3,744,641	57.4%	2,115,381	(43.5%)
Housing Authority Fund	170,739	380,363	457,193	20.2%	414,581	(9.3%)
Housing Successor Agency Fund	12,434,115	1,242,599	873,227	(29.7%)	899,463	3.0%
Other City Departments Operating Grant Trust Fund	793	0	0	N/A	0	N/A
Prefunded Plan Review Fund	553,835	0	0	N/A	0	N/A
Related Santa Clara Developer Fund	136,242	444,678	0	(100.0%)	0	N/A
Total by Fund	**39,539,640**	**25,141,540**	**25,674,923**	**2.1%**	**25,309,296**	**(1.4%)**
Dollars by Category						
Salary and Benefits						
Salary	7,179,757	9,600,991	10,032,482	4.5%	11,011,760	9.8%
As-Needed	680,610	529,577	406,771	(23.2%)	417,514	2.6%
Overtime	318,666	69,630	72,067	3.5%	74,588	3.5%
Retirement	2,764,036	3,433,149	3,438,719	0.2%	3,790,574	10.2%
Health Allocation	628,160	1,058,995	1,121,921	5.9%	1,262,449	12.5%
Medicare	119,680	145,333	152,993	5.3%	167,285	9.3%
Social Security	439,660	555,506	614,610	10.6%	663,295	7.9%
Other Benefits	353,394	426,741	444,119	4.1%	484,455	9.1%
Total Salary and Benefits	**12,483,963**	**15,819,922**	**16,283,682**	**2.9%**	**17,871,920**	**9.8%**
Non-Personnel						
Materials/Services/Supplies	20,116,974	4,922,217	4,126,884	(16.2%)	3,812,212	(7.6%)
Interfund Services	2,456,112	2,549,613	2,110,909	(17.2%)	2,129,375	0.9%
Other Expenditures	2,756,885	1,667,250	2,974,221	78.4%	1,306,494	(56.1%)
Transfers to Other Funds	1,725,706	182,538	179,227	(1.8%)	189,295	5.6%
Total Non-Personnel	**27,055,677**	**9,321,618**	**9,391,241**	**0.7%**	**7,437,376**	**(20.8%)**
Total by Category	**39,539,640**	**25,141,540**	**25,674,923**	**2.1%**	**25,309,296**	**(1.4%)**

Position Summary

		FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Division / Program						
Planning Division						
5522	Development Review	6.30	6.75	6.50	(0.25)	6.50
5523	Advanced Planning	5.10	5.26	5.17	(0.09)	5.17
5524	Historical Preservation	2.35	2.43	2.36	(0.07)	2.36
5525	Code Enforcement	4.25	4.33	4.26	(0.07)	4.26
Total Planning Division		**18.00**	**18.77**	**18.29**	**(0.48)**	**18.29**
Building Division						
5532	Plan Review and Permit Services	26.75	26.98	30.21	3.23	34.21
5533	Field Inspection	18.15	18.15	17.40	(0.75)	17.40
5534	Housing Inspection	0.10	0.10	0.10	0.00	0.10
Total Building Division		**45.00**	**45.23**	**47.71**	**2.48**	**51.71**
Housing and Community Services Division						
5542	Federal State Grant	2.10	2.10	2.00	(0.10)	2.00
5543	Neighborhood Conservation and Improvement Program	1.20	1.20	0.95	(0.25)	0.95
5544	Community Development	0.00	0.00	0.10	0.10	0.10
5545	Affordable Housing	2.30	2.30	2.10	(0.20)	2.10
5546	Housing Authority	0.65	0.65	0.65	0.00	0.65
5547	City Affordable Housing	1.20	1.20	1.95	0.75	1.95
5548	Community Development Housing Successor	1.55	1.55	1.25	(0.30)	1.25
Total Housing and Community Services Division		**9.00**	**9.00**	**9.00**	**0.00**	**9.00**
Total by Division / Program		**72.00**	**73.00**	**75.00**	**2.00**	**79.00**

**The positions above represent all funded positions. This excludes the 1.0 Associate Planner and 0.75 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). The positions also exclude 1.0 Senior Inspector that was originally funded by Related but is frozen beginning FY 2023/24 until funding is confirmed. The positions above also include the 4.0 positions being recommended to be added in FY 2024/25.*

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Fund					
General Fund	20.30	21.07	23.44	2.37	23.44
Building Development Services Fund	43.00	43.23	47.71	4.48	51.71
City Affordable Housing Fund	1.20	1.20	1.95	0.75	1.95
Housing and Urban Development Fund	3.30	3.30	0.00	(3.30)	0.00
Housing Authority Fund	0.65	0.65	0.65	0.00	0.65
Housing Successor Agency Fund	1.55	1.55	1.25	(0.30)	1.25
Related Santa Clara Developer Fund	2.00	2.00	0.00	(2.00)	0.00
Total by Fund	**72.00**	**73.00**	**75.00**	**2.00**	**79.00**
Position Classification					
Assistant Building Official	1.00	1.00	1.00	0.00	1.00
Assistant Director of Community Development	0.00	1.00	1.00	0.00	1.00
Associate Planner	6.00	6.00	5.00	(1.00)	5.00
Building Official	1.00	1.00	1.00	0.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	3.00	3.00	3.00	0.00	3.00
Combination Inspector	8.00	8.00	8.00	0.00	8.00
Customer Service Representative	1.00	1.00	2.00	1.00	2.00
Development Review Officer	1.00	1.00	1.00	0.00	1.00
Director of Community Development	1.00	1.00	1.00	0.00	1.00
Housing Development Officer	1.00	1.00	1.00	0.00	1.00
Housing Division Manager	1.00	1.00	1.00	0.00	1.00
Housing Inspector	1.00	1.00	1.00	0.00	1.00
Inspection Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	3.00	3.00	3.00	0.00	3.00
Office Assistant	1.00	1.00	1.00	0.00	1.00
Office Specialist II	5.00	5.00	5.00	0.00	6.00
Office Specialist III	2.00	2.00	2.00	0.00	3.00
Office Specialist IV	1.00	1.00	0.00	(1.00)	1.00
Permit Center Supervisor	1.00	1.00	1.00	0.00	1.00
Permit Technician	5.00	5.00	6.00	1.00	7.00
Plan Review Manager	1.00	1.00	1.00	0.00	1.00
Planning Manager	1.00	1.00	1.00	0.00	1.00
Plans Examiner	5.00	5.00	4.00	(1.00)	4.00
Principal Planner	2.00	2.00	2.00	0.00	2.00
Senior Inspector	7.00	7.00	6.00	(1.00)	6.00
Senior Permit Technician	1.00	1.00	2.00	1.00	2.00
Senior Planner	1.00	1.00	2.00	1.00	2.00
Senior Plans Examiner	4.00	4.00	5.00	1.00	5.00
Staff Aide I	1.00	1.00	1.00	0.00	1.00
Staff Aide II	0.00	0.00	1.00	1.00	1.00
Staff Analyst I	3.00	3.00	3.00	0.00	3.00
Staff Analyst II	1.00	1.00	1.00	0.00	1.00
Total Positions	**72.00**	**73.00**	**75.00**	**2.00**	**79.00**

**The positions above represent all funded positions. This excludes the 1.0 Associate Planner and 0.75 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). The positions also exclude 1.0 Senior Inspector that was originally funded by Related but is frozen beginning FY 2023/24 until funding is confirmed. The positions above also include the 4.0 positions being recommended to be added in FY 2024/25.*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	73.00	25,141,540
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
CDBG and HOME grant allocation		1,306,971
Contractual services rebudget		(550,000)
Santa Clara Intensive Case Management and Homeless Prevention Program		(516,000)
Adjustment to the transfer from Building Development Services Fund to General Fund for Code Enforcement program		(3,311)
Ongoing Cost Adjustments		
Salary and benefits adjustments		155,509
Addition of 3.0 Building Division positions, as approved by City Council on December 6, 2022, Report to Council 22-1222:		
1.0 Senior Permit Technician	1.00	186,296
1.0 Permit Technician	1.00	174,939
1.0 Customer Service Representative	1.00	158,305
Reclassification of 1.0 Plans Examiner to 1.0 Senior Plans Examiner		
Reclassification of 1.0 Associate Planner to 1.0 Senior Planner		
Reclassification of 1.0 Office Specialist IV to 1.0 Staff Aide II		
Adjustments for the Related Santa Clara project:		
Freeze of 1.0 Senior Inspector position	(1.00)	(211,289)
Funding Shift of 1.0 Senior Plans Examiner from the Related Santa Clara Developer Fund to the Building Development Services Fund	0.00	0
Net decrease of various internal service allocations		(438,704)
Non-personnel adjustments		(29,333)
Total FY 2023/24 Base Budget Adjustments	**2.00**	**233,383**
Total FY 2023/24 Base Budget	**75.00**	**25,374,923**
Service Level Changes		
Funding Shift 1.0 FTE Senior Planner (Advanced Planning Fee Reserve)	0.00	0
Funding Shift 0.25 FTE Associate Planner	0.00	0
Building Division Software and Hardware Enhancements		300,000
Total Service Level Changes	**0.00**	**300,000**
Total FY 2023/24 Proposed Budget	**75.00**	**25,674,923**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
CDBG and HOME grant allocation		(1,667,727)
Building Division Software and Hardware Enhancements		(300,000)
Adjustment to the transfer from Building Development Services Fund to General Fund for Code Enforcement		10,068
Ongoing Cost Adjustments		
Salary and benefits adjustments		894,002
Net increase of various internal service allocations		18,466
Non-personnel adjustments		(14,672)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**(1,059,863)**
Total FY 2024/25 Base Budget	**75.00**	**24,615,060**
Service Level Changes		
Building Division Administrative Staffing	3.00	516,417
Building Division Permit Center Staffing	1.00	177,819
Total Service Level Changes	**4.00**	**694,236**
Total FY 2024/25 Proposed Budget	**79.00**	**25,309,296**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Building Division Software and Hardware Enhancements	0.00	300,000	0	0	0

Program: 5532 – Plan Review and Permit Services
5533 – Field Inspection

This proposal adds $0.3 million in one-time funding for various software and hardware improvements and additions. The Building Division is planning to use this funding for improvements to the City's current online permitting portal. The Division submitted a survey to customers rating their experience using the online portal, resulting in an average customer rating of 5/10. This funding would allow for the Division to purchase a content management system or receive professional services to implement custom scripts to enhance the ease of use of the permitting online portal.

Additionally, the Division is seeking a queue management system. The Division continues to see increasing levels of demand, resulting in longer wait times when customers come into City Hall. A queue management system would allow for customers to join the queue virtually and come into City Hall when their time has arrived, providing much more flexibility for customers. The system would also integrate with the Division's current appointment booking portal and would enable a seamless, self-help web portal to schedule appointments, check-in for walk up services, and reschedule their place in the queue.

Funding is also planned to be used for new software and hardware for the Inspections team. Inspections are a critical service for residents and customers and providing the staff with modern technology and tools will create efficiencies and improve functionality.

The Building Division is also planning for a cloud-based Contact Center as a Service (CCaaS). The Building Division handles thousands of phone calls with only a handful of staff at any given time to provide the high-level customer service our community expects. With an influx of calls, it becomes difficult to answer the volume, provide consistent answers, and dive deep into trends and data that could enable better customer service. A CCaaS would allow for automation of call routing and provide customers with flexibility on how they prefer to be contacted.

Performance Impact

The Building Division has experienced an incredibly high level of activity in recent years and these various system enhancements would allow for an overall better customer experience, including more scheduling flexibility and better response times. This would also provide current staff with tools to be more efficient with inspection reporting.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Building Division Administrative Staffing	3.00	0	0	0	516,417

Program: 5532 – Plan Review and Permit Services

This proposal adds 1.0 Office Specialist II, 1.0 Office Specialist III and 1.0 Office Specialist IV to the administrative team within the Building Division in FY 2024/25. The administrative team is staffed with seven full time employees and eight as-needed employees. The Office Specialist IV is intended to act as a supervisor across the administrative team, with the Office Specialist III serving in a senior lead capacity to the team, with emphasis on training. The Office Specialist II will provide support across all administrative tasks including business correspondence, scheduling inspections, customer service, and payroll duties.

Performance Impact

The Department anticipates that adding these 3.0 positions will increase efficiencies across the administrative team and streamline processes.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Building Division Permit Center Staffing	1.00	0	0	0	177,819

Program: 5532 – Plan Review and Permit Services

This proposal adds 1.0 Permit Technician to the Permit Center within the Building Division in FY 2024/25. The Permit Center handles all permit application submittals and collection of fee revenue. Over the years, the Permit Center's activity level and workload have consistently increased and are continuing to increase. The Permit Center is currently staffed with nine full time positions. This staffing level has proven to be insufficient, given the higher activity levels and the changing expectations of the customers served. The Division's targeted response time is one to three business days for all services; however, the current turnaround time to process new applications and issue permits is one to two weeks. Currently, the Division is augmenting this workgroup to maintain reasonable processing and response times for the average of 700 emails and 500 phone calls received, in addition to the hundreds of permit applications and resubmittals are processed on a weekly basis.

Performance Impact

This position will provide the additional capacity needed for the Permit Center to maintain our processing and response time goals without pulling administrative staff from their important responsibilities.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Funding Shift of Associate Planner	0.00	0	0	0	0

Program: 5532 – Plan Review and Permit Services

This proposal shifts the funding of 0.25 FTE of an Associate Planner position from the General Fund to the Building Development Services Fund. Currently, the Building Division has 1.0 Associate Planner completing conformance review. As the workload continues to increase in the Building Division, the Department has determined that there is the need for additional capacity to complete these types of reviews. This funding shift is anticipated to result in General Fund savings of approximately $56,004.

Performance Impact

This funding shift will increase support in the Building Division, which has faced high volumes of activity in the past several years.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Funding Shift of Senior Planner	0.00	0	0	0	0

Program: 5522 – Development Review
5523 – Advanced Planning

The Planning Division has 1.0 Senior Planner position that is funded by the General Fund. This proposal changes the funding source of this position to be fully funded by the Advanced Planning Fee Reserve. The change in funding source will result in approximately $230,400 in General Fund savings. The change in funding for this position will result in less capacity in the general Planning program and more capacity in long-range planning.

Performance Impact

The Department expects this shift to result in increased processing and review times of Planning permit applications as well as longer response times to general inquiries. However, with this funding shift, the Department anticipates higher staff capacity to review and work on long-range planning projects, including various City Council requests.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Planning Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Complete Project Clearance Committee (PCC) Review within 30 days of application submittal and fees fully paid – *Modified for FY 2023/24*		N/A	N/A	90%	90%	90%	90%
Workload Measures							
Number of items forwarded to the Planning Commission		22	53	45	57	50	50
Number of items forwarded to the Architectural Committee – *Delete for FY 2023/24*		55	106	70	121	N/A	N/A
Number of items forwarded to a Development Review Hearing		55	52	40	42	40	40
Provide an annual report to the Planning Commission and City Council on the General Plan implementation – *Delete for FY 2023/24*		1	1	1	1	N/A	N/A
Number of advanced-planning items sent to City Council – *Modified for FY 2023/24*		14	19	15	17	15	15
Number of policy updates approved – *Delete for FY 2023/24*		2	4	2	2	N/A	N/A
Number of non-advanced planning items sent to City Council – *New for FY 2023/24*		N/A	N/A	N/A	N/A	30	30
Number of items forwarded to the Historical and Landmarks Commission		17	17	16	16	15	15
Provide an annual report to the Historical and Landmarks Commission on the Certified Local Government Program – *Delete for FY 2023/24*		1	1	1	1	N/A	N/A
Number of Planning Permit inquiries		5,042	9,684	8,000	9,448	9,000	9,000
Number of Code Enforcement cases opened		643	764	664	987	1,125	1,225
Number of Code Enforcement cases closed		624	691	531	889	1,068	1,164

Performance and Workload Measures

Building Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percent of short cycle plan checks performed within ten business days		N/A	N/A	50%	98%	90%	90%
Percent of regular cycle plan checks performed within thirty calendar days – *Delete for FY 2023/24*		78%	93%	75%	75%	N/A	N/A
Percent of regular cycle plan checks performed within target dates at 4, 6, 8, and 10 weeks[1] – *New for FY 2023/24*		72%	93%	N/A	86%	85%	85%
Percent of code complaints responded to within two working days		90%	95%	50%	90%	80%	80%
Percent of inspections performed the next working day – *Delete for FY 2023/24*		21%	24%	50%	60%	N/A	N/A
Workload Measures							
Number of inspections performed the next working day – *New for FY 2023/24*		N/A	N/A	N/A	31,692	30,000	30,000

[1]*Regular cycle plan review times and target dates vary between four – ten weeks depending on project scope and valuation*

Performance and Workload Measures

Housing and Community Services Division							
Workload Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Number of new loan applications processed		5	5	10	5	8	8
Number of new for-sale affordable homes sold		6	12	4	5	7	7
Total funds invested in Community Revitalization (Not including Multi-Family Development Loans)		$3.8 M	$3.6 M	$3.8 M	$3.8 M	$3.8 M	$3.8 M
Number of clients receiving Fair Housing services including education, counseling, and enforcement of regulations		20	12	40	30	40	40
Number of affordable housing units in development pipeline		950	1,722	500	1,500	1,000	1,000
Total number of homeless (or formally homeless) individuals being housed		75	164	65	110	150	150
Number of Housing Units for Extremely Low-Income Households (0-30% of AMI)		15	55	40	20	50	50
Number of Housing Units for Very Low Average Median Income Households (30%-50% AMI)		57	32	72	60	50	50
Number of Housing Units for Low Income Households (50%-80% of AMI)		125	114	30	275	100	100
Number of Moderate Household Income (80% to 120% of AMI)		80	14	22	60	110	110

Electric Utility Department

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Electric Utility Department – Silicon Valley Power (SVP) Description

Since 1896, Silicon Valley Power (SVP) has provided electricity for residents and businesses in Santa Clara. The Electric Department has a budgeted staff of 222 employees who provide diverse services such as operating, maintaining and dispatching electric service including power plants, substations, transmission and distribution lines; engineering; system planning; administrative and financial management; marketing; customer services; power trading; outdoor Wi-Fi services; and dark fiber leasing services. All of these critical services work together to make SVP successful for the City and its businesses and residents.

Divisions and Services

Functionally, SVP is organized into four Divisions: Administrative & Business Services; Customer Development and Project Management; Resource Planning and Engagement; and Utility Operations. For budget tracking purposes, SVP has one additional division, Revenue and Resources. Beginning in FY 2023/24, the Administrative Services and the Business Services Divisions were combined into one division to better reflect the organizational structure.

Administrative & Business Services Division Mission	Plan, develop, coordinate and support the administrative activities of the Department and fiduciary responsibility for the benefit and safety of the community and the employees.
Division Objectives	Develop plans using the Strategic Plan to achieve goals and objectives of the City of Santa Clara.
	Develop staff training plans to meet the growth opportunities within the City.
	Manage budget, contracts, payments, debt and maintain fiduciary controls to maintain financial health.

Customer Development and Project Management Division Mission	Be an agile and trusted partner in connecting our customers and leveraging SVP fiber optic and technology assets. Focus on execution to complete new capital investments for increased infrastructure, substations and system capacity expansion.
Division Objectives	Enhance SVP's collaboration and connection with our customers and stakeholders leveraging transmission and distribution planning to facilitate electrification and decarbonization goals.
	Enhance data driven decision making to innovate, design and develop plans to optimize and expand the utility's physical assets. Maintain and update engineering design standards with GIS based maps and readily available digitized as-builts.
	Focus on our core work and electric utility capital improvement projects with program management to streamline processes, remove barriers and lower our costs.

Resource Planning and Engagement Division Mission	Retain and attract customers to the Santa Clara electric system by supporting environmental improvement programs, customer services, and implementing a sound marketing and communication strategy to accomplish the goals of the City. Manage the adequacy and cost of fuel and electric resources in a competitive market.
Division Objectives	Ensure adequate generation resources for reliable, economically competitive services to all SVP customers and meet all State and federal reliability and environmental compliance requirements.
	Optimize value of assets through power trading and scheduling and procure cost-competitive fuel resources for power production.
	Actively seek understanding of customers' valuation of energy service needs and amend the marketing plan as necessary to meet the needs of a dynamic marketplace, including technologies responsive to customer needs.
	Work with other public power agency partners to explore new generation and transmission resources to service growing sales and reduce SVP's risks and average costs.

Revenue and Resources Division Mission	Provide centralized location to receive revenue and monitor expenses for resource and production to procure energy.
Division Objectives	Manage all Joint Powers Authorities (JPA) costs.
	Record and receive revenue.

Utility Operations Division Mission	Provide safe and reliable electrical energy to the City of Santa Clara by maintaining and enhancing infrastructure to meet energy demands for our customers.
Division Objectives	Maintain continuous efforts to improve system reliability by targeting system improvements, through scheduled maintenance of equipment according to its useful life cycle, and ongoing inspections.
	Strengthen the system through improved design, research of new technologies and systems, and implementation of new system and equipment.
	Maintain safety at the highest priority and a culture of compliance with all regulatory requirements.

Significant Accomplishments

- Launched an energy education program for fourth graders in FY 2021/22, which served 8 schools and 15 classes (a total of 462 students enrolled in the first year).
- Launched a hands-on induction cooking demonstration and education program in partnership with Santa Clara Unified School District Adult Education Program. Offered one class per month with 80-100% enrollment in each class.
- Launched the online SVP Marketplace for energy efficient products and electric yard care equipment with instant rebates including higher incentives for income-qualified customers.
- Received the CMUA 2021 Resource Efficiency and Community Service Award for SVP's Energy Efficiency Grants for Small Businesses impacted by COVID-19.
- Enrolled five customers in the Demand Side Grid Stability program. These customers assist in stabilizing the grid by shedding load during high peak demand periods.
- Launched a new Large Customer Renewable Energy (LCRE) Program with two options. Option A - SVP procures renewables in excess of the Renewable Portfolio Standard requirements for the customer, and option B - Bringing the customers' owned renewables into SVP to feed the customer facilities. Completed the retirement of the residential Green Power program and initiated retirement of the commercial Green Power program.
- Developed a CIP Dashboard for new development projects to better manage and monitor capital project status.
- Completed 83.14 miles of new dark fiber connections to six electric sites, eight water and sewer sites, seven stormwater sites, one Santa Clara Unified School District site, and one smart park supporting the communications needs of key City services, and added 31.36 miles for external customers.
- Rolled out SVP Fiber standards and a fiber task template for new and rebuilt substations.
- Expanded the SVP Fiber network by adding a new data center connection point. This provided a new opportunity for SVP Fiber to better support dark fiber lease customers' business needs and attract new business.
- Expanded City-owned Electric Vehicle Supply Equipment (EVSE) infrastructure - installed Level 2 Electric Vehicle (EV) chargers for public and City fleet use.
- As part of fleet electrification program, replaced old combustion vehicles with all-electric vehicles for Police, Fire, Public Works, and other City departments. In FY 2021/22, 46 all-electric vehicles and electric forklifts were purchased.
- Continued the California Electric Vehicle Incentive Program (CALeVIP Program) with $8 million dollars earmarked over 4 years: EV charger rebates for commercial & multifamily properties and technical assistance resulting in three (3) applications with 16 connectors installed and $498,515 rebate funds issued, of which $40,000 has gone to the disadvantaged community (DAC) identified areas in Santa Clara; two (2) projects have received a milestone payment and are still under construction with $414,515 funds issued; twelve (12) applications have funds reserved ($3,924,000).
- Launched new EV Charging Technical Assistance Program for multifamily and businesses customers and hosted three (3) educational webinars focused on EV charging for multifamily properties and EV charging for businesses.
- Transferred mandated funds for the California Clean Fuel Rewards (CCFR) resulting in 1,929 rebates totaling over $1.8 million to customers between July 2021 through April 2023.
- Successfully completed 2021 and 2022 National Electric Reliability Company (NERC) annual paper audits (Self-Certifications).
- Managed utilities' response to COVID-19 by implementing recommended protocols, providing training and helped organized first round of vaccines for critical staff.
- Worked with SVP Safety Committee to create an online anonymous safety suggestion portal and created magnet QR codes to Hazardous Materials Safety Data Sheets for easier access by employees.
- Reduced downtime between system failures for replacement of gatekeeper, a device used to pull meter data from the field back into the Advanced Metering Infrastructure (AMI) system for billing purpose, from several days to less than a

day on average.

- Prevented an average of over 10,000 penetration attempts per hour throughout the year. Made early discovery of City information being made available on Darknet and notified appropriate authorities prior to major risk.
- Executed and commenced South Feather Water and Power Agency Power Purchase Agreement (PPA), Aquamarine Solar PPA; and Camp Far West PPA with a capacity 78.0MW, 75.0MW, and 6.8MW respectively to meet clean energy goals.
- Obtained a 50-year hydro license issued by Federal Energy Regulatory Commission (FERC) for the Bucks Creek project which includes the Grizzly Powerhouse.
- Created a curtailment-tracking tool for SVP's renewable resources, aiming to improve SVP's trading floor's management of contractual limits so that staff can make changes to bidding strategy if needed.
- Completed the SVP System Expansion Plan for CAISO Transmission Planning Process for FY 2023/24 to project SVP's load growth over the next decade for inclusion in the CAISO modeling.
- Established SVP Project Management Office to implement an integrated strategy for the planning, design, construction, and commissioning of the Kifer Receiving Station (KRS) and Scott Receiving Station (SRS), nine (9) substations, and related 60KV transmission line improvements in the next five years.
- Completed field audit of internal documentation of Bulk Electric System (BES) and 60kV assets in support of NERC FAC-008 program to better manage assets conditions and further increase system reliability.
- Completed communication upgrade between Orland Junction and Black Butte, resolving a long-standing leased line reliability issue and Phase 1 of substation control and communication system replacement.
- Completed digital scanning of 1,500 drawings for system expansion projects at Northern Receiving Station (NRS), SRS and KRS to facilitate engineers' review and increase efficiency.
- Completed PG&E projects including: CalTrain at KRS 115kV for the PG&E KRS-FMC line and Los Esteros Shunt Reactor 230kV Bus Differential Protection Upgrade.
- Completed Statement of Qualifications (SOQ's) for critical substation services including electric equipment repair, maintenance, and testing and electric utility engineering services to allow contracts with consultants to support communication, protection, and power quality engineering.
- Improved efficiency and effectiveness of the Job Hazard Analysis Program.
- Performed more than 35 switchgear major maintenance activities for customers.
- Implemented Lucity system for work order and centralized and digitized asset record management, facilitating availability of equipment operation/maintenance records for all stakeholders at any location and improving workflow efficiency, and equipment performance assessments.
- Implemented substation preventative programs including: on-line monitoring of Transformer Dissolved Gas Analysis (DGA) units, including real-time remote monitoring capability; quarterly Heating, Ventilation, and Air Conditioning (HVAC) maintenance program; monthly weed abatement program; and increased frequency of equipment health monitoring program.
- Integrated substation inventory into the City's inventory system, reducing the amount of time substation personnel spend on procuring proprietary substation inventory, and avoiding delays in repairs due to lead-time to procure product.
- Completed underground projects with multiple pad mount switches and transformers for Santa Clara Square and Lawrence Station ahead of customer schedule.
- Completed 124 estimates for new business; completed 18 estimates for the upgrade or installation of new conductors, transformers, and switches; completed 512 maintenance work orders for pole, crossarm, transformer, and switch repair or replacement to improve reliability.
- Phase 2 deployment of EV infrastructure has been constructed (35 connections) at primary City fleet locations including Parks Service Center, Utilities Operation Center, Public Works Corporation Yard and the Police Building.

Significant Objectives

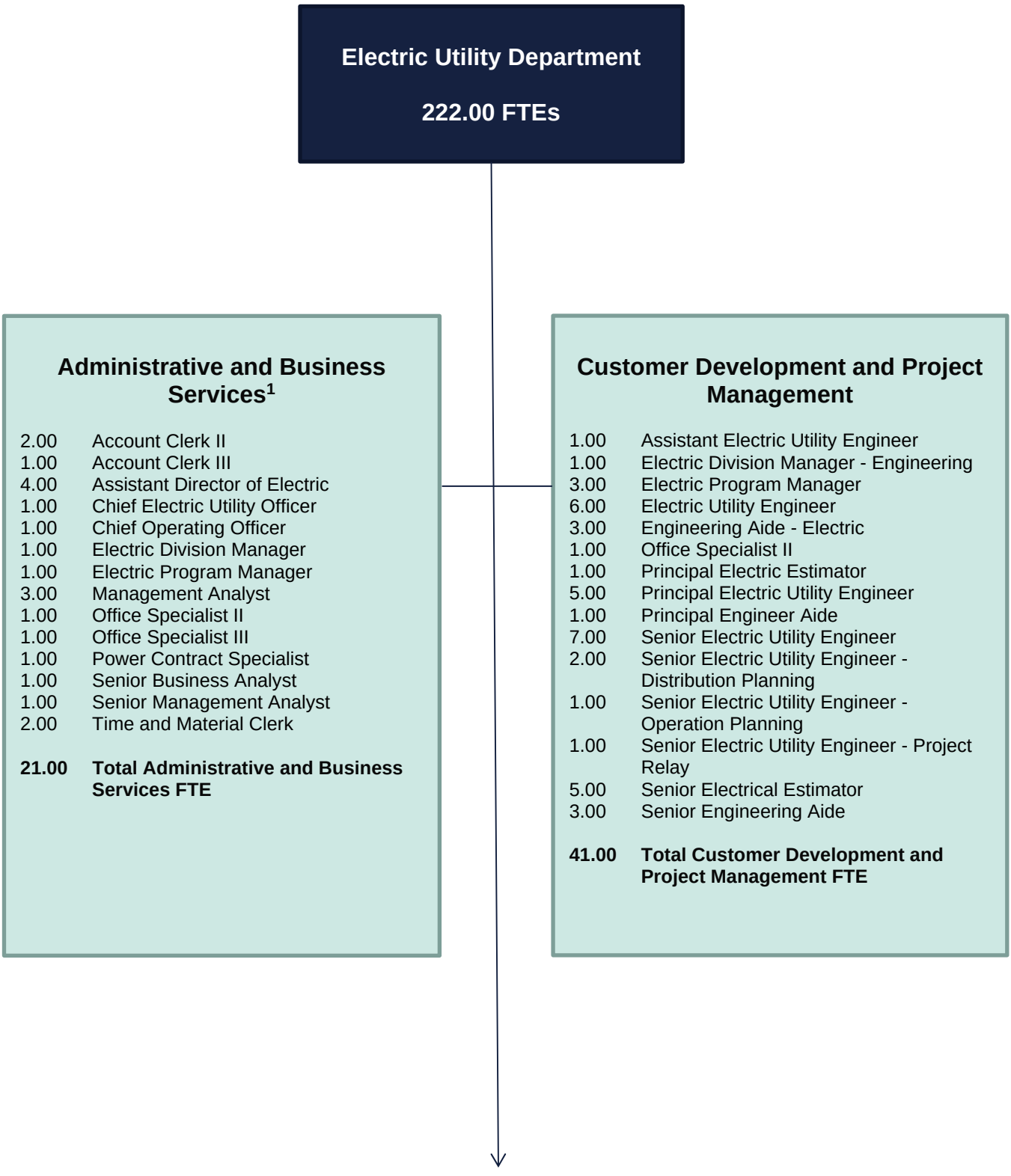
- Complete SVP System Expansion Plan Report Transmission Planning Process FY2024/25 with discrete short- and long-term plans to meet 1,100 MW peak system demand to accommodate 20% increase in electric system load growth in the next ten years.
- Continue monthly engagement on the CAISO planning process so that direction is provided to Pacific Gas & Electric to develop and construct projects to increase bulk electric system transmission capacity to serve Santa Clara's electric load growth.
- Initiate SVP's 50 MW Kifer Battery Energy Storage System Project (BESS) located on City-owned property next to the DVR power plant. The project will provide multiple benefits in serving peak loads, increase the use of renewable energy and improve system resiliency. The project has a goal of commercial operation in mid-2025 and will include an Energy Storage and Lease Agreement.
- Proactively maintain SVP's fleet of turbines and generators according to Original Equipment Manufacturer (OEM) recommendations.
- Provide leadership to support the department's resources by implementing staff development and succession planning to develop skills and enhance knowledge.
- Provide construction and commissioning support of multiple substation construction projects.
- Develop communications design standards for use in Substations.
- Provide enhanced vegetation management and maintenance of transmission lines in the City of Santa Clara and remote locations, including Glenn and Tehama Counties.
- Test and perform preventative maintenance on 1,000 protection relays.
- Identify and execute replacement strategy for the JungleMUX SONET Multiplexer optical network.
- Continue to ensure wholesale trading activities comply with Council-approved policy and regulations, minimize SVP's credit exposure, monitor counterparty credit risk, and ensure compliance with CAISO tariff and regulations.
- Continue to provide energy efficiency education and programs to customers to help them reduce their energy use and lower their electric bills, promote renewable energy options, investigate emerging technologies, and provide assistance to qualified low-income customers to reduce the burden of their electric bills.
- Participate and comply with the California Air Resources Board (CARB) Low Carbon Fuel Standard (LCFS) Program to develop, educate, and foster the adoption of electrification as the transportation fuel.
- Meet state regulatory requirements for renewable resources and carbon reduction targets while keeping SVP cost competitive.

Budget Highlights

- Enhance substation maintenance to support the transition from time-based and reactive maintenance to preventative and predictive maintenance necessary to ensure the reliability of substations as the number of substations increase and related technology implementations advance.
- Augment funding for maintenance of underground systems and tree trimming directed at reducing power distribution system outages. In 2022, this activity resulted in a reduction in outages from 298 outages in 2021, to 135 outages in 2022. This funding will also provide for the purchase of additional inventory and the rental of additional equipment for distribution maintenance programs that will continue to support the reduction of equipment outages.
- Increase funding to support an enhanced preventative maintenance approach at the City's power plants. SVP will continue implementing best in class predictive and preventative maintenance practices throughout the generation fleet including identifying additional equipment for scheduled preventative overhaul. As a result of this enhanced maintenance approach, Generation has achieved a 50% reduction in backlogged work and improved the on-time completion of preventative maintenance activities from less than 20% in FY 2019/20 to over 90% consistently in FY

2020/21 and FY 2021/22. Maintaining in-town generation assets in peak operating condition both reduces costs to the utility and improves reliability during periods of peak demand.

- Add funding for an online training portal software application for Electric Utility Operations staff as a whole, and specifically to provide initial, onboarding, and continuing education requirements for system operators. In addition to delivering self-paced training to employees, this platform will be used to track and support Electric Utility Operations employee's task qualification, training cadence, and skill sets, ensuring that all compliance requirements related to system operations tasks are met by each employee resulting in a consistently trained and highly skilled workforce.
- Support a new customer program to procure Renewable Energy Certificates (RECs) primarily for large customers. This is voluntary program called Large Customer Renewable Energy Program (LCRE) which was approved by City Council on November 16, 2021. This action includes funding for Silicon Valley Power to procure renewable energy in excess of the current Renewable Portfolio Standard (RPS) requirements for customers that subscribe to the LCRE. SVP recovers the cost of the program on the customer's monthly utility bill.
- Expand the electric transportation acceleration initiatives to ensure Santa Clara is an EV Ready Community by 2030. This includes ongoing funding for the Fleet Advisory/Technical Assistance program and educational webinars that target multifamily housing, non-profits and small commercial customers.
- Implement Greenhouse Gas (GHG) programs that could include new solar installations, solar installations combined with battery storage, and solar projects combined with electric vehicle (EV) infrastructure for City facilities and neighborhood school locations. This includes continued program support for DC fast charging infrastructure in combination with potential of an award of $500,000 through California Energy Commission's EnergIIZE grant funding for fleet infrastructure.



[1] *In FY 2023/24, Administrative Services and Business Services Divisions were combined into one Division*

Resource Planning and Engagement

1.00	Business Analyst - Fiber
1.00	Business Analyst - Public Benefits
1.00	Communications Coordinator
3.00	Electric Division Manager
5.00	Electric Program Manager
1.00	Electric Utility Engineer
1.00	Energy Conservation Coordinator
1.00	Energy Conservation Specialist
1.00	Engineering Aide - Fiber
2.00	Fiber Splicing Technician
2.00	Key Customer Representative
1.00	Office Specialist II
1.00	Office Specialist III
1.00	Power Account Clerk I
1.00	Power Account Clerk III
6.00	Power System Scheduler/Trader
1.00	Power Trader
1.00	Principal Power Analyst
1.00	Resource Analyst II
1.00	Risk Control Analyst
2.00	Senior Electric Division Manager
1.00	Senior Electric Division Manager - Marketing
1.00	Senior Electric Utility Engineer - Fiber
1.00	Senior Key Customer Representative
1.00	Senior Power System Scheduler / Trader
2.00	Senior Resource Analyst
2.00	Service Coordinator - Inspector Fiber
1.00	Utility Locator

44.00 Total Resource Planning and Engagement FTE

Utility Operations

1.00	Compliance Manager
1.00	Database Administrator
7.00	Electric and Water System Operator
4.00	Electric Crew Foreperson
6.00	Electric Division Manager
2.00	Electric Maintenance Worker
3.00	Electric Meter Technician
7.00	Electric Program Manager
2.00	Electric Utility Equipment Operator
9.00	Electric Utility Generator Technician
4.00	Electric Utility Helper/Driver
3.00	Electric Utility Network Administrator
5.00	Electric Utility Program Analyst
7.00	Electrician
12.00	Journey Lineworker
3.00	Journey Lineworker Apprentice
1.00	Management Analyst
2.00	Meter Data Analyst
1.00	Office Specialist II
1.00	Power Trader
1.00	Principal Utility Information System Manager
2.00	Senior Electric and Water System Operator
1.00	Senior Electric Division Manager
1.00	Senior Electric Meter Technician
1.00	Senior Electric Utility Engineer - Generation
5.00	Senior Electric Utility Generation Tech
2.00	Senior Electrician Technician
3.00	Senior Energy Systems Analyst
2.00	Senior Instrument and Control Technician
1.00	Senior Materials Handler
4.00	Service Coordinator - Inspector
3.00	Staff Aide II
2.00	Troubleshooter
1.00	Underground Crew Leader
6.00	Utility Electrician Technician

116.00 Total Utility Operations FTE

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Administrative and Business Services Division [1]							
1311	Financial Services [2]	1,266,097	1,772,853	1,261,946	(28.8%)	1,303,417	3.3%
1316	Administrative Services	43,950,100	44,573,620	55,408,558	24.3%	59,270,370	7.0%
Total Administrative and Business Services Division		**45,216,197**	**46,346,473**	**56,670,504**	**22.3%**	**60,573,787**	**6.9%**
Customer Development and Project Management Division							
1361	SVP Engineering	14,566,982	13,871,283	14,314,504	3.2%	14,885,399	4.0%
Total Customer Development and Project Management Division		**14,566,982**	**13,871,283**	**14,314,504**	**3.2%**	**14,885,399**	**4.0%**
Utility Operations Division							
1324	Electric Compliance [3]	1,393,917	3,231,288	3,390,788	4.9%	3,493,295	3.0%
1351	Systems Support	4,635,676	6,147,040	6,808,135	10.8%	6,923,899	1.7%
1362	Power Systems Control	4,086,868	5,231,313	6,496,509	24.2%	6,887,896	6.0%
1371	Communications & Meter Technical Support	1,974,567	2,463,578	1,902,921	(22.8%)	2,031,549	6.8%
1372	Substation Maintenance	4,869,546	7,169,689	12,324,587	71.9%	11,838,832	(3.9%)
1376	Transmission & Distribution	11,761,879	18,767,203	18,112,614	(3.5%)	19,115,834	5.5%
1377	Generation Maintenance	15,990,397	18,002,922	16,499,419	(8.4%)	17,441,118	5.7%
Total Utility Operations Division		**44,712,850**	**61,013,033**	**65,534,973**	**7.4%**	**67,732,423**	**3.4%**
Resource Planning and Engagement Division							
1312	Public Benefits	9,258,938	15,317,067	18,303,639	19.5%	14,570,853	(20.4%)
1313	Key Accounts [4]	1,648,084	2,654,579	2,316,720	(12.7%)	2,427,768	4.8%
1315	LCRE Program [8]	333,913	1,000,000	1,765,700	76.6%	2,015,700	14.2%
1317	Fiber Program [5]	1,225,934	2,755,751	4,327,949	57.1%	4,302,631	(0.6%)
1319	SVP Electric Vehicle Program	1,955,292	3,169,766	3,162,788	(0.2%)	3,084,546	(2.5%)
1325	Greenhouse Gas Program	8,548,630	15,062,953	21,450,804	42.4%	16,653,781	(22.4%)
1356	Resource Management	10,357,135	11,781,961	12,417,468	5.4%	12,954,046	4.3%
1358	Risk Management and Settlements [6]	3,610,139	3,897,838	3,925,893	0.7%	4,076,318	3.8%
Total Resource Planning and Engagement Division		**36,938,065**	**55,639,915**	**67,670,961**	**21.6%**	**60,085,643**	**(11.2%)**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Revenue and Resources Division						
1321 Revenues and Resources Costs	429,383,023	499,015,287	46,187,409	(90.7%)	89,766,150	94.4%
1326 Resource and Production [7]	N/A	N/A	468,625,508	N/A	493,411,107	5.3%
Total Revenue and Resources Division	**429,383,023**	**499,015,287**	**514,812,917**	**3.2%**	**583,177,257**	**13.3%**
Total by Division / Program	**570,817,117**	**675,885,991**	**719,003,859**	**6.4%**	**786,454,509**	**9.4%**
Dollars by Fund						
Electric Utility Fund	551,054,257	642,336,205	676,086,628	5.3%	752,145,329	11.2%
Electric Operating Grant Trust Fund	19,762,860	33,549,786	42,917,231	27.9%	34,309,180	(20.1%)
Total by Fund	**570,817,117**	**675,885,991**	**719,003,859**	**6.4%**	**786,454,509**	**9.4%**

[1] *In FY 2023/24, Administrative Services and Business Services Divisions were combined into one Division*
[2] *In FY 2023/24, Program 1311 Rates and Budget was renamed to Financial Services*
[3] *In FY 2023/24, Program 1324 Electric Compliance was moved from the Business Services Division to the Utility Operations Division*
[4] *In FY 2023/24, Program 1313 Key Accounts was moved from the Customer Development and Project Management to the Resource Planning & Engagement Division*
[5] *In FY 2023/24, Program 1317 Fiber Program was moved from the Customer Development and Project Management to the Resource Planning & Engagement Division*
[6] *In FY 2023/24, Program 1358 Risk Management was moved from the Business Services Division to the Resource Planning & Engagement Division and was renamed to "Risk Management and Settlements"*
[7] *New Program in FY 2023/24*
[8] *The Green Power Program was replaced with the Large Customer Renewable Energy (LCRE) Program beginning in January 2023 as described in RTC 21-1487*

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Category						
Salary and Benefits						
Salary	25,568,586	34,571,918	39,291,128	13.7%	41,770,720	6.3%
As-Needed	405,983	800,600	1,555,000	94.2%	1,642,000	5.6%
Overtime	4,593,073	5,019,700	7,438,600	48.2%	8,140,300	9.4%
Retirement	10,116,668	12,993,973	13,501,266	3.9%	14,449,301	7.0%
Health Allocation	2,324,923	3,453,355	3,980,380	15.3%	4,205,375	5.7%
Medicare	526,210	625,870	789,653	26.2%	844,337	6.9%
Social Security	1,436,105	1,772,240	2,400,831	35.5%	2,466,904	2.8%
Other Benefits	1,197,420	1,560,010	1,660,771	6.5%	1,739,573	4.7%
Total Salary and Benefits	**46,168,968**	**60,797,666**	**70,617,629**	**16.2%**	**75,258,510**	**6.6%**
Non-Personnel						
Materials/Services/Supplies	31,695,963	52,744,759	61,745,784	17.1%	62,538,574	1.3%
Resource/Production	407,115,829	428,265,146	468,625,508	9.4%	493,411,107	5.3%
Interfund Services	14,093,083	15,137,167	12,224,315	(19.2%)	12,447,865	1.8%
Transfers to Other Funds	44,184,143	88,753,328	71,692,209	(19.2%)	105,083,320	46.6%
CLT and Franchise	27,259,168	28,643,887	33,971,414	18.6%	37,578,133	10.6%
Capital Outlay	299,963	1,544,038	127,000	(91.8%)	137,000	7.9%
Total Non-Personnel	**524,648,149**	**615,088,325**	**648,386,230**	**5.4%**	**711,195,999**	**9.7%**
Total by Category	**570,817,117**	**675,885,991**	**719,003,859**	**6.4%**	**786,454,509**	**9.4%**

Position Summary

		FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program						
Administrative and Business Services Division [1]						
1311	Financial Services [2]	4.00	5.00	5.00	0.00	5.00
1316	Administrative Services	10.00	11.00	16.00	5.00	16.00
Total Administrative and Business Services Division		**14.00**	**16.00**	**21.00**	**5.00**	**21.00**
Customer Development and Project Management Division						
1361	SVP Engineering	36.00	39.00	41.00	2.00	41.00
Total Customer Development and Project Management Division		**36.00**	**39.00**	**41.00**	**2.00**	**41.00**
Utility Operations Division						
1324	Electric Compliance [3]	6.00	7.00	8.00	1.00	8.00
1351	Systems Support	13.00	13.00	14.00	1.00	14.00
1362	Power Systems Control	11.00	13.00	14.00	1.00	14.00
1371	Communications & Meter Technical Support	8.00	8.00	6.00	(2.00)	6.00
1372	Substation Maintenance	16.00	18.00	21.00	3.00	21.00
1376	Transmission & Distribution	33.00	36.00	31.00	(5.00)	31.00
1377	Generation Maintenance	19.00	22.00	22.00	0.00	22.00
Total Utility Operations Division		**106.00**	**117.00**	**116.00**	**(1.00)**	**116.00**
Resource Planning and Engagement Division						
1312	Public Benefits	4.00	4.00	4.00	0.00	4.00
1313	Key Accounts [4]	8.00	8.00	7.00	(1.00)	7.00
1317	Fiber Program [5]	5.00	5.00	10.00	5.00	10.00
1319	SVP Electric Vehicle Program	1.00	1.00	1.00	0.00	1.00
1325	Greenhouse Gas Program	1.00	1.00	1.00	0.00	1.00
1356	Resource Management	15.00	14.00	15.00	1.00	15.00
1358	Risk Management and Settlements [6]	8.00	9.00	6.00	(3.00)	6.00
Total Resource Planning and Engagement Division		**42.00**	**42.00**	**44.00**	**2.00**	**44.00**
Total by Division / Program		**198.00**	**214.00**	**222.00**	**8.00**	**222.00**

[1] *In FY 2023/24, Administrative Services and Business Services Divisions were combined into one Division*
[2] *In FY 2023/24, Program 1311 Rates and Budget was renamed to Financial Services*
[3] *In FY 2023/24, Program 1324 Electric Compliance was moved from the Business Services Division to the Utility Operations Division*
[4] *In FY 2023/24, Program 1313 Key Accounts was moved from the Customer Development and Project Management to the Resource Planning & Engagement Division*
[5] *In FY 2023/24, Program 1317 Fiber Program was moved from the Customer Development and Project Management to the Resource Planning & Engagement Division*
[6] *In FY 2023/24, Program 1358 Risk Management was moved from the Business Services Division to the Resource Planning & Engagement Division and was renamed to "Risk Management and Settlements"*

Position Summary

	FY 2022/23 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
Electric Utility Fund	192.00	208.00	216.00	8.00	216.00
Electric Operating Grant Trust Fund	6.00	6.00	6.00	0.00	6.00
Total by Fund	**198.00**	**214.00**	**222.00**	**8.00**	**222.00**
Position Classification					
Account Clerk II	2.00	2.00	2.00	0.00	2.00
Account Clerk III	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Business Services	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Customer Develop and Project Mgmt	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Energy Distribution	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Planning and Strategic Services	1.00	1.00	1.00	0.00	1.00
Assistant Electric Utility Engineer	1.00	1.00	1.00	0.00	1.00
Business Analyst - Fiber	1.00	1.00	1.00	0.00	1.00
Business Analyst - Public Benefits	1.00	1.00	1.00	0.00	1.00
Chief Operating Officer	1.00	1.00	1.00	0.00	1.00
Chief Electric Utility Officer	1.00	1.00	1.00	0.00	1.00
Communications Coordinator	1.00	1.00	1.00	0.00	1.00
Compliance Manager	1.00	1.00	1.00	0.00	1.00
Database Administrator	1.00	1.00	1.00	0.00	1.00
Electric and Water System Operator	6.00	7.00	7.00	0.00	7.00
Electric Crew Foreperson	4.00	4.00	4.00	0.00	4.00
Electric Division Manager	10.00	10.00	10.00	0.00	10.00
Electric Division Manager - Engineering	1.00	1.00	1.00	0.00	1.00
Electric Maintenance Worker	2.00	2.00	2.00	0.00	2.00
Electric Meter Technician	3.00	3.00	3.00	0.00	3.00
Electric Program Manager	10.00	15.00	16.00	1.00	16.00
Electric Utility Engineer	7.00	7.00	7.00	0.00	7.00
Electric Utility Equipment Operator	2.00	2.00	2.00	0.00	2.00
Electric Utility Generator Technician	9.00	9.00	9.00	0.00	9.00
Electric Utility Helper/Driver	4.00	4.00	4.00	0.00	4.00
Electric Utility Network Administrator	2.00	2.00	3.00	1.00	3.00
Electric Utility Program Analyst	4.00	4.00	5.00	1.00	5.00
Electrician	7.00	7.00	7.00	0.00	7.00
Energy Conservation Coordinator	1.00	1.00	1.00	0.00	1.00
Energy Conservation Specialist	1.00	1.00	1.00	0.00	1.00

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Position Classification					
Engineering Aide	1.00	1.00	0.00	(1.00)	0.00
Engineering Aide - Electric	3.00	3.00	3.00	0.00	3.00
Engineering Aide - Fiber	1.00	1.00	1.00	0.00	1.00
Fiber Splicing Technician	2.00	2.00	2.00	0.00	2.00
Journey Lineworker	12.00	12.00	12.00	0.00	12.00
Journey Lineworker Apprentice	3.00	3.00	3.00	0.00	3.00
Key Customer Representative	2.00	2.00	2.00	0.00	2.00
Management Analyst	0.00	0.00	4.00	4.00	4.00
Meter Data Analyst	2.00	2.00	2.00	0.00	2.00
Office Specialist II	4.00	4.00	4.00	0.00	4.00
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Power Account Clerk I	1.00	1.00	1.00	0.00	1.00
Power Account Clerk III	1.00	1.00	1.00	0.00	1.00
Power Contract Specialist	1.00	1.00	1.00	0.00	1.00
Power System Scheduler/Trader	6.00	6.00	6.00	0.00	6.00
Power Trader	2.00	2.00	2.00	0.00	2.00
Principal Electric Estimator	1.00	1.00	1.00	0.00	1.00
Principal Electric Utility Engineer	4.00	5.00	5.00	0.00	5.00
Principal Engineer Aide	1.00	1.00	1.00	0.00	1.00
Principal Power Analyst	1.00	1.00	1.00	0.00	1.00
Principal Utility Information System Manager	1.00	1.00	1.00	0.00	1.00
Project Manager	1.00	1.00	0.00	(1.00)	0.00
Resource Analyst II	2.00	2.00	1.00	(1.00)	1.00
Risk Control Analyst	1.00	1.00	1.00	0.00	1.00
Senior Business Analyst	1.00	2.00	1.00	(1.00)	1.00
Senior Electric and Water System Operator	1.00	1.00	2.00	1.00	2.00
Senior Electric Division Manager	3.00	3.00	3.00	0.00	3.00
Senior Electric Division Manager - Marketing	1.00	1.00	1.00	0.00	1.00
Senior Electric Meter Technician	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer	1.00	5.00	7.00	2.00	7.00
Senior Electric Utility Engineer - Control	1.00	0.00	0.00	0.00	0.00
Senior Electric Utility Engineer - Distribution Planning	2.00	2.00	2.00	0.00	2.00
Senior Electric Utility Engineer - Fiber	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer - Generation	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Generation Tech	5.00	5.00	5.00	0.00	5.00
Senior Electric Utility Engineer - Operation Planning	1.00	1.00	1.00	0.00	1.00

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Position Classification					
Senior Electric Utility Engineer - Project Relay	1.00	1.00	1.00	0.00	1.00
Senior Electrical Estimator	5.00	5.00	5.00	0.00	5.00
Senior Electrician Technician	2.00	2.00	2.00	0.00	2.00
Senior Energy Systems Analyst	3.00	3.00	3.00	0.00	3.00
Senior Engineering Aide	3.00	3.00	3.00	0.00	3.00
Senior Instrument and Control Technician	1.00	2.00	2.00	0.00	2.00
Senior Key Customer Representative	1.00	1.00	1.00	0.00	1.00
Senior Management Analyst	0.00	0.00	1.00	1.00	1.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00
Senior Power System Scheduler / Trader	1.00	1.00	1.00	0.00	1.00
Senior Resource Analyst	1.00	1.00	2.00	1.00	2.00
Service Coordinator - Inspector	1.00	3.00	4.00	1.00	4.00
Service Coordinator - Inspector Fiber	2.00	2.00	2.00	0.00	2.00
Staff Aide II	4.00	4.00	3.00	(1.00)	3.00
Time and Material Clerk	2.00	2.00	2.00	0.00	2.00
Troubleshooter	2.00	2.00	2.00	0.00	2.00
Underground Crew Leader	1.00	1.00	1.00	0.00	1.00
Utility Electrician Technician	4.00	6.00	6.00	0.00	6.00
Utility Locator	1.00	1.00	1.00	0.00	1.00
Total Positions	**198.00**	**214.00**	**222.00**	**8.00**	**222.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	214.00	675,885,991
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Capital Outlay - Miscellaneous Tools, Digger Derrick, and Bucket Truck		(1,527,038)
One time Transfers to the General Fund for Position Adds		(986,573)
One time Transfers to the Parks Capital Fund for Parks Service Roof Project		(300,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		7,732,976
Addition of 3.0 FTE from RTC 22-1145 (Approved by City Council September 27, 2022) - Add 1.0 Senior Management Analyst - Add 2.0 Management Analyst	3.00	612,486
Addition of 5.0 FTE from RTC 22-1172 (Approved by City Council November 15, 2022) - Add 1.0 Electric Program Manager - Add 1.0 Senior Electric Utility Engineer - Add 1.0 Senior Electric and Water System Operator - Add 1.0 Electric Utility Network Administrator - Add 1.0 Service Coordinator-Inspector	5.00	1,474,501
Resources purchased and generation and pumping expenses		40,360,362
Debt service transfer due to reflect financing schedule		17,730,139
Increase to various transfers for EV replacements and renewable power purchases		13,327,171
SVP Transfer to the General Fund		5,327,527
Increase to Contractual Services		3,639,103
Net increase in Materials Services and Supplies		737,682
Changes in services from other funds - cost allocation plan		712,435
Transfer to the General Fund for services		349,749
Capital Outlay		110,000
Reduced transfer to various capital improvement programs due to project schedule changes		(47,181,605)
Decrease in Mandated Program costs		(6,223,760)
Net decrease in various interfund services allocations		(3,625,287)
Total Base Budget Adjustments	**8.00**	**32,269,868**
Total FY 2023/24 Base Budget	**222.00**	**708,155,859**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Service Level Changes		
Substation Maintenance and Outage Response & Repair		2,632,000
Augment Underground Maintenance and Tree Trimming Services		1,966,000
Generation Maintenance		732,000
Managed Training Portal (Software Application)		290,000
Bundled Renewable Energy Certificates (RECs)		750,000
Electric Vehicle Programs and Rebates		1,828,000
Greenhouse Gas Program Updates		2,650,000
Total Service Level Changes	**0.00**	**10,848,000**
Total FY 2023/24 Proposed Budget	**222.00**	**719,003,859**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		4,640,881
Increased transfer to various capital improvement programs due to project schedule changes		41,393,115
Resources purchased and generation and pumping expenses		24,785,599
SVP Transfer to the General Fund		3,606,719
Debt service transfer due to reflect financing schedule		2,017,114
Increase in Mandated Program costs		959,900
Changes in services from other funds - cost allocation plan		179,511
Net increase in various interfund services allocations		44,039
Increased transfer to the General Fund for services		23,987
Capital Outlay		10,000
Decrease to transfers for renewable power purchases		(10,043,105)
Net decrease in Materials Services and Supplies		(167,110)
Total FY 2024/25 Base Adjustments	**0.00**	**67,450,650**
Total FY 2024/25 Base Budget	**222.00**	**786,454,509**
Total FY 2024/25 Proposed Budget	**222.00**	**786,454,509**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Substation Maintenance and Outage Response & Repair	0.00	0	2,632,000	0	1,705,000

Program: 1372 – Substation Maintenance

This proposal includes ongoing funding to support the transition from time-based and reactive maintenance to preventative and predictive maintenance necessary to ensure the reliability of substations as the number of substations increase and related technology implementations advance.

This item includes resource augmentation for the routine testing and maintenance of protective relays that is necessary until an appropriate number of in-house relay technicians are hired. The additional resources will provide maintenance and original equipment manufacturer (OEM) support for a variety of real-time maintenance monitoring equipment and software installed for power transformers, circuit breakers, and switchgear; and unplanned critical substation equipment repair.

Performance Impact

Adding outside resources and contracts to support the transition of the substation maintenance program during the rapid substation expansion and technical evolution occurring currently will mitigate reliability and compliance risk by providing additional resources and expertise.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure.

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Augment Underground Maintenance and Tree Trimming Services	0.00	0	1,966,000	0	1,910,000

Program: 1376 – Transmission & Distribution

This proposal augments funding for maintenance of underground systems and tree trimming directed at reducing power distribution system outages. In 2022, this activity resulted in a reduction in outages from 298 outages in 2021, to 135 outages in 2022. This funding will provide for the purchase of additional inventory and the rental of additional equipment for distribution maintenance programs that will continue to support the reduction of equipment outages.

Tree-related outages decreased by nearly 50% from 2021 to 2022 (42 outages in 2021 compared to 20 in 2022). This was achieved through analysis and prioritization of systematic trimming and the application of additional resources for the removal of conflicts between tree and overhead distribution lines. This action is anticipated to continue with the following activities: patrolling all distribution circuits maintaining tree/circuit clearances over a 3-year cycle while including adequate resources applied to address emergent tree complaints.

Performance Impact

Adding additional outside resources, additional inventory, and additional equipment will support the downward trend in distribution system outages.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure.

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Generation Maintenance	0.00	0	732,000	0	796,000

Program: 1377 – Generation

This proposal increases funding to support an enhanced preventative maintenance approach at the City's power plants. SVP will continue implementing best in class predictive and preventative maintenance practices throughout the generation fleet including identifying additional equipment for scheduled preventative overhaul. As a result of this enhanced maintenance approach, Generation has achieved a 50% reduction in backlogged work and improved the on-time completion of preventative maintenance activities from less than 20% in FY 2019/20 to over 90% consistently in FY 2020/21 and FY 2021/22. Maintaining in-town generation assets in peak operating condition both reduces costs to the utility and improves reliability during periods of peak demand.

Costs of procuring power outside of the City and demand for power inside of the Santa Clara have increased significantly. These activities will increase the availability of SVP's generation fleet, reducing the amount of net market power purchases needed to support SVP's load.

Performance Impact

Increased proactive maintenance activities will ensure the reliability of equipment during critical peak months when SVP relies on City-owned generating assets the most. Increased use of predictive and preventative maintenance strategies will provide for additional long-term reliability improvements, as equipment is monitored and maintained based on data-driven decisions.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure.

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Managed Training Portal (Software Application)	0.00	0	290,000	0	290,000

Program: 1362 – Power System Control

This proposal includes funding for an online training portal for Electric Utility Operations staff as a whole, and specifically to provide initial, onboarding, and continuing education requirements for system operators. In addition to delivering self-paced training to employees, this platform will be used to track and support Electric Utility Operations employee's task qualification, training cadence, and skill sets. The platform will also be utilized to ensure that all compliance requirements related to system operations tasks are met per employee. Overall, this portal will facilitate the production of a consistently trained and highly skilled workforce.

Performance Impact

The utilization of this platform will ensure that SVP Utility Operations employees receive a well-managed, consistent, high level of training, conducive to the development of highly qualified and skilled employees.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure.

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Bundled Renewable Energy Certificates (RECs)	0.00	0	750,000	0	1,000,000

Program: 1315 – Large Customer Renewable Energy (LCRE) Program

This proposal includes funding for the voluntary bundled Large Customer Renewable Energy Program (LCRE) program which was approved by City Council on November 16, 2021. The current Green Power program will shift from an unbundled renewable energy credit (REC) program to a voluntary bundled Large Customer Renewable Energy Program (LCRE). This action includes funding for Silicon Valley Power to procure renewable energy in excess of the current Renewable Portfolio Standard (RPS) requirements for customers that subscribe to the LCRE. SVP recovers the cost of the program on the customer's monthly utility bill.

Performance Impact

This program provides a way for the customer to meet their sustainability goals when the Customer's goals are higher than the SVP's current RPS.

Strategic Pillar:  Promote Sustainability and Environmental Protection

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Electric Vehicle Programs and Rebates	0.00	0	1,828,000	0	1,728,200

Program: 1319 – SVP Electric Vehicle Program

This proposal includes funding to continue and expand the electric transportation acceleration initiatives to ensure Santa Clara is an EV Ready Community by 2030. This includes ongoing funding for the Fleet Advisory/Technical Assistance program and educational webinars that target multifamily housing, non-profits and small commercial customers. **Residential Program Expansion**: Understanding that not all community members want or have the ability to drive electric, SVP proposes to expand its programs beyond vehicle rebates and proposes to fund programs that support all modes of transportation via a Community Transit Program and an Electric Ride Share Program in partnership with VIA and the City of Cupertino. To support an innovative electric grid, SVP proposes a managed electric vehicle (EV) charging program and an EV Submeter Program. **Business Program Expansion:** SVP plans to continue to provide EV charging infrastructure technical assistance and proposes to expand this assistance by offering Fleet Advisory / Technical Assistance to commercial and industrial customers operating fleets in Santa Clara. SVP also plans to improve its existing multifamily, nonprofit and commercial EV charging rebate program by increasing rebate incentives for level 2 EV chargers and expanding eligible equipment to include level 1 and low-level 2 outlets. **Public Agency Program Expansion**: SVP plans to expand its support of public agencies and the school district by offering an EV School Bus Program and offering subsidized public charging for low-to-moderate income (LMI) customers via a new direct-install program.

Performance Impact

In conjunction with maintaining and expanding existing EV programs such as vehicle rebates, EV charging rebates, and EV charging technical assistance, this funding will expand potential third-party programs. Procuring third-party program administrators and consultants to support staff in this effort will help to address the operational constraints while allowing staff to direct focus on supporting a number of growing initiatives that enhance overall city operations and support the City's Climate Action Plan.

Strategic Pillar:  Promote Sustainability and Environmental Protection

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Greenhouse Gas Program Updates	0.00	0	2,650,000	0	3,950,000

Program: 1325 – Greenhouse Gas Program

This proposal includes funding to implement new programs that could include new solar installations, solar installations combined with battery storage, and solar projects combined with electric vehicle (EV) infrastructure for City facilities and neighborhood school locations. This funding includes continued program support for DC fast charging infrastructure in combination with potential of an award of $500,000 through California Energy Commission's EnergIIZE grant funding for fleet infrastructure. This funding also allows for the continued purchase of Zero Emission Vehicles to replace fossil fuel vehicles.

Performance Impact

The deployment of renewables and expanded deployment of EVs and EV charging result in quantifiable greenhouse gas (GHG) reductions.

Strategic Pillar: Promote Sustainability and Environmental Protection

Performance and Workload Measures

Administrative & Business Services Division[1]							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Maintain bond rating (Fitch Ratings)		"AA−" Rating	"AA−" Rating	"AA−" Rating	"AA−" Rating	"AA−" Rating	"AA−" Rating
Maintain debt service coverage ratio on senior and subordinate debt		N/A	3.79	2.00	2.00	2.00	2.00
Submit annual bond disclosures as required by due dates		100%	100%	100%	100%	100%	100%
Timely, accurate submittal of various State, local and federal agency reports		100%	100%	100%	100%	100%	100%
Meet American Public Power Association Public Power Provider (RP3) and NWPPA standards of performance		100%	100%	100%	100%	100%	100%
Workload Measures							
Generate and submit bond disclosures as required by the continuing disclosure agreement for all SVP and JPA revenue bonds		11	12	11	13	13	13
Actively participate in all JPA governing boards		3	3	3	3	3	3
Actively participate in community events		100%	100%	100%	100%	100%	100%

[1] *In FY 2023/24, Administrative Services and Business Services Divisions were combined into one Division*

Performance and Workload Measures

Customer Development and Project Management Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Annual fiber lease gross revenues		$3.07M	$3.04M	$3.00M	$3.05M	$3.08M	$3.11M
Percent of fiber system availability		99.45%	99.80%	100%	100%	100%	100%
Deliver fiber service order estimates within two weeks of initial request		100%	100%	100%	100%	100%	100%
Complete first encroachment review within 15 days		100%	100%	100%	100%	100%	100%
Workload Measures							
Substation drawing updates		300	300	300	300	300	300
Design and construction standard document release		1	13	5	20	50	150
Customer/Developer estimates released for requested work		114	143	125	125	125	125
Encroachment permit reviews completed (incl. resubmittals) *		539	557	600	600	600	600
Substructure estimates mapped; city work estimates mapped		125	189	125	125	125	125
Approval of pole contacts (communication and small cell attachments)		177	539	450	450	475	475
Number of fiber service or job requests completed		27	16	25	25	25	25
Number of fiber quotes processed		52	46	50	50	50	50
Number of leased fiber miles per year		1,602	1,562	1,667	1,580	1,588	1,596

** This measure was reworded from the prior year.*

Performance and Workload Measures

Resource Planning and Engagement Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
First year net energy savings achieved (in MWh)		6,210	11,536	14,565	11,013	11,013	10,604
State agency reports by due dates		100%	100%	100%	100%	100%	100%
Maintain residential customer satisfaction rating [a1]		N/A	N/A	85%	85%	85%	85%
Maintain high customer satisfaction rating for business accounts using 1−10 rating matrix [b1]		N/A	9.0	9.0	9.0	9.0	9.0
Percent of customers enrolled in the Green Power Program – *Delete for FY 2023/24* [c]		8.00%	8.00%	10.00%	N/A	N/A	N/A
Cumulative total GWh enrolled in Green Power Program – *Delete for FY 2023/24* [c]		426 GWh	350 GWh	350 GWh	N/A	N/A	N/A
Cumulative total Gigawatt hour (GWh) enrolled in the Large Customer Renewable Energy (LCRE) program – *New for FY 2023/24* [c]		N/A	N/A	N/A	11 GWh	50 GWh	50 GWh
Comply with the California Energy Commission (CEC) Renewables Portfolio Standard (RPS) reporting procedures – *New for FY 2023/24* [c]		N/A	N/A	N/A	100	100%	100%
Comply with Low Carbon Fuel Standard program (spending) requirements per CARB		100%	100%	100%	100%	100%	100%
Host a minimum of two outreach events annually		50%	100%	100%	100%	100%	100%
Participate in quarterly carbon auctions to sell allowances		4	4	4	4	4	4

a. Study performed by California Municipal Utility Association biennially, alternating between residential and commercial customers each occurrence, based on industry standard criteria on a sample of customers.
b. Study performed by E-Source, based on industry standard criteria on SVP provided list of largest 50-75 customers.
c. The Green Power Program was replaced with the Large Customer Renewable Energy (LCRE) Program beginning in January 2023 as described in RTC 21-1487 on November 16, 2021.
[1] In FY 2023/24 moved from Customer Development and Project Management Division to Resource Planning and Engagement Division.

Performance and Workload Measures

Resource Planning and Engagement Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Successful submission of SVP's yearly Resource Adequacy plan to CAISO		100%	100%	100%	100%	100%	100%
Successful submission of SVP's load forecast to the CEC (1 report) and PG&E (3 reports)		100%	100%	100%	100%	100%	100%
Meet or exceed California's RPS (Renewables Portfolio Standard) requirement / RECs (Renewable Energy Credits) that are, or will be retired, to meet the RPS program obligations based on calendar year		33%/35%	35%/37%	37%/38%	37%/38%	37%/38%	37%/38%
Analyze and evaluate counterparty credit worthiness [1]		100%	100%	100%	100%	100%	100%

[1] *In FY 2023/24 moved from Business Services Division to Resource Planning and Engagement Division.*

Performance and Workload Measures

Resource Planning and Engagement Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of program brochures and postcards generated and distributed energy efficiency programs *		17	9	4	6	5	5
Number of educational videos produced to promote energy efficiency		0	2	3	3	3	4
Number of rebate applications processed through energy efficiency programs		613[a]	216	200	200	200	200
Prepare and submit Bi−annual Distributed Energy Resource (DER report) for California Energy Commission (CEC) [1]		2	2	2	2	2	2
Hold large industrial/commercial customer engagement meeting [1]		1	1	1	1	1	1
Prepare and submit quarterly customer update report for SVP internal stakeholders [1]		4	4	4	4	4	4
Outreach materials reviewed and refreshed		25	20	20	4	4	4
Generate solar energy usage reports - *Delete for FY 2023/24* [c]		12	N/A	12	N/A	N/A	N/A
Submit annual compliance reports to the CEC – *New for FY 2023/24*		Yes	Yes	N/A	Yes	Yes	Yes
Submit annual compliance reports to the customer – *New for FY 2023/24*		Yes	Yes	N/A	Yes	Yes	Yes
Number of commercial customers enrolled and contracted with Option B ("Bring-Your-Own" renewable energy) of the LCRE program – *New for FY 2023/24*		N/A	N/A	N/A	2	5	1
Provide customer compliance progress update – *New for FY 2023/24*		Yes	Yes	N/A	Yes	Yes	Yes

** This measure was reworded from the prior year.*

a. Higher number of rebates was resulted from the grant-funded refrigerator recycling program and the increasing room air cleaners rebates due to the lighting strikes and fires.

c. The Green Power Program was replaced with the Large Customer Renewable Energy (LCRE) Program beginning in January 2023 as described in RTC 21-1487 on November 16, 2021.

[1] In FY 2023/24 moved from Customer Development and Project Management Division to Resource Planning and Engagement Division.

Performance and Workload Measures

Resource Planning and Engagement Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Attend CARB workshops and meetings for program compliance		4	4	4	4	4	4
Prepare and submit Low Carbon Fuel Standards report		5	5	5	5	5	5
Host annual public meetings, events, or workshops		1	2	4	2	2	2
Process Electric Vehicle charger rebates (annually)		58	117	60	60	60	60
Install electric public access EV charging stations		44	48	40	40	50	50
Prepare Cap−and−Trade allowance reports and forms for CARB		2	2	2	2	2	2
Develop ten-year load forecasts for CEC, PG&E and CAISO)		3	3	3	3	3	3
Submit day ahead bids and schedules to CAISO		>100,000	82,000	82,000	82,000	82,000	82,000
Number of counterparty reviews completed [1]		55	55	55	55	55	55
Review CAISO reports on a weekly basis to ensure SVP credit limit has not been exceeded [1]		52	52	52	52	52	52
Generate Power and Gas Gross Margin Statements and Gas Pre−Pay Reports every month [1]		24	24	24	24	24	24

[1] In FY 2023/24 moved from Business Services Division to Resource Planning and Engagement Division.

Performance and Workload Measures

Utility Operations Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of employees attended safety and compliance training [1]		85%	93%	95%	95%	95%	95%
Percent of Environmental Health and Safety (EH&S) recommendations implemented pursuant to audits – *New for FY 2023/24*		100%	100%	N/A	100%	100%	100%
Annual self−certification of compliance with 20 NERC requirements selected by the regional entity, WECC [1]		100%	100%	100%	95%	95%	95%
Maintain compliance with 70 NERC standards/600 requirements [1]		100%	98%	100%	98%	95%	95%
Perform on−going environmental health and safety and NERC compliance activities in accordance with Internal Compliance Program Schedule [1]		100%	98%	100%	100%	100%	100%
Average Service Availability Index (percentage)		99.97%	99.98%	99.99%	99.99%	99.99%	99.99%
Customer Average Interruption Duration Index (CAIDI) (minutes)		183	114	125	125	125	125
System Average Interruption Duration Index (SAIDI) (minutes)		169	81	85	85	85	85
System Average Interruption Frequency Index (SAIFI) (long)		0.9	0.7	0.7	0.7	0.7	0.7
System Average Interruption Frequency Index (SAIFI) (momentary)		0.24	0.07	0.25	0.25	0.25	0.25
Total number of outages		189	185	160	190	190	190
Hot washing of electrical substation equipment		98%	98%	100%	100%	100%	100%
Substation Infrared (IR) inspections		100%	100%	100%	100%	100%	100%

[1] *In FY 2023/24 moved from Business Services Division to Utility Operations Division.*

Performance and Workload Measures

Utility Operations Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Complete one detailed grid inspections for underground and overhead infrastructure per year		50%	16%	100%	100%	100%	100%
Complete four grid patrols in accordance with GO165 (Walking, Drive By)		100%	31%	100%	100%	100%	100%
Generation Availability *		74%	87%	90%	90%	90%	90%
Safety and Compliance training completion rate *		95%	90%	90%	90%	90%	90%
NERC CIP compliance reports submitted on time		100%	100%	100%	100%	100%	100%
Completion of system support work orders within 3 business days		>70%	>70%	>70%	>70%	>70%	>70%
On-time completion of preventative maintenance work orders *		89%	94%	90%	90%	90%	90%
Corrective work order backlog [1]		54%	25%	35%	35%	35%	35%

** This measure was reworded from the prior year.*

[1] This measure was reworded from the prior year. In the FY 2021/22 Adopted Operating Budget book, this measure was incorrectly titled, "Completion of corrective non-routine maintenance work orders". It is being corrected to "Corrective work order backlog". The data reported remains the same.

Performance and Workload Measures

Utility Operations Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Develop and maintain NERC Reliability Standard Audit Worksheets for current and upcoming NERC standards [1]		0	10	10	10	10	10
Refresh and update NERC Compliance internal controls including automated reminders and documents (e.g., guide sheets, policies and procedures, and workflows) *[1]		40	39	25	35	35	40
Number of Internal Audit of NERC Compliances (e.g., Check-ins, quarterly review, and spot checks) – *New for FY 2023/24*		N/A	N/A	N/A	N/A	20	20
Number of employees lost time due to injuries		0	0	0	0	0	0
Number of employees attending safety and compliance training [1]		162	232	186	186	186	186
Complete Annual Reviews of Internal Compliance Standards for NERC, OSHA, and other State and federal regulations [1]		31	42	10	10	10	10
Number of work orders processed by the meter shop		>600	>600	>600	>600	>600	>600
Number of detailed substation inspections		336	360	396	396	348	360
Transformer dissolved gas analysis performed per year		54	57	57	57	216	216
Load tap changer dissolved gas analysis performed per year		36	40	43	43	216	216

** This measure was reworded from the prior year.*
[1] In FY 2023/24 moved from Business Services Division to Utility Operations Division.

Performance and Workload Measures

Utility Operations Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of preventative and corrective work orders completed – Delete for FY 2023/24		1,646	1,777	1,400	N/A	N/A	N/A
Number of preventative maintenance work orders completed – *New for FY 2023/24 splitting out measure above*		1,646	1,777	1,400	1,400	1,600	1,600
Number of corrective maintenance work orders completed - *New for FY 2023/24 splitting out measure above*		N/A	N/A	N/A	200	200	200
Number of quarterly inspections performed for remote generation facilities – *Delete for FY 2023/24*		10	14	16	N/A	N/A	N/A
Environmental health and safety program review – *Delete for FY 2023/24 consolidated to measure below*		12	5	10	N/A	N/A	N/A
Policy, program, and procedures update and review *		10	10	10	12	12	12

** This measure was reworded from the prior year.*

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Finance Department

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Finance Department Description

The Finance Department administers the financial affairs of the City, including City-owned public utilities. These functions include: budget administration and control; maintaining a general accounting system and the preparation of annual comprehensive financial reports; collection of taxes, fees, special assessments and utility charges; investment of City funds; procurement of supplies, materials, equipment, and services; operating the City Warehouse; issuance of bonds and debt management; and financial management of contracts, including leases.

Divisions and Services

The Finance Department is organized into five Divisions: Accounting; Administrative Services; Budget; Municipal Services; and Purchasing.

Accounting Division Mission	Provide relevant, accurate, and timely transaction processing and financial reporting services in compliance with laws, regulations, City policies and professional standards.
Division Objectives	Continue to enhance and utilize the Finance/Human Resources Management System (FHRMS) in support of relevant, accurate and timely accounting processes.
	Continue training of Accounting staff and citywide end-users in FHRMS financial modules and process workflow.
	Identify areas for improvements and streamlining of accounting processes in support of work product efficiencies. Continue to utilize new technology enhancements to empower end users to access financial information.
Administrative Services Division Mission	Be a proactive participant in Citywide strategic planning and decision-making, adding value as a provider of financial advice, analysis, and investment and debt management.
Division Objectives	Manage the outstanding debt of the City and its agencies in compliance with established policies and bond covenants.
	Manage cash flow and invest cash in accordance with established policies and procedures. Prepare monthly reports for the City and its agencies.
	Monitor the financing needs of the City and its agencies. Manage negotiated and public-bid bond issuance.
	Manage special projects as assigned.
	Manage production of the City's annual financial reports, general-purpose financial statements and annual comprehensive financial report (ACFR).

Budget Division Mission	Be the primary source of financial analysis in the City's continuing effort to maintain and strengthen its fiscally responsible core value.
Division Objectives	Manage and produce the biennial operating and capital budgets.
	Manage and produce the Ten-Year Financial Forecast for the City and prepare periodic and annual revenue forecasts.
	Analyze budget performance during the year and prepare Monthly Financial Reports.
	Monitor and report the City's appropriations limit and general contingency reserves.
	Monitor the State budget and related legislative activities with economic implications.
	Develop strategies to balance the budget.
	Assist and provide support for negotiations with employee bargaining groups.
	Work collaboratively with departments on any necessary budget amendments during the year.

Municipal Services Division Mission	Provide customer service to our utility and business certificate customers, manage the activities of the Municipal Services division in accordance with the City's rules and regulations, code, and policies consistent with professional and ethical standards, and be proactive in developing and delivering currently available automated features and conveniences to our customers.
Division Objectives	Provide customers with courteous, accurate and timely solutions to their inquiries and requests.
	Promote and enhance customer self-service options and electronic payment offerings for customers
	Continue upgrading the functionality and underlying business processes of the Utility Management Information System (UMIS).
	Promote and enhance on-line Business License enrollment and renewal.
	Provide customers with safe, reliable self-service options for improved customer satisfaction.
	Process and oversee custody of all cash and checks received over the counter or in the mail.

Purchasing Division Mission	Support and facilitate the timely and efficient procurement of supplies, materials, equipment, and services required by City Departments while ensuring compliance to City Policies, applicable government regulations, and best practices in public sector procurement to obtain the lowest cost while maintaining appropriate internal controls. Oversee Central Warehouse operations to ensure that the City's electric and water utilities are stocked with parts to support their operations and process outgoing mail for the City. Facilitate the disposition of surplus property to ensure a fair and transparent process is followed and maximum value is recovered.
Division Objectives	Provide internal customers and vendors with courteous, accurate and timely solutions to their inquiries and requests.
	Negotiate and recommend execution of contracts or blanket purchase agreements for the purchase of supplies, materials and equipment.
	Act to procure for the City the needed quality and quantity of supplies, materials and equipment at the least expense to the City.
	Prepare and recommend to the City Manager rules governing the purchase of supplies, materials, equipment, and services for the City.
	Keep informed of current developments in the field of purchasing, prices, market conditions and new products.
	Competitively procure inventory items for the Central Warehouse to ensure inventory is maintained at levels sufficient to support field operation requirements.

Significant Accomplishments

- Provided staff support and analysis for the Business Tax ballot measure that was approved by the voters in November 2022.
- Updated Chapter 2.105 of the Santa Clara City Code to increase bid thresholds to $250,000 for materials and general services and increase the City Manager's signature authority to $250,000 to reflect current practices as benchmarked against both federal and local agencies purchasing practices.
- Updated the City's Procurement Card Policy to improve the reconciliation process and audit procedures of the program to reduce risks associated with inappropriate or fraudulent use of P-Cards.
- Upgraded the Business Tax and License system enabling new E-Check payment option for Business Tax Customers.
- Upgraded Utility Customer Service Call Center software enabling Call Center staff to answer incoming calls remotely.
- Implemented new Utility Meter Reading Software/Hardware with enhanced security features utilizing a hosted platform.
- Enrolled City of Santa Clara in the State of California Low Income Household Water Assistance Program (LIHWAP)
- Supported the Emergency Operations Center including procurement and cost accounting functions. Reviewed FEMA requirements and accounted for citywide COVID-19 expenditures in order to maximize federal funding.
- Updated the City's Investment Policy to reflect the most recent allowable investment types mandated by the State.
- Transitioned banking and merchant services to a new service provider, JP Morgan Chase, to generate cost savings while enhancing customer experience and technology efficiencies.
- Introduced a Procurement Guide to provide clarity around processes to create faster procurement cycles to obtain goods and services.
- Expanded access to employee self-service capabilities to empower more users to manage aspects of their own employee profile online.
- Received the Government Finance Officers Association (GFOA) award for excellence in financial reporting for fiscal year 2021/22. This is the thirty-first consecutive year receiving the award.
- Implemented an online budget tool that connects stakeholders to the City's annual budget to promote transparency and accountability.
- Provided departmental trainings on the various phases of budget development.
- Received the Capital Budget Excellence Award for FY 2022/23 and FY 2023/24 and the Operating Budget Excellence Award for FY 2021/22 and FY 2022/23 from the California Society of Municipal Finance Officers (CSMFO) and the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the FY 2021/22 and FY 2022/23 Biennial Operating Budget.

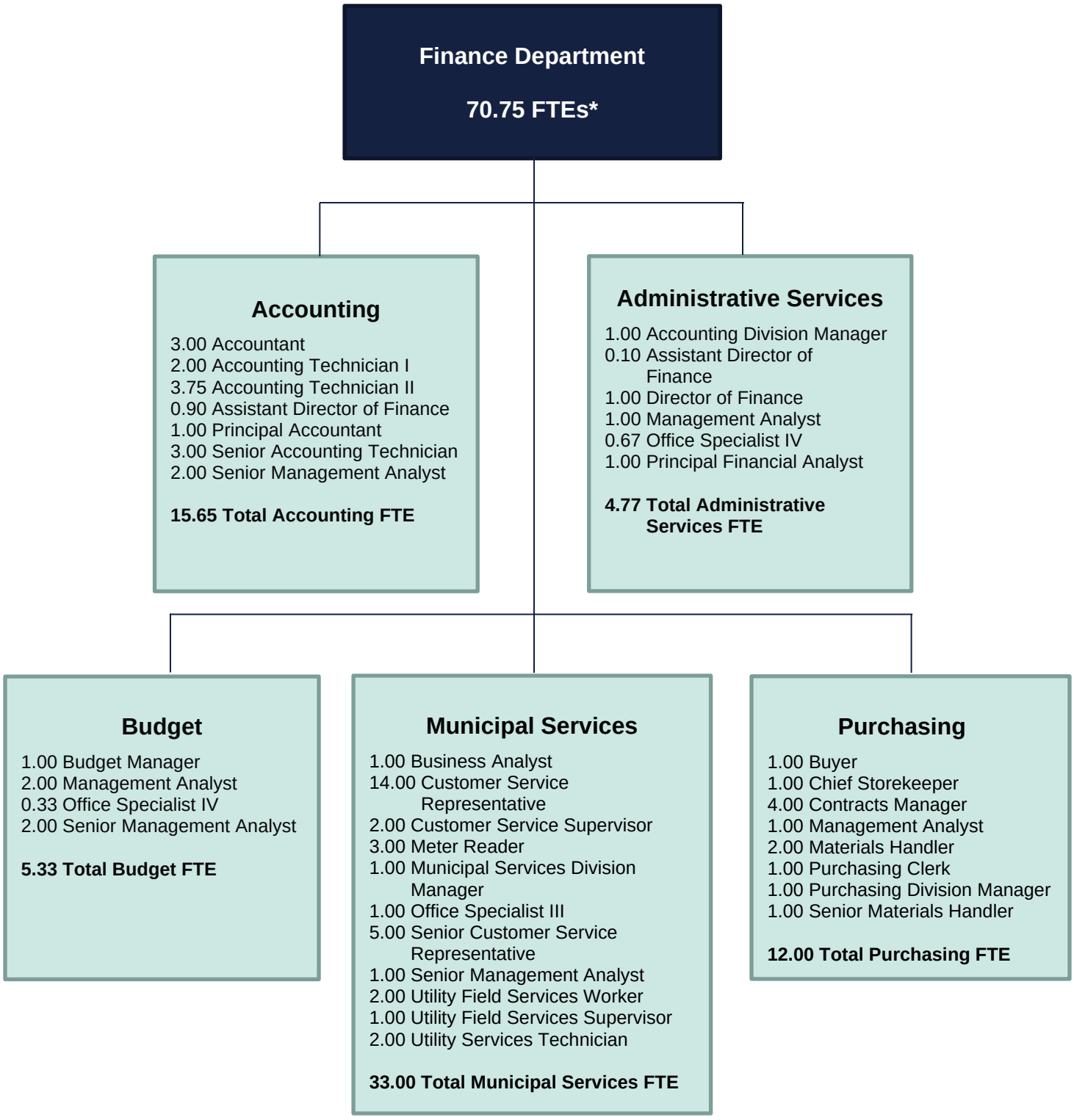
Significant Objectives

- Continue to upgrade the Finance and Human Resources Management System (FHRMS) products gain City-wide efficiencies, deliver updated reporting capabilities and features in the Accounting Division.
- Implement automation for payroll and timekeeping functions across the City and coordinate with the Human Resources Department on the automation of benefits administration.
- Update the accounts receivable and accounts payable modules in the FHRMS to provide decentralized entry and electronic approval workflows.
- Implement capital assets module in FHRMS to provide greater asset accountability.
- Conduct audits of external facilities; provide cashier training to staff in outside facilities.

- Replace end of life CORE Onestep Cashiering System.
- Implement a new online utility billing platform to enhance customers' reporting and payment capabilities.
- Implement new Business Tax Ordinance approved by voters in November 2022 and upgrade the software and customer self-service portal to support the new Business Tax Methodology.
- Develop and implement processes, administrative policies, and procedures with the goal of streamlining and improving the procurement and contracting process.
- Conduct citywide trainings on updated cash handling processes resulting from new technology.
- Continue to enhance the City's budget development practices that connect to the City Council's priorities and policy direction.
- Establish a series of on-demand purchasing training materials addressing a wide variety of topics related to procurement and contracting.
- Implement a new contracts management system to automate the process of tracking agreements.

Budget Highlights

- Reduces non-personnel funding for training and travel, printing of budget books, and supplies.



**The positions above represent all funded positions. This excludes the 1.0 Office Specialist III position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Accounting Division						
3322 General Accounting	3,172,125	3,833,619	3,753,694	(2.1%)	3,921,591	4.5%
Total Accounting Division	**3,172,125**	**3,833,619**	**3,753,694**	**(2.1%)**	**3,921,591**	**4.5%**
Administrative Services Division						
3362 Citywide Fiscal Planning	2,281,677	1,430,700	1,354,182	(5.3%)	1,507,245	11.3%
Total Administrative Services Division	**2,281,677**	**1,430,700**	**1,354,182**	**(5.3%)**	**1,507,245**	**11.3%**
Budget Division						
3315 Budget and Financial Analysis	2,305,537	2,288,129	2,186,196	(4.5%)	2,263,071	3.5%
Total Budget Division	**2,305,537**	**2,288,129**	**2,186,196**	**(4.5%)**	**2,263,071**	**3.5%**
Municipal Services Division						
3332 Utility Billing Services	2,893,059	4,011,526	4,111,703	2.5%	4,252,968	3.4%
3333 Revenue Receipting/Cashiering	538,829	658,576	670,919	1.9%	709,873	5.8%
3334 Business Certificate	329,079	370,100	387,103	4.6%	402,792	4.1%
3335 Field Services	1,111,036	1,041,637	1,061,463	1.9%	1,114,681	5.0%
3336 Administration	364,078	325,376	326,858	0.5%	338,715	3.6%
3337 Contact Center/Communication	804,334	690,397	738,440	7.0%	778,620	5.4%
Total Municipal Services Division	**6,040,415**	**7,097,612**	**7,296,486**	**2.8%**	**7,597,649**	**4.1%**
Purchasing Division						
3341 Warehouse	995,404	1,706,670	1,808,321	6.0%	1,843,646	2.0%
3343 Purchasing	1,086,305	1,456,137	1,782,520	22.4%	1,868,505	4.8%
3344 Mail Services	6,049	8,123	10,858	33.7%	11,064	1.9%
Total Purchasing Division	**2,087,758**	**3,170,930**	**3,601,699**	**13.6%**	**3,723,215**	**3.4%**
Total by Division / Program	**15,887,512**	**17,820,990**	**18,192,257**	**2.1%**	**19,012,771**	**4.5%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	15,887,512	17,820,990	18,192,257	2.1%	19,012,771	4.5%
Total by Fund	**15,887,512**	**17,820,990**	**18,192,257**	**2.1%**	**19,012,771**	**4.5%**
Dollars by Category						
Salary and Benefits						
Salary	6,688,703	7,536,252	7,778,369	3.2%	8,185,673	5.2%
As-Needed	305,807	181,531	186,714	2.9%	192,055	2.9%
Overtime	13,040	16,950	17,545	3.5%	18,157	3.5%
Retirement	2,727,249	2,884,137	2,906,668	0.8%	3,071,179	5.7%
Health Allocation	748,475	936,903	1,083,893	15.7%	1,131,398	4.4%
Medicare	112,629	124,571	130,086	4.4%	136,507	4.9%
Social Security	416,311	477,261	516,065	8.1%	535,147	3.7%
Other Benefits	390,334	428,345	446,352	4.2%	464,511	4.1%
Total Salary and Benefits	**11,402,548**	**12,585,950**	**13,065,692**	3.8%	**13,734,627**	5.1%
Non-Personnel						
Materials/Services/Supplies	2,478,956	3,113,018	3,177,512	2.1%	3,342,971	5.2%
Interfund Services	2,006,008	2,122,022	1,949,053	(8.2%)	1,935,173	(0.7%)
Total Non-Personnel	**4,484,964**	**5,235,040**	**5,126,565**	(2.1%)	**5,278,144**	3.0%
Total by Category	**15,887,512**	**17,820,990**	**18,192,257**	**2.1%**	**19,012,771**	**4.5%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
Accounting Division					
3322 General Accounting	15.65	15.65	15.65	0.00	15.65
Total Accounting Division	**15.65**	**15.65**	**15.65**	**0.00**	**15.65**
Administrative Services Division					
3362 Citywide Fiscal Planning	4.77	4.77	4.77	0.00	4.77
Total Administrative Services Division	**4.77**	**4.77**	**4.77**	**0.00**	**4.77**
Budget Division					
3315 Budget and Financial Analysis	5.33	5.33	5.33	0.00	5.33
Total Budget Division	**5.33**	**5.33**	**5.33**	**0.00**	**5.33**
Municipal Services Division					
3332 Utility Billing Services	14.80	14.80	14.80	0.00	14.80
3333 Revenue Receipting/Cashiering	4.10	4.10	4.10	0.00	4.10
3334 Business Certificate	1.60	1.60	1.60	0.00	1.60
3335 Field Services	6.15	6.15	6.15	0.00	6.15
3336 Administration	1.50	1.50	1.50	0.00	1.50
3337 Contact Center/Communication	4.85	4.85	4.85	0.00	4.85
Total Municipal Services Division	**33.00**	**33.00**	**33.00**	**0.00**	**33.00**
Purchasing Division					
3341 Warehouse	5.45	5.45	5.45	0.00	5.45
3343 Purchasing	4.55	5.55	6.55	1.00	6.55
Total Purchasing Division	**10.00**	**11.00**	**12.00**	**1.00**	**12.00**
Total by Division / Program	**68.75**	**69.75**	**70.75**	**1.00**	**70.75**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	68.75	69.75	70.75	1.00	70.75
Total by Fund	**68.75**	**69.75**	**70.75**	**1.00**	**70.75**
Position Classification					
Accountant	3.00	3.00	3.00	0.00	3.00
Accounting Division Manager	1.00	1.00	1.00	0.00	1.00
Accounting Technician I	2.00	2.00	1.00	(1.00)	1.00
Accounting Technician II	3.75	3.75	4.75	1.00	4.75
Assistant Director of Finance	1.00	1.00	1.00	0.00	1.00
Budget Manager	1.00	1.00	1.00	0.00	1.00
Business Analyst	1.00	1.00	1.00	0.00	1.00
Buyer	1.00	1.00	1.00	0.00	1.00
Chief Storekeeper	1.00	1.00	1.00	0.00	1.00
Contracts Manager	3.00	4.00	4.00	0.00	4.00
Customer Service Representative	14.00	14.00	14.00	0.00	14.00
Customer Service Supervisor	2.00	2.00	2.00	0.00	2.00
Director of Finance	1.00	1.00	1.00	0.00	1.00
Management Analyst	4.00	4.00	4.00	0.00	4.00
Materials Handler	2.00	2.00	2.00	0.00	2.00
Meter Reader	3.00	3.00	3.00	0.00	3.00
Municipal Services Division Manager	1.00	1.00	1.00	0.00	1.00
Office Specialist III	1.00	1.00	1.00	0.00	1.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Principal Accountant	1.00	1.00	1.00	0.00	1.00
Principal Financial Analyst	1.00	1.00	1.00	0.00	1.00
Purchasing Clerk	1.00	1.00	1.00	0.00	1.00
Purchasing Division Manager	1.00	1.00	1.00	0.00	1.00
Senior Accounting Technician	3.00	3.00	3.00	0.00	3.00
Senior Customer Service Representative	5.00	5.00	5.00	0.00	5.00
Senior Management Analyst	4.00	4.00	5.00	1.00	5.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00
Utility Field Services Supervisor	2.00	2.00	2.00	0.00	2.00
Utility Field Services Worker	1.00	1.00	1.00	0.00	1.00
Utility Services Technician	2.00	2.00	2.00	0.00	2.00
Total Positions	**68.75**	**69.75**	**70.75**	**1.00**	**70.75**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	69.75	17,820,990
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
GASB/Actuarial Services (amounts vary every two years)		(25,000)
Cost Allocation Plan (every two years)		(50,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		281,164
- Reclassification of 1.0 Accounting Technician I to Accounting Technician II		
Addition of 1.0 Senior Management Analyst (RTC 22-1145, funded by SVP)	1.00	198,578
Net change in interfund services		(172,969)
Net Non-Personnel Adjustments		158,494
Total Base Budget Adjustments	**1.00**	**390,267**
Total FY 2023/24 Base Budget	**70.75**	**18,211,257**
Service Level Changes		
Non-Personnel Reductions		(19,000)
Total Service Level Changes	**0.00**	(19,000)
Total FY 2023/24 Proposed Budget	**70.75**	**18,192,257**
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
GASB/Actuarial Services (amounts vary every two years)		25,000
Cost Allocation Plan (every two years)		50,000
Ongoing Cost Adjustments		
Salary and benefits adjustments		668,935
Net change in interfund services		(13,880)
Net Non-Personnel Adjustments		90,459
Total Base Budget Adjustments	**0.00**	**820,514**
Total FY 2024/25 Base Budget	**70.75**	**19,012,771**
Total FY 2024/25 Proposed Budget	**70.75**	**19,012,771**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Non-Personnel Reductions	0.00		(19,000)		(19,100)

Program: 3315 – Budget & Financial Analysis
3322 – General Accounting
3343 – Purchasing

This proposal reduces the training and travel budgets for the Budget ($10,000 – from $11,096 to $1,096) and the Accounting ($3,000 – from $4,813 to $1,813) divisions. Staff would need to rely more heavily on online training opportunities versus in-person training. This reduction is expected to have minimal impacts given the shift to online training post COVID-19. This action also reduces the budget for printing budget books by $2,000 (from $6,208 to $4,208). Departments have reduced the requests for printed books and are relying more heavily on the online versions. Budget will work with departments on scaling back the printed budget books. General supplies will also be reduced by $4,000 in the Budget ($1,000 – from $3,247 to $2,247), Accounting ($1,000 – from $17,891 to $16,891), Purchasing ($1,000 from $10,912 to $9,912), and the Municipal Services ($43,905 to $42,905) divisions.

Performance Impact

This proposal will have minimal impacts on service delivery.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure.

Performance and Workload Measures

Administrative Services Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Annual percentage yield on investments while following primary objectives of safety, liquidity, and yield		1.7%	1.3%	0.9%	2.2%	2.3%	2.4%

Accounting Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Complete the external audit process and preparation of City's Annual Comprehensive Financial Report with an unmodified audit opinion by December 31		100%	100%	100%	100%	100%	100%
Complete the preparation and submission of various State, local, and federal agency reports by due dates		100%	100%	100%	100%	100%	100%
Complete the month-end accounting close process and distribution of department budget status reports by the 15th working day of the following month		75%	42%	100%	50%	100%	100%
Process bi-weekly payroll and issuance of employee checks by the due date and on time		100%	100%	100%	100%	100%	100%

Workload Measures

Number of invoices processed		21,686	20,832	25,000	21,300	23,000	25,000
Number of checks and ACH payments issued		11,473	10,298	13,500	10,930	12,000	12,000

Performance and Workload Measures

Budget Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percentage of variance between budget and actual revenues in the General Fund		0.2%	2.2%	2.0%	2.0%	2.0%	2.0%
Percentage of variance between budget and actual expenditures in the General Fund		4.0%	5.5%	2.0%	4.0%	2.0%	2.0%

Workload Measures

Average number of comprehensive budget status reviews conducted with City departments to evaluate financial performance and budget deviations		3	3	4	3	4	4

Municipal Services Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of closed delinquent accounts collected in-house		93%	89%	95%	90%	95%	95%
Percent of delinquent Business License tax certificates at fiscal year-end		3.1%	2.9%	2.0%	4.2%	2.0%	2.0%
Percent of customer calls answered within 90 seconds		44%	51%	50%	48%	50%	50%
Average hold time of sequenced calls (m:s)		1:34	1:17	2:00	1:31	2:00	2:00
Percentage of calls with a call quality score of at least 4.75 out of 5.0		100%	94%	90%	90%	90%	90%

Workload Measures

Average monthly number of utility accounts paying by automated methods		44,321	41,402	46,000	53,300	46,000	46,000
Average monthly utility payments processed		54,129	55,006	59,000	66,200	59,000	59,000
Number of business tax certificates processed annually		11,982	11,701	13,000	11,400	13,000	13,000
Number of service requests processed yearly		52,830	44,855	55,000	45,000	55,000	55,000

Performance and Workload Measures

Municipal Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Average number of utility accounts invoiced		N/A	66,178	69,000	67,500	69,000	70,000
Average monthly number of Business License renewals processed via the online portal		N/A	4,851	5,000	5,200	5,000	5,000
Average number of meters read monthly		85,082	86,126	88,000	87,500	88,000	88,000

Purchasing Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Writing off slow-moving inventory		N/A	10% of total value	10% of total value	10% of total value	10% of total value	10% of total value
Internal Customer Satisfaction of central warehouse		N/A	N/A	90% rated good or better	90% rated good or better	90% rated good or better	90% rated good or better
Cost savings/avoidance for all solicitations facilitated by the Purchasing Division contracts team		N/A	N/A	10%	10%	10%	10%
Cycle time to process purchase orders		N/A	N/A	5 days	5 days	5 days	5 days
Internal customer satisfaction of Purchasing Division		N/A	N/A	75% rated good or better	75% rated good or better	75% rated good or better	75% rated good or better
Workload Measures							
Number of RFx (RFP, RFQ, RFB) facilitated by the Purchasing Division – *New for FY 2023/24*		N/A	78	N/A	80	80	80
Number of purchase orders		1,265	1,290	1,280	1,290	1,290	1,290
Number of procurement card transactions		8,059	9,555	7,900	9,000	9,000	9,000
Number of inventory items cycle counted		2,718	2,195	2,750	2,500	2,500	2,500
Number of material requisitions		3,598	3,338	3,600	3,600	3,600	3,500
Number of mail pieces processed		64,631	58,352	66,750	60,000	60,000	60,000

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Fire Department

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Fire Department Description

The Fire Department responds with highly trained and well-equipped personnel to all types of emergency incidents, maintaining a citywide response time of less than six minutes to at least 90% of all Code 3[1] emergency calls. Response time is measured from the time of dispatch to the time of arrival and includes two minutes turnout time and four minutes travel time

Divisions and Services

The Fire Department's mission is to protect and enhance the quality of life of the community. The Fire Department is organized into six divisions: Field Operations, Emergency Medical Services (EMS), Community Risk Reduction, Training, Administration, and Office of Emergency Services.

The Field Operations Division is comprised of first responders to provide emergency response to residents, visitors, and businesses within the community. The Division is made up of eight fire engines, two fire trucks, one Hazardous Materials response unit, one Rescue response unit, one Battalion Chief, and one Shift Training/Safety Officer, per shift.

The Emergency Medical Services (EMS) Division provides first responder medical services (including Advanced Life Support to all residents and visitors within the guidelines determined by the Santa Clara County EMS Authority. Using existing fire station staffing, the division also supports limited ambulance transport while authorized under special circumstances approved by Santa Clara County Emergency Medical Services agency when the County's contractor is unable to arrive on scene and provide transport services within the contracted time. The division maintains paramedic and emergency medical technician (EMT) licensure and certifications, maintains emergency medical equipment caches, works closely with the County EMS Authority to ensure County protocols, ensures training and programs are deployed to personnel, and acts as the agency's Designated Infection Control Officer (DICO).

The Community Risk Reduction Division (CRRD) protects our community through coordinated efforts in community education and outreach, fire engineering plan review and inspection services to maintain code compliance for new construction, emergency planning, hazardous materials enforcement, code enforcement, fire and hazardous materials investigations, and vegetation management. The CRRD oversees the Certified Unified Program Agency (CUPA) program on behalf of the City of Santa Clara. The City has been certified by the Secretary of the California Environmental Protection Agency to enforce the six environmental-based code enforcement programs. The CRRD coordinates the Santa Clara County Fire Chief's Association, Youth Firesetter Prevention and Intervention Program (YFPIP). The program is a County of Santa Clara, Juvenile Court Division-recognized diversionary program that gives youth offenders throughout the County an opportunity for a second chance.

The Training Division conducts and evaluates a wide variety of activities from simulated emergency incidents to assessments and classes, to ensure Fire Department personnel are performing at the highest levels of the profession. The Division maintains documentation to support State and Federal certification programs and develops and implements local and regional response/mitigation exercises focused on large-scale community events. The Training Division also assists the Human Resources Department in developing and administering Fire Department promotional examinations.

The Administrative Division provides management, organization, and support for the various divisions of the Fire Department. The primary duties that fall under this division include budget development and management, recruitment, grant management, accounts payable and payroll processing, fire station maintenance, workers' compensation coordination, strategic management and planning, data management, emergency / non-emergency photography and data analysis. The division manages the department web page, social media outlets, federal and state grants, annual department open house, creation and management of department maps including pre-incident planning, as well as the development, management and implementation of department policies and procedures.

[1] Code 3: Immediate response using red lights and siren; Code 2: No red lights or siren—expedited response adhering to all regular traffic laws.

The City's Office of Emergency Services provides emergency services training and coordination for the City in large-scale incidents requiring Emergency Operations Center activation and is also responsible for the City's emergency preparedness activities, hazard mitigation and disaster management plans. The division coordinates with the County and the State for large scale emergency preparedness.

Field Operations Division Mission	To enhance the quality of life for the community by providing caring, community-oriented service to protect life, property, and the environment.
Division Objectives	Maintain a citywide emergency response standard to all Code 3 incidents of six minutes from time of fire crew notification to first unit's arrival on scene at least 90% of the time.
	Provide an effective response force (ERF) of 17 personnel on scene of a structure fire in less than ten minutes from dispatch of alarm, at least 90% of the time.
	Provide hazardous materials response to protect the community from hazards associated with uncontrolled release of hazardous and toxic materials and respond to technical rescue emergencies efficiently and effectively.
	Provide special event (Fire and EMS) services to Levi's Stadium and all other significant special events held in the City of Santa Clara.

Emergency Medical Services Division Mission	Deliver quality emergency medical services to citizens and visitors of Santa Clara. All Santa Clara Firefighters are certified EMTs, and all fire engines and fire trucks are staffed with at least one paramedic.
Division Objectives	Provide first responder paramedic services to at least 90% of Code 3 medical emergencies citywide within 7:59 minutes/seconds from fire crew notification (per County EMS Authority standard).
	Process medical certifications and licenses for all Fire Department personnel and monitor for compliance with State and local government regulations.
	Provide quality assurance/quality improvement processes for treatment-based EMS delivery.
	Monitor and maintain custody and security of protected health information.
	Provide high quality EMS/EMT training and equipment to all Fire Department personnel and local stakeholders, as needed.
	Manage fire department ambulance transportation of patients to hospitals on a limited basis while authorized under special circumstances approved by Santa Clara County Emergency Medical Services agency.

Community Risk Reduction Division Mission	To protect life, property, and the environment through education, engineering, enforcement, economic incentives, empowerment, and emergency response.
Division Objectives	Utilize community-specific data to reduce risks and injuries through focused community education and outreach programs.
	Perform a wide array of plan reviews and construction inspections from planning and building permits, to fire-life safety systems, hazardous materials, and special events structures.
	Investigate intentionally set fires and unauthorized hazardous materials releases. Work collaboratively with the Santa Clara Police Department and the County District Attorney's Office on both criminal and civil prosecutions.
	Ensure ongoing compliance through focused training in fire safety, emergency drills, state hazardous materials reporting, and many more areas.
	Enforce the six environmental-based code enforcement programs as designed by California Environmental Protection Agency (CalEPA).
	Manage the operational permits and conduct inspections of existing community businesses and facilities to ensure compliance with applicable fire, life safety, and environmental protection regulations.

Training Division Mission	Deliver high quality education and training in public safety to the members of the Santa Clara Fire Department and to the employees and citizens of the City of Santa Clara.
Division Objectives	Provide annual, semi-annual, and quarterly drills in the disciplines of firefighting, hazardous materials response, and rescue operations to members of the Fire Department to promote skill development and continuous improvement.
	Maintain records to support State and federal training certifications required for specific disciplines.
	Perform Respiratory Protection Program self-contained breathing apparatus (SCBA) and respirator fit testing to maintain compliance with State and federal regulations.
	Coordinate and schedule public education programs, school site visits, station tours, and other public outreach activities.

Administrative Division Mission	Provide management, organization and support for the various Fire Department divisions that are actively engaged in the protection of life and property.
Division Objectives	Provide the community with information on Fire Department programs and services.
	Establish the vision and mission of the Department and communicate to all Fire Department personnel.
	Provide administrative and managerial support to all Fire Department divisions.
	Coordinate with other departments in the City as needed to support City projects and programs.
	Create a biennial budget that meets department needs and supports Council goals and objectives.

Office of Emergency Services Division Mission	To prevent, prepare for, mitigate, respond to and recover from all hazards.
Division Objectives	Provide emergency services coordination in the City of Santa Clara Emergency Operations Center (EOC) in the event of a large-scale incident requiring activation.
	Maintain the EOC in “response-ready” condition to serve as the City’s hub for emergency management activities in support of large-scale emergencies or planned events.
	Engage in hazard mitigation activities with the goal of reducing or eliminating long-term risk to people and property from future disasters and identifying long-term solutions that reduce the impact of disasters in the future.

Significant Accomplishments

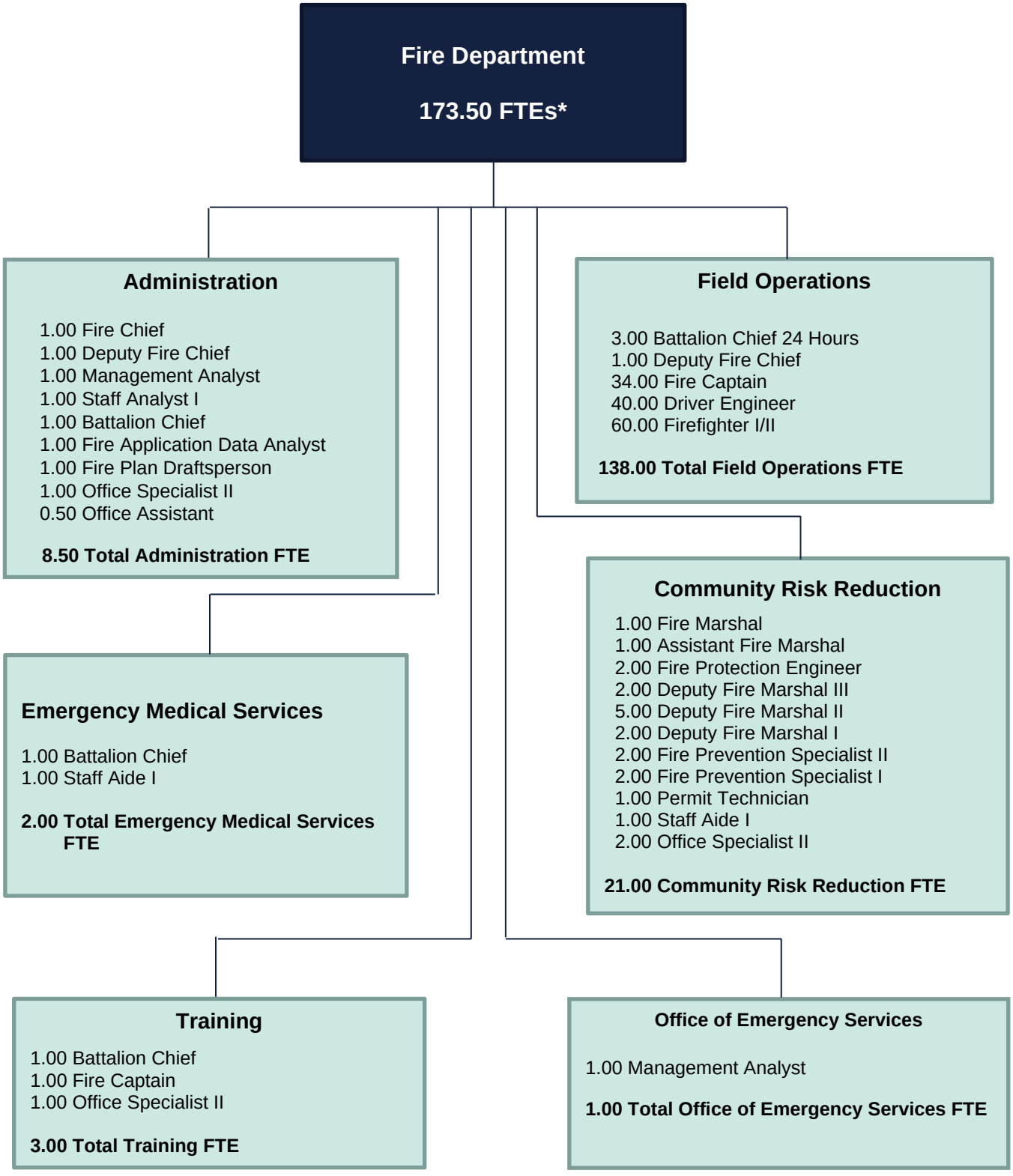
- Completed update to the Santa Clara Fire Department Strategic Plan, including internal and external stakeholder participation.
- Established department photography team to capture images of Fire Department emergency response and daily events and activities.
- Successfully completed firefighter recruitment campaign and firefighter recruitment process.
- Awarded the 2021 Assistance to Firefighters Grant for annual wellness exams for sworn personnel and new LUCAS automatic chest compression devices.
- Awarded the 2021 Staffing for Adequate Fire and Emergency Response (SAFER) grant that will allow for the hiring of 18 firefighters.
- Purchased Type 1 engine, utilizing Mutual Aid reimbursement funding, with expected delivery date of August 2023. The engine will replace a front-line apparatus that will be moved to the reserve apparatus fleet.
- Successful launch of the Accela platform for fire construction permitting and inspection, taking the Community Risk Reduction division (CRRD) into a fully digital permitting process.
- CRRD took over the management of the Santa Clara County Fire Chief's Association Youth Firesetter Prevention & Intervention Program.
- Record attendance and participation at the 2022 Firehouse Family Fair in honor of the National Fire Protection Association Fire Prevention Week each October.
- Awarded CUPA Forum Trust Grant for a mercury meter for the Hazardous Materials Response Team.
- Successfully promoted 17 Firefighters to Driver Engineer.
- Hosted a multi-agency State Fire Training Firefighter 1 and 2 Fire Academy, including seven recruits from Santa Clara.
- Deployed 11 new LUCAS automatic compression devices on the front-line engines, trucks and ambulance to assist responders to perform CPR more efficiently and effectively.
- Provided infrastructure and procedures to staff the fire department ambulance in order to maintain patient care while transporting the City's medical patients to local hospitals authorized under special circumstances approved by Santa Clara County Emergency Medical Services agency when the County's contractor is unable to arrive on scene and provide transport services within the contracted time.
- Partially activated Emergency Operations Center, supporting the City's response to the January 2023 Atmospheric River event and remained poised in monitor mode throughout the winter storm season.
- Provided the 6th Annual Prepare Santa Clara EOC functional exercise to EOC staff.
- Resumed EOC training activities after a pause during the COVID-19 pandemic.

Significant Objectives

- Improve workflow and efficiencies with administrative staffing.
- Ensure policy and procedures are current and up to date.
- Continue to advance Fire Department initiatives in Inclusion, Diversity and Equity through community outreach, firefighter recruitment and public relations.
- Manage hiring and reimbursement process for the SAFER grant award.
- Maintain CalOES Type 2 certification for Hazardous Materials and Urban Search and Rescue.
- Obtain and integrate a live, find, search canine into operations capabilities in partnership with California Task Force 3; fully funded by FEMA and the National Disaster Search Dog Foundation.
- Complete the HdL transition to Accela for operational permit inspections in order to have a single database for Fire development and annual operational permits, which will provide real-time data for inspectors and emergency responders.
- Explore the implementation of the National Fire Protection Association CRAIG 1300 system. The program is used to collect community incident data effectively, and better enable the Department to identify, assess and share local demographic, geographic, and economic needs in developing community risk reduction programs.
- Expand the Firefighters in Safety Education (FISE) program to provide more classes to public and private schools in the community.
- Integrate data system with State CERS Next Gen Project in 2025.
- Host a State Fire Training Firefighter 1 and 2 Fire Academy for Santa Clara Recruit Firefighters hired under the SAFER grant award.
- Improve Fire and Life Safety Inspection documentation for Field Operations personnel.
- Develop training to ensure personnel are prepared for evolving building trends in City, including high-rise emergency drills for all Field Operations personnel.
- Staff Fire Department ambulance with existing fire station personnel while Santa Clara County is operating under Standard Dispatch Order 3, giving fire agencies the authority to provide transportation within the County.
- Lead a citywide Multi-Jurisdictional Hazard Mitigation Plan update project, in collaboration with the County and jurisdictional partners and stakeholders, to enable the City to apply for hazard mitigation grants, complete mitigation projects, and maintain the Federal Emergency Management Agency's (FEMA) Community Rating System (CRS) points.
- Continue implementing a training program for City EOC staff with regular trainings such as the Annual Prepare Santa Clara full-scale or functional exercise.
- Adopt a suicide prevention policy compatible with the Santa Clara County Suicide Prevention Strategic Plan.
- Reinvigorate the Community Emergency Response Team (CERT) program after a pause during the COVID-19 emergency response.

Budget Highlights

- The Proposed Budget incorporates budget actions related to the three-year SAFER grant award that generates General Fund savings:
  - Reduce the overtime budget to account for minimum staffing overtime savings generated through the SAFER grant award.
  - Establish General Fund transfers to the Fire Operating Grant Trust Fund where the SAFER positions are budgeted to subsidize the remainder of the staffing costs that were not covered by the SAFER Grant.
  - Increase the materials/services/supplies budget to fund the costs of the Fire Academy and other onboarding costs related to the SAFER grant-funded positions.



**The positions above represent all funded positions. This excludes the 2.0 FTEs that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related: 1.0 Deputy Fire Marshal II and 1.0 Fire Protection Engineer.*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Administration Division							
7811	Administration	3,803,308	3,532,692	4,437,768	25.6%	4,700,854	5.9%
Total Administration Division		**3,803,308**	**3,532,692**	**4,437,768**	**25.6%**	**4,700,854**	**5.9%**
Field Operations Division							
7822	Field Operations	50,402,316	49,684,259	56,036,413	12.8%	56,651,007	1.1%
Total Field Operations Division		**50,402,316**	**49,684,259**	**56,036,413**	**12.8%**	**56,651,007**	**1.1%**
Community Risk Reduction Division							
7831	Administration, Investigation and Education[1]	0	0	968,843	0.0%	1,012,990	4.6%
7832	Prevention and Hazardous Materials[2]	2,984,427	4,677,623	0	(100.0%)	0	N/A
7833	Certified United Program Agency (CUPA)[3]	2,014,378	1,982,793	0	(100.0%)	0	N/A
7834	Development Services[4]	0	0	2,684,186	N/A	2,821,878	5.1%
7835	Non-Development Services[5]	0	0	1,400,420	N/A	1,484,914	6.0%
7836	Development CUPA[6]	0	0	330,993	N/A	350,035	5.8%
7837	Non-Development CUPA[7]	0	0	1,239,612	N/A	1,317,891	6.3%
Community Risk Reduction Division		**4,998,805**	**6,660,416**	**6,624,054**	**(0.5%)**	**6,987,708**	**5.5%**
Training Division							
7841	Training	1,646,195	1,797,655	1,403,295	(21.9%)	1,470,501	4.8%
Total Training Division		**1,646,195**	**1,797,655**	**1,403,295**	**(21.9%)**	**1,470,501**	**4.8%**

[1]Administration, Investigation and Education is a new program effective FY 2023/24
[2]Prevention and Hazardous Materials is an inactive program effective FY 2023/24
[3]Certified United Program Agency (CUPA) is an inactive program effective FY 2023/24
[4]Development Services is a new program effective FY 2023/24
[5]Non-Development Services is a new program effective FY 2023/24
[6]Development CUPA is a new program effective FY 2023/24
[7]Non-Development CUPA is a new program effective FY 2023/24

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Office of Emergency Services Division						
7871 Office of Emergency Services	221,520	216,061	246,300	14.0%	258,559	5.0%
Total Office of Emergency Services Division	**221,520**	**216,061**	**246,300**	**14.0%**	**258,559**	**5.0%**
Emergency Medical Services Division						
7861 Emergency Medical Services	1,722,233	991,384	984,179	(0.7%)	1,034,570	5.1%
Total Emergency Medical Services Division	**1,722,233**	**991,384**	**984,179**	**(0.7%)**	**1,034,570**	**5.1%**
Total by Division / Program	**62,794,377**	**62,882,467**	**69,732,009**	**10.9%**	**71,103,199**	**2.0%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	50,795,435	62,298,852	62,616,032	0.5%	63,324,867	1.1%
American Rescue Plan Act Fund	11,314,440	0	0	N/A	0	N/A
Expendable Trust Fund	15,912	0	0	N/A	0	N/A
Fire Development Services Fund[8]	0	0	3,109,073	N/A	3,264,818	5.0%
Fire Operating Grant Trust Fund	267,426	36,019	4,006,904	11024.4%	4,513,514	12.6%
Other City Departments Operating Grant Trust Fund	322,092	0	0	N/A	0	N/A
Related Santa Clara Developer Fund	79,072	547,596	0	(100.0%)	0	N/A
Total by Fund	**62,794,377**	**62,882,467**	**69,732,009**	**10.9%**	**71,103,199**	**2.0%**
Dollars by Category						
Salary and Benefits						
Salary	30,060,531	30,478,458	34,794,765	14.2%	36,484,823	4.9%
As-Needed	8,563	32,137	33,262	3.5%	34,426	3.5%
Overtime	5,487,468	3,725,385	2,675,202	(28.2%)	875,129	(67.3%)
Retirement	16,210,291	17,649,517	19,646,941	11.3%	20,837,010	6.1%
Health Allocation	1,469,342	1,705,461	3,058,788	79.4%	3,208,679	4.9%
Medicare	502,440	437,766	513,571	17.3%	536,941	4.6%
Social Security	89,140	141,849	154,406	8.9%	162,051	5.0%
Other Benefits	1,066,456	1,121,368	1,247,116	11.2%	1,287,341	3.2%
Total Salary and Benefits	**54,894,231**	**55,291,941**	**62,124,051**	**12.4%**	**63,426,400**	**2.1%**
Non-Personnel						
Materials/Services/Supplies	1,924,882	1,849,887	1,811,017	(2.1%)	1,711,186	(5.5%)
Interfund Services	5,134,023	5,740,639	5,796,941	1.0%	5,928,613	2.3%
Capital Outlay	26,931	0	0	N/A	37,000	N/A
Other Expenditures	0	0	0	N/A	0	N/A
Transfers to Other Funds	814,310	0	0	N/A	0	N/A
Total Non-Personnel	**7,900,146**	**7,590,526**	**7,607,958**	**0.2%**	**7,676,799**	**0.9%**
Total by Category	**62,794,377**	**62,882,467**	**69,732,009**	**10.9%**	**71,103,199**	**2.0%**

[8]Fire Development Services is a new fund effective FY 2023/24

Position Summary

		FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Division / Program						
Administration Division						
7811	Administration	7.50	5.50	8.50	3.00	8.50
Total Administration Division		**7.50**	**5.50**	**8.50**	**3.00**	**8.50**
Field Operations Division						
7822	Field Operations	120.00	120.00	138.00	18.00	138.00
Total Field Operations Division		**120.00**	**120.00**	**138.00**	**18.00**	**138.00**
Community Risk Reduction Division						
7831	Administration, Investigation and Education[1]	0.00	0.00	3.00	3.00	3.00
7832	Prevention and Hazardous Materials[2]	14.00	16.00	0.00	(16.00)	0.00
7833	Certified United Program Agency (CUPA)[3]	6.00	6.00	0.00	(6.00)	0.00
7834	Development Services[4]	0.00	0.00	8.06	8.06	8.06
7835	Non-Development Services[5]	0.00	0.00	5.21	5.21	5.21
7836	Development CUPA[6]	0.00	0.00	0.98	0.98	0.98
7837	Non-Development CUPA[7]	0.00	0.00	3.75	3.75	3.75
Total Community Risk Reduction Division		**20.00**	**22.00**	**21.00**	**(1.00)**	**21.00**
Training Division						
7841	Training - Fire	4.00	5.00	3.00	(2.00)	3.00
Total Training Division		**4.00**	**5.00**	**3.00**	**(2.00)**	**3.00**
Office of Emergency Services Division						
7871	Office of Emergency Services	1.00	1.00	1.00	0.00	1.00
Total Office of Emergency Services Division		**1.00**	**1.00**	**1.00**	**0.00**	**1.00**
Emergency Medical Services Division						
7861	Emergency Medical Services	2.00	2.00	2.00	0.00	2.00
Total Emergency Medical Services Division		**2.00**	**2.00**	**2.00**	**0.00**	**2.00**
Total by Division / Program		**154.50**	**155.50**	**173.50**	**18.00**	**173.50**

[1]Administration, Investigation and Education is a new program effective FY 2023/24
[2]Prevention and Hazardous Materials is an inactive program effective FY 2023/24
[3]Certified United Program Agency (CUPA) is an inactive program effective FY 2023/24
[4]Development Services is a new program effective FY 2023/24
[5]Non-Development Services is a new program effective FY 2023/24
[6]Development CUPA is a new program effective FY 2023/24
[7]Non-Development CUPA is a new program effective FY 2023/24

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Fund					
General Fund	153.50	153.50	146.46	(7.04)	146.46
Fire Development Services Fund[8]	0.00	0.00	9.04	9.04	9.04
Fire Operating Grant Trust Fund	0.00	0.00	18.00	18.00	18.00
Related Santa Clara Developer Fund	1.00	2.00	0.00	(2.00)	0.00
Total by Fund	**154.50**	**155.50**	**173.50**	**18.00**	**173.50**
Position Classification					
Assistant Fire Marshal	1.00	1.00	1.00	0.00	1.00
Battalion Chief	3.00	3.00	3.00	0.00	3.00
Battalion Chief 24 Hrs	3.00	3.00	3.00	0.00	3.00
Deputy Fire Chief	2.00	2.00	2.00	0.00	2.00
Deputy Fire Marshal	4.00	5.00	4.00	(1.00)	4.00
Deputy Fire Marshal Haz Mats	5.00	5.00	5.00	0.00	5.00
Driver Engineer	40.00	40.00	40.00	0.00	40.00
Fire Application Data Analyst	1.00	1.00	1.00	0.00	1.00
Fire Captain	35.00	35.00	35.00	0.00	35.00
Fire Chief	1.00	1.00	1.00	0.00	1.00
Fire Marshal	1.00	1.00	1.00	0.00	1.00
Fire Plan Draftsperson	1.00	1.00	1.00	0.00	1.00
Fire Prevention Specialist I	2.00	2.00	2.00	0.00	2.00
Fire Prevention Specialist II	2.00	2.00	2.00	0.00	2.00
Fire Protection Engineer	2.00	2.00	2.00	0.00	2.00
Firefighter I/II	42.00	42.00	60.00	18.00	60.00
Management Analyst	0.00	1.00	2.00	1.00	2.00
Office Assistant	0.50	0.50	0.50	0.00	0.50
Office Specialist II	4.00	4.00	4.00	0.00	4.00
Office Specialist IV	1.00	0.00	0.00	0.00	0.00
Permit Technician	0.00	0.00	1.00	1.00	1.00
Staff Aide I	3.00	3.00	2.00	(1.00)	2.00
Staff Analyst I	1.00	1.00	1.00	0.00	1.00
Total Positions	**154.50**	**155.50**	**173.50**	**18.00**	**173.50**

**The positions above represent all funded positions. This excludes the 2.0 FTEs that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related: 1.0 Deputy Fire Marshal II and 1.0 Fire Protection Engineer.*

[8]Fire Development Services is a new fund effective FY 2023/24.

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	155.50	62,882,467
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Rebudget: Community Risk Reduction Division Contractual Services		(150,000)
Interra Software		(45,000)
Rebudget: Assistance to Firefighter Supplemental Grant and City Match		(36,019)
Ongoing Cost Adjustments		
Salary and benefit adjustments		4,220,633
Staff Aide Reclass to Management Analyst		
Unfreeze of 12.0 positions and add 6.0 positions for the SAFER grant (Report to Council 23-170, February 7, 2023)	18.00	4,006,904
18.0 Firefighters		
Overtime base increase		710,243
Add 2.0 positions for the Community Risk Reduction Division (Report to Council 22-1145, September 27, 2022)	2.00	393,148
1.0 Fire Protection Engineer		
1.0 Permit Technician		
Freeze of 2.0 positions for the Related Santa Clara project:	(2.00)	(618,818)
1.0 Deputy Fire Marshal II		
1.0 Fire Protection Engineer		
Net increase in various interfund services allocations		56,302
Net increase in materials, services and supplies		46,953
EMT and Paramedic Licensing Fees and Recruitment Operating Supplies (bi-annually)		(75,804)
Total Base Budget Adjustments	**18.00**	**8,508,542**
Total FY 2023/24 Base Budget	**173.50**	**71,391,009**
Service Level Changes		
SAFER Grant Implementation and Overtime Reduction		(1,659,000)
Total Service Level Changes	**0.00**	**(1,659,000)**
Total FY 2023/24 Proposed Budget	**173.50**	**69,732,009**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
Emergency response technology equipment update		37,000
Ongoing Cost Adjustments		
Salary and benefit adjustments		3,250,349
Net increase in various interfund services allocations		131,672
Net increase for Fire Station Maintenance		3,157
EMT and Paramedic Licensing Fees and Recruitment Operating Supplies (bi-annually)		77,320
Net increase in materials, services and supplies		34,692
Total FY 2024/25 Base Adjustments	**0.00**	**3,534,190**
FY 2024/25 Base Budget	**173.50**	**73,266,199**
Service Level Changes		
SAFER Grant Implementation and Overtime Reduction		(2,163,000)
Total Service Level Changes	**0.00**	**(2,163,000)**
Total FY 2024/25 Proposed Budget	**173.50**	**71,103,199**

Service Level Changes

		FY 2023/24		FY 2024/25	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
SAFER Grant Implementation and Overtime Reduction	0.00	(1,659,000)	0	(3,822,000)	0

Program: 7822 – Field Operations

This proposal reflects changes associated with the Staffing for Adequate Fire and Emergency Response (SAFER) grant, a three-year $11.3 million grant. The grant will partially fund 18 firefighter positions, which includes unfreezing 12 positions and adding 6 new positions as approved by the City Council on February 7, 2023 (RTC 23-170), with the remaining position costs covered by the General Fund ($626,000 in FY 2023/24 and $770,000 in FY 2024/25). The positions will provide additional relief to help maintain daily minimum staffing of emergency response apparatus and reduce overtime due to absences caused by vacation, sick and disability leaves. The $1.66 million net reduction in FY 2023/24 includes a $1.88 million overtime budget reduction to reflect six months of overtime savings after the firefighter positions are fully onboarded and a one-time increase of $221,000 in the materials, services and supplies budget for Fire Academy and other onboarding costs. The $3.82 million net reduction in FY 2024/25 includes a $3.84 overtime budget reduction to reflect a full year of overtime savings and a one-time budget increase of $15,000 for training and certification costs.

Performance Impact

The additional staffing will provide the personnel needed to maintain the current daily staffing for emergency response throughout the City, while also reducing the number of personnel on overtime each day. In turn, the reduction in overtime to meet minimum daily staffing is expected to decrease the number of absences caused by sick and disability leaves for Field Operations personnel. The additional firefighters will also provide the opportunity to improve the department's overall emergency response by evaluating staffing models that will improve compliance with NFPA 1710 staffing standards.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Field Operations Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Response time of first in unit in 90% of all Code 3 emergency calls[1]		4:36 min	5:39 min	6:00 min	04:50 min	6:00 min	6:00 min
Response time of Effective Response Force (ERF)[1] of 17 personnel to a first alarm structure fire in 90% of emergency calls[2]		08:09 min	10:33 min	10:00 min	09:14 min	10:00 min	10:00 min
Percentage of fires contained to room of origin		86%	63%	75%	63%	75%	75%
Workload Measures							
Fire and life safety inspections for regular businesses completed by Field Operations Division		229	2,763	4,000	2,500	2,800	2,900
Number of calls for service		8,853	9,603	9,000	10,698	9,000	9,000
Number of hours contributed by the Volunteer/Reserve Program		2,500	5,000	5,000	2,500	5,000	5,000

[1] Code 3: Immediate response using red lights and siren; Code 2: No red lights or siren—expedited response adhering to all regular traffic laws.
[2] The Effective Response Force for first alarm assignment to a structure fire is the number of firefighters, apparatus, and response times needed to perform the required critical tasks.

Note: Performance and Workload Measure data are based on calendar year.

Performance and Workload Measures

Emergency Medical Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Response time in 90% of all advanced life support (ALS) calls with at least one Paramedic arriving on scene		5:17 min	05:51 min	7:59 min	05:29 min	7:59 min	7:59 min
Number of City employees trained in Cardiopulmonary Resuscitation/Automated External Defibrillator (CPR/AED) or BLS Provider		237	84	320	298	120	320
Number of Emergency Medical Services (EMS) training hours		3,872	3,718	6,100	2,611	3,500	3,500

Community Risk Reduction Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Fire-life safety and hazardous materials business inspections with no statutory requirements completed by Community Risk Reduction Division – *Modified for FY 2023/24*		2,108	3,434	3,000	2,108	1,300	1,300
Educational and Residential occupancy inspections completed within statutory requirements – *Modified for FY 2023/24*		2,087	1,918	1,310	1,200	1,200	1,200
Plan reviews completed by Division		1,949	2,469	1,900	2,069	2,069	2,069
Hazardous materials business plan (HMBP) inspections completed within statutory requirements		283	216	300	250	300	300
Underground Storage Tank (UST) inspection completed within statutory requirements		71	63	65	63	63	63
Aboveground petroleum storage tank (APSA) inspections completed within statutory requirements		50	25	40	40	40	40

Note: Performance and Workload Measure data are based on calendar year.

Performance and Workload Measures

Community Risk Reduction Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
California accidental release prevention (Cal-ARP) inspections completed within statutory requirements		4	1	1	1	1	1
Number of attendees of public education events requirements – Modified for FY 2023/24		223	N/A	1,500	6,000	7,500	8,000

Training Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of fire prevention training hours		112	524	800	1280	800	800
Number of hazardous materials training hours		2,179	536	1,200	1,523	1,200	1,200
Total department training hours for Suppression personnel		23,585	25,378	20,000	22,368	20,000	20,000

Administrative Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Customer satisfaction rating based on survey results (%) by calendar year		99%	99%	95%	99%	95%	95%

Workload Measures

Number of Public Records Act requests processed within mandated timeframe[2]		N/A	N/A	95%	95%	95%	95%

[2] This workload measure is inclusive of all divisions.

Note: Performance and Workload Measure data are based on calendar year.

Performance and Workload Measures

Office of Emergency Services Division							
Workload Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Emergency Operations Center number of activations per calendar year (includes drills and exercises)		13	13	15	13	14	14
Emergency Operations Center training sessions/planning meetings		33	22	30	14	30	30

Note: Performance and Workload Measure data are based on calendar year.

Human Resources Department

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Human Resources Department Description

The Human Resources (HR) Department is responsible for several areas: Benefits, Recruitment, Classification and Compensation, Employee and Labor Relations, Equal Employment Opportunity, Workers Compensation/Safety, and Employee Development.

The Department manages a variety of employee benefits, including health, dental, vision and retirement benefit programs, life insurance, Flexible Spending Accounts, VEBA, Retiree Medical Reimbursement Program, and a City Employee Assistance Program. The Department is also responsible for providing state-mandated benefits for employees injured on the job.

HR integrates job analyses into the selection process for each vacant position to ensure the accuracy of job specifications and the validity of examinations. Considerable time, labor, and expense are involved with each recruitment, especially for public safety positions where the process includes large pools of applicants, written exams, performance exams, and oral exams in addition to polygraph, psychological, comprehensive medical exams, and background investigations.

The Director of Human Resources (HR) is delegated as the Municipal Employee Relations Officer (MERO). The Employee Relations function is a direct function of the City Manager's Office that is delegated to the Director of HR. Employee Relations includes negotiating with Bargaining Units and Labor Unions to negotiate successor Memoranda of Understanding (MOU's) for each of the 10 specific represented groups, as well as receiving and reviewing grievances filed by employees or unions.

The City's Equal Employment Opportunity (EEO) Officer is responsible for oversight of equal employment opportunity laws. The EEO Officer reviews, investigates and/or oversees investigations of complaints filed by applicants or employees alleging discrimination or hostile work environment, including sexual harassment. The City has zero tolerance policy on discrimination and harassment. HR will continue to investigate and resolve grievances and discrimination complaints in accordance with federal and State laws, City policies, and in close coordination with the City Attorney's Office.

The City strives to work on best practices related to safety, including proper ergonomics. We encourage all departments to invest in their staff, specifically related to occupational safety.

HR provides State-mandated harassment prevention training for all regular City employees and offers training programs in areas such as supervision, employment law, and other areas of interest.

Divisions and Services

The Human Resources Department is organized into two Divisions: 1) Employee Benefits and Records and 2) Recruitment, Classification, and Staff Development.

Employee Benefits and Records Division Mission	**Provide quality service to employees and retirees in the responsible, cost efficient development and administration of City compensation, benefits, and related programs.**
Division Objectives	Administer current Memoranda of Understanding (MOU) with the City's ten bargaining groups. Represent the City in various labor relation issues and negotiate, in collaboration with internal and external counsel, on wages, hours, and other terms and conditions of employment.
	Administer benefits for City employees.
	Manage employee relations matters for the City; advise and assist departments with grievance resolution and disciplinary action.
	Strive to ensure equal employment opportunity and provide a work environment free of discrimination and harassment.
	Manage benefit programs for employees, retiree medical reimbursement programs, and process retirements.
	Provide city-wide Human Resources Management and Records Management.

Recruitment, Classification, and Staff Development Division Mission	**Provide centralized hiring services by developing and administering City recruitment and selection processes; administer and update the City's Classification Plan; and promote the advancement of ethical and sound human resources policies and practices in accordance with Civil Service Rules and Regulations, federal and State guidelines and industry standards.**
Division Objectives	Develop and implement valid selection examinations designed to select and promote the most qualified candidates.
	Ensure that positions are properly classified, described, and aligned to support the organizations' effectiveness and efficiency.
	Manage recruitment, assessment, and hiring processes to meet the City's staffing needs. Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices.
	Make available to the public and employees employment information such as job opportunity announcements, job descriptions and salary and benefit data.
	Provide training and development for employees City-wide to develop essential skills like analysis and reporting, leadership, customer service, and public presentations.
	Provide coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

Significant Accomplishments

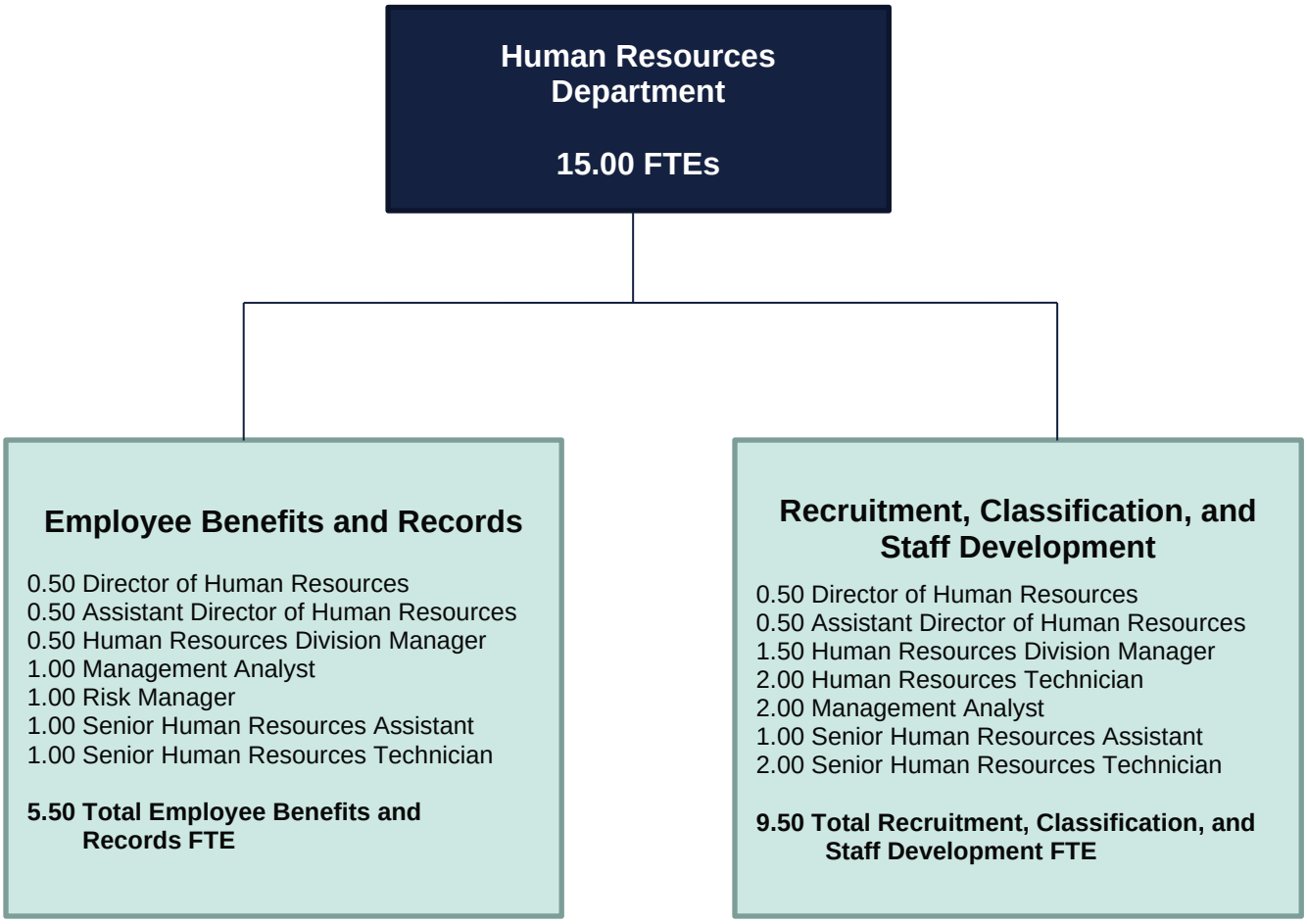
- Due to the COVID-19 pandemic, the Human Resources Department continued to promptly develop and implement various programs and policies including, but not limited to, COVID-19 safety training; leaves mandated by State and federal laws; FAQs; COVID-19 Prevention Program; management of all COVID-19 employee-related matters and cases, including mandated reporting requirements; and city-wide safety protocol measures in compliance with State and local orders. The HR Department was also the primary distributor of Personal Protective Equipment (PPE) to City Departments and staff.
- Created and converted Human Resources forms to fillable forms for efficiency.
- Transitioned from paper-copy to electronic employee personnel and benefits records, including moving to electronic submission of documents for the annual Benefits Open Enrollment, utilizing the City's Laserfische system.
- Since 2022, reached successor Memoranda of Understanding agreements with seven of the City's bargaining units, including side letter agreements with two bargaining units.
- Implemented a learning and training management system, Vector Solutions, which offers many courses of various topics, for employees city-wide.
- Provided supervisory and non-supervisory harassment/discrimination online mandated training.
- Supported approximately 1,625 regular and as-needed employees in regard to benefits, wage adjustments, workers' compensation, leaves and retirements.
- Performed full-cycle recruitment, including classification studies, and appointed/promoted 115 regular employees during the last two fiscal years.

Significant Objectives

- Conduct recruitments and manage effective, efficient, and defensible hiring processes to attract and retain qualified employees.
- Continue negotiations with Bargaining Units.
- Develop additional supervisory training opportunities for current employees.
- Maintain the Sexual Harassment Prevention State Mandated training for all City employees, including the training of Elected Officials and City Commission and Committee members.
- Work closely with the Finance Department to analyze and implement best practices in implementation, control, and audit of pay and benefit entries.
- Review and update various citywide policies, including the Employer-Employee Relations Resolution, the Personnel and Salary Resolution, and various City Manager Directives and coordinate these updated policies with each bargaining unit for implementation.

Budget Highlights

- The Proposed Budget includes the following budget reductions to help address the General Fund shortfall:
    - Eliminate 1.0 Office Specialist IV position in the Employee Records and Benefits Division
    - Freeze the City of Santa Clara Leadership Program for two-years
    - Eliminate non-personnel funding for Police pre-employment testing (funding is included in the Police Department budget)


Human Resources Department
15.00 FTEs
Employee Benefits and Records
0.50 Director of Human Resources
0.50 Assistant Director of Human Resources
0.50 Human Resources Division Manager
1.00 Management Analyst
1.00 Risk Manager
1.00 Senior Human Resources Assistant
1.00 Senior Human Resources Technician
5.50 Total Employee Benefits and Records FTE
Recruitment, Classification, and Staff Development
0.50 Director of Human Resources
0.50 Assistant Director of Human Resources
1.50 Human Resources Division Manager
2.00 Human Resources Technician
2.00 Management Analyst
1.00 Senior Human Resources Assistant
2.00 Senior Human Resources Technician
9.50 Total Recruitment, Classification, and Staff Development FTE

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Employee Benefits and Records Division							
2514	Records – Compensation	1,158,739	889,463	773,975	(13.0%)	839,895	8.5%
2515	HR Workers' Compensation and Safety	742,557	801,840	734,171	(8.4%)	767,162	4.5%
Total Employee Benefits and Records Division		**1,901,296**	**1,691,303**	**1,508,146**	**(10.8%)**	**1,607,057**	**6.6%**
Recruitment, Classification, and Staff Development Division							
2521	Selection – Classification	1,064,839	1,663,222	1,516,692	(8.8%)	1,596,551	5.3%
2525	Recruitment, Staff Development and Labor Relations	840,892	1,154,185	1,183,252	2.5%	1,235,720	4.4%
Total Recruitment, Classification, and Staff Development Division		**1,905,731**	**2,817,407**	**2,699,944**	**(4.2%)**	**2,832,271**	**4.9%**
Total by Division / Program		**3,807,027**	**4,508,710**	**4,208,090**	**(6.7%)**	**4,439,328**	**5.5%**

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	3,789,429	4,508,710	4,208,090	(6.7%)	4,439,328	5.5%
Exendable Trust Fund	17,598	0	0	0.0%	0	0.0%
Total by Fund	**3,807,027**	**4,508,710**	**4,208,090**	**(6.7%)**	**4,439,328**	**5.5%**

Dollars by Category							
Salary and Benefits							
Salary		1,869,268	1,921,117	2,018,827	5.1%	2,134,105	5.7%
As-Needed		6,193	37,493	38,805	3.5%	40,163	3.5%
Overtime		125	0	0	N/A	0	N/A
Retirement		685,128	795,744	741,077	(6.9%)	787,456	6.3%
Health Allocations		164,758	182,714	234,306	28.2%	244,070	4.2%
Medicare		28,341	30,752	31,989	4.0%	33,728	5.4%
Social Security		100,895	106,584	116,767	9.6%	120,853	3.5%
Other Benefits		94,609	101,591	107,749	6.1%	111,652	3.6%
Total Salary and Benefits		**2,949,317**	**3,175,995**	**3,289,520**	**3.6%**	**3,472,027**	**5.5%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Category						
Non-Personnel						
Materials/Services/Supplies	414,852	865,009	768,027	(11.2%)	818,344	6.6%
Interfund Services	442,858	467,706	150,543	(67.8%)	148,957	(1.1%)
Total Non-Personnel	**857,710**	**1,332,715**	**918,570**	**(31.1%)**	**967,301**	**5.3%**
Total by Category	**3,807,027**	**4,508,710**	**4,208,090**	**(6.7%)**	**4,439,328**	**5.5%**

Position Summary

		FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program						
Employee Benefits and Records Division						
2514	Records – Compensation	2.75	2.75	2.50	(0.25)	2.50
2515	HR Workers' Compensation and Safety	3.25	3.25	3.00	(0.25)	3.00
Total Employee Benefits and Records Division		**6.00**	**6.00**	**5.50**	**(0.50)**	**5.50**
Recruitment, Classification, and Staff Development Division						
2521	Selection – Classification	5.75	5.75	6.50	0.75	6.50
2525	Recruitment, Staff Development and Labor Relations	2.25	3.25	3.00	(0.25)	3.00
Total Recruitment, Classification, and Staff Development Division		**8.00**	**9.00**	**9.50**	**0.50**	**9.50**
Total by Division / Program		**14.00**	**15.00**	**15.00**	**0.00**	**15.00**

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	14.00	15.00	15.00	0.00	15.00
Total by Fund	**14.00**	**15.00**	**15.00**	**0.00**	**15.00**
Position Classification					
Assistant Director of Human Resources	1.00	1.00	1.00	0.00	1.00
Director of Human Resources	1.00	1.00	1.00	0.00	1.00
Human Resources Division Manager	1.00	1.00	2.00	1.00	2.00
Risk Manager	1.00	1.00	1.00	0.00	1.00
Human Resources Technician	1.00	2.00	2.00	0.00	2.00
Management Analyst	3.00	2.00	3.00	1.00	3.00
Office Specialist IV	1.00	1.00	0.00	(1.00)	0.00
Senior Human Resources Assistant	2.00	2.00	2.00	0.00	2.00
Senior Human Resources Technician	3.00	3.00	3.00	0.00	3.00
Senior Management Analyst	0.00	1.00	0.00	(1.00)	0.00
Total Positions	**14.00**	**15.00**	**15.00**	**0.00**	**15.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	15.00	4,508,710
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Employee Survey (Every Two Years)		(35,000)
Ongoing Cost Adjustments		
Salary and Benefits adjustments - Reclassify Human Resources Technician to Management Analyst - Reclassify Senior Management Analyst to Human Resources Division Manager		98,371
Addition of 1.0 Human Resources Technician (Report to Council 22-1145, approved on September 27, 2022, funded by SVP)	1.00	151,171
Net change in various interfund services allocations		(317,163)
Net change in non-personnel costs		16,563
Total FY 2023/24 Base Budget Adjustments	**1.00**	**(86,058)**
Total FY 2023/24 Base Budget	**16.00**	**4,422,652**
Service Level Changes		
Eliminate 1.0 Vacant Office Specialist IV	(1.00)	(136,017)
Freeze City of Santa Clara Leadership Academy for Two Years		(40,545)
Eliminate Background Examination Funding		(38,000)
Total Service Level Changes	**(1.00)**	**(214,562)**
Total FY 2023/24 Proposed Budget	**15.00**	**4,208,090**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
Employee Survey (Every Two Years)		35,000
Ongoing Cost Adjustments		
Salary and benefits adjustments		191,733
Net change in various interfund services allocations		(1,586)
Non-personnel adjustments		16,888
Total FY 2024/25 Base Budget Adjustments		**242,035**
Total FY 2024/25 Base Budget	**15.00**	**4,450,125**
Service Level Changes		
Eliminate 1.0 Vacant Office Specialist IV		(9,226)
Freeze City of Santa Clara Leadership Academy for Two Years		(811)
Eliminate Background Examination Funding		(760)
Total Service Level Changes		**(10,797)**
Total FY 2024/25 Proposed Budget	**15.00**	**4,439,328**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Eliminate 1.0 Vacant Office Specialist IV	(1.00)	0	(136,017)	0	(145,243)

Program: 2514 – Records and Compensation

This action eliminates 1.0 vacant Office Specialist IV position in the Records and Compensation program. This position is primarily responsible for providing general office and administrative support, along with coordination of the Civil Service Commission and Salary Setting Commission.

Performance Impact

The general office and administrative support workload would be absorbed by other staff. The day-to-day office and clerical duties have been absorbed by all the existing staff. Staff has been cross trained on the various duties that have been reassigned. The support for the two Commissions is absorbed by Senior Human Resources Technicians and Human Resources Technicians on a rotational schedule, who have been cross trained to support coordination of both Commissions.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Freeze City of Santa Clara Leadership Academy for Two Years		(40,545)	0	(41,356)	0

Program: 2521 – Selection and Classification

Leadership Santa Clara is a four-month program that is available to City of Santa Clara residents and managed by the City of Santa Clara. The City holds an application period, in which primarily residents (35-50) and City employees (2-4) may apply and be selected to participate in the program. The focus of the program is preparing residents for leadership roles in the community. Topics include the following: Santa Clara's Past, Present and Future; Governance (federal, state, and local including City board and commissions); Public Services; Media's Impact on Silicon Valley; Business Climate; Transportation; Arts & Culture; Community Diversity; Environment; Health Care; Human/Community Services; and Volunteerism.

Due to the COVID-19 pandemic, this program was frozen in FY 2021/22 and FY 2022/23. Given the City's fiscal situation, this proposal continues to freeze the program for FY 2023/24 and FY 2024/25.

Performance Impact

There is no impact, as this program has been suspended for the last two fiscal years.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Eliminate Background Examination Funding		0	(38,000)	0	(38,760)

Program: 2521 – Selection and Classification

This action eliminates non-personnel funding of $38,000 for Police background examinations. Candidates that move forward in the recruitment process and receive a conditional offer of employment are required to complete several examinations. The cost of these exams will be shifted to the Police Department, as they handle the background process. This is consistent with the Fire Department. The Human Resources Department separately pays for the cost of fingerprinting.

Performance Impact

There is no impact anticipated as a result of this reduction.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Employee Benefits and Records Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of employee benefits and compensation transactions processed accurately and timely – *Delete for FY 2023/24*		99%	N/A	100%	N/A	N/A	N/A
Percent of separation and retirement payoff calculations completed according to policy and within final pay period – *Delete for FY 2023/24*		100%	N/A	100%	N/A	N/A	N/A
Percent of new hires processed for pay and benefits in time for their first paycheck – *Delete for FY 2023/24*		100%	N/A	100%	N/A	N/A	N/A
Percent of Workers' Compensation claims processed within five business days of receipt in Human Resources Department		100%	100%	100%	100%	100%	100%
Percent of work hours lost as a result of industrial injuries and illnesses		1.12%	0.76%	2.00%	1.50%	2.00%	2.00%
Enhanced risk management practices resulting in reduction to citywide claim losses (% reduction) – *previously in Non-Departmental*		-46%	N/A	4%	N/A	4%	4%
Percent of City-sponsored training classes rated very good or above by attendees – *Delete for FY 2023/24*		N/A	N/A	100%	N/A	N/A	N/A
Percentage of Regular Employees enrolled in Deferred Compensation – *New for FY 2023/24*		73%	72%	N/A	75%	75%	75%

Workload Measures

Number of Personnel Transactions processed in the HRIS – *New for FY 2023/24*		1572	1994	N/A	2500	2500	2500
Number of Healthcare Transactions processed in the HRIS – *New for FY 2023/24*		984	1653	N/A	1400	1400	1400
Enhanced risk management practices resulting in reduction to citywide claim losses (number of claims) – *previously in Non-Departmental*		114	N/A	75	N/A	75	75

Performance and Workload Measures

Recruitment, Classification, and Staff Development Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Average employee turnover rate		8.18%	10.41%	6.0%	10.0%	10.0%	10.0%
Percent of recruitments completed within established timelines – *Delete for FY 2023/24*		100%	N/A	100%	N/A	N/A	N/A
Percent of recruitments for which a job analysis is completed – *Delete for FY 2023/24*		100%	N/A	95%	N/A	N/A	N/A
Percent of employees attending City required training classes		95%	91%	100%	95%	100%	100%
Vacancy Rate at End of Fiscal Year – *New for FY 2023/24*		13.27%	14.20%	10%	15.00%	10%	10%
Workload Measures							
Number of successor MOUs finalized after City Council Approval – *Modified for FY 2023/24*		5	5	2	2	2	6
Number of formal disciplinary actions received – *New for FY 2023/24*		4	3	N/A	5	5	5
Number of classification/ compensation projects completed– *New for FY 2023/24*		10	16	N/A	20	20	20
Number of trainings offered through the Human Resources Department – *New for FY 2023/24*		13	39	N/A	50	50	50
Number of Regular and As-Needed Hires, Promotions and Transfers Completed Annually – *New for FY 2023/24*							
Full-Time							
- New Hires/Rehires		38	110	N/A	90	90	90
- Promotions		47	103	N/A	80	80	80
- Transfers		1	4	N/A	2	N/A	N/A
As-Needed							
- New Hires/Rehires		119	215	N/A	175	175	175

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Information Technology Department

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Information Technology Department Description

The Information Technology Department (ITD) strives to provide superb affordable services and be the partner of choice for City information technology initiatives to improve the quality of life and strengthen the community through technology and innovation.

The award-winning ITD provides a full range of IT services through its Enterprise Services, Infrastructure and Support, Telecommunication Services and Contract Services Divisions, providing help desk, desk side support, data center and network management, cybersecurity, application consulting and support, training, technology project/program management and Geographic Information Service (GIS) capabilities.

Focus areas include:

- Improve government services - efficient, effective, & transparent
- Enable self-service - anytime, anywhere, access to government digital citizen centric services, customer request management
- Enhance citizen engagement and community participation
- Assist City departments with their IT business requirements in support of delivering city services
- Maintain Project and Portfolio Management practices to ensure successful implementation of technology projects
- Maintain and strengthen the City's enterprise-wide technology infrastructure in support of City departments
- Protect and strengthen the City network and information security capabilities
- Cybersecurity risk mitigation & compliance
- Manage IT vendors to control costs, drive service excellence, and mitigate risks to gain increased value throughout the product lifecycle

Divisions and Services

The IT Department is organized into four Divisions: Enterprise Services; Infrastructure and Support; Contract Services; and Telecommunication Services.

Enterprise Services Division Mission	To plan and implement applications leveraging technology to enhance citywide and departmental capabilities. Maintain a high availability digital presence providing relevant information and quality on-line services to the residents and businesses of Santa Clara. Empower City employees to effectively serve the public using digital technologies.
Division Objectives	Provide application support for mission and business critical departmental applications. Manage business process improvements and vendor compliance updates. Maintain an Application Portfolio Management System and Enterprise Roadmap to provide for better planning. Work with department business owners to rationalize and modernize the current applications in line with City goals and objectives, plan for enhancements and upgrades to provide greater functionality and business value for city applications.
	Manage the City's websites, providing timely updates to citizens through the use of the City's expanding digital presence. Ensure equal access to the City website for people with disabilities by providing websites that comply with accessibility requirements.
	Provide enhanced support for business applications used within the City driven by a Structured Project Methodology and Project Management Office.
	Through GIS data, provide trustworthy operational information, organized by location, and delivered in a timely manner to decision-makers for both tactical and strategic planning efficiency.

Infrastructure and Support Division Mission	Provide a reliable and secure citywide computing infrastructure to enable departments to accomplish business goals and provide City services and information to the community.
Division Objectives	Provide services to ensure the reliability, continuity, and sustainability of network, server, storage, and desktop systems.
	Maintain, support, and enhance the City's enterprise-wide technology infrastructure in support of City departments.
	Enable business continuity and delivery of essential services through remote workplace capabilities
	Ensure security and strengthen the reliability of the internal City systems and network.

Contract Services Division Mission	To provide superb professional, responsive, and cost-effective information technology services to the City.
Division Objectives	Manage the City technology contracts to ensure the adherence to scope and deliverables.
	Implement information technology best practices and drive operational and continuous improvements with our technology providers.
	Provide governance and oversight for the City technology vendors to ensure performance meets/exceeds contractual obligations. Ensure remediation plans are developed and adhered to as needed.

Telecommunication Services Division Mission	Provide support for general communications services for City staff, including telephony services, mobile, wireless communications, and cable services.
Division Objectives	Provide and maintain high quality telephony and mobile services to all City staff and departments. Assist in the planning and implementation of telecommunications services at City facilities.
	Review and process billing for all telecommunication services.
	Provide cable franchise oversight and monitoring.

Significant Accomplishments

- The City has a robust application portfolio of 160 line-of-business applications that are core to City operations and delivering services to the public. The Department implemented, upgraded, or replaced approximately 20 applications in 2022.
- Supported the Finance Department to transition the City's general banking to JPMorgan Chase.
- Implemented asset management for Storm Drain, Traffic Signs and Trees to improve reliability of assets, regulatory compliance, and decision-making capabilities.
- Deployed a mobile application for the public for the 40th Anniversary of the Santa Clara Art & Wine Festival.
- Deployed Speak Up Santa Clara enabling employees to report incidents about workplace issues.
- Continued expansion of the Document Management System and digitization of City records.
- Improved City Website Search functionality.
- Upgraded the VOIP telephone system for enhanced security and cost savings.
- Replaced the end-of-life Field Collection system (Utility Meter Reading) resulting in saving staff time, ease of access and flexibility.
- Enhanced Audio/Visual capabilities throughout the City for improved citizen engagement and collaboration.
- Enterprise GIS accomplishments include:
    - Overhaul of the Enterprise GIS Infrastructure.
    - City of Santa Clara's streets tree inventory mapping close to 18,000 trees.
    - Integration with Enterprise Asset Management for traffic signs, city trees and storm drains.
    - Mapping of recent Parks & Recreation facilities added to the City.
- Improved the maturity of the City's cybersecurity posture, safeguarding resident and City sensitive data.

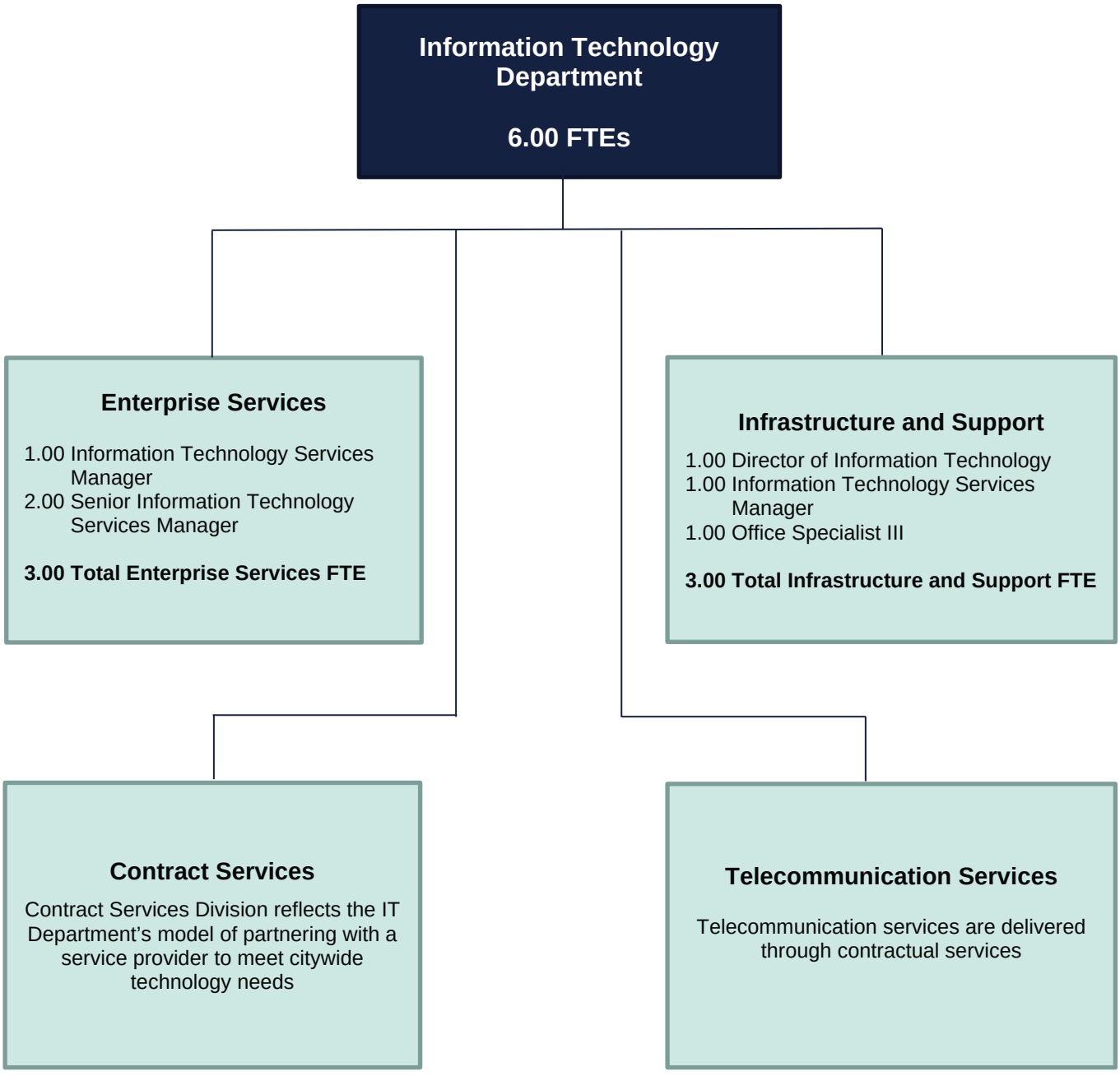
Significant Objectives

- Application Modernization: Support citywide and departmental business process transformation, system replacements and upgrades – Utility Billing Customer Self Service Portal, Utility Billing Customer Information System, Records Management, Financials and HR Management System, Work Order Management.
- Implementation of updated Business License Tax system.
- Public Safety Dispatchers rely on the fire station alerting system to notify and alert fire stations. This project replaces a 20-year-old system that is end-of-life.
- Improve search experience on City websites.
- Enterprise GIS: work plan for the year includes projects to further citizen engagement, decision making, and effective infrastructure information lifecycle management. An integration with the sewer video inspection system is underway, an update of the Water & Sewer Block books as well as plans to update Parks & Recreation assets to bring them current and make parcel information available on InfoMap on the City website.
- Improve collaboration capabilities by leveraging technologies such as the Microsoft 365 platform to enable anytime, anywhere access to City systems and resources.
- Technology Infrastructure: Architect and replace aging technology infrastructure in a strategic and phased manner in support of increased digital, mobile and cloud solutions for anytime, anywhere device access in a secure manner.

- Enhance technology capabilities in the City Parks and Recreation facilities for improved user experience.
- Cybersecurity and Risk Mitigation: Strengthen the City's cybersecurity posture by providing a proactive defense against threats via intrusion prevention/detection systems and security information and event management systems and response protocols.
- Enhance Audio/Visual capabilities throughout the City for improved Civic engagement, collaboration and staff productivity.

Budget Highlights

- Ongoing budget reductions to help address the General Fund shortfall:
    - IT Services contract reductions related to the Cost-of-Living Adjustment.
    - Reduction in utilities expense to reflect efficiencies gained through telephone upgrades.


Information Technology Department
6.00 FTEs
Enterprise Services
1.00 Information Technology Services Manager
2.00 Senior Information Technology Services Manager
3.00 Total Enterprise Services FTE
Infrastructure and Support
1.00 Director of Information Technology
1.00 Information Technology Services Manager
1.00 Office Specialist III
3.00 Total Infrastructure and Support FTE
Contract Services
Contract Services Division reflects the IT Department's model of partnering with a service provider to meet citywide technology needs
Telecommunication Services
Telecommunication services are delivered through contractual services

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Contract Services Division						
1931 Contract Services	6,959,761	8,102,354	8,137,172	0.4%	8,268,397	1.6%
Total Contract Services Division	**6,959,761**	**8,102,354**	**8,137,172**	**0.4%**	**8,268,397**	**1.6%**
Enterprise Services Division						
1911 Application Services	584,114	566,620	937,685	65.5%	992,624	5.9%
1912 Web Services	145,276	260,682	266,099	2.1%	271,626	2.1%
1913 GIS Services	343,897	546,003	553,448	1.4%	564,849	2.1%
Total Enterprise Services Division	**1,073,287**	**1,373,305**	**1,757,232**	**28.0%**	**1,829,099**	**4.1%**
Infrastructure and Support Division						
1921 Infrastructure and Support	1,925,090	2,659,402	2,651,290	(0.3%)	2,286,201	(13.8%)
Total Infrastructure and Support Division	**1,925,090**	**2,659,402**	**2,651,290**	**(0.3%)**	**2,286,201**	**(13.8%)**
Telecommunication Services Division						
1941 IT Telecommunication Services	371,573	823,240	749,238	(9.0%)	773,247	3.2%
Total Telecommunication Services Division	**371,573**	**823,240**	**749,238**	**(9.0%)**	**773,247**	**3.2%**
Total by Division / Program	**10,329,711**	**12,958,301**	**13,294,932**	**2.6%**	**13,156,944**	**(1.0%)**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
Information Technology Services Fund	10,294,656	12,758,301	13,094,932	2.6%	12,956,944	(1.1%)
Expendable Trust Fund	19,346	0	0	N/A	0	N/A
Other City Departments Operating Grant Trust Fund	511	0	0	N/A	0	N/A
Public, Educational, and Governmental (PEG) Fee Fund	15,198	200,000	200,000	0.0%	200,000	0.0%
Total by Fund	**10,329,711**	**12,958,301**	**13,294,932**	**2.6%**	**13,156,944**	**(1.0%)**
Dollars by Category						
Salary and Benefits						
Salary	1,153,925	965,899	1,197,503	24.0%	1,261,399	5.3%
As-Needed	182,318	238,230	246,726	3.6%	254,488	3.1%
Retirement	353,613	448,758	406,064	(9.5%)	428,921	5.6%
Health Allocation	73,125	76,961	102,335	33.0%	107,102	4.7%
Medicare	19,098	17,640	18,193	3.1%	19,129	5.1%
Social Security	52,247	49,248	56,516	14.8%	56,812	0.5%
Other Benefits	47,954	48,640	49,410	1.6%	50,901	3.0%
Total Salary and Benefits	**1,882,280**	**1,845,376**	**2,076,747**	**12.5%**	**2,178,752**	**4.9%**
Non-Personnel						
Materials/Services/Supplies	8,374,075	10,793,452	10,966,725	1.6%	10,726,677	(2.2%)
Interfund Services	57,199	69,473	1,460	(97.9%)	1,515	3.8%
Capital Outlay	16,157	250,000	250,000	0.0%	250,000	0.0%
Total Non-Personnel	**8,447,431**	**11,112,925**	**11,218,185**	**0.9%**	**10,978,192**	**(2.1%)**
Total by Category	**10,329,711**	**12,958,301**	**13,294,932**	**2.6%**	**13,156,944**	**(1.0%)**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
Contract Services Division					
1931 Contract Services	0.00	0.00	0.00	0.00	0.00
Total Contract Services Division	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Enterprise Services Division					
1911 Application Services	2.00	2.00	3.00	1.00	3.00
1912 Web Services	0.00	0.00	0.00	0.00	0.00
1913 GIS Services	0.00	0.00	0.00	0.00	0.00
Total Enterprise Services Division	**2.00**	**2.00**	**3.00**	**1.00**	**3.00**
Infrastructure and Support Division					
1921 Infrastructure and Support	4.00	4.00	3.00	(1.00)	3.00
Total Infrastructure and Support Division	**4.00**	**4.00**	**3.00**	**(1.00)**	**3.00**
Telecommunication Services Division					
1941 IT Telecommunication Services	0.00	0.00	0.00	0.00	0.00
Total Telecommunication Services Division	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total by Division / Program	**6.00**	**6.00**	**6.00**	**0.00**	**6.00**
Positions by Fund					
Information Technology Services Fund	6.00	6.00	6.00	0.00	6.00
Total by Fund	**6.00**	**6.00**	**6.00**	**0.00**	**6.00**
Position Classification					
Director of Information Technology	1.00	1.00	1.00	0.00	1.00
Information Technology Services Manager	2.00	2.00	2.00	0.00	2.00
Office Specialist III	1.00	1.00	1.00	0.00	1.00
Senior Information Technology Services Manager	2.00	2.00	2.00	0.00	2.00
Total Positions	**6.00**	**6.00**	**6.00**	**0.00**	**6.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	6.00	12,958,301
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Replacement of Network Equipment (moved from CIP)		330,000
IT Sourcing Strategy		100,000
Ongoing Cost Adjustments		
Salary and benefits adjustments		231,371
Non-personnel adjustments		35,273
Net increase to various internal service fund allocations		(68,013)
Total FY 2023/24 Base Budget Adjustments	**0.00**	**628,631**
Total FY 2023/24 Base Budget	**6.00**	**13,586,932**
Service Level Changes		
Reduction in Information Technology Services Contract (COLA)		(192,000)
Reduction in Telecommunications Utilties Budget		(100,000)
Total Service Level Changes	**0.00**	**(292,000)**
Total FY 2023/24 Proposed Budget	**6.00**	**13,294,932**
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
Replacement of Network Equipment (moved from CIP)		(330,000)
IT Sourcing Strategy		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		102,005
Non-personnel adjustments		195,792
Net increase to various internal service fund allocations		55
Total FY2024/25 Base Budget Adjustments	**0.00**	**(132,148)**
Total FY 2024/25 Base Budget	**6.00**	**13,162,784**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Service Level Changes		
Reduction in Information Technology Services Contract (COLA)		(3,840)
Reduction in Telecommunications Utilties Budget		(2,000)
Total Service Level Changes	**0.00**	**(5,840)**
Total FY 2024/25 Proposed Budget	**6.00**	**13,156,944**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction in Information Technology Services Contract (COLA)	0.00	0	(192,000)	0	(195,840)

Program: 1931 – Contract Services

The Information Technology Department contracts with Unisys to provide the City with various information technology services. This contract includes cost-of-living adjustments (COLA) based on the CPI; however, the contract also includes language allowing the City to revisit to COLA should the City be met with budget constraints. In the current environment, ITD has reached out to Unisys to discuss the annual COLA increase, which is estimated to be $384,000. Unisys, in good faith, has agreed to waive 50% of the COLA, resulting in a General Fund reduction of approximately $132,320 and other funds reduction of $59,680.

Performance Impact

The Department does not anticipate any impact to service delivery.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction in Telecommunications Utilities Budget	0.00	0	(100,000)	0	(102,000)

Program: 1941 – Telecom Services

This proposal reduces the Information Technology Department's telecom utilities budget by $100,000, from $526,436 to $426,436. This reduction will result in $71,000 in savings to the General Fund and $29,000 in savings in all other funds.

Performance Impact

The Department anticipates no service level impacts as this reduction reflects savings that can be recognized with the optimization of the City's telephony program.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Infrastructure and Support Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percent of Severity 1 and 2 tickets resolved[1]		97%	97%	97%	100%	97%	97%
Average percent of tickets resolved at first constant		20%	20%	25%	25%	25%	25%
Maintain critical server availability		100%	100%	99.90%	99.90%	99.90%	99.90%
Maintain data center availability		100%	100%	99.90%	100%	99.90%	99.90%
Average customer satisfaction rating (five-point scale)		>4	>4	>4	4.39%	>4	>4
Deployment software releases/patches per schedule		95%	96%	96%	97%	97%	97%
Percentage of devices with up-to-date malware software		98%	99%	99%	99%	99%	99%
Workload Measures							
Number of phishing attempts blocked		250,000	225,000	225,000	260,000	250,000	250,000
Number of malicious sites blocked		350,000	325,000	325,000	228,000	250,000	250,000
Number of end user devices supported		1,700	1,700	1,700	1,900	1,700	1,700
Number of responses to end user HelpDesk tickets		4,500	5,000	5,000	6,000	5,250	5,250

[1]Severity 1 is systems down for public safety, internet, phones; Severity 2 is systems down for permitting, utility billing, payroll

Performance and Workload Measures

Enterprise Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of GIS based web tools and enhancements deployed		9	9	9	9	10	11
Number of visits to City websites		3,429,285	2,966,907	3,300,000	3,000,000	3,000,000	3,000,000
Number of City websites pages browsed by visitors		9,035,543	8,113,592	6,600,000	6,600,000	6,600,000	6,600,000
Number of unique visitors to City websites		2,346,485	1,950,747	2,000,000	2,000,000	2,000,000	2,000,000
Number of City Council and Planning Commission meetings supported		54	75	80	62	60	60
New Business applications – *Modified for FY 2023/24*		166	168	162	165	162	162
Business applications eliminated – *Delete for FY 2023/24*		4	16	5	10	N/A	N/A
Number of Business applications that are SAAS base – *Modified for FY 2023/24*		62	66	70	70	72	72
Business applications upgraded for compliance and business process improvements		20	30	15	15	20	20

Telecommunication Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of VoIP phones		1,104	1,120	1,120	1,156	1,160	1,160
Number of mobile devices		630	650	650	578	580	580

Library Department

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Library Department Description

The Santa Clara City Library has positioned itself as a dynamic community hub, providing access to information, literacy resources, educational programming, and civic engagement opportunities for the Santa Clara community. The Library advances the Council's Priorities by delivering high quality, efficient services in the following core areas:

- Collections – Provides a relevant physical and digital collection of books, movies, music, magazines and research tools for a diverse community with wide-ranging interests and needs.
- Technology and Information Access – Introduces and provides access to technologies that support community innovation, employment opportunities, entrepreneurship and bridges the digital divide.
- Literacy and English as a Second Language (ESL) – Provides high quality adult and family literacy instruction and access to English as a Second Language support and resources.
- Programming – Delivers high impact programming that supports early literacy through story times and other pre-school age events. Offers teen and young adult activities that promote youth development and engagement. Provides cultural enrichment and promotes inclusion via outreach and programs for new immigrants. Supports community engagement, well-being, health and lifelong learning through educational programming and services such as State Park Passes for free check-out, free technology resources, local history and genealogy collection, and sustainable practices with the Seed Exchange Library and tool lending program.
- Community Partnerships – Pursues innovative partnerships with City departments, local educational institutions, local businesses and non-profits to enhance service delivery that promote reading, literacy and community building.
- Facilities – Maintains buildings that are a source of civic pride, provide opportunities for placemaking, encourages community engagement and provide a clean, safe and welcoming place to study, learn and connect.

Divisions and Services

The Library Department is organized into seven Divisions: Administration, Adult Services, Branch Services, Customer Services, Facilities, Technical and Technology Services and Youth Services.

Administration Division Mission	Plans, directs, organizes, and manages the Library Department educational and recreational activities for the Santa Clara community; provides staff support for the Department's central and administrative services.
Division Objectives	Manages the operational oversight of the Santa Clara City Library system including strategic planning, budgeting, personnel, facility management and community relations. Also provides support to the Library Board of Trustees and serves as liaison to the Santa Clara Library Foundation and Friends.
	Identifies and implements creative solutions to ensure access to technology to bridge the digital divide and enhance service delivery to library patrons.
	Establishes partnerships with community organizations to leverage resources and ensure a diverse portfolio of library programs and services.
	Collaborates with internal and external stakeholders in the implementation of programs that advance the City Council's Priorities through a strategic planning process.
	Provides strategic leadership on the development of new library facilities and necessary improvements to ensure clean, safe and welcoming facilities.

Adult Services Division Mission	Provides information, research, and reader advisory services through effective reference and information delivery systems; select, evaluate, and deselect Library materials for adults, including books, periodicals, audio-visual materials, and materials in electronic formats; provide special programs, collections, and services, such as the local history genealogy collection, classes and workshops on new technologies, and the delivery of library materials to homebound residents.
Division Objectives	Provides effective and efficient reference and reader advisory services for adults as well as technical assistance in the use of Library resources and technologies.
	Selects and curates the Library's extensive collection of print, media and digital resources as well as develops and implements programming for adults to support lifelong learning and community engagement.
	Delivers programs and services that promote literacy including Career Online High School, the READ Santa Clara Program and English as a Second Language programs.
	Maintains and supports the development of the City's local history and genealogy collection.

Branch Services Division Mission	Provides access to collections, programs and space to distinct neighborhoods and communities throughout the City.
Division Objectives	Provides relevant physical and digital collections of books, movies and music that appeal to diverse users.
	Creates community through popular, informative and cultural programming that engenders lifelong learning.
	Drives economic and entrepreneurial growth by offering free Wi-Fi, computers and group study rooms.
	Provides Bookmobile service to outlying, underserved and corporate communities where they work, play, create, learn and live regardless of physical, economic, social and geographic barriers.
	Provides clean and safe facilities that enhance the neighborhood

Customer Services Division Mission	Provides and manages procedures for the circulation of Library materials with an emphasis on customer-centered services, including circulation of materials, reserves, patron registration, shelf maintenance and collection of fines and fees. Provide and manage general patron advisory, referral and assistance.
Division Objectives	Develops systems to ensure the timely and effective circulation of Library materials and resources.
	Acts as the initial point of contact for patron inquiries, aids in-person, delivers customer service via telephone and online on issues related to library accounts, circulation of materials and the availability of resources. Processes financial transactions related to patrons' use of materials.
	Coordinates the activities of the Interlibrary Loan and Link+ programs which allow patrons to secure materials from a consortium of academic and public libraries.
	Maintains the orderliness of the Library's collections by ensuring timely and efficient sorting, shelving and retrieval of materials for circulation.
	Provides logistical and operational support for special events and library programs.
Facilities Division Mission	Manages Library facilities to maintain safe, accessible and functional facilities for all Library visitors.
Division Objectives	Develops and manages contracts related to the safety and security of the Library's three physical locations: Central Library, Northside Branch Library and Mission Branch Library.
	Coordinates capital improvements and building maintenance activities with other departments.
	Facilitates the use of the Library's facilities by outside partners such as the Registrar of Voters and the County of Santa Clara for approved civic-related activities.
Technical and Technology Services Division Mission	Manages the acquisition, cataloging, processing, and repair of all types of library materials and the organization of these materials into collections for the use of library customers. Manages operations and systems which support Library services, provide access to Library collections, electronic resources, and information sources beyond the Library, by utilizing current technologies for the benefit of the community and the delivery of customer-centered services.
Division Objectives	Implements cost-savings benefits by purchasing pre-processed Library materials.
	Purchases and processes new library materials for delivery to customers in a timely fashion.
	Synchronizes Library data with other City departments for procurement and maintaining data and statistics.
	Sets up and maintains all public and staff computers and hardware, including workstations, laptops and printers throughout the Library system.
	Implements new library software and upgrades to existing applications to maintain functionality and security.
	Designs and supports technology-based programming.
	Designs, updates, and maintains content for Library website.

Youth Services Division Mission	Provides relevant materials, programming, and services for children, young adults, and their families to support youth development and lifelong learning. Provides the Santa Clara community with opportunities to serve the City and the Library through volunteer activities.
Division Objectives	Supports the role of parents as their child's first and most important teacher through collections, programs, and resources; targeted to children ages 0 to 5.
	Recognizes and honors Santa Clara's diverse community through programming multilingual story times and improved foreign language and bilingual collections for children and their families.
	Provides equitable and high-quality programming, reference and reader's advisory services for all children and teens.
	Publicizes the Library's resources, services and programs to elementary, middle and high schools within the City of Santa Clara, and positions the Library as a community educational partner.

Significant Accomplishments

- Held Comic Con 2022 at the Central Park Library Branch, hosting approximately 6,000 visitors and featuring multiple panels, cosplayers, games and contests; rated 4.68 out of 5 stars by attendees.
- Held 495 library programs across all age groups, with 26,351 people attending.
- Read Santa Clara provided 3,418 hours of free literacy instruction to 82 adult learners, enabling 77% of them to achieve the goals they had set as family members, workers, community members and lifelong learners.
- Implemented a new Homework Help Center with $89,551 in grant funding from the California State Library. The program, Stronger Together: Teens Lead and Learn supported school children in Grades 2-6, while teens gained first job tutoring experience, with 12-15 families regularly seeking help.
- Published all Summer Reading program materials in both English and Spanish and distributed to all Santa Clara Unified School District students. A total of 2,884 participants read a total of 69,885 hours, with 99% of survey participants indicating they were encouraged to read more over the summer, and every participating child selecting a new book to take home at the end of the summer.
- Transitioned from mostly virtual programming during COVID-19 closures to in-person and hybrid programming in response to changing community needs, with many patrons cheering and clapping at the resuming of in-person programs and expressing how much they missed the library.
- Drew over 1,600 attendees for the Storytimes program every month.
- Provided Dial-a-Story 24/7 virtual programming, featuring weekly stories in English and Spanish, used 680 times since April 2022.
- Championed intellectual freedom and diversity, equity and inclusion in the community, both in collection development and programming, which included: hosting the traveling exhibit “Coming Out: 50 Years of Queer Resistance and Resilience in Silicon Valley;” creating a “We Welcome All” poster to display at all branches in nine languages; Ramadan story times and crafting activities; Pride story times and displays to celebrate Pride Month, Juneteenth, and Asian Pacific Heritage Month.
- Added $100,000 worth of materials to the Chinese, Spanish, Hindi, Korean, Vietnamese and Persian collections.
- Created State Parks Pass collection used by the public nearly 700 times, pairable with hiking poles, bear canisters and hiking backpacks, to encourage community outdoor adventures.
- Reached out to local groups and seed sellers to support the Seed Share seed library, increasing the collection by over 15 varieties of flowers and vegetables, including seeds from Asian and Indian cuisines.
- Added a Lucky Day collection to the e-books platform, providing no wait for 231 of the most popular titles, which has been used over 1,900 times.
- Added 15 Early Literacy Kits designed to help children ages 3-5 prepare for Kindergarten readiness, which were checked out 76 times between September 2022 and March 2023.
- Developed a Technology Plan to upgrade existing technology, facilitate increased and improved public access, and plan for the next five years of anticipated technological needs and priorities.
- Obtained 90 updated public access computers to improve technological services to the public. Obtained 11 Chromebooks with hotspots for checkout. Replaced 30 public PC catalogs with Google Chromeboxes, providing both updated technology as well as $16,000 in savings. Provided skilled Tech Help services in addition to upgraded technology, fostering digital equity in the community.
- Maintained and stabilized Open to the Public hours from 24 hours per week to 88 hours per week across all facilities and the Bookmobile.
- Obtained multiple grants with assistance from the Santa Clara City Library Foundation and Friends to support public programming, including the Kaiser ‘Healthy Me, Healthy You’ grant, the California State Library ‘Lunch at the Library’ grant to support outreach to community members seeking food assistance, $91,766 in California Library Literacy

Services grant funding for Adult and Family Literacy, and $55,500 in California Library Literacy Services funding for ESL programming to serve adults with very limited English-speaking skills.

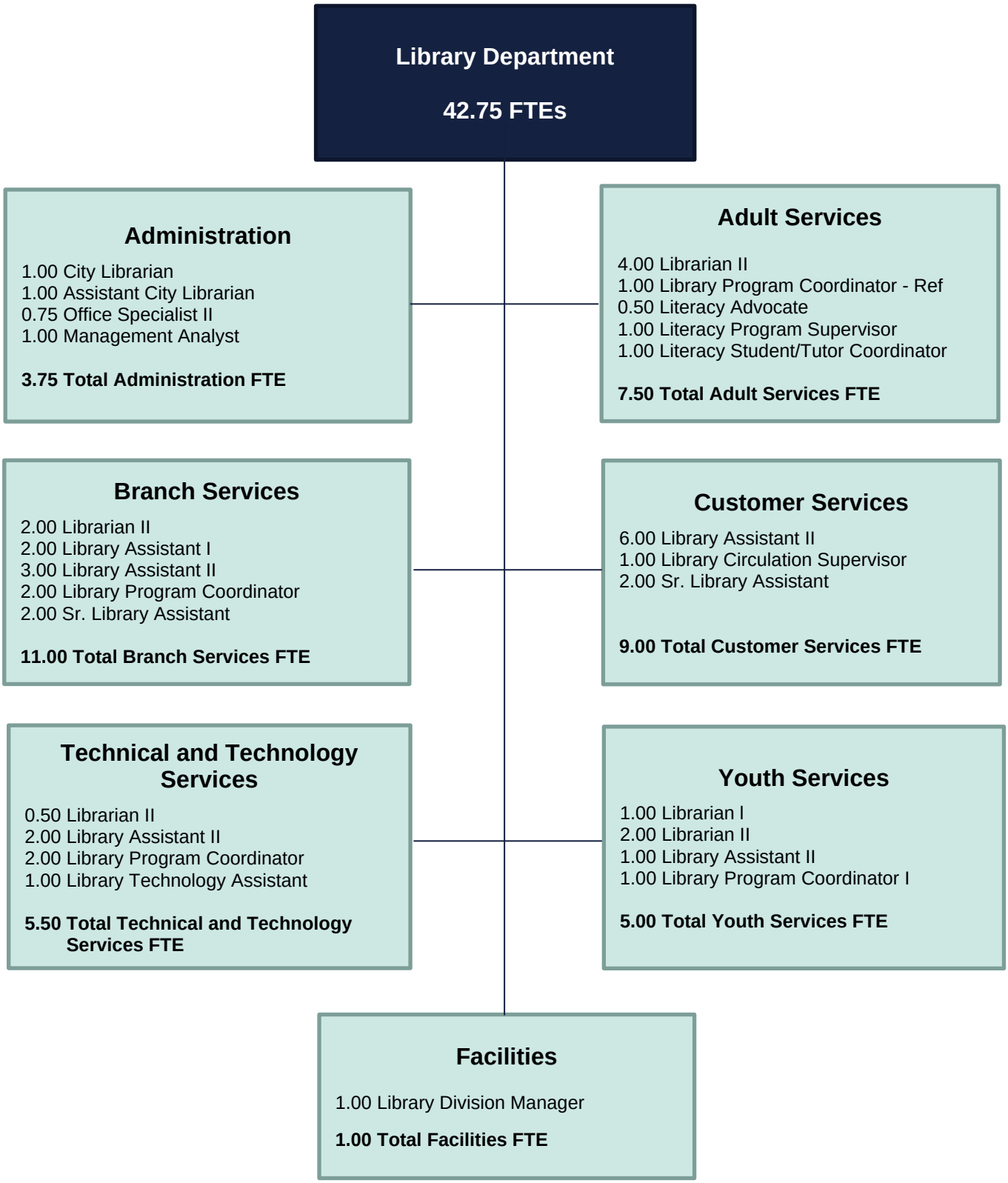
- Maintained regular Board of Library Trustees Meetings virtually and successfully transitioned to hybrid meetings.
- Partnered with St. Justin's School, collected approximately 3,700 pounds of food donations on behalf of Second Harvest Silicon Valley Food Bank.
- Served as a COVID testing site in Santa Clara, providing 19,266 COVID tests between August 2020 – October 2022.
- Coordinated with Stanford Blood Mobile for blood drives, collecting over 259 units of blood between 2020-2022.
- Served as the Number 1 out of 103 voting centers in Santa Clara County in 2022, with 1,908 votes processed in-person, and over 4,500 drop off ballots.

Significant Objectives

- Develop and implement a phased in approach to create a "new normal" for library services that balances access to critical library services with patron safety and employee wellness.
- Continue to support the City's respite services such as providing a Cooling and Warming Center and Blood Bank donation services.
- Re-establish Library's role as a service center for community engagement and outreach, using data analysis to strengthen opportunities for stronger Santa Clara resident use and participation.
- Evaluate the Library's current service delivery to accommodate lessons learned from the COVID-19 pandemic to maximize resources and improve services such as a rebalancing of physical and digital resources, continuation of hybrid in-person and virtual programming, opportunities for mobile service delivery and increased community collaborations to foster and support economy recovery efforts.
- Build the Library's capacity to serve by focusing on opportunities for staff recruitment, development, and engagement.
- Initiate Strategic Planning efforts to identify community-based goals for service and to align with City Council priorities.

Budget Highlights

- The Proposed Budget includes the following ongoing budget reductions to help address the General Fund deficit:
  - Reduce the printing, binding and books budget
  - Reduce the non-personnel budget for conference, travel and training; miscellaneous services, supplies and materials; and advertising and community promotion
  - Reduce the utilities budget
  - Eliminate the overtime budget


Library Department
42.75 FTEs
Administration
1.00 City Librarian
1.00 Assistant City Librarian
0.75 Office Specialist II
1.00 Management Analyst
3.75 Total Administration FTE
Adult Services
4.00 Librarian II
1.00 Library Program Coordinator - Ref
0.50 Literacy Advocate
1.00 Literacy Program Supervisor
1.00 Literacy Student/Tutor Coordinator
7.50 Total Adult Services FTE
Branch Services
2.00 Librarian II
2.00 Library Assistant I
3.00 Library Assistant II
2.00 Library Program Coordinator
2.00 Sr. Library Assistant
11.00 Total Branch Services FTE
Customer Services
6.00 Library Assistant II
1.00 Library Circulation Supervisor
2.00 Sr. Library Assistant
9.00 Total Customer Services FTE
Technical and Technology Services
0.50 Librarian II
2.00 Library Assistant II
2.00 Library Program Coordinator
1.00 Library Technology Assistant
5.50 Total Technical and Technology Services FTE
Youth Services
1.00 Librarian I
2.00 Librarian II
1.00 Library Assistant II
1.00 Library Program Coordinator I
5.00 Total Youth Services FTE
Facilities
1.00 Library Division Manager
1.00 Total Facilities FTE

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Administration Division							
1221	Administration	1,962,830	2,548,974	1,898,933	(25.5%)	1,948,232	2.6%
1263	Literacy Grants	80,061	0	0	N/A	0	N/A
Total Administration Division		**2,042,891**	**2,548,974**	**1,898,933**	**(25.5%)**	**1,948,232**	**2.6%**
Adult Services Division							
1234	Read Santa Clara	393,656	417,216	411,332	(1.4%)	424,192	3.1%
1241	Reference and Adult Collections	492,220	716,496	762,737	6.5%	830,063	8.8%
1244	Local History	99,029	177,291	166,014	(6.4%)	178,592	7.6%
Total Adult Services Division		**984,905**	**1,311,003**	**1,340,083**	**2.2%**	**1,432,847**	**6.9%**
Branch Services Division							
1233	Mission Library	532,415	771,269	767,713	(0.5%)	800,412	4.3%
1235	Northside Branch	999,740	1,167,805	1,124,040	(3.7%)	1,188,740	5.8%
1236	Bookmobile and Mobile Library Services	177,753	188,761	193,476	2.5%	201,695	4.2%
Total Branch Services Division		**1,709,908**	**2,127,835**	**2,085,229**	**(2.0%)**	**2,190,847**	**5.1%**
Customer Services Division							
1245	Customer Services	1,600,355	1,952,377	1,932,432	(1.0%)	2,006,920	3.9%
Total Customer Services Division		**1,600,355**	**1,952,377**	**1,932,432**	**(1.0%)**	**2,006,920**	**3.9%**
Facilities Division							
1271	Facilities	628,991	782,007	739,245	(5.5%)	770,669	4.3%
Total Facilities Division		**628,991**	**782,007**	**739,245**	**(5.5%)**	**770,669**	**4.3%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Technical and Technology Services Division						
1251 Technical Services	1,845,952	1,512,742	1,317,447	(12.9%)	1,363,384	3.5%
1272 Technology	503,469	657,424	640,732	(2.5%)	665,729	3.9%
Total Technical and Technology Services Division	**2,349,421**	**2,170,166**	**1,958,179**	**(9.8%)**	**2,029,113**	**3.6%**
Youth Services Division						
1231 Youth Services	571,031	834,135	722,796	(13.3%)	767,408	6.2%
1232 Young Adult	108,443	162,954	159,040	(2.4%)	171,589	7.9%
Total Youth Services Division	**679,474**	**997,089**	**881,836**	**(11.6%)**	**938,997**	**6.5%**
Total by Division / Program	**9,995,945**	**11,889,451**	**10,835,937**	**(8.9%)**	**11,317,625**	**4.4%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	9,891,462	11,889,451	10,835,937	(8.9%)	11,317,625	4.4%
Library Operating Grant Trust Fund	101,801	0	0	N/A	0	N/A
Other City Department Op Grant Fund	2,682	0	0	N/A	0	N/A
Total by Fund	**9,995,945**	**11,889,451**	**10,835,937**	**(8.9%)**	**11,317,625**	**4.4%**
Dollars by Category						
Salary and Benefits						
Salary	4,009,172	4,491,543	4,677,581	4.1%	4,933,745	5.5%
As-Needed	440,074	896,761	931,261	3.8%	966,968	3.8%
Overtime	205	1,790	0	(100.0%)	0	N/A
Retirement	1,553,687	1,697,919	1,639,759	(3.4%)	1,737,684	6.0%
Health Allocation	436,469	554,153	580,005	4.7%	604,341	4.2%
Medicare	65,485	68,250	72,681	6.5%	76,510	5.3%
Social Security	251,890	277,651	300,728	8.3%	314,650	4.6%
Other Benefits	216,980	233,776	241,242	3.2%	252,106	4.5%
Total Salary and Benefits	**6,973,962**	**8,221,843**	**8,443,257**	**2.7%**	**8,886,004**	**5.2%**
Non-Personnel						
Materials/Services/Supplies	2,002,273	2,324,701	1,521,376	(34.6%)	1,568,279	3.1%
Interfund Services	1,019,710	1,083,907	871,304	(19.6%)	863,342	(0.9%)
Capital Outlay	0	259,000	0	(100.0%)	0	N/A
Total Non-Personnel	**3,021,983**	**3,667,608**	**2,392,680**	**(34.8%)**	**2,431,621**	**1.6%**
Total by Category	**9,995,945**	**11,889,451**	**10,835,937**	**(8.9%)**	**11,317,625**	**4.4%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
Administration Division					
1221 Administration	3.50	3.50	3.75	0.25	3.75
Total Administration Division	**3.50**	**3.50**	**3.75**	**0.25**	**3.75**
Adult Services Division					
1234 Read Santa Clara	2.50	2.50	2.50	0.00	2.50
1241 Reference and Adult Collections	3.50	3.50	4.00	0.50	4.00
1244 Local History	1.00	1.00	1.00	0.00	1.00
Total Adult Services Division	**7.00**	**7.00**	**7.50**	**0.50**	**7.50**
Branch Services Division					
1233 Mission Library	4.00	4.00	4.00	0.00	4.00
1235 Northside Branch	7.00	7.00	6.00	(1.00)	6.00
1236 Bookmobile and Mobile Library Services	1.00	1.00	1.00	0.00	1.00
Total Branch Services Division	**12.00**	**12.00**	**11.00**	**(1.00)**	**11.00**
Customer Services Division					
1245 Customer Services	9.00	9.00	9.00	0.00	9.00
Total Customer Services Division	**9.00**	**9.00**	**9.00**	**0.00**	**9.00**
Facilities Division					
1271 Facilities	1.00	1.00	1.00	0.00	1.00
Total Facilities Division	**1.00**	**1.00**	**1.00**	**0.00**	**1.00**
Technical and Technology Services Division					
1251 Technical Services	3.50	3.50	3.50	0.00	3.50
1272 Technology	2.00	2.00	2.00	0.00	2.00
Total Technical and Technology Services Division	**5.50**	**5.50**	**5.50**	**0.00**	**5.50**
Youth Services Division					
1231 Youth Services	3.50	3.50	4.00	0.50	4.00
1232 Young Adult	1.00	1.00	1.00	0.00	1.00
Total Youth Services Division	**4.50**	**4.50**	**5.00**	**0.50**	**5.00**
Total by Division / Program	**42.50**	**42.50**	**42.75**	**0.25**	**42.75**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	42.50	42.50	42.75	0.25	42.75
Total by Fund	**42.50**	**42.50**	**42.75**	**0.25**	**42.75**
Assistant City Librarian	1.00	1.00	1.00	0.00	1.00
City Librarian	1.00	1.00	1.00	0.00	1.00
Librarian I	1.00	1.00	1.00	0.00	1.00
Librarian II	8.50	8.50	8.50	0.00	8.50
Library Assistant I	2.00	2.00	2.00	0.00	2.00
Library Assistant II	12.00	12.00	12.00	0.00	12.00
Library Circulation Supervsr	1.00	1.00	1.00	0.00	1.00
Library Div Mgr -Support Svcs	1.00	1.00	1.00	0.00	1.00
Library Prog Coord - Tech Svcs	1.00	1.00	1.00	0.00	1.00
Library Prog Coord-Technology	1.00	1.00	1.00	0.00	1.00
Library Program Coord - Ref	1.00	1.00	1.00	0.00	1.00
Library Program Coordinator	3.00	3.00	3.00	0.00	3.00
Library Technology Assistant	1.00	1.00	1.00	0.00	1.00
Literacy Advocate	0.50	0.50	0.50	0.00	0.50
Literacy Program Supervisor	1.00	1.00	1.00	0.00	1.00
Literacy Student/Tutor Coord	1.00	1.00	1.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Office Specialist II	0.50	0.50	0.75	0.25	0.75
Sr Library Assistant	4.00	4.00	4.00	0.00	4.00
Total Positions	**42.50**	**42.50**	**42.75**	**0.25**	**42.75**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	42.50	11,889,451
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Rebudget: Library Technology Purchases		(259,000)
Rebudget: Library Strategic Plan		(250,000)
Rebudget: Library Facilities Master Plan		(250,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		223,487
Office Specialist FTE Increase from 0.5FTE to 0.75FTE	0.25	
Net increase in materials, services and supplies		46,981
Internal service fund adjustments		(212,603)
Total FY 2023/24 Base Budget Adjustments	**0.25**	**(701,135)**
Total FY 2023/24 Base Budget	**42.75**	**11,188,316**
Service Level Changes		
Reduction in printing, binding and books budget		(250,000)
Reduction in overtime and materials/services/supplies budget		(52,379)
Reduction in utilities budget		(50,000)
Total Service Level Changes	**0.00**	**(352,379)**
Total FY 2023/24 Proposed Budget	**42.75**	**10,835,937**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		442,747
Net increase in materials, services and supplies		46,903
Internal service fund adjustments		(7,962)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**481,688**
Total FY 2024/25 Base Budget	**42.75**	**11,317,625**
Total FY 2024/25 Proposed Budget	**42.75**	**11,317,625**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction of Printing, Binding and Books Budget	0.00	0	(250,000)	0	(250,000)

Program: 1251 – Library – Technical Services

This proposal reduces the printing, binding and books budget ongoing by $250,000 (from $758,930 to $508,930). This budget provides for library collection materials (print, media, online) that are utilized by the community.

Performance Impact

This proposal will reduce the number of new items added to the collection, as well as replacements for collection items that become worn out from heavy use. Staff will purchase fewer copies of new and popular titles, and materials in other languages. The reduction of newly purchased bilingual collection items and materials in other languages impacts offerings to a subset of community members, including adults and families who are English language learners and refugees, many who currently participate in the Read Santa Clara literacy program. Library staff will reduce purchases for low-demand items, making referrals through the interlibrary loan LINK+ service and to neighboring community libraries. Staff will work with the Foundation and Friends to write grants and fundraise for materials.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction of Overtime and Materials/Services/Supplies Budgets	0.00	0	(52,379)	0	(53,575)

Program:
1233 – Mission Library
1234 – Read Santa Clara
1235 – Northside Branch
1236 – Bookmobile & Mobile Library Services
1241 – Reference and Adult Collections
1245 – Customer Services
1251 – Technical Services
1271 – Facilities
1272 – Technology

This proposal reduces funding for overtime, conferences and trainings, programming and cataloging supplies, office supplies, and advertising and community promotion supplies. This proposal eliminates the overtime budget of $2,073 (from $2,073 to $0) and reduces the materials/services/supplies budget by $50,306, ongoing. The materials/services/supplies budget reductions include a reduction of $11,395 in the conference, travel & training budget (from $19,429 to $ 8,034), $12,082 in the miscellaneous services & supplies budget (from $12,082 to $0), $26,764 in the operating supplies budget (from $79,855 to $53,091), and $65 in the advertising & community promotion budget (from $65 to $0).

Performance Impact

Staff will utilize other resources to offset the reductions including internal trainings, low-cost trainings, and shifting advertising and community promotion activity to more electronic and low-cost means such as social media platforms to minimize service level impacts. The reductions to operating and miscellaneous services and supplies budget will impact the materials available for distribution at library programs. The reduction in supplies for cataloging and processing materials, paired with the reduction in the printing, binding and books budget, will reduce new and replacement collection materials offered at the libraries.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction of Utilities Budget	0.00	0	(50,000)	0	(51,450)
Program: 1233 – Mission Library 1235 – Northside Branch 1271 – Facilities					

This proposal reduces the utilities budget for library facilities on an ongoing basis. Current utilities funds are slightly inflated and can be reduced by $50,000 with low anticipated impact as library hours and programming have reduced over the previous years due to COVID-19 and a decrease in the number of after-hours meeting reservations.

Performance Impact

There is little to no anticipated performance impact.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Administration Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of Library Board of Trustee packets submitted annually		9	13	11	11	10	10
Number of grants applied for annually		4	9	7	11	13	13

Adult Services Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percentage of READ Santa Clara's adult learners who achieved a literacy goal they set		77%	77%	70%	70%	70%	70%
Percentage of adult program attendees who feel "very satisfied" with the quality of the program and reported that they were able to apply the knowledge or skills to benefit their lives – *Modified for FY 2023/24*		N/A	90%	78%	90%	90%	90%

Workload Measures

Total number of reference reader's advisory, and research questions answered annually		5,822	7,517	22,000	8,645	9,942	11,433
Total number of genealogy/local history questions answered annually – *New for FY 2023/24*		101	230	N/A	310	325	340
Total attendance at in-person adult programs		0	0	12,000	500	1,000	1,500
Total views for virtual adult programming		12,525	3,975	17,000	2,000	1,500	1,500

Performance and Workload Measures

Branch Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of items circulated annually at Mission Library		5,641	27,399	35,000	40,000	40,000	45,000
Number of items circulated annually at Northside Library		28,447	105,146	150,000	115,000	120,000	125,000
Number of items circulated annually via the Bookmobile		24,946	40,035	30,000	33,454	40,035	42,037
Number of annual visits at the Mission Branch Library		881	12,289	42,000	25,000	28,000	30,000
Number of annual visits at the Northside Branch Library		5,943	37,893	220,000	70,000	75,000	80,000
Number of annual visits at the Bookmobile		5,159	14,409	10,000	15,541	14,409	15,129

Customer Services Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Average number of days until a returned item is ready for checkout		N/A	N/A	2	3	2	2

Workload Measures

Number of patron visits to existing facilities annually		69,957	240,858	800,000	365,000	400,000	400,000
Number of items circulated annually		1,173,047	1,798,166	1,700,000	2,099,862	2,400,000	2,500,000
Number of patrons registered annually		5,924	10,075	11,000	12,274	13,000	14,000

Performance and Workload Measures

Facilities Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of facility work orders completed annually		138	234	275	250	250	250
Number of safety inspections made annually		36	36	36	36	36	36

Technical and Technology Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Library materials per capita		3.0	3.0	3.0	3.0	3.0	3.0
Number of physical items added to the collection annually		28,711	28,733	37,000	29,284	20,000	20,000
Number of Library public computer sessions		1,408	17,013	50,000	22,000	23,000	24,000
Number of Library Wi-Fi logons		41,960	67,275	200,000	75,000	76,000	77,000

Youth Services Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percentage of children and teen program attendees who feel “very satisfied” with the quality of the program		N/A	N/A	78%	80%	75%	80%

Workload Measures

Total number of children and teen program attendees		69,311	3,945	15,000	22,000	23,000	25,000
Total number of reference reader’s advisory and research questions answered annually		0	12,681	19,000	14,000	15,000	16,000

Performance and Workload Measures

Youth Services Division							
Workload Measures							
Total views of virtual children and teen programs		64,538	10,021	75,000	200	200	200

Parks & Recreation Department

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Parks & Recreation Department Description

The Parks & Recreation Department provides planning, development, operation, maintenance, and rehabilitation of the City's twenty-nine (29) neighborhood parks, fourteen (14) mini parks, two (2) community parks, three (3) open space sites, ten (10) recreation buildings, four (4) trails, joint use facilities, and eleven (11) bodies of water at five sites. Facilities include community centers, neighborhood park buildings, community gardens, playgrounds, pools, restrooms, picnic areas, turf, trees, vegetation, athletic fields, and joint use facilities. Service levels are set to promote the use of safe, clean, and attractive facilities for enjoyment and quality of life for all ages and abilities. The Department assists the public with facility rentals, community services, cultural programs, special events, enhanced natural environments, fitness and wellness programs, as well as sports and aquatics opportunities. The Senior Nutrition Program provides a congregate meal setting where seniors can improve their health through balanced meals and socialization and is funded through a grant from the Santa Clara County Social Services Agency's Senior Nutrition Program and Community Development Block Grant (CDBG) funds. Seniors are encouraged to access the many services available at the senior center while on site and are given the opportunity to engage in health and wellness programs at the senior center. The Parks & Recreation Department also provides planning, development, operation and maintenance of the City's two cemetery properties to support families before, during and after their time of need. The Cemetery Division maintains 33,000 interment sites in a peaceful public park and provides customer service in a professional and respectful manner, while demonstrating sensitivity to our diverse community.

Divisions and Services

The Parks & Recreation Department is organized into five divisions: Administration, Parks, Recreation, Cemetery, and Senior Nutrition Program.

Administration Division Mission	Provide leadership, resource development and administrative support to Parks, Recreation, Cemetery, and Senior Nutrition Program Divisions; plan and develop new parks and recreation facilities to support the City's programs, activities and special events; review new housing development plans for provision of new parkland dedication and recreation amenities.
Division Objectives	Plan and implement design, development, construction, and maintenance of new parks; rehabilitation of older facilities and infrastructure, including public outreach and Parks & Recreation Commission review and recommendations.
	Research and develop partnerships, sponsorships, and grants from private, corporate, and other public agencies to supplement funding of facilities, projects, programs, and other services.
	Provide leadership to four Commissions (Parks & Recreation, Senior Advisory, Cultural, and Youth).
	Conduct plan reviews and prepare comments for new housing developers to optimize park and recreation amenities in new developments and to ensure compliance with City Code 17.35 (Park and Recreational Land).
	Activate Mass Care & Shelter Function of the Emergency Operations Center (Commodity Points of Distribution, Heating Center, Cooling Center), as needed.
	Plan and implement multiple citywide special events annually.
	Support the Park Impact Fee program. Initiate annual land valuation study used to update the fees in the municipal fee schedule, initiate City park projects, evaluate developer-initiated park projects and calculate park in lieu fees, ensure that all projects meet the needs of the community, facilitate community input.

Parks Division Mission	Maintain, acquire and rehabilitate Santa Clara's parks, community centers, playgrounds, pools, athletic facilities and neighborhood park buildings including restrooms, picnic areas, turf, trees, vegetation, athletic fields, pools, and sports venues at defined levels of service that promote the use of safe, clean, and attractive facilities for the enjoyment of the public.
Division Objectives	Provide administrative direction, updated training, and technical support for Parks Division staff; contract operators of facilities and public users; plan for parks and facility maintenance rehabilitation needs, including volunteer projects to enhance natural habitat and urban forestry.
	Maintain nine clean, safe, attractive municipal swimming pools at four sites (International Swim Center, Mary Gomez, Warburton, and Senior Center). Maintain and support the use of clean, safe, fully functional, and attractive Community Recreation Center, Senior Center, Youth & Teen Center, Reed & Grant Sports Park and six neighborhood park buildings. Maintain and support community gardens and natural areas. All facilities and grounds are maintained on a year-round schedule of turf care, irrigation, facility maintenance, vegetation, tree care, litter control, and graffiti removal.
	Provide physical and logistical support for citywide special events for planning, mapping, set up, safety and cleanup; ensure that all City and Public Agency permit requirements are met for public events.
Recreation Division Mission	Provide recreation opportunities for all residents of Santa Clara at the Community Recreation Center, Youth & Teen Center, Senior Center, Youth Soccer Park, Reed & Grant Sports Parks, City parks and athletic facilities and City pools.
Division Objectives	The Sports, Aquatics and Athletic Facilities Program coordinates use of the Youth Soccer Park, Reed & Grant Sports Park and some Santa Clara Unified School District (SCUSD) fields; and manages Santa Clara Tennis Center and Gymnastics Center. The Aquatics Program offers year-round access to lap swim for adults and seniors, aquatic fitness programming and a variety of summer swim lessons for all ages; safely supervises seasonal recreational swimming. It partners with the field and pool user groups for consistent use and policy implementation and coordinates with recreation vendors to offer developmental sports programs and adult sports leagues.
	Youth & Teen Center offers drop-in afterschool programs for children in K-12 grade, teen volunteer and leadership development, seasonal programs, summer day camp session and serves middle and high school youth with specialized events and programs, including Skate Park programs.
	The Performing Arts Program provides a variety of afterschool dance, music, art, creative drama and theater programs, including summer drama and arts camps, dance and musical recitals, performances and exhibitions. Coordinates City use of the Mission City Center for the Performing Arts.
	The Senior Center offers a variety of health and wellness, fitness, arts and culture, and special interest classes and volunteer opportunities for individuals over 50 years of age, including programs in the fitness area and natatorium at the Senior Center.
	The Enrichment program provides art and expression classes, recreation vendor programs, coordinates membership and sustainability/garden programs at the City's community gardens, and implements preschool enrichment programs, classes and summer camps.

Senior Nutrition Program Division Mission	Provide a congregate meals program to improve senior health and ability to live independently.
Division Objectives	Offer a Monday through Friday senior nutrition program.
	Encourage participation in Health and Wellness Program, resources, case management referrals, fitness, and social activities at the Senior Center to enhance quality of life.
	Offer access to information about senior issues and current events.

Cemetery Division Mission	The Mission City Memorial Park provides exemplary cemetery services in a well maintained, park-like setting with a customer-oriented atmosphere. The Agnew Historic Cemetery maintains space for reflection and interprets historical artifacts.
Division Objectives	Mow and trim turf areas weekly; pruning and planting of trees as needed for safety and maintenance of existing canopy.
	Maintain cemetery buildings daily, in keeping with City standards.
	Coordinate interments and burials with people in their time of need.
	Maintain accurate documentation, use best practices and depending on the availability of resources, use current technology to map and record all transactions and burials in the cemetery.
	Develop in-ground and niche bank spaces to provide additional interment options for families in need.

Significant Accomplishments

- Created and implemented a cost recovery policy for the Department.
- Began design of playgrounds at Warburton Park and Henry Schmidt Park.
- Initiated a Facility Condition Assessment Report.
- Initiated a Citywide Parks & Recreation Master Plan Study.
- Began rehabilitation of the Westwood Oaks Park playground.
- Began construction on the Montague Park Rehabilitation Project.
- Initiated the Integrated Goose Management Plan (IGMP) at Central Park.
- Initiated International Swim Center Forensic Engineering Study.
- Certified thirty-eight (38) Forklift Operators to be able to move and transport supplies and equipment.
- Certified three (3) International Society of Arboriculture (ISA) Certified Arborists for inspection, and care of City trees.
- Certified twenty-six (26) Green Gardeners for sustainable and responsible landscape design and care.
- Certified three (3) Qualified Water Efficient Landscapers for responsible use of irrigation.

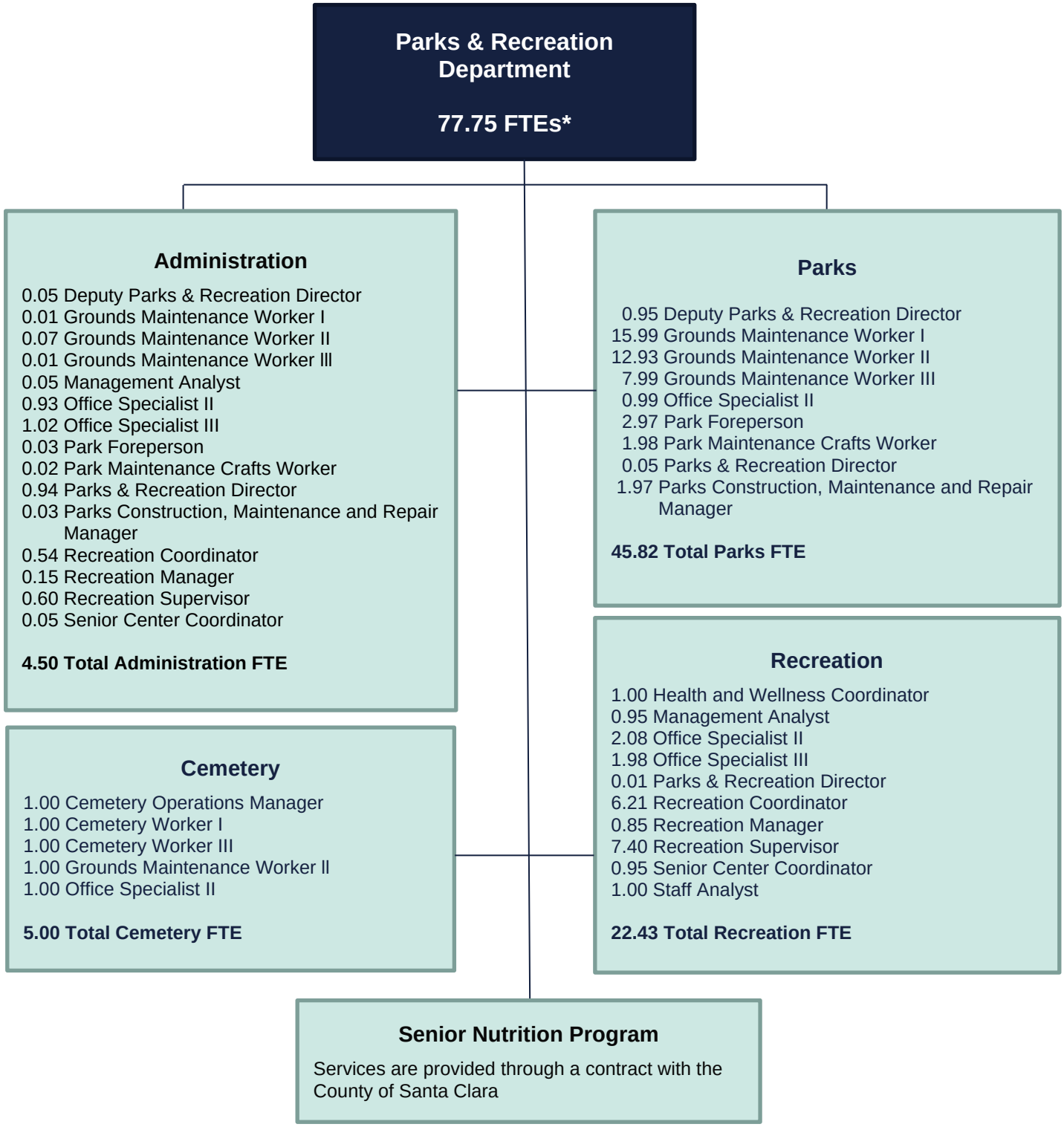
Significant Objectives

- Develop a land acquisition program for parkland.
- Complete construction at Montague Park.
- Onboard Neuvo Community Buildings at Lawrence Station Area Plan.
- Develop Arts Center design at Patrick Henry Drive Precise Plan site.
- Begin Design of Community Park North in the Related Project.
- Complete construction of the Magical Bridge Playground in Central Park.
- Continue to provide approximately 15,800 nutritional meals to seniors in the Monday - Friday Senior Nutrition Program
- Continue to explore options for supporting long-term health of cemetery maintenance endowment

Budget Highlights

- Reduce the General Fund subsidy to the Cemetery Fund by $100,000 in FY 2023/24 and FY 2024/25 due to recent cost-recovery fee increases to 100% cost recovery, or market rate, for residents and non-residents and an increase in marketing and outreach to the community which has yielded higher average services annually (this change is reflected in the Non-Departmental section of the budget). Cemetery revenues come from the components of burial, such as fees for interment rights, labor charges, and interest on the Cemetery endowment fund principal. Historically, the Cemetery operations have been subsidized by the General Fund by approximately 50%.

- Increase Facility Rental revenues by $200,000 in FY 2023/24 and an additional $25,000 starting in FY 2024/25 (this change is factored into the General Fund revenue estimates). The revenue increase is based on the new demand for commercial use reservations and non-profit youth sports field rentals, current revenue trends, and the anticipation of two new community rooms at Lawrence Station in FY 2024/25. The revenue trends reflect the application of the Parks & Recreation Cost-Recovery Policy and associated fee changes, additional marketing of field rentals for commercial use, and new fees for Santa Clara based youth sports organizations.



**The positions above represent all funded positions. This excludes the 1.0 Grounds Maintenance Worker I, 2.0 Grounds Maintenance Worker II and 1.0 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Administration Division							
1121	Administration	1,168,624	1,239,738	1,370,607	10.6%	1,378,461	0.6%
1122	Park Development	200,056	191,127	194,532	1.8%	207,692	6.8%
1123	Park Projects	53,276	53,098	52,865	(0.4%)	55,019	4.1%
1171	Citywide Special Events	202,871	321,395	672,886	109.4%	703,804	4.6%
Total Administration Division		**1,624,827**	**1,805,358**	**2,290,890**	**26.9%**	**2,344,976**	**2.4%**
Parks Division							
1132	Parks	8,252,442	8,953,785	8,663,696	(3.2%)	9,033,152	4.3%
1133	Pools	1,400,348	1,319,251	1,347,204	2.1%	1,405,285	4.3%
1134	Buildings	1,080,280	1,137,279	1,269,227	11.6%	1,320,398	4.0%
1135	Operations	437,483	609,463	511,990	(16.0%)	534,380	4.4%
Total Parks Division		**11,170,553**	**12,019,778**	**11,792,117**	**(1.9%)**	**12,293,215**	**4.2%**
Recreation Division							
1117	Program Operations	2,420	0	0	N/A	0	N/A
1141	Health and Wellness	160,307	216,566	216,413	(0.1%)	224,725	3.8%
1142	Administration	426,428	403,280	369,424	(8.4%)	387,120	4.8%
1143	Youth Activity Center and Programs	1,081,396	1,237,503	1,423,461	15.0%	1,483,533	4.2%
1144	Senior Center and Therapeutic Recreation	1,088,160	1,707,640	1,595,843	(6.5%)	1,650,116	3.4%
1145	Community Recreation Center and Programs	2,038,729	3,058,926	2,863,936	(6.4%)	2,981,187	4.1%
1146	Youth Sports[1]	169,869	352,428	533,064	51.3%	553,284	3.8%
1147	Aquatics	472,619	421,581	610,814	44.9%	637,313	4.3%
1148	Sports and Athletics	216,015	253,959	138,607	(45.4%)	144,761	4.4%
1149	Youth and Teen Center[2]	417,309	572,235	339,875	(40.6%)	357,600	5.2%
Total Recreation Division		**6,073,252**	**8,224,118**	**8,091,437**	**(1.6%)**	**8,419,639**	**4.1%**
Senior Nutrition Program Division							
1112	Senior Nutrition Program	212,586	124,769	152,363	22.1%	152,363	0.0%
Total Senior Nutrition Program Division		**212,586**	**124,769**	**152,363**	**22.1%**	**152,363**	**0.0%**

[1]Formerly known as Recreation Facilities
[2]Formerly known as Teen Center Activities and Programs

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Cemetery Division							
0125	Cemetery Perpetual Care	0	500	500	0.0%	500	0.0%
0131	Cemetery Endowment Care	0	28,000	30,000	7.1%	30,000	0.0%
1162	Maintenance of Grounds	743,142	751,715	740,689	(1.5%)	769,372	3.9%
1163	Maintenance of Buildings	97,611	133,644	137,732	3.1%	142,984	3.8%
1164	Operations	596,534	655,259	656,750	0.2%	678,732	3.3%
Total Cemetery Division		**1,437,287**	**1,569,118**	**1,565,671**	**(0.2%)**	**1,621,588**	**3.6%**
Total by Division / Program		**20,518,505**	**23,743,141**	**23,892,478**	**0.6%**	**24,831,781**	**3.9%**
Dollars by Fund							
General Fund		18,839,824	21,698,747	21,933,152	1.1%	22,809,299	4.0%
Cemetery Fund		1,437,086	1,540,618	1,535,171	(0.4%)	1,591,088	3.6%
Community Facilities District 2019 – 1 Lawrence Station Fund		13,924	350,507	241,292	(31.2%)	248,531	3.0%
Custodial Deposits Fund		2,400	0	0	N/A	0	N/A
Endowment Care Fund		0	28,000	30,000	7.1%	30,000	0.0%
Other City Departments Operating Fund		10,265	0	0	N/A	0	N/A
Park and Rec Grant Trust Fund		212,586	124,769	152,363	22.1%	152,363	0.0%
Perpetual Care Fund		0	500	500	0.0%	500	0.0%
Public Donations Fund		2,420	0	0	0.0%	0	0.0%
Total by Fund		**20,518,505**	**23,743,141**	**23,892,478**	**0.6%**	**24,831,781**	**3.9%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Category						
Salary and Benefits						
Salary	7,470,224	7,583,211	8,011,664	5.7%	8,404,127	4.9%
As-Needed	1,477,310	2,628,027	2,714,228	3.3%	2,815,000	3.7%
Overtime	23,113	60,331	62,442	3.5%	64,627	3.5%
Retirement	2,827,299	2,936,964	2,889,306	(1.6%)	3,043,224	5.3%
Health Allocation	912,727	1,096,251	1,196,057	9.1%	1,249,783	4.5%
Medicare	132,216	122,186	126,888	3.8%	132,773	4.6%
Social Security	462,847	506,737	532,196	5.0%	555,297	4.3%
Other Benefits	396,982	304,309	318,507	4.7%	325,048	2.1%
Total Salary and Benefits	**13,702,718**	**15,238,016**	**15,851,288**	**4.0%**	**16,589,879**	**4.7%**
Non-Personnel						
Materials/Services/Supplies	4,578,319	6,093,388	6,177,695	1.4%	6,359,703	2.9%
Interfund Services	2,190,932	2,378,970	1,832,173	(23.0%)	1,850,877	1.0%
Capital Outlay	42,269	0	0	N/A	0	N/A
Transfers to Other Funds	4,267	32,767	31,322	(4.4%)	31,322	0.0%
Total Non-Personnel	**6,815,787**	**8,505,125**	**8,041,190**	**(5.5%)**	**8,241,902**	**2.5%**
Total by Category	**20,518,505**	**23,743,141**	**23,892,478**	**0.6%**	**24,831,781**	**3.9%**

Position Summary

		FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program						
Administration Division						
1121	Administration	1.60	1.60	1.60	0.00	1.60
1122	Park Development	1.13	1.13	1.12	(0.01)	1.12
1123	Park Projects	0.12	0.12	0.12	0.00	0.12
1171	Citywide Special Events	0.80	0.79	1.66	0.87	1.66
Total Administration Division		**3.65**	**3.64**	**4.50**	**0.86**	**4.50**
Parks Division						
1132	Parks	35.27	36.52	35.51	(1.01)	35.51
1133	Pools	4.10	4.10	4.10	0.00	4.10
1134	Buildings	5.57	4.57	4.57	0.00	4.57
1135	Operations	1.64	1.64	1.64	0.00	1.64
Total Parks Division		**46.58**	**46.83**	**45.82**	**(1.01)**	**45.82**
Recreation Division						
1141	Health and Wellness	1.00	1.00	1.00	0.00	1.00
1142	Administration	1.95	1.71	1.76	0.05	1.76
1143	Youth Activity Center and Programs	3.98	3.98	4.89	0.91	4.89
1144	Senior Center and Therapeutic Recreation Programs	4.68	4.68	4.04	(0.64)	4.04
1145	Community Recreation Center and Programs	6.15	6.15	6.05	(0.09)	6.05
1146	Youth Sports[1]	0.45	0.45	1.39	0.94	1.39
1147	Aquatics	1.04	1.04	2.05	1.01	2.05
1148	Sports and Athletics	1.00	1.00	0.40	(0.60)	0.40
1149	Youth and Teen Center[2]	2.27	2.28	0.85	(1.43)	0.85
Total Recreation Division		**22.52**	**22.29**	**22.43**	**0.15**	**22.43**
Cemetery						
1162	Maintenance of Grounds	2.90	2.90	2.90	0.00	2.90
1163	Maintenance of Buildings	0.10	0.10	0.10	0.00	0.10
1164	Operations	2.00	2.00	2.00	0.00	2.00
Total Cemetery Division		**5.00**	**5.00**	**5.00**	**0.00**	**5.00**
Total by Division / Program		**77.75**	**77.75**	**77.75**	**0.00**	**77.75**

**The positions above represent all funded positions. This excludes the 1.0 Grounds Maintenance Worker I, 2.0 Grounds Maintenance Worker II and 1.0 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*

[1]Formerly known as Recreation Facilities
[2]Formerly known as Teen Center Activities and Programs

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	72.75	72.75	72.75	0.00	72.75
Cemetery	5.00	5.00	5.00	0.00	5.00
Total by Fund	**77.75**	**77.75**	**77.75**	**0.00**	**77.75**
Position Classification					
Cemetery Operations Manager	1.00	1.00	1.00	0.00	1.00
Cemetery Worker I	1.00	1.00	1.00	0.00	1.00
Cemetery Worker III	1.00	1.00	1.00	0.00	1.00
Deputy Parks and Rec Director	1.00	1.00	1.00	0.00	1.00
Grounds Maintenance Worker I	16.00	16.00	16.00	0.00	16.00
Grounds Maintenance Worker II	14.00	14.00	14.00	0.00	14.00
Grounds Maintenance Worker III	8.00	8.00	8.00	0.00	8.00
Health and Wellness Coordinator	1.00	1.00	1.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Office Specialist II	5.00	5.00	5.00	0.00	5.00
Office Specialist III	3.00	3.00	3.00	0.00	3.00
Park Foreperson	3.00	3.00	3.00	0.00	3.00
Park Maintenance Crafts Worker	2.00	2.00	2.00	0.00	2.00
Parks and Recreation Director	1.00	1.00	1.00	0.00	1.00
Parks Construction, Maintenance and Repair Manager	2.00	2.00	2.00	0.00	2.00
Recreation Coordinator	6.75	6.75	6.75	0.00	6.75
Recreation Manager	1.00	1.00	1.00	0.00	1.00
Recreation Supervisor	8.00	8.00	8.00	0.00	8.00
Senior Center Coordinator	1.00	1.00	1.00	0.00	1.00
Staff Aide II	1.00	1.00	1.00	0.00	1.00
Total Positions	**77.75**	**77.75**	**77.75**	**0.00**	**77.75**

**The positions above represent all funded positions. This excludes the 1.0 Grounds Maintenance Worker I, 2.0 Grounds Maintenance Worker II and 1.0 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	77.75	23,743,141
FY 2023/24 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		613,272
Net increase in materials, services and supplies		84,307
Net decrease in transfers to other funds		(1,445)
Net decrease in various interfund services allocations		(546,797)
Total FY 2023/24 Base Budget Adjustments	**0.00**	**149,337**
Total FY 2023/24 Base Budget	**77.75**	**23,892,478**
Total FY 2023/24 Proposed Budget	**77.75**	**23,892,478**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		738,591
Net increase in materials, services and supplies		182,008
Net increase in various interfund services allocations		18,704
Total FY 2024/25 Base Budget Adjustments	**0.00**	**939,303**
Total FY 2024/25 Base Budget	**77.75**	**24,831,781**
Total FY 2024/25 Proposed Budget	**77.75**	**24,831,781**

Performance and Workload Measures

Administration Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of volunteers recruited, trained, and supervised		4	572	600	175	300	350
Amount of funds raised through grants		$256,622	$224,250	$250,000	$800,000	$250,000	$250,000
Maintain public parkland acres at or above current standard level of service of (2.53) per 1,000 residents (projects reviewed for Mitigation Fee Act at 2.53 acres and Quimby Act at 3 acres per 1,000 residents)		2.6	2.5	2.8	2.8	2.8	2.8
Number of parkland acres added		3.972	0.85	2.0	3.3	5.0	5.0
Amount of Park in Lieu fees collected		$2.8M	$18.4M	$2.0M	$23.2M	$2.0M	$2.0M
Number of park playgrounds rehabilitated – *Delete for FY 2023/24*		3	1	2	1	N/A	N/A
Number of community input meetings held (Online Surveys included)		5	10	4	12	8	8
Number of parks/playgrounds rehabilitation projects initiated – *Modified for FY 2023/24*		2	1	2	2	2	2
Number of new park parcels acquired		3	1	2	9	2	2
Net income from the Art and Wine Festival available for charitable purposes – *Delete for FY 2023/24*		$0	$89,000	$60,000	$70,874	N/A	N/A

Performance and Workload Measures

Parks Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percentage of pool chemical tests balanced		90%	N/A	85%	100%	50%	50%
Percentage of staff provided training and certification for Qualified Applicator Certificate		95%	86%	90%	93%	80%	80%
Parks acres maintained by other entities		3.34	5.26	3.34	5.26	6	7
Workload Measures							
Park acre/FTE maintenance staff		10.01	8.10	7.71	7.60	8.00	8.00
Cost per acre maintained		24,929	24,348	28,700	24,820	28,800	28,800
Number of playgrounds certified (i.e. PlayCore Play On, Nature, Inclusion)		15	7	18	16	18	20
Number of staff certified as Aquatic Facility Operators or Certified Pool Operators		35	N/A	40	22	20	20
Number of staff provided training and certification for Qualified Applicator Certificate		39	N/A	41	34	38	38
Cost per square foot of building maintained (269,769 square feet)		4.26	3.34	5	4.60	4.90	4.90
Number of work orders completed for buildings		196	N/A	300	599	300	300
Number of pest control recommendations reported to the State of California – *Delete for FY 2023/24*		18	7	14	9	N/A	N/A
Annual number of work orders completed for parks		1,248	1,118	600	1,021	600	600
Number of staff certified as South Bay Water Recycling Supervisor		6	5	8	6	6	8
Number of certified arborists on staff		4	4	6	5	6	6

Performance and Workload Measures

Recreation Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percentage of registration processed online		93%	70%	75%	87%	80%	80%
Workload Measures							
Number of free biometric screenings and resource referrals on-site at the Senior Center		1,387	93	3,000	2,225	100	100
Average monthly Health and Wellness participants		180	379	300	334	350	400
Number of park building and picnic rental bookings processed		40	1,268	13,500	610	1,000	1,500
Number of drop-in program attendance at the Youth & Teen Center (After School Open Gym/Special Activities) – *Modified for FY 2023/24*		0	29,263	29,000	21,060	25,000	25,000
Number of Sports Camp participants		0	781	800	871	800	800
Number of special events offered at the Youth Activity Center – *Delete for FY 2023/24*		8	0	20	0	N/A	N/A
Number of classes offered at the Youth & Teen Center – *Modified for FY 2023/24*		26	193	250	108	150	150
Number of senior trip and tour participants – *Delete for FY 2023/24*		0	1,543	0	1,751	N/A	N/A
Number of drop-in program participation (Fitness and Group Exercise) at the Senior Center		0	9,424	100,000	45,200	50,000	60,000
Senior Center membership cards issued		738	2,521	2,000	1,880	2,000	2,000
Number of Therapeutic Recreation classes offered by the City – *Delete for FY 2023/24*		8	0	10	95	N/A	N/A
Number of senior recreation class participants – *Modified for FY 2023/24*		9,872	7,691	7,500	3,050	7,500	7,500

Performance and Workload Measures

Recreation Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of parent/child, youth and adult classes offered		356	645	1,500	1,630	1,500	1,500
Number of Adult fitness drop-in program participant attendance – *Modified for FY 2023/24*		0	7,289	8,000	1,170	2,000	2,500
Annual Santa Clara Youth Sports groups field permits		60	119	160	150	150	150
Annual adult sports groups issued use permits – *Modified for FY 2023/24*		0	12	12	17	15	15
Annual youth sports field attendance		129,824	280,009	150,000	201,367	150,000	150,000
Annual adult sports field attendance		0	5,062	400	13,808	1,000	1,000
Number of summer swim lesson classes provided – *Delete for FY 2023/24*		24	163	200	384	N/A	N/A
Number of summer swim lesson participants		60	820	700	450	700	700
Number of Lap Swim participants (excluding resident seniors) – *Modified for FY 2023/24*		28,054	17,960	7,500	6,980	7,500	7,500
Number of Resident Senior Lap Swim Participants – *Modified for FY 2023/24*		15,285	17,960	17,000	16,300	15,000	15,000
Number of registered adult softball teams – *Delete for FY 2023/24*		0	11	24	0	N/A	N/A
Number of registered adult basketball teams – *Delete for FY 2023/24*		0	0	24	0	N/A	N/A
Number of hours Teen Center opens per week for drop-in activities – *Delete for FY 2023/24*		0	18.5	18.5	0	N/A	N/A
Number of special events for teens – *Delete for FY 2023/24*		0	0	10	0	N/A	N/A

Performance and Workload Measures

Recreation Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of Youth & Teen Center drop-in participants per year – *Modified for FY 2023/24*		0	11,221	11,500	19,300	20,000	20,000
Average number of daily participants in the Senior Nutrition Program		145	105	63	75	60	60
Total number of unduplicated participants in the Senior Nutrition Program, annually		424	424	390	375	280	280
Total Annual Meals Served		35,903	26,125	15,561	18,600	15,000	15,000

Cemetery Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of deeds, maps and records preserved/restored – exclude – *Delete for FY 2023/24*		5%	5%	82%	5%	N/A	N/A

Workload Measures

Cost per acre maintained (22.6 ac.)		$26,900	$28,122	$29,900	$33,260	$29,000	$29,000
Cost per square foot maintained (10,656 square feet)		$9.86	$2.60	$10.64	$12.54	$10.40	$10.40
Cemetery existing capacity remaining (estimate)		1,227	1,283	1,264	468	1,000	1,000
Number of burial plots/interment rights purchased		76	94	59	43	50	50
Number of interment services conducted		121	144	130	114	100	100
Number of work orders completed		58	89	66	96	75	80
Number of cemetery acres needed to meet future demand		22.6	22.6	24.6	22.6	23.6	24.6

Police Department

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Police Department Description

The Police Department provides law enforcement and other policing services to the City of Santa Clara. The Police Department is organized into four Divisions: Administrative Services; Field Operations; Investigations; and Special Operations.

The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (Recruiting/Hiring, Internal Affairs, and the Training Unit), Communications Center, Records Unit, and the Community Services Unit.

The Records Unit is responsible for maintaining all crime reports, producing statistical crime information to the Department of Justice and the Federal Bureau of Investigations, providing radio support to officers in the field, and preparing the release of information to the public. The Records Unit also performs customer service functions at the front desk at the Police Building and Northside Substation.

The Communications Center receives and processes emergency and non-emergency calls for the City.

The Community Services Unit has many public facing functions, including acting as the liaison to private and public schools, Adult Crossing Guards, 5th Grade Safety Patrol, instruction related with crime trends (e.g., Run, Hide & Fight trainings).

The Professional Standards Unit handles recruiting, training, and internal affairs.

The Chief's Office manages local, State and federal grants, the Chief's Advisory Committee, the Diversity, Equity and Inclusion Police Subcommittee, and the Department's community engagement efforts (e.g., webpage, social media outlets, print media, Citizens' Police Academy, Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, National Night Out, Talk and Tour, Department Open House, etc.). This office also facilitates major projects, the Department's budget, legislative advocacy positions, policy management, the community volunteer program, and responses to developer inquiries.

The Field Operations Division (Patrol) is comprised of first responders who respond to the vast majority of calls for service. The Division is made up of patrol teams, a motorcycle traffic unit, a traffic/hit-and-run investigator as well as community service officers to manage parking control and abandoned vehicle abatement.

The Community Response Team (CRT) is also part of the Field Operations Division. The CRT addresses quality of life issues in the City (e.g., homelessness, RV parking, mental health issues, drug activity, conflicts with neighbors, blights, abuse of the 911 system, referrals to programs, services and housing, etc.). The CRT is also the liaison to Santa Clara University and oversees the permits unit (e.g., food trucks, bingo, tow companies, and massage), facilitating inspections and investigations. The CRT includes Crisis Intervention Specialists to coordinate and support beneficial outcomes for vulnerable populations, such as the City's unhoused residents and the mentally ill.

The Investigations Division (Detective Bureau) is responsible for conducting follow-up investigations, particularly for major crimes. Detectives are assigned by type of crime, which includes homicide, assaults, robbery, theft, burglary, sexual assault, financial crimes, arson, and juvenile crimes. The Investigations Division keeps track of and continues to pursue "cold cases." The Investigations Division houses the Department's Forensic Coordinator and Crime Analyst and serves as the liaison to specialized task forces.

The Special Operations Division serves as the liaison between the City and outside entities for special event permits (e.g., walk/run, parade, festival, etc.), provides security support for dignitary visits and demonstrations, and develops operational orders for law enforcement, traffic and neighborhood protection needs associated with Levi's Stadium, Santa Clara Convention Center, California's Great America, and Santa Clara University. The Reserve Police Officer program complements the work of the Department and is supported by this Division. This Division is the home to a number of specialized teams within the Department, such as the K-9 Unit, Hostage Negotiation Team, and the Special Response Team (SRT). This Division manages the Temporary Holding Facility at the Police Building and Levi's Stadium, as well as the Jail Service Officers.

Divisions and Services

Administrative Services Division Mission	The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (Recruiting/Hiring, Internal Affairs, and the Training Unit), Communications Center, Records Unit, and the Community Services Unit. The Communications Center receives, and processes emergency and non-emergency calls for the Police and Fire Departments, as well as non-business after hour response for other Departments throughout the City. The Community Services Unit has many public facing functions: liaison to private and public schools, Adult Crossing Guards, 5th Grade Safety Patrol, instruction related with crime trends (e.g., Run, Hide & Fight trainings). The Chief's Office manages local, State and federal grants, the Chief's Advisory Committee, the Diversity, Equity and Inclusion Police Subcommittee, and the Department's community engagement efforts (e.g., webpage, social media outlets, print media, Citizens' Police Academy, Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, National Night Out, Talk and Tour, Department Open House, etc.). This office also facilitates major projects, the Department's budget, legislative advocacy positions, policy management, the community volunteer program, and responses to developer inquiries. The Records Unit is also part of the Administrative Services Division. The Records Unit is responsible for maintaining all crime reports, producing statistical crime information to the Department of Justice and the Federal Bureau of Investigations, providing radio support to officers in the field, and preparing the release of information to the public. The Records Unit also performs customer service functions at the front desk at the Police Building and Northside Substation (should this facility reopen).
Division Objectives	This budget cycle, the Communications Center will update its Viper phone system and NICE phone recording system. Doing so, will also allow for enhancements to the city's Next Generation 911 (NG911) system. This highly reliable, secure system will have enhanced tools for more effective and efficient response, increased ability to interoperate or transfer all functionality in the event of a major disaster. With these upgrades, citizens in need of emergency assistance will be able to transmit photos, videos and other existing and future forms of broadband data and applications, in addition to voice, to Public Safety Dispatchers which can be passed along to first responders and incident commanders.

Communication Acquisitions Division Mission	Replace amortized electronic equipment within the City.
Division Objectives	Provide continued funding for communications equipment replacement as necessary. All departments with radios are charged annually; at the end of eight years, replacement radios are expected to be fully funded. Make adjustments to the Fire Department's radios to address State Load channels prior to wildfire season.
Field Operations Division Mission	Protect and serve with honesty, fairness, professionalism, and integrity. Maintain a community atmosphere that will provide our citizens with a quality of life that will enable them to enjoy our community to the fullest. The Field Operations Division (Patrol) is comprised of the "first responders" who provide immediate services to residents, visitors, and businesses within our City. The Division is made up of patrol teams, a motorcycle traffic unit, a traffic/hit-and-run investigator as well as community service officers to manage parking control and abandoned vehicle abatement. The Community Response Team (CRT) works towards goals of crime reduction and promoting community wellness, often among vulnerable populations. In 2020, SCPD established two Crisis Intervention Specialist positions as part of the CRT. The Specialists coordinate and support beneficial outcomes for persons with mental illness who have come to the attention of the Department. The CRT's function has many community benefits, including addressing long-term public safety issues, allowing patrol officers to focus on in-progress events, community engagement, and proactive police work.
Division Objectives	The Traffic Enforcement Unit monitors traffic violations and enforces laws at identified problem areas and intersections. With data from the Investigations Division, Field Operations personnel are being deployed by Public Safety Dispatchers to locations on specific days and times, using a matrix of factors, in an effort to prevent crime. Field Operations personnel will continue to address alcohol related crimes and disturbances, particularly in the Santa Clara University footprint. Look ahead at training and equipment needs in the coming 18-36 months and develop a strategic plan that addresses those needs, factoring in the impacts of the recent and pending budget reductions as well as new legislative requirements. • Enhance the use of FLOCK in identifying stolen vehicles • Transition select fleet vehicles to zero emission electric vehicles

Investigations Division Mission	The Investigations Division receives reports of crimes that have occurred in our community and conducts follow-up investigations, utilizing statements, physical evidence, crime analysis, and deductive reasoning to identify perpetrators of crime. Detectives are assigned by type of crime, which includes homicide, assaults, robbery, theft, burglary, sexual assault, financial crimes, arson, and juvenile crimes. The Investigations Division keeps track of and continues to pursue "cold cases." Subpoenas for trial witness are processed and delivered from this Division. The Special Enforcement Team (SET) will continue to operate as a proactive unit dedicated to the suppression of crime in our community.
Division Objectives	Proactively serve the City's residents by combatting crime and identifying those responsible.
	Continue to aggressively track and monitor registered sexual offenders and gang registrants.
	Investigate and seek out criminals resulting in a high volume of prosecutable cases.

Special Operations Division Mission	The Special Operations Division includes the Homeland Security and Special Events Unit. It serves as the liaison between the City and outside agencies for special event permits (e.g., walk/run, parade, festival, etc.), provides security support for dignitary visits and demonstrations, and develops operational orders for law enforcement, traffic and neighborhood protection needs associated with Levi's Stadium, the Santa Clara Convention Center, California's Great America, and Santa Clara University. This Division is the home to a number of specialized teams within the Department, such as the K-9 Unit, Hostage Negotiation Team, and the Special Response Team (SRT). The Reserve Police Officer program complements the work of the Department in many ways and is supported by this Division. This Division manages the temporary holding facility at the police building and Levi's Stadium, as well as the jail service officers.
Division Objectives	Utilize technology to provide real-time updates during events to provide complete situational awareness and improve public safety capabilities.
	Maintain critical information sharing and partnerships with federal, State and local law enforcement agencies to ensure the safety and security of the community.

Significant Accomplishments

- Developed a policy, conducted the required public meetings and gained City Council approval to comply with AB 481, which requires California law enforcement agencies to obtain approval of a Military Equipment Use Policy by their governing body prior to taking certain actions related to the funding, acquisition or use of military equipment.
- Implemented a two-year, 12-camera pilot program with automated license plate reader technology to aide in locating stolen vehicles.
- Upgraded the recording system within the 9-1-1 phone system.
- Transitioned the City's estimated 950 radios to encrypted channels to comply with Department of Justice mandates by December 31, 2021.
- Partnered with the Diversity, Equity and Inclusion Task Force in the review of department policies.
- Implemented a confidential database with crucial information about individuals with special needs that may be useful for responding public safety personnel.
- Provided the community with the opportunity to voluntarily participate in a Special Needs Awareness Program.
- Transitioned to a new Records Management System and converted from Uniform Crime Reporting Program to National Incident Based Reporting System by January 2022.
- Implemented AB 953, Racial and Identity Profiling Act, policy mandates by April 1, 2022.
- Facilitated a Study Session with City Council related to recreation vehicle parking in the City.
- Selected, trained and launched the Directed Aerial Response Team.
- Re-implemented the Resident Permit Parking program with a third-party vendor managing the virtual permit process.

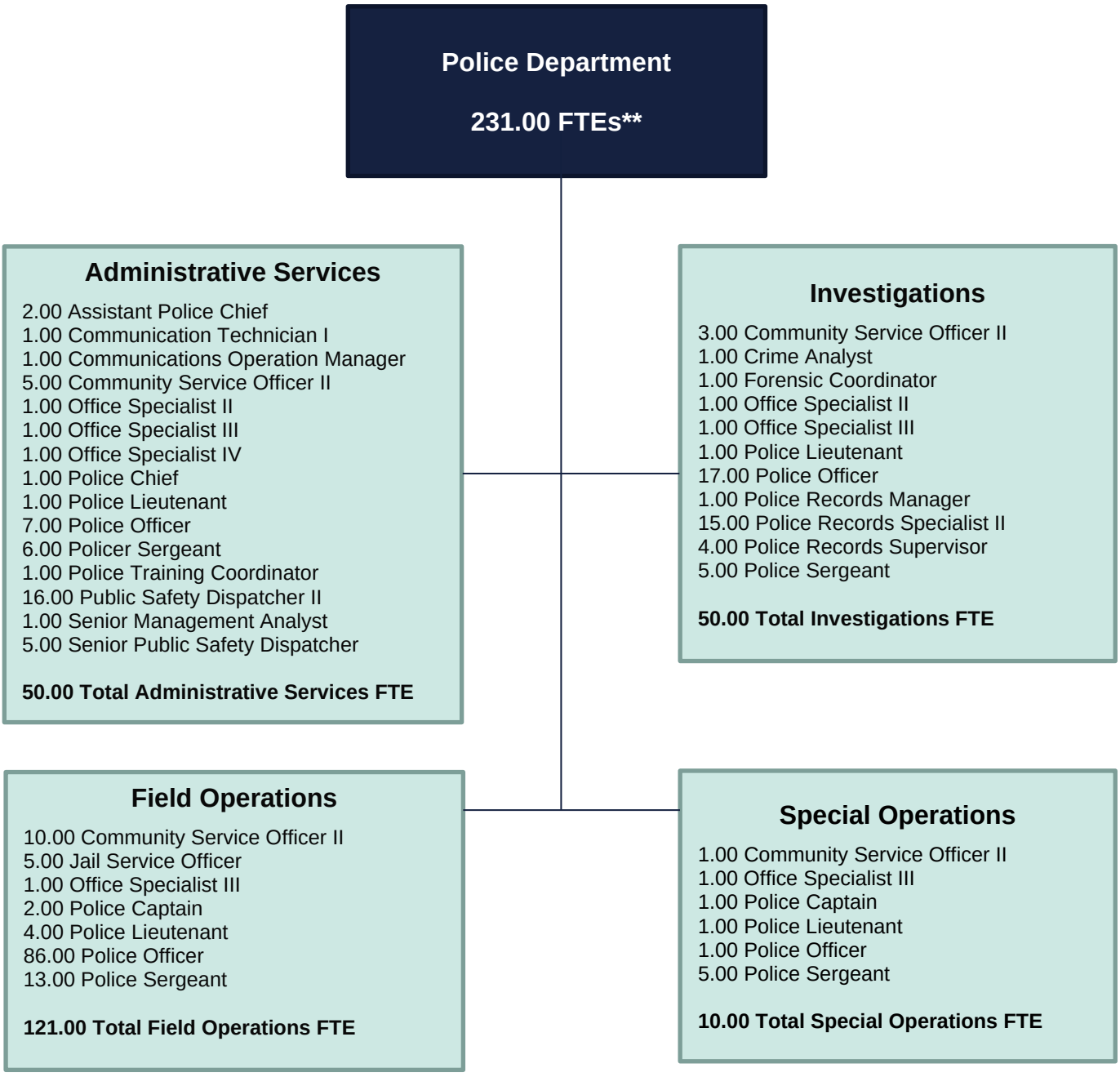
Significant Objectives

- Conduct a ceremony for the naming of the Temporary Holding Facility in honor of Carla Munoz, who had a distinguished career with the Police Department and was the City's first ever Jail Service Officer.
- Restore programs, services and facilities to pre-pandemic levels, including but not limited to:
    - Parks patrol
    - School Resource Officer(s)
    - Traffic/motorcycle Unit
    - Northside Police Substation
    - Reconvene the Diversity, Equity and Inclusion Police subcommittee
- Continue to utilize the 15-member Chief's Advisory Committee to advise the Police Chief on issues, matters and public policies which influence or impact the ongoing relationship between the Police Department and the community.
- Develop a comprehensive, multi-phase strategy to recruit highly qualified, motivated applicants and facilitate the hiring of full-time and part-time employees in sworn and civilian professional capacities.
- Develop a policy, municipal fee schedule and corresponding checklist to accept Conceal Carry Weapon permits.
- Develop first AB 481 Annual Report and conduct the associated public meeting.
- Complete the upgrade to 9-1-1 phone system to include updated version of Next Generation 911 compatibility.
- Conduct the Hexagon Computer Aided Dispatch 9.4 version upgrade.
- Improve Public Safety Dispatcher applicant process by replacing Dispatch POST Testing with the CritiCall testing software.

- Migrate Communications Training Daily Observation Reports (DOR) from in-house Excel documents to LEFTA program.
- Install LAWNET/REDNET talk groups on Motorola Consoles.
- Coordinate with Hexagon and the Department of Justice regarding proposed changes by the Racial and Identity Profiling Act (RIPA) Board for additional data point collection by January 1, 2024.
- Explore replacement of radios (hand-pack).
- Implement Mark43 record management system.
- Evaluate the upgrade of equipment in the Communications Center that provides fire station alerting.
- Utilize one-time grant funds to seek out a mental health clinician to support the efforts of Crisis Intervention Specialists.
- Seek City Council guidance on the Bingo Ordinance in connection with State law.
- Recommend adjustments to the City Code in connection with Senate Bill 946 Sidewalk Vendors Soliciting.
- Amend the Police Department's Retention Schedule.
- Determine the future for the Northside Police Substation, potentially including a lease extension.
- Transition select fleet vehicles to zero emission electric vehicles.
- Work with law enforcement partners to address local (e.g., abandoned vehicles, recreational vehicle (RV) parking, neighborhood parking) and regional issues (e.g., property crimes, homelessness, traffic, mental illness, street racing).
- Develop a community engagement program utilizing the state-of-the-art use of force simulator to provide a realistic, yet safe, environment for education with induced stimuli.
- Staff the Gun Violence Prevention Task Force.
- Expand the Crisis Intervention Specialist program from two to four police officers to provide better coverage for 24/7, 365 operations.
- Develop a real-time Crime Center.
- Secure grant funds to purchase front-line law enforcement equipment, conduct specialized operations, and offer officer training (e.g., evidence vehicle, use of force simulator).
- Implement new ways to staff all special events with highly trained and committed public safety personnel to ensure the safety of all attendees, control traffic and pedestrian movement, and reduce the impact on surrounding residents and businesses.
- Proactively serve the City's residents by combatting crime and identifying those responsible.

Budget Highlights

- The Proposed Budget reflects the following:
    - No cuts to positions within the Department
    - Ongoing reduction in operating supplies to help address the General Fund shortfall



***The positions above represent all funded positions. This excludes the 4.0 Police Officer and 2.0 Police Sergeant positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This position count, however, includes positions that were restored with the $1.7 million added to the Police Department budget on June 22, 2021. This funding restored 10.0 FTE to the Police Department, approved by the City Council on January 11, 2022 (Report to Council 22-1595).*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Administrative Services Division							
7742	Administration	4,874,713	5,178,234	5,653,607	9.2%	5,820,568	3.0%
7744	Professional Standard	2,601,338	2,416,501	2,396,460	(0.8%)	2,519,025	5.1%
7745	Department Support	2,429,993	3,222,584	2,647,019	(17.9%)	2,768,926	4.6%
7746	Community Services Police	3,254,427	4,317,306	3,606,543	(16.5%)	3,783,912	4.9%
7747	911 Dispatch/Communications	5,028,049	6,360,554	5,996,941	(5.7%)	6,314,103	5.3%
7752	Police Grants	293,041	0	0	N/A	0	N/A
7754	Police Grants - Admin Services	456	0	0	N/A	0	N/A
Total Administrative Services Division		**18,482,017**	**21,495,179**	**20,300,570**	**(5.6%)**	**21,206,534**	**4.5%**
Communication Acquisitions Division							
7781	Communication Equipment Amortization	373,997	829,358	995,232	20.0%	1,013,568	1.8%
Total Communication Acquisitions Division		**373,997**	**829,358**	**995,232**	**20.0%**	**1,013,568**	**1.8%**
Field Operations Division							
7722	General Patrol	37,868,670	37,640,485	39,544,511	5.1%	41,783,711	5.7%
7723	Traffic	3,422,785	3,889,362	4,138,077	6.4%	4,389,137	6.1%
7724	Emergency Response / Temporary Holding Facility	1,721,503	1,720,817	1,723,394	0.1%	1,808,330	4.9%
7725	Reserves	6,274	0	0	N/A	0	N/A
Total Field Operations Division		**43,019,232**	**43,250,664**	**45,405,982**	**5.0%**	**47,981,178**	**5.7%**
Investigations Division							
7732	General Investigation	8,075,457	10,068,672	9,333,936	(7.3%)	9,836,937	5.4%
7733	Special Enforcement Team	1,489,075	2,019,338	2,070,860	2.6%	2,188,322	5.7%
7734	Records	4,045,196	4,785,453	4,655,648	(2.7%)	4,909,493	5.5%
Total Investigations Division		**13,609,728**	**16,873,463**	**16,060,444**	**(4.8%)**	**16,934,752**	**5.4%**
Special Operations Division							
7761	General	2,478,455	2,835,138	3,753,837	32.4%	3,975,531	5.9%
7764	Specialized Teams	60,343	29,786	30,452	2.2%	31,132	2.2%
7765	Reserves	130,824	130,793	142,037	8.6%	153,656	8.2%
Total Special Operations Division		**2,669,622**	**2,995,717**	**3,926,326**	**31.1%**	**4,160,319**	**6.0%**
Total by Division / Program		**78,154,596**	**85,444,381**	**86,688,554**	**1.5%**	**91,296,351**	**5.3%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	62,081,750	84,615,023	85,598,562	1.2%	90,185,180	5.4%
Communication Acquisitions Fund	373,997	829,358	995,232	20.0%	1,013,568	1.8%
Community Facilities District 2019-1 Lawrence Station Fund	0	0	94,760	N/A	97,603	3.0%
Expendable Trust Fund	256,714	0	0	N/A	0	N/A
Other City Departments Operating Grant Trust Fund	79,441	0	0	N/A	0	N/A
American Rescue Plan Fund	14,916,886	0	0	N/A	0	N/A
Police Operating Grant Trust Fund	445,352	0	0	N/A	0	N/A
Public Donations Fund	456	0	0	N/A	0	N/A
Total by Fund	**78,154,596**	**85,444,381**	**86,688,554**	**1.5%**	**91,296,351**	**5.3%**
Dollars by Category						
Salary and Benefits						
Salary	38,934,379	39,289,662	38,988,510	(0.8%)	41,173,341	5.6%
As-Needed	899,021	527,469	553,282	4.9%	579,998	4.8%
Overtime	2,470,819	2,157,276	2,232,938	3.5%	2,311,249	3.5%
Retirement	19,252,185	23,202,511	22,696,352	(2.2%)	24,306,624	7.1%
Health Allocation	2,393,980	2,978,503	4,027,826	35.2%	4,219,965	4.8%
Medicare	633,319	627,092	644,582	2.8%	680,002	5.5%
Social Security	483,420	675,868	674,054	(0.3%)	707,838	5.0%
Other Benefits	1,542,968	2,875,345	3,735,022	29.9%	3,887,468	4.1%
Total Salary and Benefits	**66,610,091**	**72,333,726**	**73,552,566**	**1.7%**	**77,866,485**	**5.9%**
Non-Personnel						
Materials/Services/Supplies	2,940,199	3,565,421	3,553,950	(0.3%)	3,634,334	2.3%
Interfund Services	8,057,088	8,715,876	8,586,806	(1.5%)	8,781,964	2.3%
Capital Outlay	547,218	829,358	995,232	20.0%	1,013,568	1.8%
Total Non-Personnel	**11,544,505**	**13,110,655**	**13,135,988**	**0.2%**	**13,429,866**	**2.2%**
Total by Category	**78,154,596**	**85,444,381**	**86,688,554**	**1.5%**	**91,296,351**	**5.3%**

Position Summary

		FY 2021/22 Adopted*	FY 2022/23 Adopted**	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program						
Administrative Services Division						
7742	Administration	7.00	8.00	8.00	0.00	8.00
7744	Professional Standard	5.00	5.00	5.00	0.00	5.00
7745	Department Support	5.00	5.00	5.00	0.00	5.00
7746	Community Services Police	11.00	9.00	9.00	0.00	9.00
7747	911 Dispatch/Communications	23.00	23.00	23.00	0.00	23.00
Total Administrative Services Division		**51.00**	**50.00**	**50.00**	**0.00**	**50.00**
Field Operations Division						
7722	General Patrol	96.50	103.00	103.00	0.00	103.00
7723	Traffic	9.50	11.00	11.00	0.00	11.00
7724	Emergency Response/Temporary Holding Facility	7.00	7.00	7.00	0.00	7.00
Total Field Operations Division		**113.00**	**121.00**	**121.00**	**0.00**	**121.00**
Investigations Division						
7732	General Investigation	24.00	23.00	23.00	0.00	23.00
7733	Special Enforcement Team	5.00	5.00	5.00	0.00	5.00
7734	Records	21.00	22.00	22.00	0.00	22.00
Total Investigations Division		**50.00**	**50.00**	**50.00**	**0.00**	**50.00**
Special Operations Division						
7761	General	7.00	10.00	10.00	0.00	10.00
Total Special Operations Division		**7.00**	**10.00**	**10.00**	**0.00**	**10.00**
Total by Division / Program		**221.00**	**231.00**	**231.00**	**0.00**	**231.00**

**The FY 2021/22 Adopted positions do not include positions that were restored with the $1.7 million added to the Police Department FY 2021/22 budget on June 22, 2021. The actual position restorations were identified after the adoption of the budget.*

***The FY 2022/23 Adopted positions represent all funded positions. This excludes the 4.0 Police Officer and 2.0 Police Sergeant positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This position count, however, includes positions that were restored with the $1.7 million added to the Police Department budget on June 22, 2021. This funding restored 10.0 FTE to the Police Department, approved by the City Council on January 11, 2022 (Report to Council 22-1595).*

Position Summary

	FY 2021/22 Adopted*	FY 2022/23 Adopted**	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
General Fund	221.00	231.00	231.00	0.00	231.00
Total by Fund	**221.00**	**231.00**	**231.00**	**0.00**	**231.00**
Position Classification					
Assistant Police Chief	2.00	2.00	2.00	0.00	2.00
Communications Operations Manager	1.00	1.00	1.00	0.00	1.00
Communications Technician I/II	1.00	1.00	1.00	0.00	1.00
Community Service Officer I/II	14.00	19.00	19.00	0.00	19.00
Crime Analyst	1.00	1.00	1.00	0.00	1.00
Forensic Coordinator	1.00	1.00	1.00	0.00	1.00
Jail Service Officer	5.00	5.00	5.00	0.00	5.00
Management Analyst	1.00	0.00	0.00	0.00	0.00
Office Specialist II	1.00	2.00	2.00	0.00	2.00
Office Specialist III	4.00	4.00	4.00	0.00	4.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Police Captain	3.00	3.00	3.00	0.00	3.00
Police Chief	1.00	1.00	1.00	0.00	1.00
Police Lieutenant	7.00	7.00	7.00	0.00	7.00
Police Officer	109.00	111.00	111.00	0.00	111.00
Police Records Manager	1.00	1.00	1.00	0.00	1.00
Police Records Specialist I/II	13.00	15.00	15.00	0.00	15.00
Police Records Supervisor	4.00	4.00	4.00	0.00	4.00
Police Sergeant	29.00	29.00	29.00	0.00	29.00
Police Training Coordinator	1.00	1.00	1.00	0.00	1.00
Public Safety Dispatcher I/II	16.00	16.00	16.00	0.00	16.00
Senior Management Analyst	0.00	1.00	1.00	0.00	1.00
Senior Public Safety Dispatcher	5.00	5.00	5.00	0.00	5.00
Total Positions	**221.00**	**231.00**	**231.00**	**0.00**	**231.00**

**The positions above do not include positions that were restored with the $1.7 million added to the Police Department budget on June 22, 2021. The actual position restorations were identified after the adoption of the budget.*

***The positions above represent all funded positions. This excludes the 4.0 Police Officer and 2.0 Police Sergeant positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This position count, however, includes positions that were restored with the $1.7 million added to the Police Department budget on June 22, 2021. This funding restored 10.0 FTE to the Police Department, approved by the City Council on January 11, 2022 (Report to Council 22-1595).*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	231.00	85,444,381
FY 2023/24 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and Benefits adjustments		2,798,840
Non-personnel adjustments		244,403
Net decrease to various internal service fund allocations		(129,070)
Total FY 2023/24 Base Budget Adjustments	**0.00**	**2,914,173**
Total FY 2023/24 Base Budget	**231.00**	**88,358,554**
Service Level Changes		
Departmental Vacancy Factor Increase		(1,580,000)
Reduction in Operating Supplies		(90,000)
Total Service Level Changes	**0.00**	**(1,670,000)**
Total FY 2023/24 Proposed Budget	**231.00**	**86,688,554**
FY 2024/25 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		4,403,919
Net increase in various interfund services allocations		195,158
Non-personnel adjustments		98,720
Total FY 2024/25 Base Budget Adjustments	**0.00**	**4,697,797**
Total FY 2024/25 Base Budget	**231.00**	**91,386,351**
Service Level Changes		
Departmental Vacancy Factor Increase		(90,000)
Total Service Level Changes	**0.00**	**(90,000)**
Total FY 2024/25 Proposed Budget	**231.00**	**91,296,351**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Departmental Vacancy Factor Increase	0.00	(1,580,000)	0	(1,670,000)	0

Program: 7742 – Administration

This action increases the Police Department's budgeted vacancy factor (from 3% to 7%) to more closely reflect savings the Department has recognized in prior years. Over the last decade, the Police Department has experienced an average vacancy rate of over 7%, and the current vacancy rate is 12.5%. The higher vacancy rate would apply to the next two fiscal years but would revert to the 3% level on an ongoing basis as the City works to reduce the vacancy rate. While the Department has made efforts in recruitment, the vacancy rate has still remained high.

Performance Impact

The Department is currently operating at an approximate 12% vacancy factor; therefore, no service level impacts result from this proposal, and the budget allows for the pace of department hiring to continue as experienced before the pandemic.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction in Operating Supplies	0.00	0	(90,000)	0	(90,000)

Program: 7745 – Department Support

This action reduces the Administrative Services Division operating supplies budget from $189,425 to $99,425. This reduction item is specifically for recruitment expenses and aligns more closely to historical spend.

Performance Impact

The Department does not anticipate any impact to recruitment or service delivery with this reduction.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Administrative Services Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percent of emergency calls answered within ten seconds		97%	97%	90%	90%	90%	90%
Workload Measures							
Amount of grant funds managed		$2.2 m	$1.4 m	$1.2 m	$1.2 m	$1.1 m	$1.1 m
Number of volunteer hours (chaplain, explorer, community)		2,500	736	4,000	1,000	1,000	1,000
Percent of Officers per 1,000 residents (based on 127,134 population)		1.12%	1.17%	1.10%	1.10%	1.25%	1.25%
Percent of civilian professionals allocated per 1,000 residents (based on 127,134 population)		0.55%	0.60%	0.51%	0.47%	0.62%	0.62%
Number of pieces of property booked		5,762	5,907	5,819	6,000	6,000	6,000
Number of items destroyed annually		2,725	1,957	7,699	7,700	7,700	7,700
Residential and business alarm permit registrations		1,335	805	N/A	800	890	975
Business oversight permits managed (bingo, taxi, massage, food truck, pedi-cab, tow, private, patrol, adult bookstores, pawn shops, firearm dealers, solicitors)		180	149	187	200	220	230
Number of Community Response Team abatements		38	15	48	50	50	50
Number of Run/Hide/Defend training sessions		0	0	62	10	25	25
Number of D.A.R.E. graduations		0	0	30	0	0	0
Number of kids participating in PAL sports (e.g. soccer, flag football, softball, BMX, boxing, fishing, judo, wrestling) – *Delete for FY 2023/24*		650	310	2,180	500	N/A	N/A
Total calls received in the City's Communications Operations Center		155,775	171,674	138,407	161,000	165,000	169,000
Number of Police Department policies reviewed as a result of the Task Force on Diversity, Equity, and Inclusion input		N/A	N/A	TBD	0	0	0
Number of texts to 911 contacts		172	240	445	200	200	200

Performance and Workload Measures

Field Operations Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Average response time for priority one calls for service (from dispatch to officer arrival)		2:30 min	1:25 min	2:35 min	2:35 min	2:50 min	2:50 min
Workload Measures							
Number of police calls for service		67,211	53,996	111,502	45,000	45,000	45,000
Number of officer self-initiated calls for service		16,519	13,952	23,338	13,000	13,000	13,000
Total number of arrests – juvenile		31	14	134	60	60	60
Total number of arrests – adult		2,441	938	3,590	2,400	2,400	2,400
Number of mental health contacts		415	1,055	457	1,000	1,000	1,000
Number of traffic citations		1,096	1,003	2,179	1,200	2,000	2,000
Number of parking citations		2,249	3,729	2,460	3,800	4,000	4,000
Number of mental health detentions		N/A	459	1,477	350	350	350
Number of crisis intervention cases		N/A	434	431	450	450	450
Number of abandoned vehicle cases		2,568	2,553	3,320	2,600	2,600	2,600
Number of abandoned vehicle tows		218	204	386	250	250	250
Number of traffic collisions		1,228	961	867	1,000	1,000	1,000

Performance and Workload Measures

Investigations Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of warrants received		1,642	1,751	960	1,700	1,700	1,700
Number of warrants cleared		1,363	1,386	1,345	1,500	1,500	1,500
Number of missing persons located (in house)		42	139	200	100	115	115
Number of stolen vehicle recoveries (local, plus for other agencies)		698	560	427	320	350	350
Total number of police reports		10,456	11,685	12,461	12,500	12,800	12,800
Number of citizen online police reports taken		3,586	2,842	3,622	3,800	3,800	3,800
Number of domestic violence cases		N/A	307	230	300	300	300
Number of fraud cases[1] – *Modified for FY 2023/24*		N/A	203	183	35	N/A	N/A

Special Operations Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of stadium events with 20,000+ attendees		0	11	15	19	18	18
Number of operation plans developed city-wide (e.g. city-wide special events, dignitary visits, stockholder meetings, Levi's Stadium)		15	32	26	23	28	28

[1] *The Police Department transitioned from the Uniform Crime Reporting System to the National Incident Based Report System (NIBRS). With this transition, crime categories have changed, with NIBRS reporting crimes (e.g. fraud, counterfeiting, forgery) as separate categories, while the previous system reported them as one category. Due to this change in reporting, reasonable targets are not yet known.*

Department of Public Works

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Department of Public Works Description

The Department of Public Works (DPW) constructs, maintains and improves various components of the City's infrastructure and provides quality, cost-effective, timely services to the residents and businesses of Santa Clara. DPW is responsible for a wide variety of programs throughout the City which include design, construction management, stormwater pollution prevention, inspection and maintenance of City streets, bridges, traffic signal systems, building facilities, street trees, landscaping, sidewalks, and the closed landfill. These responsibilities include the engineering aspects of the sanitary sewer system, which is maintained by the Water and Sewer Utilities Department, and maintenance of storm drain pipelines and trash racks for pump stations which are maintained and operated by the Water and Sewer Utilities Department. The Department oversees the coordination and management support for the Convention Center Maintenance District, which consists of Hyatt Regency, Techmart, and the City, and maintains the grounds of the Franklin Square complex under the Downtown Parking Maintenance District. DPW manages solid waste contracts which provide services such as garbage, yard waste, recycling, street sweeping, household hazardous waste and the annual Clean-Up Campaign. Another significant component of DPW includes overseeing the procurement and maintenance of the City's fleet of vehicles and equipment. The Fleet Management program manages the lifecycle, replacement, procurement, upfit, and disposal of all vehicles and equipment within the City. This program also supports the City's diverse fleet operations, ensuring safe, cost-effective, and sustainable maintenance, repair, fueling, replacement, and compliance of City-owned vehicles and equipment.

Divisions and Services

The Department focus areas include Engineering Services and Operations and Maintenance. Engineering is comprised of five divisions: Administration, Traffic, Design, Land and Property Development, and Field Services. Operations and Maintenance is comprised of three divisions: Facility Services, Streets, and Fleet Management. The Streets Division is further subdivided to operate in the following areas: Administration, Traffic Maintenance, Street Maintenance (streets and storm drains), Environmental Programs, Solid Waste, Landscape, and Code Enforcement. The Facility Services Division manages the Convention Center Maintenance District, the Street Division manages the Downtown Parking Maintenance District, and the Fleet Management Division manages the Vehicle Replacement and Fleet Operations Funds.

Engineering - Administration Division Mission	Provide administrative support services which meet the needs of the division, departments, and community.
Division Objectives	Manage and oversee all Department activities, represent the Department at the City Council meetings, and represent the City at various agency meetings.
	Develop and manage an efficient, cost effective department operating budget and capital improvement program (CIP) budget.
	Provide management and assistance in the development and delivery of the City's CIP.

Engineering – Traffic Division Mission	**Provide safe and efficient movement of pedestrian, bicycle, transit, and vehicular traffic.**
Division Objectives	Enhance safety and mobility for pedestrians and bicyclists through implementation of new or improved facilities such as bike lanes, pedestrian beacons, and intersection improvements consistent with the City's Bicycle Plan and Pedestrian Master Plan.
	Enhance safety, increase operational efficiency, and reduce delays for all users of the City roadway system through implementation of improvements, innovative technologies, and engineering designs.
	Maintain, operate, and upgrade traffic infrastructure in an efficient and timely manner.
	Apply for and administer transportation grants to augment the City's finances for improving traffic, pedestrian, and bicycle-related infrastructure.
	Review proposed private development projects for consistency with City transportation policies and the California Environmental Quality Act (CEQA).
	Review, investigate, and respond to resident and business inquiries/complaints regarding City traffic and roadway parking operations.

Engineering – Design Division Mission	**Provide high quality services to the community through efficient and effective delivery of capital improvement projects and management of the City's infrastructure.**
Division Objectives	Manage infrastructure and the capital improvement project programming for pavement management, storm drain facilities, and capacity improvements for the sanitary sewer system.
	Provide capital project administration, engineering, and management services for a variety of projects including transportation, roadways, pedestrian and bicycle, storm drains, sanitary sewers, buildings, libraries, and parks to implement the City's capital improvement program.
	Coordinate the Community Rating System (CRS) program with Federal Emergency Management Agency (FEMA) to maintain the City's Class 7 rating. This provides a reduction in flood insurance premiums for the property owners with flood insurance in the City of Santa Clara.
	Maintain engineering design standard documents and maintain infrastructure record information such as as-builts and base maps.

Engineering – Land and Property Development Division Mission	**Assist customers and the community by providing effective and efficient services during project development and public improvement design phases.**
Division Objectives	Facilitate the issuance of timely reviews and permits for residents, developers, and utilities in compliance with land use and development standards.
	Provide developers, residents and permittees with information related to fees, general engineering, City utilities, property lines and design standards.
	Develop new procedures to streamline processes and use new technology to facilitate current procedures.

Engineering – Field Services Division Mission	Serve all City departments and the community through effective and efficient construction management, construction inspection, materials testing, surveying, and administration services of public improvement projects.
Division Objectives	Provide effective construction management, construction inspection, materials testing, surveying, and administration services for capital improvement projects, such as transportation, roadways, pedestrian and bicycle, sanitary sewers, storm drains, buildings, libraries, and parks.
	Deliver effective construction inspection, material testing, surveying and administration services for private developments that involve the City's infrastructure.
Facility Services Division Mission	Perform cost effective repair and maintenance procedures to ensure City-owned buildings remain safe, attractive, and energy efficient. Provide a safe, clean, and well-maintained public space in support of the Santa Clara Convention Center Maintenance District ensuring a safe environment while enhancing the property value.
Division Objectives	Maintain approximately 1,100,000 square feet of City-owned buildings in a safe, functional, and clean condition for all users. Oversee vendor contract to provide janitorial services to most City buildings and numerous service contracts to support the Facilities repairs and maintenance operations.
	Provide oversight of the Convention Center Maintenance District for the upkeep of equipment, signs, landscaping, pavement, concrete curb, gutter and sidewalks, service roads, pedestrian bridges, including the garage at the Santa Clara Convention Center complex and the Tasman Parking Garage.
Streets Division Mission	Maintain streets, sidewalks, signs, markings, storm drain pipeline infrastructure, trees, and other landscape in the public right-of-way. Implement reliable, cost-effective solid waste programs that maximize landfill diversion.
Division Objectives	Repair street potholes and sidewalk tripping hazards.
	Clean and maintain the storm drain collection system and implement the City's Urban Run-off Pollution Prevention Program.
	Maintain landscapes in the public right-of-way and remove graffiti.
	Prune City trees and plant new trees to replenish the City forest.
	Maintain traffic signs, striping, curb markings, and pavement messages.
	Repair damaged City-owned parking lots and walkways.
	Provide regular street sweeping services.
	Implement solid waste collection and disposal diversion programs to achieve cost recovery and maintain compliance with regulations.
	Manage solid waste collection contractors to ensure a high level of customer service and that agreement provisions are being followed.
	Complete the annual Clean-Up Campaign swiftly and safely.

Fleet Management Division Mission	Provide and maintain safe and reliable vehicles and equipment essential for the delivery of City services. Optimize fleet services through timely and cost-effective procurement, compliance, maintenance, fueling, and disposal services.
Division Objectives	Implement the City's Green Fleet Policy.
	Monitor the City's fleet usage and remove under-utilized vehicles and unfunded retained assets from the fleet.
	Perform manufacturer's recommended preventative maintenance on fleet assets to increase reliability and reduce costs associated with repairs.
	Procure equipment and vehicles identified for replacement.
	Collaborate with departments on replacement equipment and vehicles before each purchase.
	Evaluate alternative fuel options before purchasing new vehicles or equipment.
	Ensure purchases of vehicles and equipment meet the highest air quality standards set by California Air Resources Board.

Significant Accomplishments

Administration:

- Managed Council priorities and reprioritized department workload to accomplish tasks while maintaining significantly lower staffing levels from previous budget reductions to help resolve the City's budget deficit.
- Prepared numerous Council reports and presentations to support Council decision making and City priorities.
- Managed department budgets, staffing, work plans and performance measures to ensure work was being completed within approved budgets.
- Provided customer service support to residents to ensure all inquiries, work requests, and information requests were being addressed.
- Completed the FY 2021/22 & FY 2022/2023 Biennial Operating Budget and the FY 2022/23 & FY 2023/24 Biennial Capital Improvement Program Budget.
- Completed updates to the Municipal Fee Schedule for FY 2023/24.
- Coordinated and managed the distribution of any COVID-19 related safety supplies as requested (reusable and disposable face masks, hand sanitizer, sanitizing wipes, etc.).

Design:

- Completed design work for the following capital improvement program projects/studies: 2021 Annual Street Maintenance and Rehabilitation - Washington Street Storm Drain Improvement Project; 2022 Annual Street Maintenance and Rehabilitation; 2023 Annual Street Maintenance and Rehabilitation; Annual Curb Ramp Installation 2022; Annual Curb Ramp Installation 2023; Public Right-of-Way ADA Improvements Construction Contract Packages 1, 2, 3 &4; High-Intensity Activated Beacon on Scott and Harrison; Lick Mill-East River Parkway Crosswalk Improvement, Santa Clara School Access Improvements; Public Parking Lot Pavement Condition Assessment; Lafayette Street Underpass at Subway Storm Drain Pump Station Evaluation; Sanitary Sewer Hydraulic Model support – Patrick Henry Specific Plan; Calabazas Creek Sanitary Sewer Deficiency Study/Evaluation; Northside & Rabello Pump Station Firm Capacity Evaluation; Sanitary Sewer Condition Assessment Repair Package 1; Sanitary Sewer I/I Evaluation, Citywide Data Center Sewer Discharge Study; Citywide Stationary Standby Emergency Generators Replacement - Phase 2; Fire Station 2 Training Tower Repair Assessment; Northside Branch Library Photovoltaics System Installation; Utility Corporation Yard Field Service Center Renovation; Raymond G. Gamma Dog Park Improvements; Harris-Lass Museum Repairs; Montague Park Rehabilitation; Fairway Glen Park Restroom Construction Project; Magical Bridge Play Ground Improvement; and Westwood Oak Playground Improvement Project.
- Managed, maintained, and provided Sanitary Sewer Hydraulic Modeling support services for approximately 20 Land Development Projects.
- Implementation of Pavement Moratorium requirements, prepared five-year pavement program with list of streets, coordinated the five-year program with all utilities in the City, and made the information available on City's website.
- FEMA's CRS program: Coordinated with relevant City departments during the annual recertification process and provided Elevation Certificate & Letter of Map Amendment (LOMA) assistance to permit center & planning staff on an ongoing/as needed basis.
- Effectively implemented and coordinated use of BidSync for Request for Proposals and Bids and online bid submittal.
- Provided core team support through active participation for the continued implementation of the City's CIP Management Database, e-Builder.

Field Services:

- Received a Project of the Year Award from the American Public Works Association for the Reed & Grant Sports Park Project.
- Received a Project of the Year Award from the American Public Works Association for the Raymond G. Gamma Dog Park Improvements Project.
- Completed coordination, inspection, and activation of traffic signals at Juliette Lane and Mission College Boulevard, Corvin Drive and Kifer Road, and Olcott Street and Scott Boulevard.
- Completed construction of the following capital improvement projects: Scott Boulevard Traffic Signal Interconnect & Coordination; Lick Mill - E. River Parkway Crosswalk Improvement; Bicycle Lane Improvement on Pruneridge Avenue at Lawrence; 2021 Annual Street Maintenance & Rehabilitation; Harris Lass Museum Repairs; Santa Clara Access School Improvement Project; Public Right-of-Way ADA Improvements Packages 1 & 2; 2022 Annual Street Maintenance and Rehabilitation Project; 2022 ADA Upgrade project; Montague Park Rehabilitation; Laurelwood Pump Station Rehabilitation Project; Mission Branch Library Gazebo Project; and Citywide Generator Project Phase 1.
- Provided effective construction management, construction inspection, surveying, materials testing, and administration services for approximately 51 capital improvement projects and approximately 948 encroachment permits.

Land and Property Development:

- Issued approximately 930 encroachment permits over the last two fiscal years. Major encroachment permits for some notable development projects include: 2323/2343 Calle Del Mundo (SummerHill Apartment - Tasman East Specific Area Plan); 2300 Calle Del Luna (Related - Tasman East Specific Area Plan); 2230 Calle De Luna (Holland - Tasman East Specific Area Plan); 2240 Calle de Luna/5123 Calle Del Sol (Ensemble - Tasman East Specific Area Plan); 3312 Kifer/2904 Corvin (Allied Housing - Lawrence Station Area Plan); 1205 Coleman Avenue (Hunter Storm – Gateway Crossings); 2780 El Camino Real – complete package (KB Homes - Moonlite Lanes Residential); 1200 Memorex (Data Center); 2905 Stender Way (Data Center); California High Speed Rail (SF-SJ) Environmental Impact Report/Environmental Impact Statement; Caltrans US 101 / De La Cruz Street Improvement; 2305 Mission College Blvd (Data Center); 737 Mathew (Data Center); 651 Walsh Avenue (Data Center); and 2330 Monroe Street (Apartments).
- Processed approximately 800 development site clearances for building permits and collected fees.
- Processed 10 subdivision maps and approximately 130 land title documents which includes processing, reviewing, approving, and recording the title documents.
- Continued to lead and support private development throughout the City including large developments such as Related Santa Clara, Tasman East, Patrick Henry Drive, Freedom Circle, Lawrence Station, etc.
- Provided dedicated support for the high-priority Related Santa Clara project by:
    - Leading, coordinating, and facilitating the relocation of third-party utilities to support the City's vacation of Centennial Boulevard and a portion of Stars and Stripes Drive.
    - Providing technical support for the City's approval of the Vesting Tentative Subdivision Map for the Development Area Plan (DAP)1 for the project.
    - Actively coordinating and providing technical review of the DAP 1 public improvement package for streets and utilities improvements.
    - Participating in weekly project coordination meetings with the Related Santa Clara team.
    - Providing project management and technical engineering support to the City Manager's Priority Project Manager for the project.

Traffic:

- Completed coordination, construction, and inspection of bicycle lane improvements on Monroe Street (Chromite Drive to San Tomas Expressway) and Lafayette Street (Calle de Luna to Agnew Road), Walsh Avenue (Bowers Road to San Tomas Expressway), The Alameda (Market Street to El Camino Real), Great America Way (Lafayette Street to Great America Parkway), Mission College Boulevard (Freedom Circle West to Montague Expressway), and Scott Boulevard (Central Expressway to Olcott Street).
- Completed a two-year community outreach and study process for the Pruneridge Avenue Complete Streets Plan. On August 30, 2022 City Council adopted the Pruneridge Avenue Complete Streets Plan and selected a preferred design concept for staff to pursue outside funding opportunities such as grants, etc.
- Obtained $1.9 million of regional grant funding for Citywide Traffic Signal LED Lighting Upgrades; High Priority Curb Ramps; Bike Safety Equipment; Bike Corridor Planning Studies for Walsh Avenue, Monroe Street, and De La Cruz Boulevard; Mission College Class IV Bike Lane Implementation; Pruneridge Avenue Signal Timing; Vision Zero Study; and Multijurisdictional Intelligent Transportation Improvements.
- In partnership with the City of Cupertino, obtained $8.5 million in State Transit and Intercity Rail Capital grant funding to expand Cupertino's on-demand shuttle program into Santa Clara over the next four years.
- In 2021, secured Federal Community Project funding of $2.75 million for the De La Cruz Boulevard, Lick Mill Boulevard, and Scott Boulevard Bicycle Projects submitted by Congressman Ro Khanna.
- Received, investigated, and responded to 692 traffic requests from the public during FY 2021/22.
- Supported traffic operations for 11 events at Levi's Stadium in FY 2021/22.

Facility Services:

- Worked with Santa Clara County on obtaining a Historical Grant for the Harris Lass property improvements project.
- Processed approximately 1800 facility work orders for internal City customers and facilities with 95% satisfaction rate.
- Completed the Facility Capital Improvement Project for Harris Lass Historic House Tank House and Porch Repair.
- Worked closely with the City's Historical Advisor on a five-year plan to improve maintenance and repair on the Berryessa Adobe, Headen Inman, Jamison Brown, Morse Mansion, and Harris Lass Historic Properties.
- Provided core team support through active participation for the continued implementation of the City's safety monthly training program, Target Solutions which also included topics on annual specific training and stress related trainings.
- Provided oversight and management at Maintenance District #183 Santa Clara Convention Center Complex. Goals include Water Management and Turf Conversion in addition to working with Silicon Valley Power on eventual EV Charger Installation throughout the site.
- Supported garage operations at Tasman Garage to support Convention Center and Levi's Stadium Events.
- Supported Parks and Recreation Department with major repairs to their H.V.A.C. systems and fire alarm systems at Senior Center and Community Recreation Center in addition to assisting with the turnover of the Youth Activity Center to the Santa Clara Unified School District.
- Supported 35 critical City facilities with emergency generator preventative maintenance and monthly operational inspections.

Streets:

- Maintained Tree City USA certification for the 36th consecutive year and received the Growth Award for 2021.
- Removed turf and installed water-wise landscaping at the City Hall complex using Valley Water rebate funds.
- Completed and implemented enterprise asset management applications for City Street Trees, Parkways & Boulevards Trees, Sidewalk, Curb & Gutters, Storm Drain, and Traffic Divisions.

- Completed contamination minimization lid-flip audits within all exclusive franchise hauler routes as required by SB 1383.
- Updated the Santa Clara City Code chapters pertaining to Trees and Shrubs. Developed and implemented a grid system to schedule City trees for preventative maintenance pruning.
- Developed a compost give-away program for residents and businesses.
- Installed over 500 new full trash capture devices.
- Completed a solid waste rate study that equitably calculated each rate based on the cost of service.
- Completed the 2022 Cleanup Campaign on schedule and studied alternatives to current CUC format.
- Migrated stormwater related compliance inspections over to Accela.
- Completed audits of non-exclusive franchise hauler quarterly franchise fee payments and compliance with mandatory commercial recycling and organics recycling requirements.

Fleet Operations:

- Utilized renewable diesel exclusively in the City's diesel fleet in FY 2021/22.
- Obtained "Blue Seal of Excellence" recognition from National Institute of Automotive Service Excellence (ASE) in 2021 and 2022.
- Placed 28 new vehicles in service in FY 2021/22 of which 15 were Electric or Hybrid.
- Retired and sold at auction 31 fleet assets yielding approximately $200,000 in revenue for FY 2021/22.
- Maintained approximately 760 fleet assets with a 90% Preventive Maintenance (PM) Compliance rate.
- Updated City Manager's Directive 45 for Vehicle and Equipment Accident Review.

Significant Objectives

Design:

- Provide Infrastructure Management Services for the storm drain system and pavement maintenance program, and engineering planning for the sanitary sewer system.
- Provide effective capital improvement project management for a wide variety of projects city-wide including: Annual Street Maintenance and Rehabilitation Program Management and related projects; Annual ADA Curb Ramps; Bassett and Laurelwood Bike Lanes; MCB/GAP Intersection Improvement Project; Monroe Street-Los Padres Boulevard Traffic Signal Modification; Lick Mill Boulevard Pedestrian Beacons Upgrade; GAP and Tasman Drive Traffic Signal Interconnect; Santa Clara Citywide ITS Project 2; Creek Trail Pavement Maintenance and Rehabilitation Project - Package 1; Miscellaneous Asphalt and Concrete Maintenance and Repairs Project - Package A; Bowers Avenue Storm Drain Pump Station Improvement; Storm Drain Slide Gate Rehabilitation; Sanitary Sewer Master Plan Update 2023; Annual Sanitary Sewer Repairs and Sanitary Sewer Capacity improvements; Stationary Standby Generator Replacement Phase 3; Utilities Corporation Yard Renovation; Bowers Park Building Improvements and Parking Lot Rehabilitation; Sarah E. Fox Memorial Mausoleum Roof Replacement; Central Park Master Plan - New Entrance, Access and Parking Improvements; Westwood Oaks Park Playground Rehabilitation; and Parks Service Center Roof Replacement.
- Provide Sanitary Sewer Hydraulic Modeling Support for Land Development Projects.

Field Services:

- Provide effective construction management, construction inspection, surveying, materials testing, and administration services for capital improvement projects and private development projects that construct City infrastructure.
- Provide on-time and on-schedule completion of projects for transportation, roadways, parks, buildings, traffic signals,

pedestrian-and bicycle improvements, sanitary sewer and storm drain rehabilitation, and other capital projects.

- Provide construction inspection and coordination for private development-built City infrastructure, such as: 575 Benton Street Mixed Use; 1850 El Camino Real Residential; 3200 Scott Boulevard Office; 3607 Kifer Road Office; Mission Park (2305 Mission College Boulevard); 1900 Warburton Avenue Residential; 1834 Worthington Circle- Agrihood Mix use Development; 641 Walsh Ave. Data Center; 3045 Stender Way Data Center; Stevens Creek Boulevard Office Campus (5403/5405 Stevens Creek Boulevard); Gateway Crossing (Coleman); Gateway Village (3700 El Camino Real); Lawrence Station - Kifer Road Multi-Family (Toll Brothers); Lawson Lane Office; Santa Clara Square Residential; Summerhill Lawrence Station (3505 Kifer Road); 3311 Kifer Road (Cahill Contractors); 1100 Memorex Drive - New Data Center; 3035 El Camino Real- Mixed use; Westfield Valley Fair Expansion; Tasman East – 2200 Calle De Luna Residential; Tasman East – 2300 Calle De Luna Mixed Use; 2302 Calle Del Mundo Mixed Use; 2343 Calle Del Mundo Residential; and 5123 Calle Del Sol Mixed Use Vantage Data Center II.

Land and Property Development:

- Facilitate significant private development projects by providing effective and efficient processing of site clearances, subdivision maps, land title documents, public improvement plan checks, and development fee collection. Some significant projects include Lawrence Station Area Plan at Kifer Road, Lawrence Expressway and Central Expressway; Tasman East Specific Area Plan at Lafayette Street, Calle del Mundo, Calle de Luna, and Calle del Sol; Related Santa Clara (formerly City Place) at Tasman Drive, Lafayette Street and Great America Parkway (on City's closed golf course); Patrick Henry Specific Plan at Patrick Henry Drive, Great America Parkway and Mission College Boulevard.
- Upcoming or in process notable development projects include: 2200 Calle Del Luna (Holland - Tasman East Specific Area Plan); 2232 Calle Del Mundo & 2225 Calle De Luna (Greystar – Tasman East Specific Area Plan); 2263/2273 Calle Del Mundo (Ensemble - Tasman East Specific Area Plan); 3517 Ryder Street (Westlake Urban – Lawrence Station Area Plan); 3335 Kifer Road Street (Allied Housing – Lawrence Station Area Plan); 2055 Lafayette Street (Data Center); 3710 El Camino Real (Gateway Village Phase 2); 2600 De La Cruz Boulevard (Data Center); 2805 Mission College Boulevard (Data Center); VTA – BART Phase II; Developments within the Lawrence Station Area Plan; Developments within the Tasman East Specific Area Plan; Developments within the Patrick Henry Drive Specific Area Plan; and Related Santa Clara (City Place – Related Project).

Traffic:

- Complete the following Traffic Engineering Projects: Creek Trail Expansion Master Plan; Traffic Signal Management Software Upgrade/Replacement and Adaptive Signal System; Traffic Pre-emptors; Changeable Message Signs; 15 miles per hour School Zones; and Travel Demand Model Update.
- Make significant progress on 2016 Measure B funded bike corridor planning studies for Walsh Avenue, Monroe Street, and De La Cruz Boulevard.
- Make significant progress on Federal Community Project funded bike corridor planning studies for De La Cruz Boulevard, Lick Mill Boulevard, and Scott Boulevard.
- Work collaboratively and make progress on the joint jurisdictional Stevens Creek Visioning Study with the City of San Jose, City of Cupertino, County of Santa Clara, and Valley Transportation Authority.
- Complete the Uncontrolled Crosswalks Project, Lick Mill Blvd Pedestrian Beacons Upgrade Project; Lafayette Class IV Bicycle Lanes Project, and Bassett/Laurelwood Bicycle Lane Project.
- Continue to operate an annual Shared Mobility Permit Program for the City.
- Launch and operate an on-demand shuttle program with the City of Cupertino.
- Begin work on a Vision Zero Study.
- Continue to implement recommendations in the approved Bicycle Plan Update and Pedestrian Master Plan.
- Continue to support the Community Development Department with traffic engineering and traffic impact analysis support (i.e., Level of Service and Vehicle Miles Travelled Analysis) for proposed development projects and specific and precise plans.

- Continue to make progress responding to traffic calming and traffic safety related public inquiries.

Facility Services:

- Provide outstanding service to customers, which includes all types of requests such as janitorial repair needs and new infrastructure requirements with the objective to respond to every customer in a timely manner on projects and repairs.
- Provide upkeep and repairs to the Tasman Parking Garage.
- Continue with regular maintenance and improvements to the Convention Center Maintenance District grounds, surfaces, and garage structure and begin planning and designing for parking lot repairs and maintenance. Provide building and mechanical maintenance services for all City buildings.
- Operate and maintain the City's elevators.
- Assist the City Manager's Office with maintenance at properties such as Morse Mansion, Gianera House, and Commerce & Peddlers Plaza.
- Maintain preventative maintenance compliance with manufacturers recommended intervals on Facilities equipment which includes replacement of air filters on a scheduled basis.

Streets:

- Update the Santa Clara City Code chapter pertaining Storm Drains.
- Maintain recently developed asset management systems for traffic signs and storm drain infrastructure.
- Enter into an agreement to purchase electricity derived from organic material to comply with SB 1383 procurement requirements. Inventory Landscape Maintenance Division assets to facilitate the future implementation of asset management system use to more effectively schedule and track maintenance activities.
- Ensure reliable garbage, yard trimmings, and residential recycling services.
- Enter into new agreements for landfill disposal and composting services.
- Continue to implement organic waste reduction programs to reduce methane emissions from landfills and comply with state legislation.

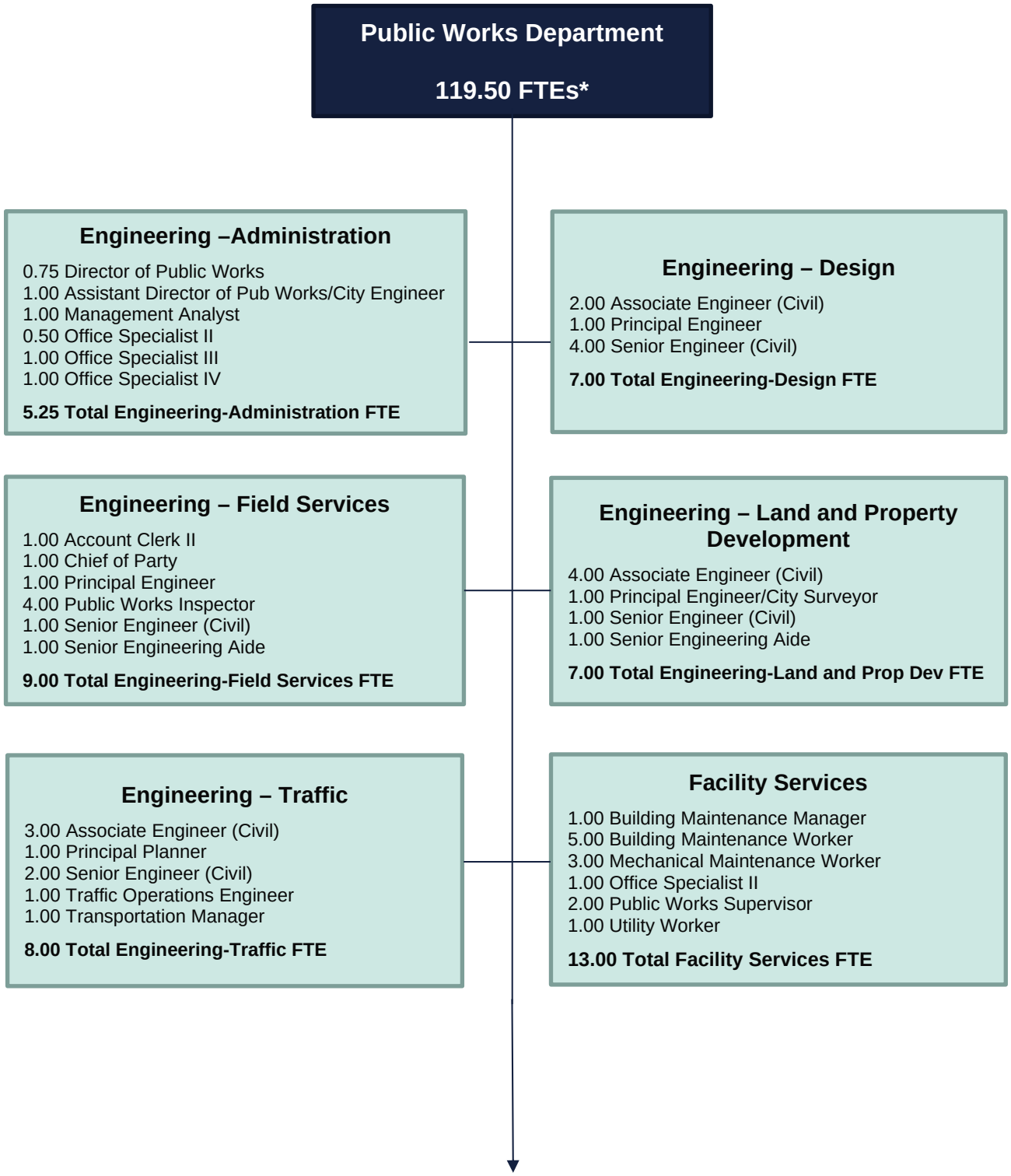
Fleet Operations:

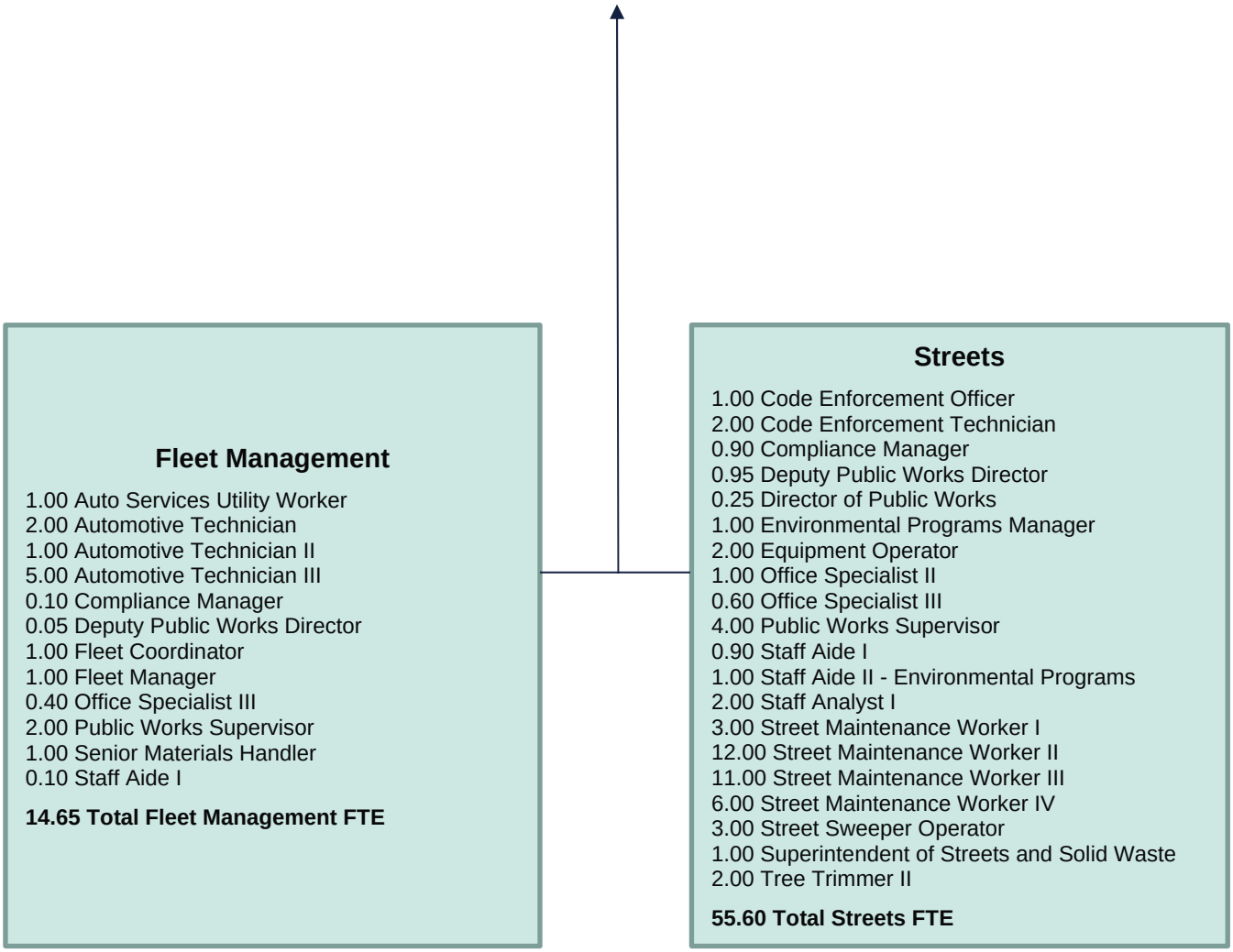
- Maintain preventative maintenance compliance with manufacturers recommended intervals.
- Continue work with City departments engaged in fleet electrification activity by supporting electric vehicle (EV) acquisitions, expanding EV charging infrastructure, and seeking related funding opportunities.
- Continue to monitor and report evolving regulatory requirements for medium and heavy-duty fleets required by California Air Resources Board that impacts City compliance, services, and budgets.

Budget Highlights

The Public Works Budget includes the following changes:

- Position shifts of Environmental Program staff and Compliance Manager (shift partial positions to Solid Waste).
- Reduction of Vehicle Amortization and O&M to remove 17 underutilized vehicles/equipment.
- Sale of underutilized vehicles/equipment.
- Increase to the Storm Drain contractual services budget that is offset by revenues for development planning and building application review.


Public Works Department
119.50 FTEs*
Engineering –Administration
0.75 Director of Public Works
1.00 Assistant Director of Pub Works/City Engineer
1.00 Management Analyst
0.50 Office Specialist II
1.00 Office Specialist III
1.00 Office Specialist IV
5.25 Total Engineering-Administration FTE
Engineering – Design
2.00 Associate Engineer (Civil)
1.00 Principal Engineer
4.00 Senior Engineer (Civil)
7.00 Total Engineering-Design FTE
Engineering – Field Services
1.00 Account Clerk II
1.00 Chief of Party
1.00 Principal Engineer
4.00 Public Works Inspector
1.00 Senior Engineer (Civil)
1.00 Senior Engineering Aide
9.00 Total Engineering-Field Services FTE
Engineering – Land and Property Development
4.00 Associate Engineer (Civil)
1.00 Principal Engineer/City Surveyor
1.00 Senior Engineer (Civil)
1.00 Senior Engineering Aide
7.00 Total Engineering-Land and Prop Dev FTE
Engineering – Traffic
3.00 Associate Engineer (Civil)
1.00 Principal Planner
2.00 Senior Engineer (Civil)
1.00 Traffic Operations Engineer
1.00 Transportation Manager
8.00 Total Engineering-Traffic FTE
Facility Services
1.00 Building Maintenance Manager
5.00 Building Maintenance Worker
3.00 Mechanical Maintenance Worker
1.00 Office Specialist II
2.00 Public Works Supervisor
1.00 Utility Worker
13.00 Total Facility Services FTE



**The positions above represent all funded positions. This excludes the 1.0 Associate Engineer, 1.0 Assistant Engineer (Civil), and 1.0 Automotive Technician positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This also excludes 5.0 vacant FTEs (1.0 Street Maintenance Worker IV, 3.0 Street Maintenance Worker III, and 1.0 Street Maintenance Worker I/II) that were frozen, as approved by the City Council on June 22, 2021 (Agenda Item 5.0 – Report to Council 21-526). Lastly, this excludes 4.0 FTEs that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related: 1.0 Associate Engineer (Civil), 1.0 Principal Engineer, 1.0 Public Works Inspector, and 1.0 Senior Engineer (Civil).*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Facility Services Division							
2222	Maintenance Repair	2,416,676	2,547,456	2,614,039	2.6%	2,718,967	4.0%
2223	Janitorial	1,284,593	1,478,391	1,766,903	19.5%	1,836,667	3.9%
2961	Convention Center Maintenance District	2,640,583	2,720,819	2,724,502	0.1%	2,579,502	(5.3%)
Total Facility Services Division		**6,341,852**	**6,746,666**	**7,105,444**	**5.3%**	**7,135,136**	**0.4%**
Engineering-Administration Division							
4411	General Services	1,000,954	437,522	449,473	2.7%	472,914	5.2%
4412	Developer Projects	405,785	421,701	434,748	3.1%	457,830	5.3%
4413	Capital Improvement Projects	535,850	560,902	669,003	19.3%	697,146	4.2%
Total Engineering-Administration Division		**1,942,589**	**1,420,125**	**1,553,224**	**9.4%**	**1,627,890**	**4.8%**
Engineering-Design Division							
4441	General Services	253,543	270,164	254,859	(5.7%)	272,830	7.1%
4442	Developer Projects	172,998	188,893	189,886	0.5%	205,454	8.2%
4443	Capital Improvement Projects	7,508,844	7,072,892	8,757,190	23.8%	6,780,270	(22.6%)
Total Engineering-Design Division		**7,935,385**	**7,531,949**	**9,201,935**	**22.2%**	**7,258,554**	**(21.1%)**
Engineering-Field Services Division							
4461	General Services	407,851	310,239	324,992	4.8%	337,808	3.9%
4462	Developer Projects	675,717	728,044	757,447	4.0%	794,220	4.9%
4463	Capital Improvement Projects	1,304,278	1,345,190	1,392,589	3.5%	1,447,931	4.0%
Total Engineering-Field Services Division		**2,387,846**	**2,383,473**	**2,475,028**	**3.8%**	**2,579,959**	**4.2%**
Engineering-Land and Property Development Division							
4451	General Services	276,324	259,331	297,162	14.6%	311,985	5.0%
4452	Development Support	2,335,790	2,543,310	1,586,589	(37.6%)	1,680,714	5.9%
Total Engineering-Land and Property Development Division		**2,612,114**	**2,802,641**	**1,883,751**	**(32.8%)**	**1,992,699**	**5.8%**

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Engineering-Traffic Division							
4431	General Services	479,734	471,058	438,508	(6.9%)	469,446	7.1%
4432	Developer Projects	612,681	658,498	656,746	(0.3%)	703,298	7.1%
4433	Capital Improvement Projects	3,216,333	2,772,467	1,283,761	(53.7%)	2,228,188	73.6%
4434	Traffic Signal Management	952,191	1,167,312	1,181,424	1.2%	1,221,834	3.4%
4435	Traffic Striping and Signing	144,072	150,485	150,007	(0.3%)	161,114	7.4%
Total Engineering-Traffic Division		**5,405,011**	**5,219,820**	**3,710,446**	**(28.9%)**	**4,783,880**	**28.9%**
Streets Division							
2911	Street Maintenance	3,629,648	3,608,040	3,930,894	8.9%	4,094,805	4.2%
2921	Storm System Maintenance	1,309,728	1,571,873	1,062,396	(32.4%)	1,107,845	4.3%
2924	Non-Point Source	1,325,424	1,688,573	1,823,886	8.0%	1,929,511	5.8%
2931	Garbage Collection	22,902,081	26,441,010	28,105,648	6.3%	29,148,157	3.7%
2932	Clean Green Collection	2,423,078	3,104,125	3,261,403	5.1%	3,391,711	4.0%
2933	Clean-Up Campaign	2,263,173	2,524,675	2,580,303	2.2%	2,659,209	3.1%
2934	Residential Recycling	3,703,388	4,048,648	4,384,692	8.3%	4,564,105	4.1%
2935	Street Sweeping	999,864	960,225	1,048,168	9.2%	1,087,928	3.8%
2936	Household Hazardous Waste	40,714	46,776	0	(100.0%)	0	N/A
2941	Parking District Maintenance	128,485	143,280	280,310	95.6%	295,483	5.4%
2951	Landscape Maintenance	3,502,400	4,009,320	4,218,698	5.2%	4,404,467	4.4%
2952	Street Tree Program	1,437,077	1,300,051	1,350,195	3.9%	1,395,849	3.4%
2971	Traffic Maintenance	1,100,500	1,073,019	1,074,742	0.2%	1,106,174	2.9%
Total Streets Division		**44,765,560**	**50,519,615**	**53,121,335**	**5.1%**	**55,185,244**	**3.9%**
Fleet Management Division							
2111	Fleet Acquisitions	3,038,474	3,444,961	2,789,600	(19.0%)	4,711,000	68.9%
2123	Fleet Operations	4,795,145	5,661,850	5,462,441	(3.5%)	5,651,174	3.5%
Total Fleet Management Division		**7,833,619**	**9,106,811**	**8,252,041**	**(9.4%)**	**10,362,174**	**25.6%**
Total by Division / Program		**79,223,976**	**85,731,100**	**87,303,204**	**1.8%**	**90,925,536**	**4.1%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	23,822,709	24,864,540	25,599,934	3.0%	26,728,107	4.4%
Bridge District #2 Fund	80,000	80,000	80,000	0.0%	80,000	0.0%
Community Facilities District No. 2019-1 (Lawrence Station) Fund	0	0	37,221	0.0%	38,337	3.0%
Convention Center Maintenance District Fund	1,877,763	1,878,119	1,919,119	2.2%	1,774,119	(7.6%)
Developer Traffic Payments Fund	0	1,108,500	0	(100.0%)	0	0.0%
Downtown Parking Maintenance District Fund	125,975	137,521	136,990	(0.4%)	144,609	5.6%
Fleet Operations Fund	4,795,145	5,661,850	5,462,441	(3.5%)	5,651,174	3.5%
Gas Tax Fund	3,946,580	2,985,000	4,650,000	55.8%	2,550,000	(45.2%)
Public Works Capital Projects Management Fund	3,754,800	3,941,683	4,111,656	4.3%	4,362,916	6.1%
Related Santa Clara Developer Fund	788,420	933,187	0	(100.0%)	0	0.0%
Road Repair and Accountability Act of 2017 SB1 Fund	2,100,000	2,500,000	2,500,000	0.0%	2,500,000	0.0%
Solid Waste Fund	32,300,732	37,124,239	39,316,243	5.9%	40,785,274	3.7%
Traffic Mitigation Fund	2,593,378	1,071,500	700,000	(34.7%)	1,600,000	128.6%
Vehicle Replacement Fund	3,038,474	3,444,961	2,789,600	(19.0%)	4,711,000	68.9%
Total by Fund	**79,223,976**	**85,731,100**	**87,303,204**	**1.8%**	**90,925,536**	**4.1%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Category						
Salary and Benefits						
Salary	13,657,700	14,471,459	14,696,435	1.6%	15,492,862	5.4%
As-Needed	272,370	141,025	149,461	6.0%	153,033	2.4%
Overtime	228,090	242,984	251,489	3.5%	260,289	3.5%
Retirement	4,927,979	5,556,072	5,120,842	(7.8%)	5,420,881	5.9%
Health Allocation	1,503,997	1,835,380	2,038,104	11.0%	2,160,439	6.0%
Medicare	211,279	230,227	227,334	(1.3%)	239,207	5.2%
Social Security	812,232	953,428	982,850	3.1%	1,016,914	3.5%
Other Benefits	631,379	653,701	699,006	6.9%	745,967	6.7%
Total Salary and Benefits	**22,245,026**	**24,084,276**	**24,165,521**	**0.3%**	**25,489,592**	**5.5%**
Non-Personnel						
Materials/Services/Supplies	10,010,026	12,883,587	13,493,757	4.7%	13,648,979	1.2%
Resource/Production	26,389,571	29,764,785	31,502,632	5.8%	32,762,738	4.0%
Interfund Services	5,455,736	5,746,049	5,103,772	(11.2%)	5,208,010	2.0%
Franchise Tax	683,376	721,621	841,888	16.7%	875,563	4.0%
Capital Outlay	2,163,979	2,484,961	2,640,000	6.2%	4,711,000	78.4%
Other Expenditures	756,990	0	0	0.0%	0	0.0%
Transfer to Other Funds	11,519,272	10,045,821	9,555,634	(4.9%)	8,229,654	(13.9%)
Total Non-Personnel	**56,978,950**	**61,646,824**	**63,137,683**	**2.4%**	**65,435,944**	**3.6%**
Total by Category	**79,223,976**	**85,731,100**	**87,303,204**	**1.8%**	**90,925,536**	**4.1%**

Position Summary

		FY 2021/22 Adopted*	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Division / Program						
Facility Services Division						
2222	Maintenance Repair	11.62	11.62	11.62	0.00	11.62
2223	Janitorial	1.28	1.28	1.28	0.00	1.28
2961	Convention Center Maintenance District	0.10	0.10	0.10	0.00	0.10
Total Facility Services Division		**13.00**	**13.00**	**13.00**	**0.00**	**13.00**
Engineering-Administration Division						
4411	General Services	1.74	1.74	1.74	0.00	1.74
4412	Developer Projects	1.74	1.74	1.74	0.00	1.74
4413	Capital Improvement Projects	1.78	1.78	1.78	0.00	1.78
Total Engineering-Administration Division		**5.25**	**5.25**	**5.25**	**0.00**	**5.25**
Engineering-Design Division						
4441	General Services	-0.10	0.80	0.80	0.00	0.80
4442	Developer Projects	0.80	0.70	0.70	0.00	0.70
4443	Capital Improvement Projects	6.30	5.50	5.50	0.00	5.50
Total Engineering-Design Division		**7.00**	**7.00**	**7.00**	**0.00**	**7.00**
Engineering-Field Services Division						
4461	General Services	0.90	0.90	0.90	0.00	0.90
4462	Developer Projects	3.05	3.50	3.50	0.00	3.50
4463	Capital Improvement Projects	5.05	4.60	4.60	0.00	4.60
Total Engineering-Field Services Division		**9.00**	**9.00**	**9.00**	**0.00**	**9.00**
Engineering-Land and Property Development Division						
4451	General Services	0.87	0.82	0.82	0.00	0.82
4452	Development Support	9.13	10.18	6.18	(4.00)	6.18
Total Engineering-Land and Property Development Division		**10.00**	**11.00**	**7.00**	**(4.00)**	**7.00**
Engineering-Traffic Division						
4431	General Services	1.00	1.60	1.60	0.00	1.60
4432	Developer Projects	2.45	2.35	2.35	0.00	2.35
4433	Capital Improvement Projects	2.55	2.25	2.25	0.00	2.25
4434	Traffic Signal Management	1.30	1.20	1.20	0.00	1.20
4435	Traffic Striping and Signing	0.70	0.60	0.60	0.00	0.60
Total Engineering-Traffic Division		**8.00**	**8.00**	**8.00**	**0.00**	**8.00**

Position Summary

		FY 2021/22 Adopted*	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Division / Program						
Streets Division						
2911	Street Maintenance	13.80	13.80	15.70	1.90	15.70
2921	Storm System Maintenance	6.45	6.45	3.25	(3.20)	3.25
2924	Non-Point Source	5.70	5.70	5.80	0.10	5.80
2931	Garbage Collection	2.15	2.15	2.95	0.80	2.95
2933	Clean-Up Campaign	0.45	0.45	0.45	0.00	0.45
2934	Residential Recycling	1.20	1.20	1.00	(0.20)	1.00
2935	Street Sweeping	2.70	2.70	2.70	0.00	2.70
2936	Household Hazardous Waste	0.15	0.15	0.00	(0.15)	0.00
2941	Parking District Maintenance	0.50	0.50	0.50	0.00	0.50
2951	Landscape Maintenance	15.55	15.55	16.40	0.85	16.40
2952	Street Tree Program	3.65	3.65	3.65	0.00	3.65
2971	Traffic Maintenance	3.20	3.20	3.20	0.00	3.20
Total Streets Division		**55.50**	**55.50**	**55.60**	**0.10**	**55.60**
Fleet Management Division						
2123	Fleet Operations	14.75	14.75	14.65	(0.10)	14.65
Total Fleet Management Division		**14.75**	**14.75**	**14.65**	**(0.10)**	**14.65**
Total by Division / Program		**122.50**	**123.50**	**119.50**	**(4.00)**	**119.50**
Positions by Fund						
General Fund		83.16	82.87	82.52	(0.35)	82.52
Downtown Parking Maintenance District Fund		0.50	0.50	0.50	0.00	0.50
Convention Center Maintenance District Fund		0.10	0.10	0.10	0.00	0.10
Public Works Capital Projects Management Fund		14.34	14.13	14.13	0.00	14.13
Fleet Operations Fund		14.75	14.75	14.65	(0.10)	14.65
Solid Waste Fund		6.65	6.65	7.10	0.45	7.10
Electric Utility Fund		0.50	0.50	0.50	0.00	0.50
Related Santa Clara Developer Fund		2.50	4.00	0.00	(4.00)	0.00
Total by Fund		**122.50**	**123.50**	**119.50**	**(4.00)**	**119.50**

Position Summary

	FY 2021/22 Adopted*	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Position Classification					
Account Clerk	1.00	1.00	1.00	0.00	1.00
Associate Engineer (Civil)	10.00	10.00	9.00	(1.00)	9.00
Assistant Director Of Public Works/City Engineer	1.00	1.00	1.00	0.00	1.00
Auto Services Utility Worker	1.00	1.00	1.00	0.00	1.00
Automotive Technician I	2.00	2.00	2.00	0.00	2.00
Automotive Technician II	1.00	1.00	1.00	0.00	1.00
Automotive Technician III	5.00	5.00	5.00	0.00	5.00
Building Maintenance Worker	5.00	5.00	5.00	0.00	5.00
Building Maintenance Manager	1.00	1.00	1.00	0.00	1.00
Chief Of Party	1.00	1.00	1.00	0.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	2.00	2.00	2.00	0.00	2.00
Compliance Manager	1.00	1.00	1.00	0.00	1.00
Deputy Public Works Director	1.00	1.00	1.00	0.00	1.00
Director Of Public Works	1.00	1.00	1.00	0.00	1.00
Environmental Programs Manager	1.00	1.00	1.00	0.00	1.00
Equipment Operator	2.00	2.00	2.00	0.00	2.00
Fleet Coordinator	1.00	1.00	1.00	0.00	1.00
Fleet Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Mechanical Maintenance Worker	3.00	3.00	3.00	0.00	3.00
Office Specialist II	2.50	2.50	2.50	0.00	2.50
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Principal Engineer[1]	4.00	4.00	2.00	(2.00)	2.00
Principal Engineer/City Surveyor[1]	0.00	0.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	0.00	1.00
Public Works Inspector[2]	4.00	5.00	4.00	(1.00)	4.00
Public Works Supervisor	8.00	8.00	8.00	0.00	8.00
Senior Engineer (Civil)	9.00	9.00	8.00	(1.00)	8.00
Senior Engineering Aide	2.00	2.00	2.00	0.00	2.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00

Position Summary

	FY 2021/22 Adopted*	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Position Classification					
Staff Aide I	1.00	1.00	1.00	0.00	1.00
Staff Aide II - Environmental Programs	1.00	1.00	1.00	0.00	1.00
Staff Analyst I	2.00	2.00	2.00	0.00	2.00
Street Maintenance Worker I	3.00	3.00	3.00	0.00	3.00
Street Maintenance Worker II	12.00	12.00	12.00	0.00	12.00
Street Maintenance Worker III	11.00	11.00	11.00	0.00	11.00
Street Maintenance Worker IV	6.00	6.00	6.00	0.00	6.00
Street Sweeper Operator	3.00	3.00	3.00	0.00	3.00
Superintendent of Streets and Solid Waste	1.00	1.00	1.00	0.00	1.00
Traffic Engineer[3]	1.00	0.00	0.00	0.00	0.00
Traffic Operations Engineer	1.00	1.00	1.00	0.00	1.00
Transportation Manager[3]	0.00	1.00	1.00	0.00	1.00
Tree Trimmer II	2.00	2.00	2.00	0.00	2.00
Utility Worker	1.00	1.00	1.00	0.00	1.00
Total Positions	**122.50**	**123.50**	**119.50**	**(4.00)**	**119.50**

[1] *1.0 Principal Engineer was approved for reclassification to 1.0 Principal Engineer/City Surveyor in RTC 19-750 on August 20, 2019. The FY 2021/22 Adopted Operating Book did not incorporate the reclassification so it is updated in this Proposed budget book.*
[2] *The FY 2022/23 Adopted Capital Budget Book added 1.0 Public Works Inspector for FY 2022/23 funded by Related which was previously frozen.*
[3] *1.0 Traffic Engineer was approved for reclassification to 1.0 Transportation Manager in RTC 20-219 on February 25, 2020. The FY 2021/22 Adopted Operating Book did not incorporate the reclassification so it is updated in this Proposed budget book.*

* *The positions above represent all funded positions. This excludes the 1.0 Associate Engineer, 1.0 Assistant Engineer (Civil), and 1.0 Automotive Technician positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This also excludes 5.0 vacant FTEs (1.0 Street Maintenance Worker IV, 3.0 Street Maintenance Worker III, and 1.0 Street Maintenance Worker I/II) that were frozen, as approved by the City Council on June 22, 2021 (Agenda Item 5.0 – Report to Council 21-526). Lastly, this excludes 4.0 FTEs that were originally funded by Related but are frozen beginning FY 2023/24 based on discussions with Related: 1.0 Associate Engineer (Civil), 1.0 Principal Engineer, 1.0 Public Works Inspector, and 1.0 Senior Engineer (Civil).*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	123.50	85,731,100
FY 2023/24 Base Budget Adjustments		
One Time Cost Base Adjustments		
Vehicle maintenance one-time fuel increase		(215,000)
Transfer to the General Fund for SVP funded electric vehicle replacements		(960,000)
Rebudget: Fleet asset management system upgrade		(100,000)
Rebudget: Transfer from Traffic Mitigation Fund (123) to Streets and Highways Fund (533)		(221,500)
Rebudget: Transfer from Developer Traffic Payments Fund (124) to Streets and Highways Fund (533)		(1,108,500)
Ongoing Cost Adjustments		
Net Salary and benefits adjustments and position reallocations		1,077,468
Freeze of 4.0 positions for the Related Santa Clara project 1.0 Associate Engineer (Civil) 1.0 Principal Engineer 1.0 Public Works Inspector 1.0 Senior Engineer (Civil)	(4.00)	(996,223)
Net resource and production increase for solid waste collection, processing and disposal services (Mission Trail Waste Systems, Recology, Green Waste Recovery)		1,737,847
Net adjustments to various transfers to other funds		1,650,213
Net materials, services and supplies increase		283,240
City building janitorial contract		258,000
Vehicle maintenance fuel increase		185,570
Capital Outlay for vehicle replacements		155,039
Increase to Solid Waste Fund contribution in lieu		120,267
Internal service funds adjustments		(528,513)
Total FY 2023/24 Base Budget Adjustments	**(4.00)**	**1,337,908**
Total FY 2023/24 Base Budget	**119.50**	**87,069,008**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2023/24 Service Level Changes		
Environmental Program Staff Allocation Shifts	0.00	0
Compliance Manager Allocation Shift	0.00	0
Streets Equipment Reduction of Vehicle Amortization and O&M		(113,764)
Transfer to the General Fund for the Sale of Underutilized Streets Vehicles		149,600
Storm Drain Development Planning & Building Application Review		198,360
Total Service Level Changes	**0.00**	**234,196**
Total FY 2023/24 Proposed Budget	**119.50**	**87,303,204**
FY 2024/25 Base Budget Adjustments		
One Time Cost Adjustments		
Transfer to the General Fund for the Sale of Street Vehicle Reductions	0.00	(149,600)
Ongoing Cost Adjustments		
Salary and benefits adjustments		1,324,071
Capital Outlay for vehicle replacements		2,071,000
Net resource and production increase for solid waste collection, processing and disposal services (Mission Trail Waste Systems, Recology, Green Waste Recovery)		1,260,106
Net materials, services and supplies increase		155,222
Internal service funds adjustments		104,238
Increase to Solid Waste Fund contribution in lieu		33,675
Net decrease in transfers to other funds for CIP		(1,176,380)
Total FY 2024/25 Base Budget Adjustments	**0.00**	**3,622,332**
Total FY 2024/25 Base Budget	**119.50**	**90,925,536**
Total FY 2024/25 Proposed Budget	**119.50**	**90,925,536**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Environmental Program Staff Allocation Shifts	0	0	0	0	0

Program: 2924 – Storm Drain – Non-Point Source
2931 – Solid Waste – Garbage Collection
2934 – Solid Waste – Residential Recycling

This proposal updates position allocations of Environmental Program staff to reflect the amount of time currently spent between the Solid Waste and Urban Runoff Pollution Prevention Programs (URPPP). Both programs are funded by customer rates, although the URPPP is budgeted in the General Fund. This proposal will shift a net of 0.30 FTE into the Solid Waste Fund which is supported by customer refuse rates and result in ongoing savings to the General Fund of $57,834.

Performance Impact

This proposal helps reduce costs to the General Fund, maintains services, and does not have an impact to the department performance.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Compliance Manager Allocation Shift	0	0	0	0	0

Program:
2123 – Fleet Operations
2911 – Streets - Street Maintenance
2921 – Storm Drain – Storm System Maintenance
2924 – Storm Drain – Non-Point Source
2951 – Parkways & Blvds - Landscape

This proposal shifts funding sources for the Compliance Manager position to better align with distribution of workload. The Compliance Manager will be shifting 0.15 FTE from the Fleet Management and General Fund into the Solid Waste Fund. The effect by fund is an ongoing savings of $11,371 in the General Fund, ongoing savings of $22,725 in the Fleet Management Fund, and an ongoing increase to the Solid Waste Fund in the amount of $34,096. Of the ongoing savings of $22,725 to the Fleet Maintenance and Operations Fund, $15,262 is funded from the General Fund and the remaining amount is distributed across other funds which is built into the interfund services amount. The total net ongoing savings to the General Fund is $26,633.

Performance Impact

This proposal helps reduce costs to the General Fund, maintains services, and does not have an impact to the department performance.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Streets Equipment Reduction of Vehicle Amortization and O&M	0	0	(113,764)	0	(116,867)

Program: 2123 – Fleet Operations
2111 – Fleet Acquisitions

This proposal removes 17 underutilized vehicles/equipment in the Streets division. One sedan will be shifted from the General Fund to the Solid Waste Fund. This proposal will reduce the General Fund equipment amortization and maintenance and operations costs by $46,174 ongoing. An ongoing reduction of $67,590 to the Fleet Maintenance and Operations Fund in Non-Personnel costs is included to account for the reduction of vehicles/equipment. Of this, $45,391 is reduced from the General Fund funded portion and the remaining amount is distributed across other funds. The total net ongoing reduction to the General Fund is $91,565. Both the vehicle amortization and maintenance and operations reductions are built into the interfund services allocations for all funds.

Performance Impact

This proposal helps reduce costs to the General Fund, maintains services, and does not have an impact to the department performance.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Transfer to the General Fund for the Sale of Underutilized Streets Vehicles	0	149,600	0	0	0

Program: 2111 – Fleet Acquisitions

This proposal transfers $149,600 one-time from the Vehicle Replacement Fund to the General Fund for the sale of underutilized vehicles/equipment in the Streets division.

Performance Impact

This proposal maintains services and does not have an impact to the department performance.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Storm Drain Development Planning & Building Application Review	0	0	198,360	0	204,310

Program: 2924 – Storm Drain – Non-Point Source
2931 – Solid Waste – Garbage Collection
2951 – Parkways & Blvds - Landscape

This proposal increases the contractual services budget, which is offset by revenues, for development planning and building application review. DPW no longer has the in-house expertise to review various planning and building application plans following the retirement of the previous Compliance Manager. The department has transitioned to using a consulting engineering firm to provide the necessary plan review services in the stormwater, solid waste and parkways and boulevards landscape areas. The cost will be funded by revised fees collected through the FY 2023/24 Municipal Fee Schedule.

Performance Impact

This proposal allows the department to continue providing development planning and building plan reviews.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Facility Services Division							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Percent of all requests for service responded to within four business days		98%	95%	95%	95%	95%	95%
Percent of customers rating services performed by the Facility Services team as meeting expectations or better		100%	100%	80%	100%	80%	80%
Percent of rest rooms cleaned in all major buildings daily		100%	100%	95%	95%	95%	95%
Workload Measures							
Total number of work requests received annually		798	1214	1,900	1900	1,900	1,900

Performance and Workload Measures

Engineering Design Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of projects completed within the approved schedule. Note: these include Master Plan studies, standard details and standard specifications and the capital projects		69%	100%	75%	100%	75%	75%
Percentage of Sanitary Sewer Capacity Impact Evaluation applications reviewed within 10 business days		100%	100%	90%	100%	90%	90%
Percent of customers rating design services as meeting expectations or better		100%	80%	80%	100%	80%	80%

Workload Measures

Number of projects managed		42	34	24	19	24	24
Number of Sanitary Sewer Model Run requests processed		8	11	8	8	8	8
Number of Records updated. Note: Records include As-builts, utility maps, and block book		25	10	20	20	20	20

Engineering Field Services Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of complaints responded to within one business day		92%	100%	90%	95%	88%	88%
Percent of inspection requests responded to within one business day		99%	99%	95%	95%	88%	88%
Percent of capital improvement projects that reached substantial completion within the construction contract time		80%	71%	75%	80%	75%	75%
Percent of customers rating construction services as provided by the construction management team meeting expectations or better		100%	100%	90%	90%	90%	90%

Performance and Workload Measures

Engineering Field Services Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of encroachment permits inspected		602	462	300	300	300	300
Number of construction capital projects managed		23	13	15	18	15	15

Engineering Land and Property Development Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of subdivision maps reviewed by target date (first submittal reviewed at 20 business days, subsequent submittals at 10 business days)		92%	100%	85%	95%	85%	85%
Percent of major encroachment permits reviewed by target date (1st submittal at 20 business days, subsequent submittals at 15 business days)		94%	95%	85%	80%	85%	85%
Percent of minor encroachment permits reviewed by target date (1st submittal at 15 business days, subsequent submittals at 10 business days)		99%	99%	85%	95%	85%	85%
Percent of Project Clearance Committee and Subdivision Committee Items reviewed by target date (All submittals at three business days after the Committee meeting)		86%	100%	85%	95%	85%	85%
Percent of Public Works Site Clearances reviewed by target date (All submittals at five business days)		90%	86%	85%	85%	85%	85%

Performance and Workload Measures

Engineering Land and Property Development Division							
Workload Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Subdivision Maps received		7	3	6	5	6	6
Land title documents received		68	59	65	70	65	65
Encroachment Permits received		480	448	350	350	350	350
Project Clearance Committee and Subdivision Committee applications received		24	41	35	50	40	40
Project Clearance Committee and Subdivision Committee resubmission applications received		N/A	37	30	55	40	40
Public Works Site Clearances received		425	385	500	400	400	400

Performance and Workload Measures

Engineering Traffic Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of traffic engineering studies completed within 30 business days		27%	34%	85%	75%	85%	85%
Percent of encroachment permits, capital improvement projects, and traffic control plans reviewed by target date (1st submittal at 20 business days, subsequent submittals at 15 business days)		91%	87%	85%	75%	85%	85%
Percent of Project Clearance Committee and Subdivision Committee items reviewed by target date (All submittals at three business days after the Committee meeting)		88%	93%	85%	95%	85%	85%
Percent of timing, coordination, detection, equipment, or other signal management requests responded to within 1 business day		93%	88%	85%	80%	85%	85%

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Funding grants applied for or being processed		11	21	10	20	10	10
Special transportation permits issued		252	339	450	400	450	450
Traffic engineering studies completed		90	84	170	100	170	170
Number of encroachment permits, capital improvement projects, and traffic control plans reviewed		635	520	600	300	600	600
Number of timing, coordination, detection, equipment, or other signal management requests		67	88	120	120	120	120
Minor Encroachment Permits (temporary storage facilities in public right of way)		N/A	32	40	22	40	40

Performance and Workload Measures

Streets Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign		68%	26%	85%	50%	85%	85%
Percent of sidewalk tripping complaints inspected within three work days		27%	82%	95%	85%	90%	90%
Percent of minor utility trench repairs completed within thirty days after notification and release – *Delete for FY 2023/24*		9%	11%	50%	10%	N/A	N/A
Percent of catch basin inlets cleaned annually		76%	66%	100%	45%	75%	75%
Percent of pump station wet wells cleaned annually		27%	29%	70%	70%	70%	70%
Percent of pump station storm drain outfalls visually inspected annually		100%	100%	100%	100%	100%	100%
Percent of industrial/commercial facilities re-inspected within ten business days following a notice of violation		100%	100%	100%	100%	100%	100%
Percent of active construction sites over one acre inspected once a month during the wet season		100%	100%	100%	100%	100%	100%

Performance and Workload Measures

Streets Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Remove graffiti from public property within five working days once notified and properly documented		95%	90%	95%	85%	75%	75%
Percent of public litter cans serviced weekly		N/A	98%	100%	95%	95%	95%
Percent of citizen requested tree service inspections completed within 30 days		33%	36%	100%	50%	85%	85%
Maintain "Tree City USA" certification		Yes	Yes	Yes	Yes	Yes	Yes
Ensure that garbage collection contractor services all of regularly scheduled collection routes		100%	100%	99%	99%	99%	99%
Respond to complaints of missed garbage collection within one (1) working day of initial contact (Garbage Collection)		100%	99%	99%	99%	99%	99%
Complete annual Clean-Up Campaign within a four-week (20 day) time frame		Yes	Yes	Yes	Yes	Yes	Yes

Performance and Workload Measures

Streets Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Respond to complaints of missed collection within one (1) working day of initial contact		100%	99%	99%	99%	99%	99%
Ensure that recycling collection contractor services all of regularly scheduled collection routes		100%	100%	99%	99%	99%	99%
Respond to complaints of missed collection within one (1) working day of initial contact (Residential Recycling)		100%	99%	99%	99%	99%	99%
Percent of sweeping complaints responded to within one (1) work day		98%	95%	95%	95%	95%	95%
Percent of residential streets swept on a bi-weekly basis		97%	95%	95%	90%	90%	90%
Percentage of traffic signs repaired or replaced within four (4) working days		99%	71%	97%	80%	80%	80%

Workload Measures

Lineal feet of Crack Sealing performed in-house		322,350	64,680	100,000	50,000	30,000	30,000
Square feet of sidewalk replace		11,776	19,600	8,000	15,000	15,000	15,000
Catch basins cleaned		3,226	2,652	4,000	2,000	3,000	3,000
Commercial/Industrial facility stormwater inspections		588	569	600	518	525	525
Percent of annual inspection of sites with post-construction stormwater treatment facilities		53%	32%	30%	30%	30%	30%
Pounds of litter removed through Adopt-a-Spot Program		570	805	475	395	400	400
Percent trash/litter reduction achieved to meet Stormwater Permit Requirement		87%	90%	100%	90%	90%	100%
Pounds of solid waste disposed per resident per day (8.2 lbs. is the target for 50% landfill diversion)		5.6	3.8	6.0	4.0	4.0	4.0

Performance and Workload Measures

Streets Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Miles of streets swept		27,990	31,230	30,000	19,000	26,000	26,000
Number of Street trees pruned		1,166	1,725	1,400	1,400	1,400	1,400
Miles of striping installed		108	35	130	12	90	90
Lineal feet of curbs painted		6,749	11,629	12,000	5,500	6,000	6,000
Number of signs installed or repaired		3,625	3,226	4,500	2,500	2,500	2,500

Fleet Management Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Procure equipment and vehicles identified for replacement during fiscal year		81%	80%	90%	75%	75%	70%
Percent of Preventive Maintenance (PM) completed on all vehicles and equipment within two weeks of due date		90%	85%	90%	85%	85%	85%
Percent of alternative fuel vehicles and equipment		37%	38%	36%	38%	42%	44%

Workload Measures

Fleet size		760	760	760	760	755	755
Fuel usage total (diesel and unleaded)		301,000	288,054	310,000	295,000	293,000	290,000
Percent of Preventive Maintenance (PM) hours of total work hours		41%	45%	50%	42%	42%	42%
Direct vs indirect labor percentage		67%	53%	70%	55%	60%	60%

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Water and Sewer Utilities Department

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Water and Sewer Utilities Department Description

The Water and Sewer Utilities Department provides planning, design, construction, maintenance, and operation of the City's water distribution system, sewer collection system, and recycled water system. The three utilities, water, sewer, and recycled water, operate independently and charge rates to recover the costs of providing these services to Santa Clara residents and businesses, including capital investment in City infrastructure and funding of needed reserves.

In 2022, the Water Utility produced and distributed 6 billion gallons of water to approximately 26,000 service connections, delivered through approximately 335 miles of water main. Of the total water supply 50.7% is obtained from the City's wells; 32.4% is treated water purchased from two wholesale potable water agencies; and 16.9% is from recycled water delivered through the South Bay Water Recycling system. The Department oversees:

- Design, construction, distribution, metering, quality monitoring, and system maintenance for both potable and recycled water
- Collection and conveyance of wastewater for approximately 26,000 accounts and assessment, maintenance, or repair for more than 288 miles of sewer mains as required
- Construction, operation, and maintenance of the recycled water system within the Santa Clara city limits. This recycled water system distributes highly treated wastewater for non-potable use

Other activities include:

- Promote water conservation and environmental sustainability through outreach to the community
- Contract management for the construction of new South Bay Recycled Water pipelines
- Coordinate planning efforts for the future expansions of recycled water systems in Santa Clara County (County)
- Maintain compliance with State regulations through development plan reviews and site inspections

The Sewer Utility operates and maintains a sanitary sewage collection system that collects and conveys wastewater to the jointly owned San José-Santa Clara Regional Wastewater Facility (RWF) for treatment and disposal. The Sewer Utility maintains sewer pump stations and assists the Department of Public Works in the operation and maintenance of the storm pump stations. Additional services are: property line clean-outs installed for access to maintain residential sewer laterals; maintain seven sanitary and twenty-one stormwater pump stations to ensure reliable service; assist the industrial waste inspectors from the RWF with investigations of City industries; and implement the Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board.

Bonds are issued to mitigate rate increases while allowing for the repair and replacement of critical infrastructure. Proceeds from debt were used to pay for repairs and rehabilitation of the Trimble Road Sanitary Sewer main trunk and will be repaid over the next eight years.

Divisions and Services

The Water and Sewer Utilities Department is organized into five Divisions: Solar Utility; Water Construction, Maintenance, Operations; Water Engineering; Recycled Water Program; and Sewer.

Solar Utility Division Mission	Provide installation and maintenance of solar heating systems for commercial, residential, and pool water heating.
Division Objectives	Maintain more than 147 swimming pool systems.
	Maintain one domestic solar hot water system.
Water Construction, Maintenance, Operations Division Mission	Operate and maintain the Water Utility in the most efficient manner and ensure that the approved levels of service are met.
Division Objectives	Increase reliability of the water system through the replacement of mains and appurtenances at the end of their useful life.
	Complete the construction, and installation of approximately 10,000 linear feet of water main.
	Construct, repair, and/or rehabilitate at least two groundwater wells each budget cycle to continue to provide reliable water service.
Water Engineering, Compliance, Conservation Division Mission[1]	Provide Engineering services that improve and protect the water supply and distribution system while planning for future expansion and upgrades to infrastructure to ensure future reliability.
Division Objectives	Continue to improve the seismic safety of the water utility system.
	Continue the use of innovative technology to optimize the management of City water assets and appurtenances.
	Support citywide development through plan check review and inspection.
	Undertake engineering studies of the condition and reliability of water system assets.

[1] *Previously titled Water Engineering Division*

Recycled Water Program Division Mission	Provide for the safe, efficient, and reliable distribution of sustainable and high-quality recycled water which meets all requirements of State regulations and local codes. Deliver services in a cost effective and efficient manner with a focus on outstanding customer service.
Division Objectives	Increase connection of recycled water services for landscape irrigation of commercial and industrial sites, City parks, and school fields.
	Increase the use of recycled water for approved uses.
	Coordinate planning efforts with South Bay Water Recycling (SBWR) for the future expansions of recycled water systems in the County, and coordinate and compile annual site inspections as required by the State.
	Maintain compliance with State regulations through development plan reviews and site inspections.
	Design, construct, and maintain recycled water pipelines.

Sewer Division Mission	Collect, treat, and dispose of wastewater in an efficient, cost-effective, and environmentally safe manner. Provide for maintenance of stormwater pump stations. Deliver services at approved levels in a cost effective and efficient manner with a focus on outstanding customer service.
Division Objectives	Install property line clean-outs for access for the provision of a courtesy service of maintaining lower laterals for residential sewer customers.
	Maintain seven sanitary sewer and twenty-one stormwater pump stations to ensure reliable service.
	Assist the pre-treatment program staff from the RWF with investigations of City industries.
	Implement Sewer System Management Plan (SSMP) as submitted to the State and Regional Water Quality Control Board.
	Clean, conduct condition assessment, and repair or rehabilitate sanitary sewer collection system.

Significant Accomplishments

- Continued outreach, inspection, and code enforcement of Food Serving Establishments (FSEs) as part of the administration of the Fats, Oils, and Grease (FOG) Program.
- Completed the annual Water and Sewer Rate Study to inform customer service charges for upcoming fiscal years and the Municipal Fee Schedule as well as the 10-year financial plan.
- Finalized amendments to cell tower leases at two Water and Sewer Utilities locations, with revenues to fund the low-income rate assistance program.
- Completed engineering and compliance plan check reviews to facilitate new development.
- Substantially completed Phase 1 and began Phase 2 of Supervisory Control and Data Acquisition (SCADA) replacements and process control improvements (over 40 sites).
- Substantially completed Phase 1 of work to receive approval of the O&M Plan and potable water design for the City Place Santa Clara development.
- Continued work on well rehabilitation and replacement to help ensure supply reliability.
- Completed amendments to the San Francisco Public Utilities Commission (SFPUC) Water Supply Agreement related to the minimum purchase contract.
- With Drought Emergency Declaration including Water Shortage Contingency Plan Stage 2, met conservation goals during historic drought.
- Achieved water conservation goals and mandates from Valley Water, SFPUC, and the State of California including developing rebate programs and working with City departments to reduce water use.
- Fully complied with all water quality regulations, protecting public health by enhancing potable water quality in the distribution system, including per-and polyfluoroalkyl substances (PFAS) monitoring and compliance.
- Replaced lead service line connections at approximately 70 residential locations in coordination with the State Division of Drinking Water (DDW).
- Completed $10 million rehabilitation of Serra Tanks, refurbishing and seismically retrofitting the three 4 million-gallon reservoir tanks.
- Completed updates to the Water Service and Use Rules and Regulations.
- Completed hydraulic model for fire flows and fire service analyses to support new development.
- Completed water supply assessments (2901 Tasman Drive, Tasman East Specific Plan, 960 Central Expressway, Downtown Precise Plan, & Mission Point) to support water demand and supply planning for City specific plans and new development.
- Created new position of Utility Conservation\Efficiency Coordinator from existing vacancies to focus on implementation of water conservation-related programs.
- Completed emergency sewer repair at Great America Parkway, Union Pacific Railroad (UPRR), and Lafayette Street.
- Completed the assessment by closed-circuit television of approximately 270,000 linear feet and jet flushed approximately 360,000 linear feet of sewer main.
- Completed the annual in-house design, construction, and installation of approximately 7,000 linear feet of water main.
- Finalized Sewer Ordinance updates to comply with the City of San Jose Pretreatment Program.
- Completed the sewer condition assessment for the entire sewer collection system of approximately 288 miles, which took almost eight years to complete.

- Continued to develop recycled water supply and infrastructure improvements with South Bay Water Recycling, and increase recycled water use from new developments, including requiring extension of recycled water system by developers.
- Finalized repair of recycled water line.
- Connected Magical Bridge Playground at Central Park to recycled water
- In cooperation with regional partners (Valley Water, City of San Jose, SFPUC), completed Notice of Intent and Memorandum of Understanding for purified water expansion, including funding a feasibility study and a draft feasibility report.

Significant Objectives

- Complete update of Emergency Response Plan to coordinate response planning with regional partners and better mitigate known hazards by participating in the County Multi-Jurisdictional Hazard Mitigation Plan.
- Complete conversion of Sewer and Water AutoCAD (block book maps) to Geographical Information System (GIS) in coordination with Information Systems Department.
- Increase outreach regarding water conservation and overall environmental sustainability and work to lower per capita water use in the City.
- Complete annual updates to the Water, Sewer, and Recycled Water rates and 10-year financial plans for the three utilities.
- Conduct Automated Meter Infrastructure (AMI) pilot project.
- Continue efforts to seek alternative funding for infrastructure improvements, including the application for grant opportunities.
- Complete the in-house design, construction and installation of approximately 10,000 linear feet of water main annually.
- Complete substantial work on the Lead and Copper Revised Rule (LCRR) inventory of customer service lines by October 2024 to comply with regulatory requirements.
- Implement US Environmental Protection Agency UCMR5 program for potable water sampling, including PFAS monitoring
- Utilize findings of Well Feasibility Study to complete the construction process for two new water wells and complete the rehabilitation of four existing wells.
- Complete substantial work on the One Water Santa Clara – Sustainable Water Supply Master Plan that includes a utility wide asset management program and review of development impact fees.
- Continue comprehensive sampling and cross-connection programs to ensure water quality meets state and federal standards and utilize proactive operational controls to improve the water quality in the distribution system.
- Finalize approval from the State Division of Drinking Water for the Operation and Maintenance Plan for the Related Santa Clara project Phase 1.
- Complete the work on the Tier 2 Water Shortage Allocation Plan, being updated by Bay Area Water Supply and Conservation Agency (BAWSCA) for use during droughts as required by the SFPUC Water Supply Agreement.
- Complete updates to the Sewer System Management Plan (SSMP) to comply with revised Statewide Waste Discharge Requirements.
- Continue to repair or rehabilitate the most severely impacted sewer mains, based on accepted rating criteria.
- Clean and assess the condition of over 600,000 linear feet of sanitary sewer main during the budget cycle.
- In coordination with the Finance Department and financial consultants, finalize existing debt financing for the Regional Wastewater Facility CIP and analyze possible new borrowing, as necessary.

- Complete the approval of the Santa Clara University Campus Wide Plan for recycled water including conversion of three major buildings (FINN South Residence Hall, Athletic Excellence Center, STEM and the North Campus Franklin Pedestrian Mall) to recycled water.
- Optimize the recycled water system and increase the recycled water supply while focusing on expansion opportunities with regional partners.
- Continue alternative water supply planning with BAWSCA, SFPUC, and the City of San Jose, including completion of a purified water feasibility study and continued negotiations regarding making Santa Clara a permanent customer with SFPUC.

Budget Highlights

- The budget reflects updates to the City of Santa Clara's contribution to the Regional Wastewater Facility, co-owned with the City of San José, as well as revised revenues and costs to continue to effectively deliver water, recycled water, and sewer services.
- This budget also reflects the resources necessary to comply with regulations that affect all three utilities and changing climate conditions as well as the commitment of the Department and the City to long term sustainability, both environmental and fiscal.

Water and Sewer Utilities Department

73.00 FTEs

Sewer

0.50 Assistant Engineer (Civil)
0.35 Assistant Director of Water and Sewer Utilities
1.00 Assistant Sanitary Sewer Superintendent
0.50 Associate Engineer
1.00 Code Enforcement Officer
0.70 Code Enforcement Technician
0.40 Compliance Manager
0.40 Director of Water and Sewer Utilities
1.00 Equipment Operator
0.80 Facilities Technician
0.80 Management Analyst
0.80 Office Specialist II/III
0.25 Principal Engineer
1.00 Pump Maintenance Technician
2.00 Sewer Inspection Technician
0.25 Senior Civil Engineer
0.25 Senior Engineering Aide
0.40 Staff Aide I
0.50 Utility Business Systems Manager
0.35 Utility Business Systems Specialist
2.00 Utility Crew Supervisor
0.25 Utility Operations Engineer
0.50 Water and Sewer System Operator
5.50 Water and Sewer Maintenance Worker II
0.75 Water and Sewer Superintendent

22.25 Total Sewer FTE

Water Construction, Maintenance, Operations

0.60 Assistant Engineer (Civil)
1.50 Assistant Water Superintendent
4.00 Equipment Operator
1.00 Facilities Inspection Supervisor
1.00 Facilities Technician
1.50 Pump Maintenance Technician
0.25 Utility Business Systems Specialist
5.00 Utility Crew Supervisor
0.50 Water and Sewer System Operator
4.75 Water Service Technician II
12.20 Water and Sewer Maintenance Worker II

32.30 Total Water Construction, Maintenance, Operations FTE

Recycled Water Program

0.15 Assistant Director of Water and Sewer Utilities
0.30 Assistant Engineer (Civil)
0.50 Assistant Water Superintendent
0.30 Associate Engineer
0.30 Code Enforcement Technician
0.20 Compliance Manager
0.10 Director of Water and Sewer Utilities
0.20 Facilities Technician
0.50 Management Analyst
0.15 Principal Engineer
0.15 Senior Civil Engineer
0.15 Senior Engineering Aide
0.10 Utility Business Systems Manager
0.15 Utility Business Systems Specialist
0.15 Utility Operations Engineer
0.15 Water Resource Specialist
0.25 Water Service Technician II
0.30 Water and Sewer Utility Maintenance Worker II

4.10 Total Recycled Water Program FTE

Water Engineering, Compliance, Conservation

0.60 Assistant Engineer (Civil)
0.50 Assistant Director of Water and Sewer Utilities
1.20 Associate Engineer
0.40 Compliance Manager
0.50 Director of Water and Sewer Utilities
0.70 Management Analyst
2.20 Office Specialist II/III
0.60 Principal Engineer
0.60 Senior Engineer (Civil)
0.60 Senior Engineering Aide
0.60 Staff Aide I
1.00 Utilities Conservation Specialist
0.40 Utility Business Systems Manager
0.25 Utility Business Systems Specialist
0.60 Utility Operations Engineer
1.25 Water and Sewer Superintendent
0.85 Water Resource Specialist

12.85 Total Water Engineering FTE

Solar Utility

0.50 Pump Maintenance Technician
1.00 Water and Sewer Maintenance Worker II

1.50 Total Solar Utility FTE

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Solar Utility Division							
1532	Solar – System Maintenance	97,232	273,628	259,688	(5.1%)	274,526	5.7%
Total Solar Utility Division		**97,232**	**273,628**	**259,688**	**(5.1%)**	**274,526**	**5.7%**
Water Construction, Maintenance, Operations Division							
1422	Water System Maintenance	967,671	1,799,689	2,612,565	45.2%	2,673,302	2.3%
1423	Water Construction	1,515,890	3,803,245	3,886,635	2.2%	4,066,420	4.6%
1424	Water System Operations	4,780,879	9,592,588	10,472,051	9.2%	11,103,755	6.0%
Total Water Construction, Maintenance, Operations Division		**7,264,440**	**15,195,522**	**16,971,251**	**11.7%**	**17,843,477**	**5.1%**
Water Engineering, Compliance, Conservation Division							
1411	Administration Design	1,777,639	4,368,482	4,004,201	(8.3%)	5,083,591	27.0%
1412	Water Quality	129,971	263,881	562,172	113.0%	583,147	3.7%
1413	Water Resources	16,830,139	26,934,988	32,611,327	21.1%	37,497,376	15.0%
Total Water Engineering, Compliance, Conservation Division		**18,737,749**	**31,567,351**	**37,177,700**	**17.8%**	**43,164,114**	**16.1%**
Recycled Water Program Division							
1522	System Maintenance	3,490,858	5,388,969	7,568,135	40.4%	8,790,948	16.2%
1525	South Bay Water Recycling Maintenance	131,608	340,444	666,449	95.8%	711,919	6.8%
Total Recycled Water Program Division		**3,622,466**	**5,729,413**	**8,234,584**	**43.7%**	**9,502,867**	**15.4%**
Sewer Division							
1511	System Administration	2,197,366	4,572,887	5,059,566	10.6%	5,342,860	5.6%
1512	System Maintenance	807,628	2,560,691	2,092,348	(18.3%)	2,216,675	5.9%
1514	Operations	3,929,949	4,733,942	5,532,650	16.9%	19,798,427	257.8%
1515	San José-Santa Clara Water Pollution Control Plant	12,558,471	22,130,188	20,905,661	(5.5%)	22,592,071	8.1%
1516	Storm Pump Maintenance	65,353	176,506	177,279	0.4%	185,613	4.7%
Total Sewer Division		**19,558,767**	**34,174,214**	**33,767,504**	**(1.2%)**	**50,135,646**	**48.5%**
Total by Division / Program		**49,280,654**	**86,940,128**	**96,410,727**	**10.9%**	**120,920,630**	**25.4%**

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	16,650	0	0	0.0%	0	0.0%
Electric Utility Fund	2,813	0	0	0.0%	0	0.0%
Water Utility Fund	26,095,715	47,036,501	54,319,235	15.5%	61,185,602	12.6%
Water Recycling Program Fund	3,622,466	5,729,413	8,234,584	43.7%	9,502,867	15.4%
Sewer Utility Fund	19,543,010	34,174,214	33,856,908	(0.9%)	50,232,161	48.4%
Total by Fund	**49,280,654**	**86,940,128**	**96,410,727**	**10.9%**	**120,920,630**	**25.4%**
Dollars by Category						
Salary and Benefits						
Salary	3,092,857	8,756,134	8,779,520	0.3%	9,318,982	6.1%
As-Needed	93,038	243,484	249,108	2.3%	254,929	2.3%
Overtime	172,995	269,948	279,395	3.5%	289,174	3.5%
Retirement	1,238,168	3,066,109	2,976,751	(2.9%)	3,174,362	6.6%
Health Allocation	357,598	1,119,782	1,248,063	11.5%	1,315,312	5.4%
Medicare	54,617	131,693	132,571	0.7%	140,383	5.9%
Social Security	196,067	542,128	560,811	3.4%	587,842	4.8%
Other Benefits	230,606	387,194	422,327	9.1%	445,264	5.4%
Total Salary and Benefits	**5,435,946**	**14,516,472**	**14,648,546**	**0.9%**	**15,526,248**	**6.0%**
Non-Personnel						
Materials/Services/Supplies	4,438,431	8,024,959	9,480,560	18.1%	10,074,008	6.3%
Resource/Production	29,460,800	51,532,885	60,098,962	16.6%	66,883,335	11.3%
Interfund Services	4,309,753	7,388,150	7,986,223	8.1%	8,125,724	1.7%
Capital Outlay	158,062	0	0	0.0%	0	0.0%
Transfers to Other Funds	5,477,662	5,477,662	4,196,436	(23.4%)	20,311,315	384.0%
Total Non-Personnel	**43,844,708**	**72,423,656**	**81,762,181**	**12.9%**	**105,394,382**	**28.9%**
Total by Category	**49,280,654**	**86,940,128**	**96,410,727**	**10.9%**	**120,920,630**	**25.4%**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Division / Program					
Solar Utility Division					
1532 Solar – System Maintenance	1.50	1.50	1.50	0.00	1.50
Total Solar Utility Division	**1.50**	**1.50**	**1.50**	**0.00**	**1.50**
Water Construction, Maintenance, Operations Division					
1422 Water System Maintenance	7.00	7.00	7.00	0.00	7.00
1423 Water Construction	13.80	13.80	13.45	(0.35)	13.45
1424 Water System Operations	12.50	12.50	11.85	(0.65)	11.85
Total Water Construction, Maintenance, Operations Division	**33.30**	**33.30**	**32.30**	**(1.00)**	**32.30**
Water Engineering, Compliance, Conservation Division					
1411 Administration Design	11.75	11.75	11.75	0.00	11.75
1412 Water Quality	0.45	0.45	0.85	0.40	0.85
1413 Water Resources	0.25	0.25	0.25	0.00	0.25
Total Water Engineering, Compliance, Conservation Division	**12.45**	**12.45**	**12.85**	**0.40**	**12.85**
Recycled Water Program Division					
1522 System Maintenance	1.65	1.65	1.45	(0.20)	1.45
1525 South Bay Water Recycling Maintenance	1.65	1.65	2.65	1.00	2.65
Total Recycled Water Program Division	**3.30**	**3.30**	**4.10**	**0.80**	**4.10**
Sewer Division					
1511 System Administration	6.10	6.10	6.25	0.15	6.25
1512 System Maintenance	11.55	11.55	10.15	(1.40)	10.15
1514 Operations	3.80	3.80	4.85	1.05	4.85
1515 SJSC Water Pollution Control Plant	0.10	0.10	0.10	0.00	0.10
1516 Storm Pump Maintenance	0.90	0.90	0.90	0.00	0.90
Total Sewer Division	**22.45**	**22.45**	**22.25**	**(0.20)**	**22.25**
Total by Division / Program	**73.00**	**73.00**	**73.00**	**0.00**	**73.00**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Positions by Fund					
Water Utility Fund	47.25	47.25	46.65	(0.60)	46.65
Water Recycling Program Fund	3.30	3.30	4.10	0.80	4.10
Sewer Utility Fund	22.45	22.45	22.25	(0.20)	22.25
Total by Fund	**73.00**	**73.00**	**73.00**	**0.00**	**73.00**
Position Classification					
Assistant Director of Water & Sewer Utility	1.00	1.00	1.00	0.00	1.00
Assistant Engineer (Civil)	2.00	2.00	2.00	0.00	2.00
Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	0.00	1.00
Assistant Water & Sewer Superintendent	1.00	1.00	0.00	(1.00)	0.00
Assistant Water Superintendent	2.00	2.00	2.00	0.00	2.00
Associate Engineer	2.00	2.00	2.00	0.00	2.00
Code Enforcement Officer	1.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	1.00	1.00	1.00	0.00	1.00
Compliance Manager	1.00	1.00	1.00	0.00	1.00
Director of Water & Sewer Utility	1.00	1.00	1.00	0.00	1.00
Equipment Operator	5.00	5.00	5.00	0.00	5.00
Facilities Inspection Supervisor	1.00	1.00	1.00	0.00	1.00
Facilities Technician	2.00	2.00	2.00	0.00	2.00
Maintenance Systems Specialist	1.00	1.00	0.00	(1.00)	0.00
Management Analyst	2.00	2.00	2.00	0.00	2.00
Office Records Specialist	1.00	1.00	0.00	(1.00)	0.00
Office Specialist II/III	2.00	2.00	3.00	1.00	3.00
Office Specialist IV	1.00	1.00	0.00	(1.00)	0.00
Principal Engineer	1.00	1.00	1.00	0.00	1.00
Pump Maintenance Technician	3.00	3.00	3.00	0.00	3.00
Senior Civil Engineer	1.00	1.00	1.00	0.00	1.00
Senior Engineering Aide	1.00	1.00	1.00	0.00	1.00
Senior Water & Sewer System Operator	1.00	1.00	0.00	(1.00)	0.00
Sewer Inspection Technician	2.00	2.00	2.00	0.00	2.00
Staff Aide I	0.00	0.00	1.00	1.00	1.00
Utilities Conservation Specialist	0.00	0.00	1.00	1.00	1.00
Utility Business Systems Manager	1.00	1.00	1.00	0.00	1.00
Utility Business Systems Specialist	1.00	1.00	1.00	0.00	1.00
Utility Crew Supervisor	7.00	7.00	7.00	0.00	7.00
Utility Operations Engineer	1.00	1.00	1.00	0.00	1.00

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change	FY 2024/25 Proposed
Position Classification					
Water & Sewer Maintenance Worker II	18.00	18.00	19.00	1.00	19.00
Water & Sewer Superintendent	0.00	0.00	2.00	2.00	2.00
Water & Sewer System Operator	2.00	2.00	1.00	(1.00)	1.00
Water Resource Planner	1.00	1.00	0.00	(1.00)	0.00
Water Resource Specialist	0.00	0.00	1.00	1.00	1.00
Water Service Technician II	5.00	5.00	5.00	0.00	5.00
Total Positions	**73.00**	**73.00**	**73.00**	**0.00**	**73.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	73.00	86,940,128
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Net decrease in transfers to the capital improvement program		(1,281,226)
Ongoing Cost Adjustments		
Salary and benefits adjustments		132,074
Reclassifications of the following positions:		
1.0 Assistant Water & Sewer Superintendent to 1.0 Water & Sewer Superintendent	0.00	
1.0 Maintenance Systems Specialist to 1.0 Water & Sewer Superintendent	0.00	
1.0 Senior Water & Sewer System Operator to 1.0 Utilities Conservation Specialist	0.00	
1.0 Water & Sewer System Operator to 1.0 Water & Sewer Maintenance Worker II	0.00	
1.0 Water Resource Planner to 1.0 Water Resource Specialist	0.00	
1.0 Office Records Specialist to 1.0 Staff Aide I	0.00	
1.0 Office Specialist IV to 1.0 Office Specialist III	0.00	
Increase in resource and production costs		
Water Utility		5,897,819
Water Recycling Utility		2,115,600
Sewer Utility		552,658
Adjustments to right-of-way expense		1,133,680
Net increase in various internal service fund allocations		598,073
Non-personnel adjustments		321,921
Total FY 2023/24 Base Budget Adjustments	**0.00**	**9,470,599**
Total FY 2023/24 Base Budget	**73.00**	**96,410,727**
Total FY 2023/24 Proposed Budget	**73.00**	**96,410,727**
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
Net increase in transfers to the capital improvement program		16,114,879
Ongoing Cost Adjustments		
Salary and benefit adjustments		877,702
Increase in resource and production costs		
Water Utility		5,006,752
Water Recycling Utility		1,158,800
Sewer Utility		618,821
Adjustments to right-of-way expense		519,790
Net increase in various internal service fund allocations		139,501
Non-personnel adjustments		73,658
Total FY 2024/25 Base Budget Adjustments	**0.00**	**24,509,903**
Total FY 2024/25 Base Budget	**73.00**	**120,920,630**
Total FY 2024/25 Proposed Budget	**73.00**	**120,920,630**

Performance and Workload Measures

Solar Utility Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of systems provided with semi-annual winterization service		110	42	55	55	40	40
Number of removal and reinstallation requests – *Delete for FY 2023/24*		3	6	6	6	N/A	N/A
Number of requests for solar system repairs – *New for FY 2023/24*		N/A	87	N/A	80	80	80

Water Construction, Maintenance, Operations Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Maintain an industry standard for unaccounted water of 8% or less – *Modified for FY 2023/24*		6.3%	5.5%	8% or less	5.0%	8% or less	8% or less
Respond to customer service requests within 30 minutes of receipt of calls (excluding scheduled appointments and after hours call back requests) – *Delete for FY 2023/24*		93%	90%	80%	N/A	N/A	N/A

Workload Measures

Number of responses to water customer service requests – *Modified for FY 2023/24*		1,363	2,055	1,600	1,600	1,600	1,600
Number of backflow prevention devices tested		3,700	3,811	2,000	3,700	3,900	3,900
Number of linear feet of water mains installed		8,563	6,889	5,000	8,870	10,000	10,000
Number of new service installations – *Delete for FY 2023/24*		68	68	80	70	N/A	N/A
Number of underground utility locates performed		14,447	18,009	3,000	10,000	10,000	10,000
Perform routine maintenance on City fire hydrants – *Delete for FY 2023/24*		270	N/A	600	600	N/A	N/A

Performance and Workload Measures

Water Construction, Maintenance, Operations Division

Workload Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Number of production meters read and recorded – *Delete for FY 2023/24*		1,080	600	600	600	N/A	N/A
Number of mainline water valves tested and exercised		1,450	840	400	800	2,500	2,500
Water Line Flushing for Water Quality – *New for FY 2023/24*		N/A	25	N/A	25	50	50

Water Engineering, Compliance, Conservation Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Complete review of plans by the required due dates		78%	83%	90%	85%	90%	90%
Respond to customer service requests within 30 minutes of receipt of calls (excluding scheduled appointments and after hours call back requests) – *Delete for FY 2023/24*		93%	N/A	80%	N/A	N/A	N/A
Residential water use measure in Gallons per Capita per Day – *New for FY 2023/24*		63	56	N/A	55	55	55
Overall City water use measure in Gallons per Capita per Day – *New for FY 2023/24*		124	118	N/A	118	117	117

Workload Measures

Number of plans reviewed		1,035	1,004	400	1,000	900	900
Number of water quality samples processed		3,012	3,018	2,800	3,000	3,000	3,000
Promote water conservation at public events		0	4	4	5	10	10

Performance and Workload Measures

Recycled Water Program Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Provide all operations and maintenance services as required in Agreement for Services – *Delete for FY 2023/24*		100%	100%	100%	100%	N/A	N/A
Citywide use of recycled water (measured in million gallons per day) – *New for FY 2023/24*		3.2	3.4	N/A	3.4	3.5	3.5

Workload Measures

Number of recycled water plans reviewed – *New for FY 2023/24*		232	269	N/A	250	250	250

Sewer Division

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Percentage of sanitary sewer overflows reported to the State CIQWS database within the time frame required by regulations – *Delete for FY 2023/24*		100%	100%	100%	100%	N/A	N/A
Provide all preventative and routine maintenance as specified in operations and maintenance manual – *Delete for FY 2023/24*		100%	100%	100%	100%	N/A	N/A
Provide sufficient funding for all Water Pollution Control Plant (WPCP) approved projects – *Delete for FY 2023/24*		100%	100%	100%	100%	N/A	N/A
Provide all preventative and routine maintenance as specified in operations and maintenance manuals – *Delete for FY 2023/24*		100%	100%	100%	100%	N/A	N/A
Percentage of food service establishments found to be in compliance with Fats, Oil and Grease regulations – *New for FY 2023/24*		N/A	N/A	N/A	100%	100%	100%

Performance and Workload Measures

Sewer Division							
Workload Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year – *Delete for FY 2023/24*		2	2	2	2	N/A	N/A
Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports – *Delete for FY 2023/24*		12	12	12	12	N/A	N/A
Number of linear feet of mainlined jetted		187,986	183,351	350,000	200,000	300,000	300,000
Number of reportable sewer spills – *Delete for FY 2023/24*		0	0	< 3	2	N/A	N/A
Number of pump and metering stations inspections performed – *Delete for FY 2023/24*		396	396	396	396	N/A	N/A
Support TPAC members to represent the City in matters relating to the WPCP at monthly meetings – *Delete for FY 2023/24*		10	12	12	12	N/A	N/A
Number of storm pump stations inspected – *Delete for FY 2023/24*		408	408	408	408	N/A	N/A
Coordinate annual load test for generators – *Delete for FY 2023/24*		5	5	10	10	N/A	N/A
Number of reportable Sanitary Sewer Overflows – *New for FY 2023/24*		1	0	0	2	0	0
Number of responses to Sewer customer services requests – *New for FY 2023/24*		N/A	1,527	N/A	N/A	1,500	1,500
Number of linear feet of sewer mains inspected using CCTV – *New for FY 2023/24*		N/A	13,211	N/A	15,000	300,000	300,000
Number of inspections of food serving establishments for compliance with Fats, Oils and Grease regulations – *New for FY 2023/24*		N/A	N/A	N/A	N/A	150	150

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Non-Departmental

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Non-Departmental Description

The Non-Departmental budget provides a way to report expenditures that are not attributable to a single department, but rather, are citywide in nature such as inter-departmental transfers for capital projects and community grants. This budget also houses key positions with citywide functions and responsibilities.

Divisions and Services

Non-Departmental has three primary program areas: Citywide Programs; Citywide Strategic Planning and Initiatives; and Stadium Operations. The Debt Service budget information is reflected in the Debt Service section of this document.

Citywide Programs Division Mission	Provide strategic direction and management of community investments and citywide expenses not attributable to a single department.
Division Objectives	Coordinate the timely award and distribution of community grants to qualifying individuals, groups and community organizations for events, activities and competitions that provide a public benefit to the City of Santa Clara and its residents.
	Invest in the community's cultural, economic and social vitality in collaboration with community organizations and business partners
	Oversee the efficient and cost-effective management of utilities in Citywide facilities.
	Facilitate the accounting and efficient transfer of funding in support the City's Capital Improvement Program.

Citywide Strategic Planning and Initiatives Division Mission	Provide strategic leadership and resolve complex administrative matters performing City-wide policy analysis, overseeing contract and venue management and leading community engagement processes.

Division Objectives

Provide professional expertise and support to lead strategic planning and economic development initiatives

Provide general and administrative oversight of and support to the Convention Center, the Santa Clara Tourism Improvement District (SCTID), and Silicon Valley/Santa Clara DMO, Inc. dba Discover Santa Clara®, Santa Clara's Destination Marketing Organization (DMO). As a critical economic development strategy, leads collaborative efforts with key stakeholders to implement a comprehensive tourism strategy focused on providing elevated destination, convention, and visitor services in Santa Clara; while ensuring alignment of marketing and booking goals between the Convention Center, SCTID and DMO which collectively enhance economic growth and city revenues.

Provide management of the City's real estate portfolio, promote economic development, and generate revenue for the General Fund.

Promote an organizational vision for sustainability through the development and oversight of current initiatives and the development of a comprehensive citywide sustainability program that advances local climate and sustainability targets and complies with State environmental regulations.

Stadium Operations Division Mission	Provide general and administrative support to the Santa Clara Stadium Authority in its oversight of Levi's Stadium and deployment of public safety resources at National Football League (NFL) games and non-NFL games held at Levi's Stadium to ensure safety and to minimize impacts to the surrounding residential and business community. All General and Administrative, and Police, Fire, and Public Works Department expenditures related to the Stadium are included in this division. The reimbursements from the Santa Clara Stadium Authority and the Forty-Niners Stadium Management Company, LLC (Stadium Manager) and other Stadium-related revenues such as ground and performance rent, are reported in this division but displayed separately in the General Fund revenues section of this document.
Division Objectives	Ensure compliance with Measure J.
	Maintain a productive and functional business relationship with Forty-Niners SC Stadium Company, LLC as the tenant of Levi's Stadium.
	Develop and implement oversight initiatives consistent with public entity organizations.
	Provide support from the Police, Fire, and Public Works Departments and work collaboratively with the Stadium Manager to maintain a safe environment in and around Levi's Stadium during NFL games and Non-NFL events.
	Uphold the Santa Clara Stadium Authority's fiduciary responsibilities and debt obligations.
	Ensure that Levi's Stadium is maintained in good condition and operated as a quality NFL and multi-purpose public sports, exhibit, and entertainment facility by the Stadium Manager.

Significant Accomplishments

Citywide Projects

- On November 8, 2022, voters approved Measure G – No Tax Increase, Services Protection Measure, continuing the current practice of the transfer of the revenue generated from the city's 5% utility tax from the utilities budget to the General Fund. Measure G will protect essential services without raising taxes, anticipated to generate approximately $30,000,000 annually to support City service such as police, fire, street repairs, parks, libraries, and senior services.
- On November 8, 2022, voters approved Measure H – Business License Update/Tax Equity Measure, increasing Santa Clara's 1992 business license tax on businesses to $45 per employee and $15 per rental unit on landlords. Measure H will generate approximately $6,000,000 annually in unrestricted fund that will be used to maintain essential City services.
- Completed multi-year settlement agreement with San José for the North San Jose Area Development Policy resulting in an additional $9 million for the City of Santa Clara.

Community Partnerships

- Worked collaboratively with Triton Museum to extend the term of its Lease and Operation Agreement for an additional five years to continue providing free public access to art exhibitions and educational programs.
- Worked collaboratively to provide in-kind support for the Parade of Champions ($65K) and Showtime events ($12K).
- Effectively administered funding to non-profit community organizations that provide services to the Santa Clara community. Since July 2022, seven grants have been awarded for a total of $55,479.

Real Estate Management

- Executed approximately 45 leases and 15 Purchase Orders for operations and maintenance for Commerce and Peddlers Plaza.
- Coordinated with the Downtown Community Task Force for downtown city properties (over 35 task force meeting multi-year process).
- Started surplus land process for the property at 2319 Gianera Street (vacant single family home).
- Completed surplus land process for the Loyalton property.
- Renegotiated lease extension for Morse Mansion and initiated discussions regarding possible new vision.
- Started analysis to determine feasibility to relocate SVP offices to Commerce Plaza.
- Completed selection of a realtor to support the City on the sale of City property and other services.

Santa Clara Convention Center and Economic Development Strategy

- Completed the Santa Clara Tourism Improvement District conversion process to establish the District under the Property and Business Improvement District Law of 1994 which provides for a dedicated funding stream to support Destination Marketing Organization efforts and operations. This included the modernization of the assessment formula from $1.00 per occupied room night to 1.5% of gross short-term room rental revenue for FY 2021/22 and 2.0% for FY 2022/23 and beyond.
- Worked collaboratively with the Destination Marketing Organization in the creation of a new destination brand and the successful trademark of Discover Santa Clara®.
- Contracted by the Destination Marketing Organization to provide fiscal sponsorship services in addition to professional staffing services to support the further development and implementation of the organization.

- Completed updates/renovations to the Santa Clara Convention Center including new paint and flooring/carpet, addition of new décor and furniture in common space areas; addition of the Vintage Valley Marketplace, a "grab and go" retail location; addition of new autonomous food offerings of ramen, warm baked goods, and smoothies; and pop-up Mashgin self-check-out markets.
- Completed the development and launch of a new online Santa Clara Convention Center Customer Satisfaction Survey Program in FY 2022/23.

Sustainability

- Adopted an update to the City Climate Action Plan (CAP) after over two years of community and stakeholder outreach that set targets of a 40% reduction in GHG emissions by 2030, an 80% reduction in GHG emissions by 2035 and carbon neutrality no later than 2045.
- Actively participated in regional climate collaboration efforts and policy development through partnerships such as the Santa Clara County Climate Collaborative, the Silicon Valley Urban Forest Alliance, Joint Ventures Silicon Valley, Santa Clara Valley Water, the Building Decarbonization Coalition, and other neighboring jurisdictions.
- Implemented new purchasing practices around required paper procurement to comply with SB 1383 organics mandate which requires jurisdictions (cities, counties, cities and counties, or special districts that provide solid waste collection services) to purchase paper that has a minimum of 30% post-consumer recycled-content (PCRC) paper products that are recyclable.

- Water Conservation:
  - Expanded water rebate offerings such as greywater and landscape conversion.
  - Launched a multi-pronged water conservation community outreach campaign to promote landscape conversion rebates and more, resulting in over 90,000 square feet of lawn conversions to water wise landscapes.
  - Continued various messaging campaigns focused on the drought and associated water conservation and water rebates.

- Electrification:
  - Implemented all-electric building electrification reach codes including robust EV charging across all building types.
  - Electrification outreach and rebates:
    - SVP partnered with the Santa Clara Unified School District to build out an induction cooking classroom and co-sponsored a twelve-part induction cooking class series to support kitchen electrification.
    - SVP launched a new Smart Panel Rebate program.
  - Added over 100 public EV charging connectors with an equity lens as SVP increases charging service to residents and visitors.
  - Implemented the City Fleet Electrification Program with the purchase of 46 all-electric vehicles as part of the vehicle replacement program and initiated a robust EV fleet charging infrastructure project.

- Clean Mobility:
  - Implemented e-bicycle and e-scooter share program through vendors Veo and Bird.
  - Partnered on the grant funded expansion of the zero emissions Via-Cupertino On-Demand Shuttle service to provide alternative and cleaner modes of transportation.

- Investing in a Sustainable Future:
  - Launched a new SVP Sustainable Futures Scholarship Program in partnership with Santa Clara University focused on building the future leaders in climate and sustainability.
  - Initiated discussions with Mission College to develop a SVP sustainability scholarship program modeled after SVP's SCU scholarship, scaled, and fit to the community college landscape.

- Provided mentorship opportunities in sustainability to students from high school through university levels, including supporting a team of SCU fellows in their capstone projects and providing mentorship to SVP Sustainable Futures scholarship recipients in research projects that align with City climate action goals.

Stadium Operations

- Coordinated City services, including the deployment of public safety resources, to meet the service needs required to support NFL games for the 2021 and 2022 NFL Seasons and seven (7) major Non-NFL events, including Coldplay, Red Hot Chili Peppers, and Elton John concerts, held in 2022.

COVID-19 Response and Inclement Weather Relief Efforts

- Provided COVID-19 verbal updates to Council monthly beginning in July 2021 and updates every 60 days from April 2022 through January 2023.
- Terminated the local Proclamation of Emergency for COVID-19 on February 7, 2023.
- Deactivated the City's Emergency Operations Center (EOC) for COVID-19 response on February 2, 2023.
- Activated libraries and recreational facilities to provide care and shelter during inclement weather incidents.

Significant Objectives

Community Partnerships

- Effectively administer funding to non-profit community organizations that provide services to the Santa Clara community.

Santa Clara Convention Center and Economic Development Strategy

- Continue to provide strategic oversight of the management of the Convention Center and ensure alignment of marketing and booking goals between the Convention Center, Santa Clara Tourism Improvement District, and the Destination Marketing Organization.
- Continue to work closely with the Convention Center, the Santa Clara Tourism Improvement District and the Destination Marketing Organization (DMO) to evolve the tourism strategy and ongoing development of the DMO.
- Completion of Convention Center Capital Improvement Projects to update internal digital signage and renovations to the Main and Mission kitchens.
- Launch of the Levy's Teaching Kitchen at the Convention Center focused on workforce development and training opportunities for community members in the industry.
- Continue to lead and support the Related development, as well as other significant development projects within the community.

Stadium Operations

- Continue to build and maintain a productive and functional business relationship with Forty-Niners SC Stadium Company, LLC as the tenant of Levi's Stadium in accordance with the applicable agreements.
- Continue to work with the Stadium Manager to ensure safe events at Levi's Stadium with minimal impacts to the surrounding residential and business community.

Real Estate Management

- Continue to develop and implement a comprehensive real estate program to manage City-owned properties, promote economic development, and generate revenue for the General Fund.

Sustainability

- Work with the appropriate City departments to implement near term priorities identified in the 2022 approved City Climate Action Plan (CAP) Update to meet local goals and state regulatory targets.
- Continue to utilize regional partnerships to implement CAP priorities.
- Identify a CAP monitoring system across all departments including conducting an annual greenhouse gas inventory to measure and report progress on adopted targets.
- Ensure continued alignment of the City's CAP with other relevant plans including, but not limited to, Fleet Electrification Plan, SVP Electric Vehicle Blueprint, Bicycle Master Plan, the Santa Clara Urban Water Management Plan (UWMP), and any reach codes that are adopted and meets the goals of state regulatory requirements in the areas of water, solid waste, transportation, and energy.
- Continue to provide mentorship and career growth opportunities for students at the high school, college and university levels including scholarship recipients.
- Explore the development of a sustainability apprenticeship/green jobs program in partnership with local trades or existing apprenticeship programs with an emphasis on energy related careers.
- Continue to implement the City's Fleet Electrification Plan and community Electric Vehicle Charging Program.
- Launch City employee EV charging pilot program.
- Continue to implement and provide staff training on waste reduction best practices and policies within City operations to comply with SB 1383 Organics state mandate.
- Launch an SVP Sustainable Futures Scholarship Program in partnership with Mission College.

Budget Highlights

- The Proposed Budget reduces the golf course maintenance budget to help address the General Fund shortfall. The City's operating lease of the golf course expired, with operations ceasing in FY 2019/20. The former golf course will be developed as part of the Related Santa Clara project; however, the City is currently still responsible for the maintenance of the site until it is turned over completely to the developer. The City anticipates that the remaining funds will be sufficient to cover all maintenance expenses associated with the site.

Summary of the Santa Clara Stadium Authority Budget[1]

Revenue	FY2023/24 Adopted
NFL Ticket Surcharge	12,178,000
SBL Proceeds	12,589,000
Interest	1,249,000
Net Revenues from Non-NFL Events	4,500,000
Naming Rights	7,602,000
Sponsorship Revenue (STR)	475,000
Rent	24,762,000
Senior and Youth Program Fees	234,000
Non-NFL Event Ticket Surcharge	1,296,000
Total Revenue	**64,885,000**

Expenditures	FY2023/24 Adopted
Stadium Operations	4,550,000
Engineering	2,694,000
Guest Services	645,000
Groundskeeping	650,000
Security	1,564,000
Insurance	3,327,000
Stadium Management Fee	354,000
SBL Sales and Service	2,333,000
Ground Rent (Paid to City)	495,000
Senior and Youth Program Fees (paid to City)	234,000
Discretionary Fund Expense	250,000
Utilities	1,391,000
Use of StadCo Tenant Improvements	108,000
Stadium Authority General and Administrative	3,272,000
Stadium Authority Legal Services	300,000
Naming Rights Commission	94,000
Other Expenses	734,000
Transfers Out	36,313,000
Legal Contingency	3,079,500
Total Expenditures	**62,387,500**

[1]*Santa Clara Stadium Authority budget was adopted on March 7, 2023 and can be found on the City's website at* https://www.santaclaraca.gov/home/showpublisheddocument/79851/638143129126830000



**The positions above represent all funded positions. This excludes the 1.0 Deputy City Manager and 1.0 Office Specialist III positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This position count also includes 1.0 Management Analyst position that was previously approved in the Stadium Authority Budget.*

Budget Summary

		FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program							
Citywide Programs Division							
3611	Citywide Programs	62,075,671	16,666,968	24,217,030	45.3%	20,746,060	(14.3%)
8011	Sports and Open Space Authority	9,163	5,420	10,000	84.5%	10,200	2.0%
Total Citywide Programs Division		**62,084,834**	**16,672,388**	**24,227,030**	**45.3%**	**20,756,260**	**(14.3%)**
Citywide Strategic Planning and Initiatives Division							
3631	Strategic Planning and Initiatives	1,261,237	1,780,506	1,959,037	10.0%	2,056,210	5.0%
8014	Convention Center	9,613,568	14,373,644	15,822,999	10.1%	17,998,249	13.7%
Total Citywide Strategic Planning and Initiative Division		**10,874,805**	**16,154,150**	**17,782,036**	**10.1%**	**20,054,459**	**12.8%**
Stadium Operations Division[1]							
3621	Stadium - General Administration	914,010	1,070,045	1,387,820	29.7%	1,443,333	4.0%
3622	Stadium - Police	4,571,994	4,996,010	6,322,811	26.6%	6,574,560	4.0%
3623	Stadium - Fire	236,664	470,192	439,905	(6.4%)	457,388	4.0%
3624	Stadium - Public Works	348,011	747,600	520,816	(30.3%)	541,647	4.0%
3625	Stadium - Information Technology	0	80,300	94,000	17.1%	105,760	12.5%
Total Stadium Operations Division		**6,070,679**	**7,364,147**	**8,765,352**	**19.0%**	**9,122,688**	**4.1%**
Total by Division / Program		**79,030,318**	**40,190,685**	**50,774,418**	**26.3%**	**49,933,407**	**(1.7%)**

[1]*Santa Clara Stadium Authority budget is posted on the City's website at* https://www.santaclaraca.gov/home/showpublisheddocument/79851/638143129126830000

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Fund						
General Fund	69,255,479	25,811,621	34,660,836	34.3%	31,638,763	(8.7%)
Convention Center Enterprise Fund	9,613,568	14,373,644	16,103,582	12.0%	18,284,444	13.5%
Other City Departments Operating Grant Trust Fund	152,108	0	0	N/A	0	N/A
Sports and Open Space Authority Fund	9,163	5,420	10,000	84.5%	10,200	2.0%
Total by Fund	**79,030,318**	**40,190,685**	**50,774,418**	**26.3%**	**49,933,407**	**(1.7%)**

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Category						
Salary and Benefits						
Salary	1,865,128	4,509,279	4,653,023	3.2%	4,825,883	3.7%
As-Needed	906,287	1,498,199	1,422,886	(5.0%)	1,479,801	4.0%
Overtime	1,735,883	2,865,613	3,054,777	6.6%	3,176,967	4.0%
Retirement	393,378	472,793	373,180	(21.1%)	397,855	6.6%
Health Allocation	69,418	76,122	88,034	15.6%	92,148	4.7%
Medicare	16,508	16,858	16,482	(2.2%)	17,479	6.0%
Social Security	54,211	51,145	54,856	7.3%	55,311	0.8%
Other Benefits	486,963	413,913	425,852	2.9%	442,579	3.9%
Total Salary and Benefits	**5,527,776**	**9,903,922**	**10,089,090**	**1.9%**	**10,488,023**	**4.0%**
Non-Personnel						
Materials/Services/Supplies	12,236,835	18,751,736	21,508,140	14.7%	23,867,592	11.0%
Interfund Services	368,288	538,987	8,405,235	1459.5%	8,806,953	4.8%
Capital Outlay	165	62,900	0	(100.0%)	0	N/A
Transfers to Other Funds	60,897,254	10,933,140	10,771,953	(1.5%)	6,770,839	(37.1%)
Total Non-Personnel	**73,502,542**	**30,286,763**	**40,685,328**	**34.3%**	**39,445,384**	**(3.0%)**
Total by Category	**79,030,318**	**40,190,685**	**50,774,418**	**26.3%**	**49,933,407**	**(1.7%)**

Position Summary

	FY 2021/22 Adopted	FY 2022/23 Adopted*	FY 2023/24 Proposed*	FY 2023/24 Change	FY 2024/25 Proposed*
Positions by Division / Program					
Citywide Strategic Planning and Initiatives Division					
3631 Strategic Programs and Initiatives	6.50	6.50	5.70	(0.80)	5.70
Total Citywide Strategic Planning and Initiatives Division	**6.50**	**6.50**	**5.70**	**(0.80)**	**5.70**
Total by Division / Program	**6.50**	**6.50**	**5.70**	**(0.80)**	**5.70**
Positions by Fund					
General Fund	4.00	5.00	5.00	0.00	5.00
Convention Center Enterprise Fund	1.50	1.50	0.70	(0.80)	0.70
Related Santa Clara Developer Fund	1.00	0.00	0.00	0.00	0.00
Total by Fund	**6.50**	**6.50**	**5.70**	**(0.80)**	**5.70**
Position Classification					
Assistant to the City Manager	2.00	2.00	0.00	(2.00)	0.00
Convention Center / Assistant to the City Manager	1.00	1.00	0.70	(0.30)	0.70
Stadium Oversight / Assistant to the City Manager	1.00	1.00	1.00	0.00	1.00
Sustainability Manager / Assistant to the City Manager	1.00	1.00	1.00	0.00	1.00
Development Project Manager	0.00	0.00	1.00	1.00	1.00
Emergency Services Officer	0.00	0.00	1.00	1.00	1.00
Deputy City Manager	1.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	1.00	1.00	0.00	1.00
Office Specialist III	0.50	0.50	0.00	(0.50)	0.00
Total Positions	**6.50**	**6.50**	**5.70**	**(0.80)**	**5.70**

**The positions above represent all funded positions. This excludes the 1.0 Deputy City Manager and 1.0 Office Specialist III positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This position count also includes 1.0 Management Analyst position that was previously approved in the Stadium Authority Budget.*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	6.50	40,190,685
FY 2023/24 Base Budget Adjustments		
One-Time Cost Adjustments		
Convention Center Budget Adjustments		1,738,251
Adjustments to transfers to other funds		(161,187)
Ongoing Cost Adjustments		
Salary and benefits adjustments		352,460
Reallocation of 0.5 Office Specialist III to the City Manager's Office	(0.50)	(73,773)
Reallocation of 0.3 Assistant to the City Manager to the City Manager's Office	(0.30)	(93,599)
Reclassification of 2.0 Assistant to the City Managers to:	0.00	
1.0 Development Project Manager		
1.0 Emergency Services Officer		
Reallocation of items previously budgeted in the Special Liability Insurance Fund:		
Insurance Claims costs		3,059,345
Insurance costs		2,506,776
Property Insurance		2,336,523
Ebix Contract		36,750
Various Stadium non-personnel budget adjustments		1,291,600
Accela licensing increase		72,425
Parade of Champion (in-kind services funding)		60,000
Adjustment to Sports and Open Space Authority allocation		4,580
Net decrease to various internal service fund allocations		(36,396)
Non-personnel adjustments		(64,711)
Total FY 2023/24 Base Budget Adjustments	**(0.80)**	**11,029,044**
Total FY 2023/24 Base Budget	**5.70**	**51,219,729**
Service Level Changes		
Reduction in Golf Course Maintenance		(445,311)
Total Service Level Changes	**0.00**	**(445,311)**
Total FY 2023/24 Proposed Budget	**5.70**	**50,774,418**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2024/25 Base Budget Adjustments		
One-Time Cost Adjustments		
Convention Center Budget Adjustments		2,162,611
Adjustments to transfers to other funds		(4,001,114)
Ongoing Cost Adjustments		
Salary and benefits adjustments		398,833
Reallocation of items previously budgeted in the Special Liability Insurance Fund:		
Insurance Costs		250,678
Property Insurance		116,826
Insurance Claims costs		20,666
Various Stadium non-personnel adjustments		103,680
Non-personnel adjustments		102,167
Net increase to various internal service fund allocations		13,548
Total FY 2024/25 Base Budget Adjustments	**0.00**	**(832,105)**
Total FY 2024/25 Base Budget	**5.70**	**49,942,313**
Service Level Changes		
Reduction in Golf Course Maintenance		(8,906)
Total Service Level Changes	**0.00**	**(8,906)**
Total FY 2024/25 Proposed Budget	**5.70**	**49,933,407**

Non-Departmental Detail

	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2024/25 Proposed
Citywide Programs Division			
Citywide Programs			
Accela Licensing	462,814	546,938	563,654
CalPERS Replacement Benefit Fund	367,991	382,711	398,019
City Council Contingency Fund	29,621	31,743	33,908
City Facilities Utilities - Electric	339,405	352,981	367,100
City Facilities Utilities - Garbage	42,938	44,656	46,442
City Facilities Utilities - Gas	65,480	68,099	70,823
City Facilities Utilities - Miscellaneous	2,924	3,041	3,163
City Facilities Utilities - Sewer	28,174	29,301	30,473
City Facilities Utilities - Water	56,265	58,516	60,857
City Manager Special Initiatives	16,483	24,973	33,632
Citywide Training	106,121	97,309	99,655
Community Grants Program	92,121	94,243	96,408
Community Outreach	241,057	245,878	250,796
EBIX Contract	0	36,750	38,588
Golf and Tennis Maintenance	582,422	74,000	75,480
Insurance Claims	0	3,059,345	3,080,011
Insurance Costs	0	2,506,776	2,757,454
Mission City Scenes	19,102	19,484	19,874
Parade of Champions (In-Kind Services)	0	60,000	61,200
Pension/OPEB Trust Program Administration	23,347	23,814	24,290
Property Insurance	0	2,336,523	2,453,349
Santa Clara Ballet	10,000	10,000	10,000
Separation Payouts	1,845,972	1,882,891	1,920,549
Silicon Valley Animal Control Authority	1,109,730	1,133,519	1,157,783
Sister Cities Association	5,659	5,659	5,659
Sports and Open Space Authority	5,420	10,000	10,200
Transfers to Capital Improvement Program			
Annual Creek Trail Rehabilitation Program	0	200,000	0
Annual Curb Ramp Installation	150,000	150,000	0
Bridge Maintenance Program	560,000	740,000	710,000
Central Park Library - Concrete Sidewalk Replacement	273,000	0	0
Defibrillator/Monitor Replacements	70,000	70,000	0
El Camino Specific Plan	1,000,000	0	0
FHRMS Update Project	39,283	39,283	39,283
Morse Mansion Maintenance and Repair	50,000	50,000	0
Precise Plan for Downtown	325,000	0	0
Protective Equipment Replacement	416,536	357,374	234,374
Public Works Capital Projects Management	2,601,682	2,544,792	2,714,233
Repair to Historic Buildings	100,000	100,000	0
Repairs - Modifications to City Buildings	150,000	175,000	0
Replacement SCBA Filling Stations	100,000	0	0

Non-Departmental Detail

	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2024/25 Proposed
Citywide Programs Division			
Citywide Programs			
Transfers to Capital Improvement Program (cont'd.)			
Safe Routes to School	90,000	90,000	0
SDPS Motor and Control Maintenance, Repair, and Replacement	148,000	408,000	0
Sidewalk, Curb and Gutter Repair	300,000	300,000	0
Stationary Standby Generators	920,000	1,111,000	0
Storm Drain Pump Station Facility Maintenance and Repair	113,000	71,000	0
Storm Drain Slide Gate Rehabilitation	500,000	0	0
Street Tree Services	419,000	463,050	0
Traffic Engineering Consultant Support	100,000	100,000	0
Transportation Demand Management	200,000	0	0
Triton Museum Repair and Modifications	0	35,000	0
Urban Runoff Pollution Prevention Program	0	300,000	0
Utility Management Information System (UMIS) Enhancements	0	1,000	1,000
Transfers to Capital Improvement Program Subtotal	8,625,501	7,305,499	3,698,890
Transfer to Cemetery Fund	870,000	796,000	823,000
Transfer to Fire Development Services Fund	0	500,000	0
Transfer to Fire Operating Grant Trust Fund	0	626,000	770,000
Transfer to Parks and Recreation Operating Grant Trust Fund	0	27,445	27,445
Transfer to Public Facilities Financing Fund			
2013 Refunding Certificates of Participation	1,402,275	1,402,440	1,405,940
Transfer to Public Facilities Financing Fund Subtotal	1,402,275	1,402,440	1,405,940
Transfer to Land Sale Reserve	0	0	0
Transfer to Solid Waste Utility Fund	35,364	35,364	35,364
Transfer to Sports and Open Space Authority Fund	0	10,000	10,200
Transfer to Reserves	0	69,205	0
Triton Museum	266,202	295,927	296,054
Women's League - Showtime	20,000	20,000	20,000
Citywide Programs Subtotal	**16,672,388**	**24,227,030**	**20,756,260**
Citywide Strategic Planning and Initiatives Division			
Citywide Strategic Planning and Initiatives			
Citywide Strategic Planning and Initiatives Positions	1,785,684	1,679,358	1,779,661
City Memberships	187,621	202,708	206,761
Internal Services Fund Allocations	264,495	295,369	300,825
Santa Clara Convention Center	13,866,350	15,604,601	17,767,212
Task Force on Diversity, Equity and Inclusion	50,000	0	0
Citywide Strategic Planning and Initiatives Subtotal	**16,154,150**	**17,782,036**	**20,054,459**

Non-Departmental Detail

	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2024/25 Proposed
Stadium Operations Division			
Stadium – General Administration			
City Attorney	136,095	124,447	129,425
City Council	5,670	7,560	7,862
City Clerk	23,517	88,896	92,452
City Manager	467,998	474,211	493,179
Community Development	3,003	7,973	8,292
Finance	424,530	552,363	574,458
Human Resources	2,593	20,049	20,851
Information Technology	3,320	16,306	16,958
Public Works	3,319	3,439	3,577
Stadium Neighborhood Relations Committee - City Manager	0	38,789	40,341
Stadium Neighborhood Relations Committee - Community Development	0	25,102	26,106
Stadium Neighborhood Relations Committee - Fire	0	4,793	4,985
Stadium Neighborhood Relations Committee - Police	0	19,106	19,870
Stadium Neighborhood Relations Committee - Public Works	0	4,786	4,977
Stadium – General Administration Subtotal	**1,070,045**	**1,387,820**	**1,443,333**
Stadium – Fire			
Levi's Stadium NFL Regular	16,500	10,708	11,136
Levi's Stadium NFL As-Needed	0	236,702	246,170
Levi's Stadium NFL OT	179,400	0	0
Levi's Stadium Non-NFL Regular	10,100	8,369	8,704
Levi's Stadium Non-NFL As-Needed	0	153,732	159,881
Levi's Stadium Non-NFL OT	171,000	0	0
Levi's Stadium General Regular	16,000	13,120	13,645
Levi's Stadium General OT	25,200	1,143	1,188
Levi's Stadium General Supplies	14,100	10,000	10,320
Levi's Stadium General Equipment Maintenance	37,892	6,131	6,344
Stadium – Fire Subtotal	**470,192**	**439,905**	**457,388**
Stadium – Public Works			
Levi's Stadium NFL Regular	13,500	24,951	25,949
Levi's Stadium NFL OT	389,400	255,133	265,338
Levi's Stadium Non-NFL Regular	22,500	14,864	15,459
Levi's Stadium Non-NFL OT	283,400	186,587	194,050
Levi's Stadium General Regular	5,700	9,245	9,614
Levi's Stadium General OT	26,900	30,036	31,237
Levi's Stadium General Supplies	6,200	0	0
Stadium – Public Works Subtotal	**747,600**	**520,816**	**541,647**

Non-Departmental Detail

	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2024/25 Proposed
Stadium Operations Division			
Stadium – Information Technology			
Levi's Stadium General IT Outside Services	0	94,000	105,760
Stadium – Information Technology Subtotal	**0**	**94,000**	**105,760**
Stadium – Police			
Levi's Stadium NFL Regular	69,300	93,928	97,685
Levi's Stadium NFL As-Needed	702,500	548,298	570,230
Levi's Stadium NFL OT	977,000	1,593,067	1,656,790
Levi's Stadium Non-NFL Regular	50,600	85,876	89,311
Levi's Stadium Non-NFL As-Needed	21,200	416,611	433,275
Levi's Stadium Non-NFL OT	744,500	822,052	854,934
Levi's Stadium General Regular	42,700	12,586	13,090
Levi's Stadium General As-Needed	663,700	67,543	70,245
Levi's Stadium General OT	9,213	166,759	173,430
Levi's Stadium General Supplies	19,900	43,000	44,720
Levi's Stadium General Stadium Authority Equipment Maintenance	48,227	31,091	32,170
Medical Insurance	0	19,000	19,760
Law Enforcement Liability Insurance	0	151,000	157,040
NFL Outside Agency - CA Highway Patrol	419,000	900,000	936,000
NFL Outside Agency - Santa Clara County	158,300	240,000	249,600
NFL Outside Agency - City and County of San Francisco	0	270,000	280,800
NFL Outside Agency - City of Sunnyvale	0	10,000	10,400
Non-NFL Outside Agency - CA Highway Patrol	271,000	504,000	524,160
Non-NFL Outside Agency - Santa Clara County	84,200	132,000	137,280
Non-NFL Outside Agency - County of San Francisco	11,400	96,000	99,840
Non-NFL Outside Agency - City of Sunnyvale	14,800	8,000	8,320
Levi's Stadium General Contractual Services	28,500	9,000	9,360
Levi's Stadium NFL IT Outside Services	23,600	0	0
Levi's Stadium Non-NFL IT Outside Services	12,500	0	0
Levi's Stadium General IT Outside Services	44,200	0	0
Silicon Valley Regional Interoperability Authority	0	78,000	81,120
Stadium Radio Service Contract	62,900	25,000	25,000
Public Safety Stadium-Related Training Program	408,697	0	0
Citywide Strategic Planning Function	188,373	0	0
Stadium – Police Subtotal	**5,076,310**	**6,322,811**	**6,574,560**
Total Non-Departmental	**40,190,685**	**50,774,418**	**49,933,407**

Service Level Changes

Title	Positions	FY 2023/24 One-Time Expenditures (All Funds)	FY 2023/24 Ongoing Expenditures (All Funds)	FY 2024/25 One-Time Expenditures (All Funds)	FY 2024/25 Ongoing Expenditures (All Funds)
Reduction in Golf Course Maintenance	0.00	0	(445,311)	0	(454,217)

Program: 3611 – Citywide Programs

This proposal reduces the Non-Departmental golf course maintenance budget from $519,311 to $74,000. The City's operating lease of the golf course expired, with operations ceasing in FY 2019/20. The former golf course will be developed as part of the Related Santa Clara project; however, the City is currently still responsible for the maintenance of the site until it is turned over completely to the developer. The City anticipates that the remaining funds will be sufficient to cover all maintenance expenses associated with the site.

Performance Impact

As the golf course ceased operations in FY 2019/20, there is no service delivery impact anticipated with this reduction.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Non-Departmental							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Enhanced risk management practices resulting in reduction to citywide claim losses (% reduction) – *Moved to Human Resources for FY 2023/24*		(46%)	N/A	4%	N/A	N/A	N/A
Workload Measures							
Enhanced risk management practices resulting in reduction to citywide claim losses (number of claims) – *Moved to Human Resources for FY 2023/24*		114	N/A	75	N/A	N/A	N/A
Number of City properties managed		23	18	18	22	25	25

Performance and Workload Measures

Convention Center OVG360 Venue Management

Performance Measures

	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23[1] Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Convention Center Gross Revenue		N/A	$8.5 m	$13.6 m	$13 m	$15.7 m	$18.1 m
Net Income		N/A	$1.7 m	($0.2 m)	$0.25 m	$0.1 m	$0.4 m
Economic Impact[2]		N/A	$32 m	$17.2 m	$30 m	$24.4 m	$27.2 m
Customer Service Survey Results (*overall satisfaction)*		N/A	90%	85%	85%	85%	85%
Event Mix at the Convention Center (*consumed*)							
Percent of P1 Events[3] Number of P1 Events		N/A	0% 0	1% 3	0% 0	0.5% 1	1% 2
Percent of P2 Events[4] Number of P2 Events		N/A	0% 0	2% 6	0% 0	1% 2	2% 4
Percent of P3 Events[5] Number of P3 Events		N/A	9% 14	6% 24	8% 20	15% 33	15% 39
Percent of P4 Events[6] Number of P4 Events		N/A	9% 15	18% 67	17% 38	19.5% 43	20% 50
Percent of P5 Events[7] Number of P5 Events		N/A	82% 133	74% 274	75% 178	64% 141	62% 160

[1] Updates to the Convention Center Booking Strategy went into effect April 1, 2023. Adjustments were made to the booking windows as well as the event type criteria (number of room nights and total Convention Center spend). The adjusted booking windows now provide a greater emphasis on P1 – P3 groups and events to ensure there is room for the highest revenue producing groups for the DMO, hotels, Convention Center, Levy, and the City. Groups are evaluated based upon priority number, current market conditions, day-of-week pattern, type of group (i.e., industry), Center revenue, and needs of all parties on a case-by-case basis.

[2] Economic impact is the amount of additional spending that occurs in the community by visitors while attending events at a Convention Center. For example, when Convention Center event attendees come to Santa Clara, they create economic activity that ripples throughout the area: stay at hotels, eat at restaurants, buy at retail stores, visit attractions, etc.

[3] Priority 1 (P1) event – Large multi-day convention and/or conference that utilizes all venue space at the Convention Center, utilizes significant venue services such as food and beverage, audio-visual and information technology, and draws a substantial number of out of town visitors that stay in multiple Santa Clara hotels. Based on projected combined building spend and peak hotel room nights booked, has an 18+ month booking window.

[4] Priority 2 (P2) event – Primarily large multi-day convention and/or conference that utilizes most of the venue space at the Convention Center, utilizes venue services such as food and beverage, audio-visual and information technology, and draws out of town visitor that stay in multiple Santa Clara hotels. Based on projected combined building spend and peak hotel room nights booked, has a 13 – 18 month booking window.

[5] Priority 3 (P3) event – Multiple or single day event that utilizes space at the Convention Center. Attendance and out of town visitors are less than for a P1 or P2. Examples of P3 events may include trade shows, consumer shows, smaller conventions/conferences, and sporting events. Based on projected combined building spend and peak hotel room nights booked, has a 0 – 13 month booking window.

[6] Priority 4 (P4) event – Typically a one- or two-day event that utilizes space at the Convention Center. Attendees are primarily local. Special events (e.g. graduations), smaller meetings and/or smaller trade and consumer shows are examples of P4 events. Based on projected combined building spend and peak hotel room nights booked, has 0 -12 month booking window.

[7] Priority 5 (P5) event – Usually a single day event. Examples of P5 events are banquets, galas, other social type events and meetings. Based on projected combined building spend and peak hotel room nights booked, has a 0 - 6 month booking window.

Performance and Workload Measures

Convention Center OVG360 Venue Management							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Community Benefit							
Percent of Convention Center employees that volunteer in the community		N/A	0%	60%	30%	60%	60%
Percent of small, local and M/WBE businesses/vendors		N/A	11%	20%	11%	20%	20%
Number of room nights consumed		N/A	16,249	14,755	16,000	26,591	32,738
Number of Prospects[8] (*active*)		N/A	240	220	220	220	220
Number of collaborative, community-based events hosted at the Center		N/A	0	2	1	2	2

[8] *A prospect is a potential customer who has been contacted and qualified by the sales team as having desirable criteria for an event in Santa Clara such as: size of event fits in the venue, there is a history of hotel needs that can be provided by Santa Clara hotels, and they have expressed interest in holding an event in Santa Clara.*

Performance and Workload Measures

Convention Center Levy Premium Foodservice Performance Measures	Strategic Pillar	2020/21 Actual	2021/22 Actual	2022/23 Target	2022/23 Estimate	2023/24 Target	2024/25 Target
Customer Service Survey Results (*overall satisfaction*)		N/A	90%	90%	90%	90%	90%
Number of room nights generated[9]		N/A	0	16,438	9,500	4,506	6,197
Net Profit		N/A	$0.7 m	$1.2 m	$1.0 m	$1.1 m	$1.5 m
Community Impact							
Number of collaborative, community-based events hosted at Center		N/A	0	2	1	2	2
Number of meals donated to local non-profit partner (*daily excess food*)		N/A	1,262	500	900	600	700
Percent of Levy's management team that volunteer in the community		N/A	0%	85%	85%	85%	85%
Percent of waste diversion rate[10]		N/A	1.95%	50%	5%	7%	6%
Workforce Development/Training[11]							
Teaching Kitchen – percent of graduates		N/A	N/A	70%	N/A	70%	70%
Percent of successful job placements		N/A	N/A	65%	N/A	65%	65%
Percent of purchases from Northern California grown and produced food, beverages, and supplies		N/A	42%	25%	35%	25%	25%
Level of participation in securing P1 and P2 events		N/A	100%	85%	100%	85%	85%
Number of Prospects[12] *(active)*		N/A	303	550	400	550	550

[9] *The listed targets are only associated with the projected number of P1 and P2 events for FY 2025/26.*
[10] *The way that this indicator is calculated has been changed. While the goal is for Levy to have a zero waste operation, they will report on the percent of waste production. The goal would be see this percentage decrease year after year until they reach zero percent waste prodcution.*
[11] *Levy worked with non-profit partners who were experiencing difficulty in finding students for the program. Levy is currently researching alternative avenues to recruit students for the program.*
[12] *A prospect is a potential customer who has been contacted and qualified by the sales team as having desirable criteria for an event in Santa Clara such as: size of event fits in the venue, there is a history of hotel needs that can be provided by Santa Clara hotels, and they have expressed interest in holding an event in Santa Clara.*

Performance and Workload Measures

Convention Center Levy Premium Foodservice							
Performance Measures							
	Strategic Pillar	**2020/21 Actual**	**2021/22 Actual**	**2022/23 Target**	**2022/23 Estimate**	**2023/24 Target**	**2024/25 Target**
Number of new businesses/events to Convention Center		N/A	32	12	25	15	20
Retail/Public Space Activation[13]							
Net Profit		N/A	$0.09 m	$0.1 m	$0.1 m	$0.15 m	$0.17 m
Number of transactions		N/A	8,900	48,390	50,000	41,016	45,117
Workload Measures							
Number of Santa Clara University interns		N/A	N/A	1	N/A	1	1
Workforce Development/Training[14]							
Teaching Kitchen – number of participants enrolled		N/A	N/A	20	N/A	10	15
Number of internships and apprenticeships provided		N/A	N/A	1	N/A	1	1

[13] This previously included the Lobby Marketplace, Connect Café and Stand B. Stand B was replaced with pop-up Mashgin self-check out markets which is reflected in the current data and future target numbers.
[14] Levy worked with non-profit partners who were experiencing difficulty in finding students for the program. Levy is currently researching alternative avenues to recruit students for the program.

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2024 - July 1, 2023 - June 30, 2024
BUDGET PROPOSAL INCOME STATEMENT

	OVG BUDGET 2023/24	BUDGET 2022/23	BUDGET VARIANCE FAV / (UNFAV)
# OF EVENTS	**220**	**211**	**9**
ATTENDANCE	**246,196**	**119,350**	**126,846**
DAYS	**543**	**443**	**100**
DIRECT EVENT REVENUE			
RENTAL REVENUE	3,881,511	3,100,791	780,720
SERVICE REVENUE	1,296,380	1,231,236	65,144
TOTAL DIRECT EVENT REVENUE	**5,177,891**	**4,332,027**	**845,864**
ANCILLARY REVENUE			
FOOD AND BEVERAGE REVENUE	7,996,075	7,588,310	407,765
AUDIO-VISUAL REVENUE	1,454,823	1,254,800	200,023
ELECTRICAL REVENUE	871,211	355,548	515,663
TOTAL ANCILLARY REVENUE	**10,322,109**	**9,198,658**	**1,123,451**
TOTAL EVENT REVENUE	**15,500,000**	**13,530,685**	**1,969,315**
OTHER REVENUE	**163,770**	**72,950**	**90,820**
TOTAL GROSS REVENUE	**15,663,770**	**13,603,635**	**2,060,135**
EVENT EXPENSE			
SERVICE EXPENSE	829,228	812,964	(16,264)
FOOD & BEVERAGE EXPENSE	6,864,689	6,401,870	(462,819)
AUDIO-VISUAL EXPENSE	974,732	840,716	(134,016)
ELECTRICAL EXPENSE	609,847	262,911	(346,936)
TOTAL EVENT EXPENSE	**9,278,496**	**8,318,461**	**(960,035)**
TOTAL EVENT INCOME	**6,221,504**	**5,212,224**	**1,009,280**
TOTAL INCOME WITH OTHER REVENUE	**6,385,274**	**5,285,174**	**1,100,100**
INDIRECT EXPENSES			
EXECUTIVE	437,636	339,385	(98,251)
FINANCE	547,041	346,281	(200,760)
MARKETING & SALES	466,447	429,193	(37,254)
EVENTS	463,116	359,016	(104,100)
OPERATIONS	2,854,867	2,615,957	(238,910)
OVERHEAD	1,511,997	1,413,057	(98,940)
TOTAL INDIRECT EXPENSES	**6,281,104**	**5,502,889**	**(778,215)**
CAPITAL EXPENSE	**0**	**0**	**0**
NET INCOME / (SUBSIDY)	**104,170**	**(217,715)**	**321,885**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2024 - July 1, 2023 - June 30, 2024
BUDGET PROPOSAL - INCOME STATEMENT

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
# OF EVENTS	**220**	**15**	**14**	**22**	**20**	**18**	**20**	**15**	**17**	**21**	**21**	**19**	**18**
GENERAL ATTENDANCE	**246,196**	**22,958**	**16,392**	**26,514**	**22,836**	**27,588**	**11,967**	**14,753**	**11,358**	**28,938**	**25,820**	**18,582**	**18,490**
DAYS	**543**	**36**	**44**	**56**	**51**	**52**	**28**	**40**	**46**	**48**	**52**	**53**	**37**
TOTAL EVENT REVENUE													
Consumer Shows	465,346	45,182	33,642	0	133,382	83,008	0	0	30,058	38,962	59,105	42,007	0
Conventions	2,055,056	108,530	181,925	216,575	196,765	169,201	90,000	68,123	67,066	327,476	257,885	178,019	193,491
Banquets	256,846	0	39,934	51,983	43,455	32,662	11,912	0	9,311	13,633	19,523	17,543	16,890
Meetings/Conferences	527,582	13,096	48,011	71,938	80,373	42,880	8,172	42,678	30,606	53,163	45,476	61,519	29,670
Special Events	591,387	117,324	25,849	58,792	44,089	32,878	23,202	58,774	32,630	53,864	47,405	58,247	38,333
Sporting Events	466,001	11,928	19,954	44,762	0	50,218	30,210	82,006	101,462	13,241	28,046	64,044	20,130
Trade Shows	815,678	0	0	161,765	75,476	120,700	0	70,650	67,825	106,662	84,579	70,007	58,014
TOTAL DIRECT EVENT REVENUE	**5,177,896**	**296,060**	**349,315**	**605,815**	**573,540**	**531,547**	**163,496**	**322,231**	**338,958**	**607,001**	**542,019**	**491,386**	**356,528**
ANCILLARY REVENUE													
Service Revenue only	1,296,380	48,804	93,010	164,760	144,028	109,644	1,047	89,767	73,118	182,107	98,281	220,754	71,060
Food & Beverage Revenue	7,996,075	91,293	714,869	1,023,400	1,006,127	406,944	642,730	126,530	420,454	1,095,410	1,141,152	686,330	640,836
Audio-Visual Revenue	1,454,823	26,220	37,235	114,985	171,666	177,392	78,869	55,260	78,080	260,413	135,196	156,679	162,828
Electrical Revenue	871,211	28,286	0	3,693	58,739	218	52,800	26,076	4,750	134,132	243,876	191,055	127,586
TOTAL ANCILLARY REVENUE	**10,322,109**	**145,799**	**752,104**	**1,142,078**	**1,236,532**	**584,554**	**774,399**	**207,866**	**503,284**	**1,489,955**	**1,520,224**	**1,034,064**	**931,250**
TOTAL EVENT REVENUE	**15,500,005**	**441,859**	**1,101,419**	**1,747,893**	**1,810,072**	**1,116,101**	**937,895**	**530,097**	**842,242**	**2,096,956**	**2,062,243**	**1,525,450**	**1,287,778**
OTHER REVENUE													
Advertising & Sponsorship	28,756	1,563	1,563	1,563	1,563	1,563	1,563	1,563	3,563	3,563	3,563	3,563	3,563
Cancellation Fees	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest and Dividends	30,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
F&B Vending	600	50	50	50	50	50	50	50	50	50	50	50	50
Misc IT & Cell Tower Revenue	44,418	3,680	3,680	3,680	3,680	3,680	3,680	3,723	3,723	3,723	3,723	3,723	3,723
TOTAL OTHER REVENUE	**163,774**	**12,793**	**12,793**	**12,793**	**12,793**	**12,793**	**12,793**	**12,836**	**14,836**	**14,836**	**14,836**	**14,836**	**14,836**
TOTAL GROSS REVENUE	**15,663,779**	**454,652**	**1,114,212**	**1,760,686**	**1,822,865**	**1,128,894**	**950,688**	**542,933**	**857,078**	**2,111,792**	**2,077,079**	**1,540,286**	**1,302,614**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2024 - July 1, 2023 - June 30, 2024
BUDGET PROPOSAL - INCOME STATEMENT

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
EVENT EXPENSE													
Service Expense	829,230	31,374	64,706	102,408	84,439	75,480	0	60,276	52,809	113,975	54,873	151,527	37,363
Food & Beverage Expense	6,864,687	78,376	613,720	878,596	863,767	349,364	551,788	108,627	360,963	940,418	979,687	589,219	550,162
Audio-Visual Expense	974,731	17,567	24,947	77,040	115,016	118,853	52,842	37,024	52,314	174,477	90,581	104,975	109,095
Elecrical Expense	609,846	19,800	0	2,585	41,117	153	36,960	18,253	3,325	93,892	170,713	133,738	89,310
TOTAL EVENT EXPENSE	**9,278,494**	**147,117**	**703,373**	**1,060,629**	**1,104,339**	**543,850**	**641,590**	**224,180**	**469,411**	**1,322,762**	**1,295,854**	**979,459**	**785,930**
NET EVENT INCOME	**6,221,511**	**294,742**	**398,046**	**687,264**	**705,733**	**572,251**	**296,305**	**305,917**	**372,831**	**774,194**	**766,389**	**545,991**	**501,848**
NET INCOME W/OTH REVENUE	**6,385,285**	**307,535**	**410,839**	**700,057**	**718,526**	**585,044**	**309,098**	**318,753**	**387,667**	**789,030**	**781,225**	**560,827**	**516,684**
INDIRECT EXPENSES													
PERSONNEL EXPENSE													
Salaries	2,531,790	194,753	194,753	194,753	194,753	214,700	272,183	194,753	194,753	194,753	194,753	214,700	272,183
Payroll Taxes	225,791	17,368	17,368	17,368	17,368	19,278	24,143	17,369	17,369	17,369	17,369	19,279	24,143
Employee Benefits	931,370	76,191	76,191	76,191	76,191	77,404	83,515	76,192	76,192	76,192	76,192	77,404	83,515
Part-time Wages	133,619	11,134	11,135	11,135	11,135	11,135	11,135	11,135	11,135	11,135	11,135	11,135	11,135
Contract Labor	35,000	2,916	2,916	2,916	2,916	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917
TOTAL PERSONNEL EXPENSE	**3,857,570**	**302,362**	**302,363**	**302,363**	**302,363**	**325,434**	**393,893**	**302,366**	**302,366**	**302,366**	**302,366**	**325,435**	**393,893**
OTHER OPERATING EXPENSE													
Advertising	7,500	625	625	625	625	625	625	625	625	625	625	625	625
Automobile Expense	1,500	125	125	125	125	125	125	125	125	125	125	125	125
Bad Debt	20,000	1,666	1,666	1,666	1,666	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667
Building Supplies	73,998	6,166	6,166	6,166	6,166	6,166	6,166	6,167	6,167	6,167	6,167	6,167	6,167
Computer Services	32,371	2,697	2,697	2,697	2,697	2,697	2,698	2,698	2,698	2,698	2,698	2,698	2,698
Consulting & Professional Fees	88,570	7,380	7,380	7,381	7,381	7,381	7,381	7,381	7,381	7,381	7,381	7,381	7,381
Contracted Services	62,820	5,235	5,235	5,235	5,235	5,235	5,235	5,235	5,235	5,235	5,235	5,235	5,235
Data Processing Fees	143,146	11,928	11,928	11,929	11,929	11,929	11,929	11,929	11,929	11,929	11,929	11,929	11,929
Dues & Subscriptions	3,899	324	325	325	325	325	325	325	325	325	325	325	325
Equipment & Supply Rental	19,200	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Equip Maintenance Agreement	180,674	15,057	15,057	15,056	15,056	15,056	15,056	15,056	15,056	15,056	15,056	15,056	15,056

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2024 - July 1, 2023 - June 30, 2024
BUDGET PROPOSAL - INCOME STATEMENT

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
OTHER OPERATING EXPENSE													
Insurance	287,364	23,947	23,947	23,947	23,947	23,947	23,947	23,947	23,947	23,947	23,947	23,947	23,947
Licenses and Permits	4,459	371	371	371	371	371	372	372	372	372	372	372	372
Management Fee	352,653	29,387	29,387	29,387	29,388	29,388	29,388	29,388	29,388	29,388	29,388	29,388	29,388
Meetings/Conferences	14,585	1,216	1,216	1,216	1,216	1,216	1,215	1,215	1,215	1,215	1,215	1,215	1,215
Office Supplies	13,500	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Other - Lighting	15,750	1,312	1,312	1,312	1,312	1,312	1,312	1,313	1,313	1,313	1,313	1,313	1,313
Photography	3,750	312	312	312	312	312	312	313	313	313	313	313	313
Postage	3,500	291	291	291	291	292	292	292	292	292	292	292	292
Printing	2,500	209	209	209	209	208	208	208	208	208	208	208	208
Recruitment	500	41	41	41	41	42	42	42	42	42	42	42	42
Repairs/Maintenance	94,922	7,911	7,911	7,910	7,910	7,910	7,910	7,910	7,910	7,910	7,910	7,910	7,910
Telephone	7,368	614	614	614	614	614	614	614	614	614	614	614	614
Tools/Equipment	10,500	875	875	875	875	875	875	875	875	875	875	875	875
Training	13,285	973	973	973	974	974	1,774	974	974	974	974	974	1,774
Trash Hauling	89,618	7,469	7,469	7,468	7,468	7,468	7,468	7,468	7,468	7,468	7,468	7,468	7,468
Travel & Entertainment	26,310	1,985	1,985	1,984	1,984	1,984	1,984	1,984	1,984	4,484	1,984	1,984	1,984
Uniforms	17,500	1,459	1,459	1,459	1,459	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458
Utilities	951,739	79,311	79,311	79,311	79,311	79,311	79,312	79,312	79,312	79,312	79,312	79,312	79,312
Allocation of Utilities	(119,941)	(9,996)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)	(9,995)
TOTAL OPERATING EXPENSES	**2,423,542**	**201,616**	**201,618**	**201,615**	**201,617**	**201,618**	**202,420**	**201,623**	**201,623**	**204,123**	**201,623**	**201,623**	**202,423**
TOTAL INDIRECT EXPENSES	**6,281,128**	**503,981**	**503,983**	**503,980**	**503,982**	**527,052**	**596,312**	**503,988**	**503,988**	**506,488**	**503,988**	**527,057**	**596,315**
CAPITAL EXPENSE	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
NET INCOME / (SUBSIDY)	**104,174**	**(196,446)**	**(93,144)**	**196,077**	**214,544**	**57,992**	**(287,214)**	**(185,235)**	**(116,321)**	**282,542**	**277,237**	**33,770**	**(79,631)**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2024 - July 1, 2023 - June 30, 2024
EVENTS BUDGET

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
NUMBER OF EVENTS	**31**	**19**	**12**	**59**	**51**	**25**	**23**	**220**
GENERAL ATTENDANCE	**69,229**	**26,850**	**30,750**	**44,623**	**31,721**	**16,690**	**26,333**	**246,196**
DAYS	**156**	**56**	**39**	**100**	**83**	**34**	**75**	**543**
DIRECT EVENT REVENUE								
RENTAL REVENUE	1,522,496	669,157	332,255	395,991	315,137	190,935	455,540	3,881,511
SERVICE REVENUE	532,559	146,521	133,091	195,394	212,443	65,911	10,461	1,296,380
DIRECT EVENT REVENUE	**2,055,055**	**815,678**	**465,346**	**591,385**	**527,580**	**256,846**	**466,001**	**5,177,891**
SERVICE REVENUE								
EQUIPMENT RENTAL	28,301	34,461	21,031	27,308	12,357	9,882	10,461	143,801
IN HOUSE ELECTRICAL BILLED	0	0	0	0	32,000	0	0	32,000
TELECOMMUNICATIONS BILLED	504,258	112,060	112,060	168,086	168,086	56,029	0	1,120,579
TOTAL SERVICE REVENUE	**532,559**	**146,521**	**133,091**	**195,394**	**212,443**	**65,911**	**10,461**	**1,296,380**
SERVICE REVENUE TO RENTAL REVENUE RATIO	**35.0%**	**21.9%**	**40.1%**	**49.3%**	**67.4%**	**34.5%**	**2.3%**	**33.4%**
LESS SERVICE EXPENSES:								
TELECOMMUNICATIONS EXPENSE	373,151	82,924	82,924	124,384	124,384	41,461	0	829,228
TOTAL SERVICE EXPENSES	**373,151**	**82,924**	**82,924**	**124,384**	**124,384**	**41,461**	**0**	**829,228**
NET SERVICE INCOME/(LOSS)	**159,408**	**63,597**	**50,167**	**71,010**	**88,059**	**24,450**	**10,461**	**467,152**
SERVICE REVENUE PROFIT MARGIN	**29.9%**	**43.4%**	**37.7%**	**36.3%**	**41.5%**	**37.1%**	**100.0%**	**36.0%**
FOOD & BEVERAGE								
CATERING	4,601,342	783,532	88,022	139,943	798,919	1,507,792	76,526	7,996,076
GROSS FOOD & BEVERAGE REVENUE	**4,601,342**	**783,532**	**88,022**	**139,943**	**798,919**	**1,507,792**	**76,526**	**7,996,076**
CATERING EXPENSE-Food	3,950,286	672,668	75,568	120,142	685,878	1,294,450	65,698	6,864,690
TOTAL FOOD & BEVERAGE EXPENSE	**3,950,286**	**672,668**	**75,568**	**120,142**	**685,878**	**1,294,450**	**65,698**	**6,864,690**
NET FOOD & BEVERAGE INCOME	**651,056**	**110,864**	**12,454**	**19,801**	**113,041**	**213,342**	**10,828**	**1,131,386**
FOOD & BEVERAGE EVENT PROFIT MARGIN	**14.1%**	**14.1%**	**14.1%**	**14.1%**	**14.1%**	**14.1%**	**14.1%**	**14.1%**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2024 - July 1, 2023 - June 30, 2024
EVENTS BUDGET

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
AUDIO VISUAL REVENUE								
AV SERVICE REVENUE	654,669	145,482	145,482	218,224	218,224	72,742	0	1,454,823
AV SERVICE EXPENSE	438,628	97,473	97,473	146,210	146,210	48,737	0	974,731
NET AUDIO VISUAL INCOME	**216,041**	**48,009**	**48,009**	**72,014**	**72,014**	**24,005**	**0**	**480,092**
AUDIO VISUAL PROFIT MARGIN	**33.0%**	**33.0%**	**33.0%**	**33.0%**	**33.0%**	**33.0%**	**0.0%**	**33.0%**
ELECTRICAL SERVICES								
ELECTRICAL SERVICES REVENUE	709,353	109,860	16,489	27,666	7,443	400	0	871,211
ELECTRICAL SERVICES EXPENSE	496,547	76,902	11,543	19,366	5,210	280	0	609,847
NET ELECTRICAL SERVICES INCOME	**212,806**	**32,958**	**4,947**	**8,300**	**2,233**	**120**	**0**	**261,363**
ELECTRICAL SERVICES PROFIT MARGIN	**30.0%**	**30.0%**	**30.0%**	**30.0%**	**30.0%**	**30.0%**	**0.0%**	**30.0%**
TOTAL ANCILLARY INCOME	**1,079,903**	**191,831**	**65,410**	**100,115**	**187,288**	**237,466**	**10,828**	**1,872,841**
EVENT OPERATING INCOME	**2,761,807**	**924,584**	**447,832**	**567,116**	**590,485**	**452,851**	**476,829**	**6,221,504**
TOTAL GROSS REVENUE	**8,020,419**	**1,854,551**	**715,340**	**977,218**	**1,552,166**	**1,837,780**	**542,527**	**15,500,000**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2025 - July 1, 2024 - June 30, 2025
BUDGET PROPOSAL INCOME STATEMENT

	OVG BUDGET 2024/25	BUDGET 2023/24	BUDGET VARIANCE FAV / (UNFAV)
# OF EVENTS	**255**	**220**	**35**
ATTENDANCE	**260,846**	**246,196**	**14,650**
DAYS	**590**	**543**	**47**
DIRECT EVENT REVENUE			
RENTAL REVENUE	4,376,218	3,881,511	494,707
SERVICE REVENUE	1,427,515	1,296,380	131,135
TOTAL DIRECT EVENT REVENUE	**5,803,733**	**5,177,891**	**625,842**
ANCILLARY REVENUE			
FOOD AND BEVERAGE REVENUE	9,285,712	7,996,075	1,289,637
AUDIO-VISUAL REVENUE	1,673,066	1,454,823	218,243
ELECTRICAL REVENUE	1,237,488	871,211	366,277
TOTAL ANCILLARY REVENUE	**12,196,266**	**10,322,109**	**1,874,157**
TOTAL EVENT REVENUE	**17,999,999**	**15,500,000**	**2,499,999**
OTHER REVENUE	**193,014**	**163,770**	**29,244**
TOTAL GROSS REVENUE	**18,193,013**	**15,663,770**	**2,529,243**
EVENT EXPENSE			
SERVICE EXPENSE	926,783	829,228	(97,555)
FOOD & BEVERAGE EXPENSE	7,796,861	6,864,689	(932,172)
AUDIO-VISUAL EXPENSE	1,118,450	974,732	(143,718)
ELECTRICAL EXPENSE	876,688	609,847	(266,841)
TOTAL EVENT EXPENSE	**10,718,782**	**9,278,496**	**(1,440,286)**
TOTAL EVENT INCOME	**7,281,217**	**6,221,504**	**1,059,713**
TOTAL INCOME WITH OTHER REVENUE	**7,474,232**	**6,385,274**	**1,088,958**
INDIRECT EXPENSES			
EXECUTIVE	457,746	437,636	(20,110)
FINANCE	562,508	547,041	(15,467)
MARKETING & SALES	572,630	466,447	(106,183)
EVENTS	560,396	463,116	(97,280)
OPERATIONS	3,290,406	2,854,867	(435,539)
OVERHEAD	1,604,743	1,511,997	(92,746)
TOTAL INDIRECT EXPENSES	**7,048,429**	**6,281,104**	**(767,325)**
CAPITAL EXPENSE	**0**	**0**	**0**
NET INCOME / (SUBSIDY)	**425,803**	**104,170**	**321,633**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2025 - July 1, 2024 - June 30, 2025
BUDGET PROPOSAL - INCOME STATEMENT

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
# OF EVENTS	**255**	**16**	**16**	**26**	**25**	**20**	**20**	**19**	**20**	**25**	**24**	**25**	**19**
GENERAL ATTENDANCE	**260,846**	**22,288**	**12,575**	**26,013**	**33,109**	**24,876**	**11,874**	**17,378**	**11,232**	**28,176**	**29,425**	**26,003**	**17,897**
DAYS	**590**	**38**	**44**	**51**	**59**	**45**	**28**	**44**	**47**	**51**	**61**	**82**	**40**
TOTAL EVENT REVENUE													
Consumer Shows	537,346	45,769	46,500	47,186	102,065	87,028	0	10,710	30,853	40,774	54,245	65,946	6,270
Conventions	2,118,112	136,436	79,802	152,283	282,542	111,300	90,000	73,196	58,986	352,499	316,788	251,865	212,415
Banquets	310,817	20,325	40,505	58,735	50,572	35,700	11,912	5,355	9,708	17,506	20,878	22,401	17,220
Meetings/Conferences	702,216	26,764	49,726	115,880	142,947	64,186	10,896	66,825	33,106	53,396	42,421	63,396	32,673
Special Events	654,093	114,962	30,383	85,322	44,217	42,100	19,887	74,765	41,419	50,113	48,518	63,085	39,323
Sporting Events	616,086	25,000	27,980	55,960	41,440	85,280	30,210	82,006	101,462	26,482	56,092	64,044	20,130
Trade Shows	865,064	5,575	38,359	130,914	93,761	106,400	0	71,777	68,620	108,474	85,329	97,181	58,674
TOTAL DIRECT EVENT REVENUE	**5,803,734**	**374,831**	**313,255**	**646,280**	**757,544**	**531,994**	**162,905**	**384,634**	**344,154**	**649,244**	**624,271**	**627,918**	**386,705**
ANCILLARY REVENUE													
Service Revenue only	1,427,515	65,977	121,287	203,952	103,604	121,658	1,088	121,414	77,416	194,250	89,586	240,433	86,850
Food & Beverage Revenue	9,285,712	114,770	809,457	1,146,474	1,006,127	599,544	752,194	122,631	728,740	1,088,410	1,139,927	912,742	864,696
Audio-Visual Revenue	1,673,066	35,500	47,576	142,984	162,012	204,000	113,373	74,761	81,692	278,668	144,261	180,180	208,059
Electrical Revenue	1,237,488	201,141	2,060	0	164,304	545	52,707	26,076	8,000	26,286	213,696	287,500	255,172
TOTAL ANCILLARY REVENUE	**12,196,266**	**351,411**	**859,093**	**1,289,458**	**1,332,443**	**804,089**	**918,274**	**223,468**	**818,432**	**1,393,364**	**1,497,884**	**1,380,422**	**1,327,927**
TOTAL EVENT REVENUE	**18,000,000**	**726,242**	**1,172,348**	**1,935,738**	**2,089,987**	**1,336,083**	**1,081,179**	**608,102**	**1,162,586**	**2,042,608**	**2,122,155**	**2,008,340**	**1,714,632**
OTHER REVENUE													
Advertising & Sponsorship	42,750	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563
Cancellation Fees	65,000	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417
Interest and Dividends	35,000	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917
F&B Vending	720	60	60	60	60	60	60	60	60	60	60	60	60
Misc IT & Cell Tower Revenue	49,544	4,105	4,105	4,105	4,105	4,105	4,105	4,152	4,152	4,152	4,152	4,152	4,152
TOTAL OTHER REVENUE	**193,014**	**16,062**	**16,062**	**16,062**	**16,062**	**16,062**	**16,062**	**16,109**	**16,109**	**16,109**	**16,109**	**16,109**	**16,109**
TOTAL GROSS REVENUE	**18,193,014**	**742,304**	**1,188,410**	**1,951,800**	**2,106,049**	**1,352,145**	**1,097,241**	**624,211**	**1,178,695**	**2,058,717**	**2,138,264**	**2,024,449**	**1,730,741**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2025 - July 1, 2024 - June 30, 2025
BUDGET PROPOSAL - INCOME STATEMENT

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
EVENT EXPENSE													
Service Expense	926,783	41,253	80,354	127,173	62,638	84,360	0	79,255	55,889	127,384	52,726	169,353	46,398
Food & Beverage Expense	7,796,861	96,368	679,670	962,651	844,807	503,414	631,589	102,969	611,895	913,897	957,154	766,395	726,052
Audio-Visual Expense	1,118,450	23,785	31,876	95,799	108,548	136,680	75,960	47,585	54,734	186,708	96,655	120,721	139,400
Elecrical Expense	876,688	143,328	1,442	0	115,013	409	36,923	18,253	6,000	19,714	155,110	201,875	178,621
TOTAL EVENT EXPENSE	**10,718,782**	**304,734**	**793,342**	**1,185,623**	**1,131,006**	**724,863**	**744,472**	**248,062**	**728,518**	**1,247,703**	**1,261,645**	**1,258,344**	**1,090,471**
NET EVENT INCOME	**7,281,218**	**421,509**	**379,006**	**750,115**	**958,982**	**611,220**	**336,708**	**360,040**	**434,068**	**794,905**	**860,509**	**749,995**	**624,161**
NET INCOME W/OTH REVENUE	**7,474,232**	**437,570**	**395,067**	**766,176**	**975,043**	**627,281**	**352,769**	**376,148**	**450,176**	**811,013**	**876,617**	**766,103**	**640,269**
INDIRECT EXPENSES													
PERSONNEL EXPENSE													
Salaries	3,096,922	238,225	238,225	238,225	238,225	259,169	336,393	238,225	238,225	238,225	238,225	259,169	336,393
Payroll Taxes	238,947	18,381	18,381	18,381	18,381	20,383	25,568	18,381	18,381	18,381	18,381	20,383	25,568
Employee Benefits	957,796	78,442	78,442	78,442	78,442	79,715	85,415	78,442	78,442	78,442	78,442	79,715	85,415
Part-time Wages	172,741	14,395	14,395	14,395	14,395	14,395	14,395	14,395	14,395	14,395	14,395	14,395	14,395
Contract Labor	35,000	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917
TOTAL PERSONNEL EXPENSE	**4,501,406**	**352,360**	**352,360**	**352,360**	**352,360**	**376,579**	**464,688**	**352,360**	**352,360**	**352,360**	**352,360**	**376,579**	**464,688**
OTHER OPERATING EXPENSE													
Advertising	7,500	625	625	625	625	625	625	625	625	625	625	625	625
Automobile Expense	1,545	129	129	129	129	129	129	129	129	129	129	129	129
Bad Debt	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Building Supplies	77,454	6,454	6,454	6,454	6,454	6,454	6,454	6,454	6,454	6,454	6,454	6,454	6,454
Computer Services	35,776	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981
Consulting & Professional Fees	87,777	7,315	7,315	7,315	7,315	7,315	7,315	7,315	7,315	7,315	7,315	7,315	7,315
Contracted Services	57,820	4,818	4,818	4,818	4,818	4,818	4,818	4,818	4,818	4,818	4,818	4,818	4,818
Data Processing Fees	145,426	12,119	12,119	12,119	12,119	12,119	12,119	12,119	12,119	12,119	12,119	12,119	12,119
Dues & Subscriptions	5,169	431	431	431	431	431	431	431	431	431	431	431	431
Equipment & Supply Rental	19,776	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Equip Maintenance Agreement	189,708	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2025 - July 1, 2024 - June 30, 2025
BUDGET PROPOSAL - INCOME STATEMENT

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
OTHER OPERATING EXPENSE													
Insurance	329,737	27,478	27,478	27,478	27,478	27,478	27,478	27,478	27,478	27,478	27,478	27,478	27,478
Licenses and Permits	4,593	383	383	383	383	383	383	383	383	383	383	383	383
Management Fee	379,294	31,608	31,608	31,608	31,608	31,608	31,608	31,608	31,608	31,608	31,608	31,608	31,608
Meetings/Conferences	14,585	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215
Office Supplies	14,850	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238
Other - Lighting	16,538	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378
Photography	3,750	313	313	313	313	313	313	313	313	313	313	313	313
Postage	3,500	292	292	292	292	292	292	292	292	292	292	292	292
Printing	2,500	208	208	208	208	208	208	208	208	208	208	208	208
Recruitment	500	42	42	42	42	42	42	42	42	42	42	42	42
Repairs/Maintenance	103,082	8,590	8,590	8,590	8,590	8,590	8,590	8,590	8,590	8,590	8,590	8,590	8,590
Telephone	8,808	734	734	734	734	734	734	734	734	734	734	734	734
Tools/Equipment	11,550	963	963	963	963	963	963	963	963	963	963	963	963
Training	11,958	997	997	997	997	997	997	997	997	997	997	997	997
Trash Hauling	92,308	7,692	7,692	7,692	7,692	7,692	7,692	7,692	7,692	7,692	7,692	7,692	7,692
Travel & Entertainment	28,083	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	5,090	2,090	2,090	2,090
Uniforms	18,400	1,533	1,533	1,533	1,533	1,533	1,533	1,533	1,533	1,533	1,533	1,533	1,533
Utilities	999,326	83,277	83,277	83,277	83,277	83,277	83,277	83,277	83,277	83,277	83,277	83,277	83,277
Allocation of Utilities	(139,286)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)	(11,607)
TOTAL OPERATING EXPENSES	**2,547,024**	**212,002**	**212,002**	**212,002**	**212,002**	**212,002**	**212,002**	**212,002**	**212,002**	**215,002**	**212,002**	**212,002**	**212,002**
TOTAL INDIRECT EXPENSES	**7,048,430**	**564,361**	**564,361**	**564,361**	**564,361**	**588,581**	**676,690**	**564,361**	**564,361**	**567,361**	**564,361**	**588,581**	**676,690**
CAPITAL EXPENSE	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
NET INCOME / (SUBSIDY)	**425,803**	**(126,791)**	**(169,294)**	**201,815**	**410,682**	**38,700**	**(323,921)**	**(188,213)**	**(114,185)**	**243,652**	**312,256**	**177,522**	**(36,420)**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2025 - July 1, 2024 - June 30, 2025
EVENTS BUDGET

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
NUMBER OF EVENTS	**36**	**22**	**14**	**68**	**59**	**29**	**27**	**255**
GENERAL ATTENDANCE	**66,732**	**29,600**	**31,200**	**37,285**	**41,847**	**18,116**	**36,066**	**260,846**
DAYS	**162**	**60**	**46**	**97**	**95**	**38**	**92**	**590**
DIRECT EVENT REVENUE								
RENTAL REVENUE	1,529,670	701,632	395,846	422,037	495,169	234,245	597,619	4,376,218
SERVICE REVENUE	588,442	163,432	141,500	232,055	207,047	76,572	18,467	1,427,515
DIRECT EVENT REVENUE	**2,118,112**	**865,064**	**537,346**	**654,092**	**702,216**	**310,817**	**616,086**	**5,803,733**
SERVICE REVENUE								
EQUIPMENT RENTAL	24,860	38,189	16,257	44,194	19,186	13,952	18,467	175,105
TELECOMMUNICATIONS BILLED	563,582	125,243	125,243	187,861	187,861	62,620	0	1,252,410
TOTAL SERVICE REVENUE	**588,442**	**163,432**	**141,500**	**232,055**	**207,047**	**76,572**	**18,467**	**1,427,515**
SERVICE REVENUE TO RENTAL REVENUE RATIO	**38.5%**	**23.3%**	**35.7%**	**55.0%**	**41.8%**	**32.7%**	**3.1%**	**32.6%**
LESS SERVICE EXPENSES:								
TELECOMMUNICATIONS EXPENSE	417,051	92,680	92,680	139,017	139,017	46,339	0	926,784
TOTAL SERVICE EXPENSES	**417,051**	**92,680**	**92,680**	**139,017**	**139,017**	**46,339**	**0**	**926,784**
NET SERVICE INCOME/(LOSS)	**171,391**	**70,752**	**48,820**	**93,038**	**68,030**	**30,233**	**18,467**	**500,731**
SERVICE REVENUE PROFIT MARGIN	**29.1%**	**43.3%**	**34.5%**	**40.1%**	**32.9%**	**39.5%**	**100.0%**	**35.1%**
FOOD & BEVERAGE								
CATERING	5,385,763	905,636	119,936	152,226	911,199	1,716,103	94,848	9,285,711
GROSS FOOD & BEVERAGE REVENUE	**5,385,763**	**905,636**	**119,936**	**152,226**	**911,199**	**1,716,103**	**94,848**	**9,285,711**
CATERING EXPENSE-Food	4,522,222	760,428	100,706	127,819	765,099	1,440,947	79,640	7,796,861
TOTAL FOOD & BEVERAGE EXPENSE	**4,522,222**	**760,428**	**100,706**	**127,819**	**765,099**	**1,440,947**	**79,640**	**7,796,861**
NET FOOD & BEVERAGE INCOME	**863,541**	**145,208**	**19,230**	**24,407**	**146,100**	**275,156**	**15,208**	**1,488,850**
FOOD & BEVERAGE EVENT PROFIT MARGIN	**16.0%**	**16.0%**	**16.0%**	**16.0%**	**16.0%**	**16.0%**	**16.0%**	**16.0%**

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2025 - July 1, 2024 - June 30, 2025
EVENTS BUDGET

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
AUDIO VISUAL REVENUE								
AV SERVICE REVENUE	752,880	167,306	167,306	250,960	250,960	83,654	0	1,673,066
AV SERVICE EXPENSE	504,430	112,095	112,095	168,143	168,143	53,544	0	1,118,450
NET AUDIO VISUAL INCOME	**248,450**	**55,211**	**55,211**	**82,817**	**82,817**	**30,110**	**0**	**554,616**
AUDIO VISUAL PROFIT MARGIN	**33.0%**	**33.0%**	**33.0%**	**33.0%**	**33.0%**	**36.0%**	**0.0%**	**33.1%**
ELECTRICAL SERVICES								
ELECTRICAL SERVICES REVENUE	1,028,571	109,860	20,000	55,958	22,500	600	0	1,237,489
ELECTRICAL SERVICES EXPENSE	720,000	82,395	15,000	41,968	16,875	450	0	876,688
NET ELECTRICAL SERVICES INCOME	**308,571**	**27,465**	**5,000**	**13,990**	**5,625**	**150**	**0**	**360,801**
ELECTRICAL SERVICES PROFIT MARGIN	**30.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**0.0%**	**29.2%**
TOTAL ANCILLARY INCOME	**1,420,564**	**227,884**	**79,441**	**121,214**	**234,542**	**305,417**	**15,208**	**2,404,270**
EVENT OPERATING INCOME	**3,121,625**	**1,000,267**	**524,107**	**636,290**	**797,741**	**569,895**	**631,294**	**7,281,219**
TOTAL GROSS REVENUE	**9,285,327**	**2,047,865**	**844,588**	**1,113,237**	**1,886,875**	**2,111,174**	**710,934**	**18,000,000**

Sports and Open Space Authority

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Sports and Open Space Authority

The Sports and Open Space Authority of the City of Santa Clara (Authority) was created by the City Council in 1974 to establish a separate entity to acquire and develop open space within the City of Santa Clara. The validity of the Authority and its legal existence was established in 1975 by final judgment of the Santa Clara County Superior Court. The Santa Clara Golf and Tennis Club (SCGTC) was developed by the Authority on City-owned land and operated under a management agreement with a private company and a private restaurant facility at the Golf and Tennis Club leased to a private operator. In 1997/98, the City Council set aside approximately 40 acres of the former golf course site to be preserved and maintained as open space, and, in calendar year 1999, the Authority approved the sale of 4.3 acres of the former golf course property to the City's Redevelopment Agency to be disposed of as a site for development of affordable housing.

The Authority terminated operations of SCGTC in late calendar year 2019 and the land will be redeveloped into a mixed-use commercial/residential project. There is minimal funding budgeted in Fiscal Year 2023/24 and Fiscal Year 2024/25 for the Open Space Authority.

Budget Summary

	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2023/24 Proposed	FY 2023/24 Change %	FY 2024/25 Proposed	FY 2024/25 Change %
Dollars by Division / Program						
Sports and Open Space Authority						
8011 Sports and Open Space Authority	9,163	5,420	10,000	84.5%	10,200	2.0%
Total Sports and Open Space Authority	**9,163**	**5,420**	**10,000**	**84.5%**	**10,200**	**2.0%**
Total by Division / Program	**9,163**	**5,420**	**10,000**	**84.5%**	**10,200**	**2.0%**
Dollars by Fund						
Sports and Open Space Authority Fund	9,163	5,420	10,000	84.5%	10,200	2.0%
Total by Fund	**9,163**	**5,420**	**10,000**	**84.5%**	**10,200**	**2.0%**
Dollars by Category						
Salary and Benefits						
Board Member Stipend	4,590	4,920	5,000	1.6%	5,100	2.0%
Total Salary and Benefits	**4,590**	**4,920**	**5,000**	**1.6%**	**5,100**	**2.0%**
Non-Personnel						
Materials/Services/Supplies	4,573	500	5,000	900.0%	5,100	2.0%
Total Non-Personnel	**4,573**	**500**	**5,000**	**900.0%**	**5,100**	**2.0%**
Total by Category	**9,163**	**5,420**	**10,000**	**84.5%**	**10,200**	**2.0%**

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Outside Group Funding

The City considers funding non-profit community organizations to meet significant community needs or address concerns of Santa Clara residents. Funding in any case is made on an individual basis dependent upon City budget limitation, past performance and services provided.

Community Organization	Department	Description	FY 2023/24	FY 2024/25
Bill Wilson Center	Community Development	Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling	30,000	30,000
Catholic Charities Long Term Care Ombudsman	Community Development	Monitors quality of care to elderly and disabled residents of long-term care facilities	10,000	10,000
Firehouse Fun Run	Electric Utility	A Santa Clara community walk/run event established to support Santa Clara Unified School District and local Military Veterans	1,000	1,000
Health Trust – Meals on Wheels	Community Development	Provides seniors and adults with disabilities hot, nutritious meals five days a week	30,000	30,000
Heart of the Valley	Community Development	Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation, collect demographic information on new paratransit clients and to coordinate and train volunteers for service delivery	30,000	15,000
HOPE Services – Educational Services	Community Development	Provides educational services to people with developmental disabilities	30,000	30,000
Live Oak Adult Day Services	Community Development	Provides adult day care for dependent and disabled seniors	15,000	15,000
Next Door Solutions	Community Development	Provides case management for residents at HomeSafe Santa Clara, a transitional housing program for victims of domestic violence	30,000	0
Parade of Champions (In-Kind Services)	Non-Departmental	Provides in-kind City resources for the parade to celebrate community champions including civic and community leaders	60,000	61,200
Project Sentinel – Rent Mediation	Community Development	Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements	67,803	67,803

Community Organization	Department	Description	FY 2023/24	FY 2024/25
Santa Clara Ballet	Non-Departmental	Provides cultural, music, dancing, entertainment and performances	10,000	10,000
Santa Clara Senior Nutrition	Parks and Recreation	Provides daily delivery of meals to severely disabled and homebound seniors	24,000	24,000
Santa Clara Sister Cities Association	Non-Departmental	Funding for the cultural exchange program for the City of Santa Clara's three sister cities, Coimbra, Portugal, Limerick, Ireland and Izumo, Japan	5,659	5,659
Santa Clara Swim Club	Parks and Recreation	Host swim meets which bring national and international visitors to our city	20,000	20,000
Santa Clara Unified School District STEAM Symposium	Electric Utility	Celebration by the Santa Clara Unified School District of Science, Technology, Engineering, Art and Math (STEAM) learning within and out of the classroom	5,000	5,000
Senior Adult Legal Assistance	Community Development	Provides free legal services for seniors that include advice and referrals, document writing and legal representation	30,000	30,000
Women's League – Showtime	Non-Departmental	Raises funds in support of the Senior Center Health and Wellness Program	20,000	20,000
State of the Valley Conference	Electric Utility	Silicon Valley's annual "town meeting" convenes stakeholders from the entire region to discuss the Valley's challenges and opportunities. The Silicon Valley Index is shared and discussed	30,000	30,000
Triton Museum	Non-Departmental	Provides artistic exhibitions and educational programs	295,927	296,054
United Way Silicon Valley – 2-1-1 Phone System	Community Development	Non-emergency information and referral for health and human services	5,000	5,000
Total Outside Group Funding			**749,389**	**705,716**

FY 2023/24 Capital Improvement Program Budget Amendments

Cemetery Capital Fund (593)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Transfer from the General Fund / PW Capital Projects Management - Cemetery	(9,597)	(9,597)	Eliminates funding for the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also eliminated.
Total Cemetery Capital Fund	**(9,597)**	**(9,597)**	

City Affordable Housing Capital Fund (565)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	5,760,576	5,760,576	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total City Affordable Housing Capital Fund	**5,760,576**	**5,760,576**	

Convention Center Capital Fund (865)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	(69,029)	(69,029)	Decreases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Convention Center Capital Fund	**(69,029)**	**(69,029)**	

Electric Utility Capital Fund (591)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Beginning Fund Balance - Unrestricted	10,622,092		Increases the Unrestricted Beginning Fund Balance to reflect the estimated FY 2022/23 Unrestricted Ending Fund Balance.

Electric Utility Capital Fund (591) (Cont'd.)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Other Revenue (Developer Contributions)	4,992,000		A net increase to Developer Contributions, including: decrease of $225,000 for the Fiber Development, Design, and Expansion project, increase of $3.35 million for the New Business Estimate Work project, increase of $1.1 million for the Transmission and Distribution Capital Maintenance and Betterments project, increase of $2.8 million for the Memorex Junction Substation project, and a decrease of $2.0 million for the Transmission Loop 2 project.
Other Revenue (Load Development Fees)	16,865,000		A net increase to the Load Development Fee revenue to support capital projects based on revised capital project needs and funding shifts.
Transfer from the Electric Debt Service Fund	184,300,000		Establishes the transfer from the Electric Debt Service Fund to fund the SRS Rebuild and Replacement, KRS Rebuild and Replacement, NRS-KRS 115kV Line, and the NRS Transformer and Breaker Upgrades projects.
Transfer from the Electric Utility Fund	(27,924,239)		Reduces the transfer from the Electric Utility Fund to support capital projects based on revised capital project needs and funding shifts. This change has been incorporated in the base budget for the Electric Utility Fund.
Substation Physical Security Improvements		(33,223)	Eliminates the project budget for FY 2023/24 to remove associated salary project costs to align with update project timeline. This action is offset by a reduction to the transfer in from the electric utility fund - customer service charges.
Transmission and Distribution Capital Maintenance and Betterments		1,100,000	Increases the project budget to reflect requested work from a developer to perform infrastructure improvements near Fairview Substation. This project is developer funded and an offsetting action is included to increase developer contributions revenue.
Substation Capital Maintenance & Betterments		1,034,000	Increases the project budget to reflect substation capital improvements including a transformer rebuild, transformer control upgrades, switchgear monitoring, and dissolved gas analysis equipment. This increase is funded by a transfer in from the Electric Utility Fund, customer service charges.

Electric Utility Capital Fund (591) (Cont'd.)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
NRS 230kv Spare Transformer		(15,000,000)	Eliminates the project budget to close out the project and consolidate it into the NRS Transformer and Breaker Upgrade Project, formerly the NRS Transformer Replacement project. The project scope will be incorporated into the NRS Transformer and Breaker Upgrades project.
Replace Balance of Plant Control System (DCS)		(2,025,000)	Decreases the project budget to align with updated project timeline. Funding will be reappropriated in future budget actions as needed.
Northwest Loop Capacity Upgrade		2,600,000	Increases the project budget to reflect an updated schedule and coordination of the design for several transmission projects. An increase to the Load Development Fee revenue is recommended to offset this increase.
NRS Breaker 392 Addition		(176,000)	Eliminates the project budget to close out the project and consolidate it into the NRS Transformer and Breaker Upgrade Project, formerly the NRS Transformer Replacement project. The project scope will be incorporated into the NRS Transformer and Breaker Upgrades project.
Memorex Junction Substation		2,767,000	Increases the project budget to align with the updated project schedule and substation agreement. This project is developer funded and an offsetting action is included to increase developer contributions revenue.
60KV Breaker Upgrades		(9,608,000)	Eliminates the project budget for FY 2023/24 to align with the most recent System Expansion Plan Study accepted by Council. Additional details can be found in the system expansion plan report for the California Independent System Operators Transmission Planning Process 2023/24 accepted by the City Council on November 15, 2022 in RTC 22-1172.
SRS Rebuild and Replacement		29,000,000	Increases the project budget to reflect updated costs primarily due to higher material costs. Funding for the increase will be provided by a transfer from the Electric Utility Debt Service Fund.

Electric Utility Capital Fund (591) (Cont'd.)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
KRS Rebuild and Replacement		30,700,000	Increases the project budget to reflect updated costs primarily due to higher material costs. Funding for the increase will be provided by a transfer from the Electric Utility Debt Service Fund.
NRS Transformer and Breaker Upgrades - Formerly the NRS Transformer Replacement project		76,283,394	Increases the project budget to include the addition of two new transformers, 115kV and 60kV bus work, and breaker configuration upgrades at the Northern Receiving Station (NRS). Additional details can be found in the system expansion plan report for the California Independent System Operators Transmission Planning Process 2023/24 accepted by the City Council on November 15, 2022 in RTC 22-1172. This increase also consolidates the scope and budget of the NRS 230kv Spare Transformer and NRS Breaker 392 Addition projects. Funding for the increase will be provided by a transfer from the Electric Utility Debt Service Fund. This action also renames the project from "NRS Transformer Replacement" to "NRS Transformer and Breaker Upgrades".
NRS-KRS 115kV Line		29,258,000	Increases the project budget to reflect an updated schedule to align with design work and easement acquisitions. Funding for the increase will be provided by a transfer from the Electric Utility Debt Service Fund.
Transmission Loop 1 Formerly the Reconfigure Northwest & Center Loops project		3,500,000	Increases the project budget to reflect an updated schedule to align with design work. An increase to the Load Development Fee budget is recommended to offset this increase. This action also renames the project from "Reconfigure Northwest & Center Loops" to "Transmission Loop 1" as was stated in RTC 22-1172 approved by Council November 15, 2022.
Battery Energy Storage System		(58,246)	Decreases the project budget to remove associated salary project costs. This action is offset by a reduction to the transfer in from the electric utility fund - customer service charges.
Duane-Scott 115kV Reconductor		1,620,000	Establishes a new project to upgrade a 115kV transmission line as brought forward in the recent system expansion plan report for the California Independent System Operators Transmission Planning Process 2023/24 accepted by the City Council on November 15, 2022 in RTC 22-1172. An increase to the Load Development Fee budget is recommended to offset this increase.

Electric Utility Capital Fund (591) (Cont'd.)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
South Loop Reconductor		18,610,000	Establishes a new project to upgrade a transmission line to serve additional customer loads as brought forward in the recent system expansion plan report for the California Independent System Operators Transmission Planning Process 2023/24 accepted by City Council on November 15, 2022 in RTC 22-1172. An increase to the Load Development Fee budget is recommended to offset this increase.
Unrestricted Ending Fund Balance		19,282,928	Increases the Unrestricted Ending Fund Balance to offset the actions above.
Total Electric Utility Capital Fund	**188,854,853**	**188,854,853**	

Fire Department Capital Fund (536)			
Project	Source of Funds	Use of Funds	**Explanation**
Transfer from the General Fund / PW Capital Projects Management - Fire	(1,683)	(1,683)	Eliminates funding for the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also eliminated.
Total Fire Department Capital Fund	**(1,683)**	**(1,683)**	

Library Department Capital Fund (537)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Transfer from the General Fund / PW Capital Projects Management - Library	(9,187)	(9,187)	Eliminates funding for the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also eliminated.
Total Library Department Capital Fund	**(9,187)**	**(9,187)**	

Parks and Recreation Capital Fund (532)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Unrestricted Beginning Fund Balance	17,060,294		Increases the Unrestricted Beginning Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.

Parks and Recreation Capital Fund (532) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund	258,941		Increases the Transfer from the General Fund to partially support the Public Works Capital Project Management allocation.
PW Capital Projects Management - Parks & Recreation		1,020,457	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
Unrestricted Ending Fund Balance		16,298,778	Increases the Unrestricted Ending Fund Balance to offset the action above.
Total Parks and Recreation Capital Fund	**17,319,235**	**17,319,235**	

Patrick Henry Drive Infrastructure Improvement Fund (542)

Project	Source of Funds	Use of Funds	Explanation
Patrick Henry Infrastructure Impact Fee / Transfer to the General Fund - Capital Projects Reserve	69,205	69,205	Increases the Revenue estimate and establishes a transfer to the General Fund Capital Projects Reserve (CRR). In FY 2022/23, the CPR will advance funding to this fund for administration costs. This action repays the CPR for these costs in FY 2023/24.
Total Patrick Henry Drive Infrastructure Improvement Fund	**69,205**	**69,205**	

Public Buildings Capital Fund (538)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund / PW Capital Projects Management - Public Buildings	148,699	148,699	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also increased.
Transfer from the General Fund - Capital Projects Reserve / Stationary Standby Generators	(80,000)	(80,000)	Decreases the Stationary Standby Generators budget and the associated transfer from the General Fund Capital Projects Reserve as $80,000 of funding was advanced from FY 2023/24 to FY 2022/23 as described in RTC 23-1463 approved by the City Council on February 21, 2023.
Total Public Buildings Capital Fund	**68,699**	**68,699**	

Recycled Water Capital Fund (597)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	(1,253,540)	(1,253,540)	Decreases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Recycled Water Capital Fund	**(1,253,540)**	**(1,253,540)**	

Related Santa Clara Developer Fund (540)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Developer Contributions	(2,073,178)		Decreases the developer contribution estimate from $3,041,508 to $968,330 to reflect changes to the project appropriations that will be reimbursed.
Related General Admin Project		(51,853)	Decreases the Related General Admin Project from $370,183 to $318,330 to reflect updated FY 2023/24 salary costs.
Related Permit Work Project		(2,021,325)	As part of the Developer Agreement with Related, 8.0 City positions were created to work on the Related Santa Clara project; however, these positions are now unfunded. Of these 8.0 unfunded positions, 7.0 are recommended to be frozen and 1.0 is recommended to be shifted to the Building Development Services Fund.
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	(3,000)	(3,000)	Decreases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Related Santa Clara Developer Fund	**(2,076,178)**	**(2,076,178)**	

Sewer Utility Capital Fund (594)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Beginning Fund Balance - Unrestricted	(9,344,249)		Decreases the Unrestricted Beginning Fund Balance from $9,404,214 to $59,965 to reflect the breakout of the restricted sewer conveyance fee portion of the fund balance that was previously accounted for in the unrestricted balance.
Beginning Fund Balance - Restricted Sewer Conveyance Fee	22,128,559		Increases the Restricted Beginning Fund Balance - Sewer Conveyance Fee from $0 to $22,128,559 to reflect the breakout of the restricted sewer conveyance fee portion of the fund balance that was previously accounted for in the unrestricted balance.

Sewer Utility Capital Fund (594) (Cont'd.)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Transfer from the Sewer Utility Fund	(7,651,713)		Decreases the transfer from the Sewer Utility Fund from $11,518,935 to $3,867,222. This reflects a change in the funding source for the S.J. - S.C. Regional Wastewater Facility project from the Sewer Utility Fund to the Sewer Utility Debt Service Fund. This decrease also accounts for an advancement of funding for the Sanitary Sewer Capacity Improvements project from FY 2023/24 to FY 2022/23.
Transfer from the Sewer Utility Debt Service Fund	10,000,000		Establishes a transfer from the Sewer Utility Debt Service Fund for the S.J. - S.C. Regional Wastewater Facility project. The Water and Sewer Utilities Department intends to issue debt in FY 2023/24 in the amount of $30.0 million to refinance the Series 2020 (Regional Wastewater Facility) Installment Sale Agreement of $20.0 million principal outstanding and borrow an additional $10.0 million of new debt for the Regional Wastewater Facility project.
S.J. - S.C. Regional Wastewater Facility		(2,551,713)	Decreases the S.J. - S.C. Regional Wastewater Facility project appropriation from $14,968,166 to $12,416,453. This reduction reflects the latest estimate from the City of San Jose, the co-owner of the Regional Wastewater Facility. A corresponding decrease to the transfer from the Sewer Utility Fund is also recommended to offset this reduction in the project appropriation.
Sanitary Sewer System Improvements		(2,000,000)	Eliminates the Sanitary Sewer System Improvements project appropriation in FY 2023/24 to reflect an advancement of this funding to FY 2022/23.
Sanitary Sewer Capacity Improvements		5,426	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
Sanitary Sewer Hydraulic Modeling As Needed Support		3,120	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
PW Capital Projects Management - Sewer		(347,704)	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
Ending Fund Balance - Restricted Sewer Conveyance Fee		21,913,644	Increases the Restricted Beginning Fund Balance - Sewer Conveyance Fee from $0 to $22,913,644 to reflect the breakout of the restricted sewer conveyance fee portion of the fund balance that was previously accounted for in the unrestricted balance.

Sewer Utility Capital Fund (594) (Cont'd.)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Ending Fund Balance - Unrestricted		(1,890,176)	Decreases the Unrestricted Ending Fund Balance from $2,310,477 to $420,301 to reflect anticipated activity in FY 2023/24.
Total Sewer Utility Capital Fund	**15,132,597**	**15,132,597**	

Solid Waste Capital Fund (596)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Beginning Fund Balance - Landfill Corrective Action Costs	22,899		Increases the Ending Fund Balance - Landfill Corrective Action Costs Reserve to account for changes from the FY 2023/24 Adopted CIP budget.
Unrestricted Beginning Fund Balance	(260,134)		Decreases the Unrestricted Beginning Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Ending Fund Balance - Landfill Corrective Action Costs		29,619	Increases the Ending Fund Balance - Landfill Corrective Action Costs Reserve to align with updated estimates.
Unrestricted Ending Fund Balance		(266,854)	Decreases the Unrestricted Ending Fund Balance to offset the action above.
Total Solid Waste Capital Fund	**(237,235)**	**(237,235)**	

Storm Drain Capital Fund (535)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Transfer from the General Fund / PW Capital Projects Management - Storm Drain	(117,185)	(117,185)	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also decreased.
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	40,244	40,244	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Storm Drain Capital Fund	**(76,941)**	**(76,941)**	

Street Lighting Capital Fund (534)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Transfer from the Electric Utility Fund	(2,050,000)		Decreases the transfer of customer service funds from the Electric Utility Fund for the Street Lights Replacements - Great America Parkway project.
Great America Street Light Replacement		(2,050,000)	Decreases the project budget to align with updated project timeline. Funding will be reappropriated in future budget actions as needed.
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	48,629	48,629	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Street Lighting Capital Fund	**(2,001,371)**	**(2,001,371)**	

Streets and Highways Capital Fund (533)			
Project	**Source of Funds**	**Use of Funds**	**Explanation**
Transfer from the General Fund - Capital Projects Reserve / Street Tree Services	463,050	463,050	This proposal provides one-time funding for the third and final year of the implementation of the Modesto Ash tree removals plan. In FY 2021/22, funding was placed in this CIP to supplement the operating budget for maintaining City Street Trees. Funding will be used for programmed pruning, tree removals, tree planting and responding to emergency tree work. Of the requested amount, $322,000 will be allocated for the multi-year tree mitigation plan that was approved by Council on February 23, 2021 which brought forth amendments for the City's tree service agreements to increase funding to move forward with the initial phases of the Modesto Ash risk mitigation measures. Additional funding was approved as a Budget Amendment in the form of a new Capital Improvement Project through the FY 2021/22 & 2022/23 Operating Budget process to continue implementing the risk mitigation measures identified in the Plan-It assessment. The remaining $141,000 will be allocated for emergency tree work, which is utilized throughout the year for storm response and after hour tree calls, as well as for planting new replacement trees. In 2022 the City adopted the City of Santa Clara Municipal Code, Chapter 12.35 Trees and Shrubs stating "if a vacant site where a street tree was removed is suitable to support a new street tree, the site shall be replanted with a suitable tree species from the City tree list." To maintain the 1 to 1 removal planting ratio sufficient funding is required for planting.

Streets and Highways Capital Fund (533) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Other Agencies Revenue / Tasman Complete Streets Plan 2021 Improvements Phase 1 – North San Jose Settlement Project	1,500,000	1,500,000	Increases the estimate for Other Agencies Revenue and the Tasman Complete Streets Plan 2021 Improvements Phase 1 – North San Jose Settlement project in the amount of $1.5 million to recognize payment from the City of San Jose for the Tasman Complete Streets Plan 2021 Improvements Phase 1 project as part of the North San Jose Settlement, approved by the City on June 28,2022. This is the second installment of the total payment of $9,330,000 from the City of San Jose according to the schedule outlined by the settlement. Previously, $1.5 million has been collected. These funds are to be used for complete street improvements on Tasman Drive**.**
Transfer from the General Fund / PW Capital Projects Management - Streets and Highways	(223,770)	(223,770)	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also decreased.
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	370,072	370,072	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Streets and Highways Capital Fund	**2,109,352**	**2,109,352**	

Tasman East Infrastructure Improvement Fund (541)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	3,592,564	3,592,564	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Tasman East Infrastructure Improvement Fund	**3,592,564**	**3,592,564**	

Water Utility Capital Fund (592)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	5,136,007	5,136,007	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2023/24 Adopted CIP budget.
Total Water Utility Capital Fund	**5,136,007**	**5,136,007**	

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