



DISCUSSION ITEM

Agenda Item # 11

AGENDA REPORT SUMMARY

Meeting Date: June 22, 2021

Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Prepared by: Jon Maginot, Interim Administrative Services Director and Richard Martinez, Finance Consultant

Approved by: Brad Kilger, Interim City Manager

Attachment(s):

1. FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan
2. Resolution No. 2021-31
3. Resolution No. 2021-32
4. Resolution No. 2021-33
5. Resolution No. 2021-34
6. Resolution No. 2021-35
7. Resolution No. 2021-36
8. Email from Community Services Agency dated June 4, 2021
9. Analysis of FY 2021/22 Capital Improvement Projects
10. Los Altos City Council 2021 Goals and Objectives Program/Task Matrix

Initiated by:

Staff

Previous Council Consideration:

May 18, 2021 and June 1, 2021

Fiscal Impact:

Adoption of the FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan will appropriate those funds needed for the City's operating and capital needs.

FY 2021/22 Operating Budget Expenditures: \$47.3 Million

FY 2021/22 Capital Improvement Plan Appropriations: \$12.8 Million

Environmental Review:

Not applicable

Reviewed By:

City Manager

BK

City Attorney

JH

Finance Director

JM



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Policy Question(s) for Council Consideration:

- Does the Council approve the proposed FY 2021/22 – 2022/23 Operating Budget and FY 2021-26 Capital Improvement Plan and corresponding resolutions?

Summary:

- The proposed Operating Budget and CIP represent a base budget that begins to return to pre-COVID-19 levels of service and includes certain of the City Council's objectives that staff feels can be accomplished during the upcoming two-year period

Staff Recommendation:

1. Move to adopt Resolution No. 2021-31 adopting FY 2021/22 – 2022/23 Operating Budget
2. Move to adopt Resolution No. 2021-32 adopting the FY 2022-2026 Five-Year Capital Improvement Program
3. Move to adopt Resolution No. 2021-33 establishing the FY 2021/22 Transient Occupancy Tax
4. Move to adopt Resolution No. 2021-34 establishing the FY 2021/22 Utility Users Tax
5. Move to adopt Resolution No. 2021-35 establishing the FY 2021/22 Appropriations Limit
6. Move to adopt Resolution No. 2021-36 adopting the FY 2021/22 Salary Schedule
7. Move to approve the City Council 2021 Objectives



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Purpose

To adopt the FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan and the City Council 2021 Objectives

Background

The two-year Operating Budget and the Five-Year Capital Improvement Plan (CIP) are adopted by the City Council and set the direction of the City Council for use of City funds. Through the Budget and CIP, the City Council sets the City's annual plan for allocating resources to meet the mission of the City and to accomplish the priorities of the City Council.

On May 18, 2021 and June 1, 2021, the City Council reviewed the draft Operating Budget and CIP and provided feedback and direction to staff.

Discussion/Analysis

As first reported during the May 18, 2021 Budget Study Session, the Operating Budget and CIP have been structured to achieve the goals and priorities of the City Council and to fulfill the mission of the City. The Operating Budget represents the base budget of services provided by the City at pre-COVID-19 levels.

General Fund Revenues

The City Council's Priorities for 2021 include several items related to City revenues that are incorporated into the proposed budget, including: seeking federal and state funding to assist in recovering funds expended due to COVID-19; conducting a review of the City's user fee schedule including updating the City's Cost Allocation Study; and establishing a cost recovery policy for the Recreation and Community Services Department.

The proposed Operating Budget includes maintaining six positions as frozen. These positions remain critical to accomplishing the mission of the City and providing services to the community. As they remain frozen, services provided will be reduced by some measure, including potentially advancement of capital improvement projects.



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
GENERAL FUND							
Property Tax	23,791,531	25,786,599	27,287,029	27,256,236	28,713,170	29,568,955	5.3%
Sales Tax	3,461,299	3,373,391	2,641,120	2,860,000	3,053,000	3,114,060	6.7%
Utility Users Tax	2,743,570	2,838,663	2,464,430	2,650,000	2,729,500	2,811,385	3.0%
Motor VLF	15,054	24,686	-	-	-	-	-
Transient Occupancy Tax	3,166,067	2,359,762	582,200	580,000	1,000,000	1,310,000	72.4%
Business License Tax	540,262	517,818	468,180	470,000	479,400	488,988	2.0%
Construction Tax	113,588	115,994	190,600	110,000	110,000	110,000	0.0%
Documentary Transfer Tax	679,424	579,948	551,157	600,000	580,000	580,000	-3%
Total Taxes	34,510,795	35,596,861	34,184,716	34,526,236	36,665,070	37,983,388	6.2%
Interest Income	1,908,805	2,233,470	381,045	341,000	335,000	332,300	-1.8%
Rental Income	24,106	24,106	24,000	24,000	24,000	24,000	-
Total Income	1,932,911	2,257,576	405,045	365,000	359,000	356,300	-1.7%
Recreation Fees	1,963,119	846,586	38,500	83,300	568,000	1,352,000	581.9%
Community Development Fees	3,775,495	3,383,733	3,311,240	3,195,671	3,791,300	3,802,300	18.6%
Franchise Fees	2,222,235	2,286,957	2,353,077	2,295,000	2,317,500	2,340,225	1.0%
Administrative Fees	690,600	1,148,700	918,500	918,500	918,500	918,500	0.0%
Police Fees	425,329	280,732	329,440	136,733	253,200	283,200	85.2%
Total Fees	9,076,778	7,946,708	6,950,757	6,629,204	7,848,500	8,696,225	18.4%
Miscellaneous Revenue	195,369	235,603	616,752	105,293	99,000	99,000	-6.0%
Total General Fund Revenue	45,715,853	46,036,748	42,157,270	41,625,733	44,971,570	47,134,913	8.0%
One-Time Revenues:							
Community Center Loan	-	-	10,000,000	10,001,300	-	-	-
Federal CARES Act	-	-	-	381,230	-	-	-
Federal ARP Act	-	-	-	-	3,598,964	3,598,964	-
Transfers In	166,430	111,850	160,000	100,000	230,000	230,000	-
Total General Fund Revenue/Transfers In	\$ 45,882,283	\$ 46,148,598	\$ 42,317,270	\$ 52,108,263	\$ 48,800,534	\$ 47,364,913	-6.3%

NOTE: The One-Time Revenue includes the loan of \$10M for the Los Altos Community Center



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

General Fund Expenditures

PROGRAM EXPENDITURES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
LEGISLATIVE							
City Council	281,850	369,547	298,684	297,547	368,572	369,875	23.9%
Total City Council	281,850	369,547	298,684	297,547	368,572	369,875	23.9%
EXECUTIVE							
City Manager	824,092	784,830	719,578	1,052,748	938,379	947,108	-10.9%
City Attorney	769,763	2,702,718	2,212,000	2,640,892	2,912,000	2,912,000	10.3%
City Clerk	676,665	635,106	724,816	824,664	725,956	822,491	-12.0%
Human Resources	689,737	791,918	835,043	840,881	903,729	881,242	7.5%
Information Technology	974,804	1,080,401	1,102,867	1,082,024	1,113,265	1,163,580	2.9%
Total Executive	3,935,061	5,994,973	5,594,304	6,441,209	6,593,329	6,726,421	2.4%
Finance							
Finance	1,306,238	1,461,069	1,225,212	1,446,234	1,710,301	1,444,182	18.3%
Non-Departmental	150,101	689,729	223,500	174,132	339,000	309,000	94.7%
Total Finance	1,456,339	2,150,798	1,448,712	1,620,366	2,049,301	1,753,182	26.5%
COMMUNITY DEVELOPMENT							
Planning	1,407,702	1,511,972	1,596,216	1,488,730	1,830,852	1,835,209	23%
Building	1,528,765	1,460,663	1,765,369	1,432,467	2,158,255	2,166,839	50.7%
Economic Development	196,478	184,786	201,995	216,398	250,448	257,665	15.7%
Environmental-Sustainability	-	-	-	-	38,450	38,450	0.0%
Total Community Development	3,132,945	3,157,421	3,563,580	3,137,595	4,278,005	4,298,163	36.3%
ENGINEERING							
Engineering	1,909,795	2,241,013	2,415,219	2,196,440	2,859,508	2,950,953	30.2%
Stormwater Maintenance	171,435	123,036	248,198	204,780	257,276	259,718	26%
Traffic	252,222	300,902	455,000	455,000	731,200	770,630	60.7%
Total Engineering	2,333,452	2,664,951	3,118,417	2,856,220	3,847,984	3,981,301	34.7%
MAINTENANCE SERVICES							
Maintenance Administration	598,058	551,234	578,239	546,661	544,945	553,360	-0.3%
Fleet Maintenance	178,017	171,256	193,507	175,727	199,053	202,550	13%
Street Maintenance	881,350	876,553	888,590	788,223	1,067,832	1,093,321	35%
Parks and Street Landscaping	2,498,745	2,384,868	2,265,370	2,321,030	2,399,039	2,442,897	3%
Facility Maintenance	1,126,837	1,184,105	1,395,073	1,286,683	1,610,360	1,634,671	25.2%
Total Maintenance Services	5,283,007	5,168,016	5,320,779	5,118,324	5,821,229	5,926,799	13.7%

*Vacancy Savings factored into each department in FY22 and FY23



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

PROGRAM EXPENDITURES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
PUBLIC SAFETY							
Administration	1,461,888	1,509,943	1,540,743	1,488,549	1,552,716	1,573,781	4%
Support Services	2,021,981	1,926,747	2,277,563	2,034,027	2,464,735	2,535,578	21.2%
Investigation Services	1,639,951	1,585,262	1,602,411	1,446,436	1,724,682	1,801,013	19.2%
Traffic Operations	1,427,231	1,321,107	1,415,828	1,236,247	1,715,787	1,771,614	38.8%
Patrol Services	4,505,713	5,077,727	5,700,850	5,094,099	6,121,237	6,332,567	20.2%
Emergency Preparedness	49,979	44,521	81,500	34,500	83,500	83,500	142.0%
Fire Services	7,011,100	7,330,193	7,725,000	7,700,000	8,000,000	8,820,000	3.9%
Total Public Safety	18,117,843	18,795,500	20,343,895	19,033,858	21,662,657	22,918,053	13.8%
RECREATION & COMMUNITY SERVICES							
Administration	565,365	764,947	772,201	842,762	807,256	847,854	-4.2%
Facilities	447,037	436,336	334,153	327,821	671,870	687,120	105.0%
Community Events	93,606	84,695	17,850	9,700	33,450	33,450	244.8%
Classes and Camps	567,092	414,413	91,155	151,152	251,725	400,780	66.5%
Tiny Tots	267,569	210,728	110,242	121,670	184,021	185,776	51.2%
Athletics	131,834	104,899	42,735	39,161	180,905	185,957	362.0%
Senior Programs	333,347	255,655	423,858	201,475	335,511	343,824	66.5%
Teen Programs	63,044	41,574	2,830	1,300	7,000	7,000	438.5%
Theater	-	-	-	-	-	-	-
Total Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,695,041	2,471,738	2,691,761	45.8%
Total General Fund Expenditures	37,009,391	40,614,453	41,483,395	40,200,160	47,092,815	48,665,555	17.15%
Transfers Out							
Capital Improvement Program/Equipment Purchase**	6,351,918	17,639,318	10,000,000	10,000,000	-	-	
Federal Grant Fund-ARP Act					918,229	1,504,357	
Community Center Loan			700,000	622,090	622,090	622,090	
2004 COP Debt Service	171,880	167,200	167,400	167,400	167,400	171,875	-
Total Transfers Out	6,523,798	17,806,518	10,867,400	10,789,490	1,707,719	2,298,322	-
General Fund Expenditures	\$ 43,533,189	\$ 58,420,971	\$ 52,350,795	\$ 50,989,650	\$ 48,800,534	\$ 50,963,877	-

*Vacancy Savings factored into each department in FY22 and FY23

**Actual transfer made at year end close

During the June 1, 2021 Study Session, the City Council considered funding requests from outside organizations and directed staff to include the following in the Operating Budget:

- WOMENSV - \$40,000 (\$20,000 annual contribution + \$20,000 one-time contribution)
- CHAC - \$49,000 (annual contribution)
- History Museum - \$75,000 (\$65,000 annual contribution + \$10,000 one-time contribution)

These funds have been included in the proposed Operating Budget. In addition, the Council directed that consideration of additional contributions to CHAC and History Museum, as well as a potential contribution to Community Services Agency (CSA) be included as part of the discussion regarding American Rescue Plan Act (ARPA) dollars. Following the June 1 meeting, staff reached out to CSA regarding a potential City contribution. The response from CSA is included as Attachment 8.



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Since the May 18, 2021 Study Session, staff has continued to evaluate and refine both General Fund Revenues and Expenditures. In addition, the first draft of the FY 2021/22 – 2022/23 Operating Budget presented on May 18, 2021 only included known personnel costs and did not include salary increases for two bargaining groups. As negotiations have progressed and these costs have become known, the Operating Budget has been updated to include these costs.

Capital Improvement Program

At the June 1, 2021 Study Session, City Council took an extended look at the draft FY 2022-2026 Capital Improvement Plan (CIP). As part of the presentation of the draft CIP, staff recommended removal of the following projects from the CIP:

- Feasibility Study for Community Pool (Project CF-01020)
- Lincoln Park Utility Undergrounding (Project CD-01015)
- Foothill Expressway Improvement between El Monte Ave & San Antonio Rd (Project TS-01018)
- El Monte Ave Sidewalk Gap Closure – Edith Ave to Almond Ave (School Route Project) (Project TS-01038)
- Fremont Ave/Truman Ave Intersection Improvements (Project TS-01040)
- Traffic Signal Control Upgrades (Project TS-01049)
- El Monte/Springer Intersection Improvements (Project TS-01030)
- San Antonio Road/West Portola Avenue Improvements (Project TS-01037)
- Los Altos Avenue/Santa Rita School Crossing Improvements (Project TS-01041)
- Carmel Terrace Sidewalk Gap Closure Project (Project TS-01050)

Council did not provide direction to keep the remaining projects in the CIP and so they have been removed from the recommended document.

Council requested staff provide an analysis of the various capital projects proposed for FY 2021/22 and provide recommendations on what could potentially be delayed. Staff has evaluated the proposed projects and indicated on Attachment 9 which projects meet certain criteria including whether the project is State mandated and/or has a matching requirement to receive State funding; whether the project is a Council identified priority; whether the project is to address public health and safety; and whether the project reduces future deferred maintenance costs.

Carmel Terrace Sidewalk Gap Closure Project (Project TS-01050)

Following the June 1, 2021 meeting, staff researched the history of this project given that the original project manager left the City in early 2019 prior to initiating concept design and public outreach.



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Under direction from Council in 2010, staff produced the Blach Neighborhood Study Recommendations as part of a comprehensive study of the Blach area. The goal of the study was to identify traffic patterns and infrastructure improvements for bicycles and pedestrians, and aimed to address congestion issues in the Blach area due to high volume drop-off and pick-up.

The recommendations in the study were categorized into three tiers based on impact, with high impact projects as Tier 1. Carmel Terrace was classified as a Tier 1 project, with no consensus on the alternatives of Class I, Class II or Class III bicycle facility options resulting from the public outreach process or Council discussion. The Sidewalk Gap Closure was part of both Class II and Class III alternatives, so despite the lack of consensus for bike facilities, with Council approval, City Staff adopted a sidewalk gap closure project, and CIP for the sidewalk gap closure was initiated. Following the 2010 Blach Neighborhood Study Recommendations, Council had been holding off on making further decisions on this area due to the potential for shifting enrollment boundaries or a new site for Bullis Charter School (which has facilities at Blach).

Carmel Terrace (and intersecting Altamead Drive) had been suggested as recommended routes in a *safe routes to school* (SRTS) analysis in 2015 as part of the Pedestrian Master Plan. In 2016, staff presented three conceptual plans for Carmel Terrace Bicycle and Pedestrian improvements to the Blach PTA and at the former Bicycle and Pedestrian Advisory Commission.

The topic was revisited at a Council meeting on December 11, 2018, in attempt to end the previous “wait and see” approach, per the request of three Councilmembers. Pertaining to the Carmel Terrace area, discussion included whether the back gate of Blach School should be open or closed, whether drop-off at the back gate would be permitted or restricted, and three options for Carmel Terrace including Class I, Class II, and Class III bicycle facilities. All three options for Carmel Terrace included sidewalk gap closure for the 550 feet of sidewalk gap on the west side of Carmel Terrace. The sidewalk gap closure project was considered a current project at the time of the 2018 Council meeting. An RFP for the project was written in December of 2018. It appears the bid was never advertised.

As a result of this Council meeting, Council decided they would like to have a joint study session with the Complete Streets Commission (CSC). The Council directed staff to coordinate a facilitated joint study session with the CSC and Council that included Law Enforcement staff, PTA groups, neighborhood and school district representatives at Blach School. The goal of the study session was to collect input to help identify and develop potential options. Council further directed staff to engage a consultant to provide renderings and drawings at the meeting to help guide the discussion and provide opportunity for input.

The special joint study session between the CSC and Council was conducted on May 28, 2019. At the time of this study session, the sidewalk gap closure was still considered an active project but had not yet been initiated. Due to staff turnover and continued resource limitations, Interim Transportation



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Services Manager Jaime Rodriguez recommended deferral of the Carmel Terrace Sidewalk Gap Closure Project at the meeting until vacant staff positions could be filled. The Councilmembers and Commissioners agreed that the “low hanging fruit” items resulting from the study session should be prioritized and moved forward. These items included maintenance, signage, and other easy items to implement. One Council member suggested that the low-hanging fruit include the sidewalk gap closure as well. Specifically, *Councilmembers and Commissioners provided feedback on additional data they would like to see collected to assist in planning for traffic and parking circulation around Blach Intermediate School. There was general support for moving forward with: 1) maintenance improvements along the Miramonte Avenue pathway; 2) creation of a Complete Streets Master Plan; and 3) minor improvements which may improve existing conditions throughout the neighborhood, such as consistent signage, which can be implemented quickly by staff.*

Since this meeting, the following work has been implemented by staff:

- 1) Maintenance Services has done maintenance work on the Miramonte Avenue pathway. Most of the pathway repairs have to be done by hand because it is not easily accessible by trucks. Staff inspect the path regularly and respond to public feedback.
- 2) The Complete Streets Master Plan has been underway since Fall 2020 and will be completed by Fall 2021.
- 3) Maintenance Services staff continues to do annual SRTS maintenance around Blach Intermediate School and all schools.

As part of the current budgeting process, staff is recommending reducing the previously appropriated budget of \$350,000 to \$100,000. This will allow the City to hire a consultant to develop concept plans, host community meetings, finalize design and develop an engineer's cost estimate. The designed project would then be included in the ranking of Complete Streets Master Plan projects. The remaining \$250,000 is recommended to be returned to the CIP Fund for use on other projects.

Sewer Fund Balance

The Sewer Capital Program expenditures for the fiscal year 2022/23 were revised from \$2,256,000 to \$4,256,000 to include a budget request of \$2M to construct the initial phase of the Adobe Creek Sewer Replacement Project. Therefore, the total Sewer Expenditures for FY 2022/23 increased from \$8,000,916 to \$10,894,182. The ending fund balance has been reduced from \$9.27M to \$6.4M for June 30, 2023.

On April 28, 2020, City Council approved the creation of the Adobe Creek Sewer Replacement Project. On November 10, 2020, City Council awarded the design contract for this project to Schaaf & Wheeler. However, staff did not request funds for the construction at that time. The first budget request to initiate the construction of this project is \$2M for FY 2022/23.



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

Annual Pathway Rehabilitation

The Annual Pathway Rehabilitation, Project CF-01009 is recommended to be funded using in-Lieu Park Funds. The City Council requested clarification as to whether these funds could be used for this project. The City Attorney has reviewed the issue. If the pathway is located within a park or is identified in the City's Parks Plan, then in-Lieu Park funds can be used for the construction and/or rehabilitation of the pathway, provided that the pathway provides a service to the subdivision from which the in-Lieu funds were collected. Staff is currently evaluating those sub-projects identified as part of the overall project to determine whether they each qualify for in-Lieu Park funds.

Annual Public Arts Projects, Project CD-01003

At the June 8, 2021 Public Arts Commission (PAC) meeting, the PAC recommended appropriating an additional \$35,000 from the CIP Fund to the Annual Public Arts Projects, Project CD-01003 for the refurbishment of the existing sculpture *Musical Gambol*, located in Lincoln Park. *Musical Gambol* is owned by the City and is in need of repairs to remove rust and other damage. While the PAC recommends using CIP dollars for this purpose, staff recommends using Public Art Fund dollars. As the City is looking to balance the CIP Fund and potentially reduce other projects funded using General Fund dollars, staff's analysis is that whenever possible, the City should use restricted funds for projects. Should Council agree with the PAC recommendation, Council should provide direction to staff to appropriate dollars from the CIP Fund to this project.

City Council 2021 Goals and Objectives

As part of the budgeting process, the City Council discussed its 2021 Goals and Objectives. At the May 18 Study Session, Council provided feedback on the draft goals and objectives. The amendments provided have been incorporated. As the Council finalizes the budget and the CIP, these objectives may be further amended to reflect direction provided by Council. Upon finalization of the goals and objectives, staff will develop an implementation plan to be discussed by Council at a future date.

Requested Council Actions

As part of the adoption of the Operating Budget and CIP, Council is requested to take the following actions:

- Adopt the FY 2021/22 – 2022/23 Operating Budget – this action will allocate resources and approve expenditures to provide services to the community
- Adopt the FY 2022-2026 Five-Year Capital Improvement Program – this action will appropriate all funds for the first year of the CIP and set the plan for future capital projects
- Establish the FY 2021/22 Transient Occupancy Tax rate – each year the Council is required by the City's Municipal Code to determine the rate to be charged for the Transient Occupancy Tax



Subject: FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan

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- Establish the FY 2021/22 Utility Users Tax – each year the Council is required by the City’s Municipal Code to determine the rate to be charged for the Utility Users Tax
 - Establish the FY 2021/22 Appropriations Limit – the Council is required by State Law to set the appropriations limit for each year
 - Adopt the FY 2021/22 Salary Schedule – this action updates the City’s Salary Schedule based on approved salary increases
 - Approve the City Council 2021 Objectives

Recommendation

The staff recommends Council adopt the six proposed resolutions approving the FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan.



PROPOSED

FY 2022 & 2023
Operating Budgets

FY 2022 - 2026
Five-Year Capital Improvements

City of Los Altos

BUDGET MESSAGE



DATE: June 22, 2021

TO: City Council

FROM: Brad Kilger, Interim City Manager

SUBJECT: Budget Message for FY 2021/22 and FY 2022/23 Operating Budget and 5-year FY 2022-2026 Capital Improvement Plan (CIP)

Dear Mayor Fligor and members of the Los Altos City Council:

Traditionally, the Los Altos City Manager provides a theme for the proposed budget. As the City's Interim City Manager, I feel after the last 18 months in dealing with the COVID-19 pandemic, an appropriate theme would be "Transitions and New Beginnings".

The pandemic had a major impact on the way the City did its business. It required that the City and community adjust in ways never thought of before. The City Council and staff should be congratulated on the exceptional and professional way they responded to the pandemic and kept the City moving forward. As well, the community should be commended in their response to the pandemic and keeping each other and Los Altos safe during the last 18 months.

In addition to adjusting to the impacts and now the aftermath of the pandemic, the City has and will experience significant transitions in the organization. In November of last year, the City welcomed two new Council members and the appointment of a new Mayor. With the resignation of the Administrative Services Director, the City Council agreed to restructure its financial services division into a new Department of Finance and hire the new position of Finance Director. This will provide more direct oversight of the City's budget and accounting divisions and improve the effectiveness and timeliness of the City's financial management and reporting processes. Last, but not least, the City will soon be welcoming a new City Manager in July.

One of the most important events of the coming year will be the completion and opening of the new Community Center. This has been one of the largest and most significant projects the City has undertaken in decades. This will be the center piece of the City's recreation activities and be a wonderful community gathering place for our residents. Coupled with that, in coming year the Recreation and Community Services Department staff will be presenting a proposed implementation plan based on the soon to be completed Organizational and Community Center Assessment, which will look at the long-term development of the City's Recreation program and staffing, including the level of operation within the new Community Center.

In addition, as the result of prudent fiscal management and the recent allocation of Federal American Rescue Plan Act funding the City will be able to undertake some very important and long overdue capital projects as outlined in the Council's strategic priorities, these include construction of a new Emergency Operations Center, full funding of the City's transportation

BUDGET MESSAGE

and bikeway improvement plan, and continued resurfacing and treatment of City streets.

It is very encouraging that the projects, programs and services outlined in this budget and the Council's strategic priorities will be accomplished within the confines of a balanced budget. However, it is very important that until the City's revenue streams recover to pre-pandemic levels the City monitor expenditures closely and use caution in making commitments to long-term programs or new services.

REVENUES

Like many other cities across California and the nation, the City's revenues have been impacted by the COVID-19 crisis. During the Fiscal Year 2020/21 budgeting process, revenue estimates were lowered due to anticipated loss in revenue. As part of the mid-year budget update, some revenue estimates were lowered even further. As the City begins to recover from the COVID-19 pandemic, we anticipate that revenues will start the long process of recovery.

The City's largest source of revenues, property taxes, remains strong. Despite the pandemic, we anticipate an increase in property tax of \$1.5 million, or 5.81% from FY 2019/20 to FY 2020/21. As the City comes out of the COVID-19 pandemic, we anticipate property tax revenues to continue to show a modest growth of 5.1% in FY 2021/22 and 3% in FY 2022/23. While these numbers may be conservative in nature, they reflect the unknown that the City (and the world) is entering into post-COVID-19.

The revenue source in which the City saw the greatest loss due to COVID was transient occupancy tax (TOT). In FY 2019/20, the City realized \$3.4 million in TOT revenue. For FY 2020/21, the City anticipates receiving approximately \$580,000 in TOT. As travel resumes, tourism should increase, however, we anticipate that TOT revenues will take the longest amount of time to fully recover. The budget shows very modest increases in TOT for both FY 2021/22 and FY 2022/23. Until we receive actual dollar amounts, we anticipate that TOT revenues won't fully recover until FY 2023/24 or FY 2024/25.

The other revenue source heavily affected by COVID-19 was recreation fees. At the start of the pandemic, the City cancelled all recreation programming and facility rentals. As such, revenues dropped from \$1.9 million in FY 2018/19 to an estimated \$83,000 in FY 2020/21. As recreation programming resumes, and with the completion of the new community center in summer 2021, we anticipate that the City will start to receive an increase in recreation fees. How quickly these fees increase will be dependent upon community members' willingness and desire to return to in-person recreation programs.

Other revenue areas which have been affected by COVID-19 include sales tax, which saw an anticipated decrease of \$500,000 in FY 2020/21, and utility users tax (UUT), which saw anticipated decrease of \$200,000 in FY 2020/21. As with other revenue sources, we anticipate that these two revenues will start to recover, but it is unknown how quickly and to what level they will recover.

One area of revenue that has remained strong despite the COVID pandemic is community development fees. With the continued robust construction and development in the Silicon Valley, the City continues to see many construction and other development activity. We anticipate a nearly \$600,000, or 18.6%, increase in revenues for FY 2021/22 over projected revenues in FY 2020/21.

One other aspect affecting the City's revenues in FY 2021/22 and FY 2022/23 are funds from the American Rescue Plan Act (ARPA). This federal program outlines that the City will receive designated funds in both FY 2021/22 and FY 2022/23. These funds are intended to aide the City in

BUDGET MESSAGE

recovering lost revenues due to the COVID-19 pandemic.

As the City begins the recovery from the COVID-19 crisis, we will need to continue to monitor all sources of revenues and in particular, the recovery of those revenue sources mentioned.

In total, the City's anticipated General Fund revenue for FY 2021/22 is \$48.8 million, and \$50.96 million for FY 2022/23. Across all funds, total anticipated revenue for FY 2021/22 is \$66.33 million and \$65.36 million for FY 2022/23.

OPERATING EXPENDITURES

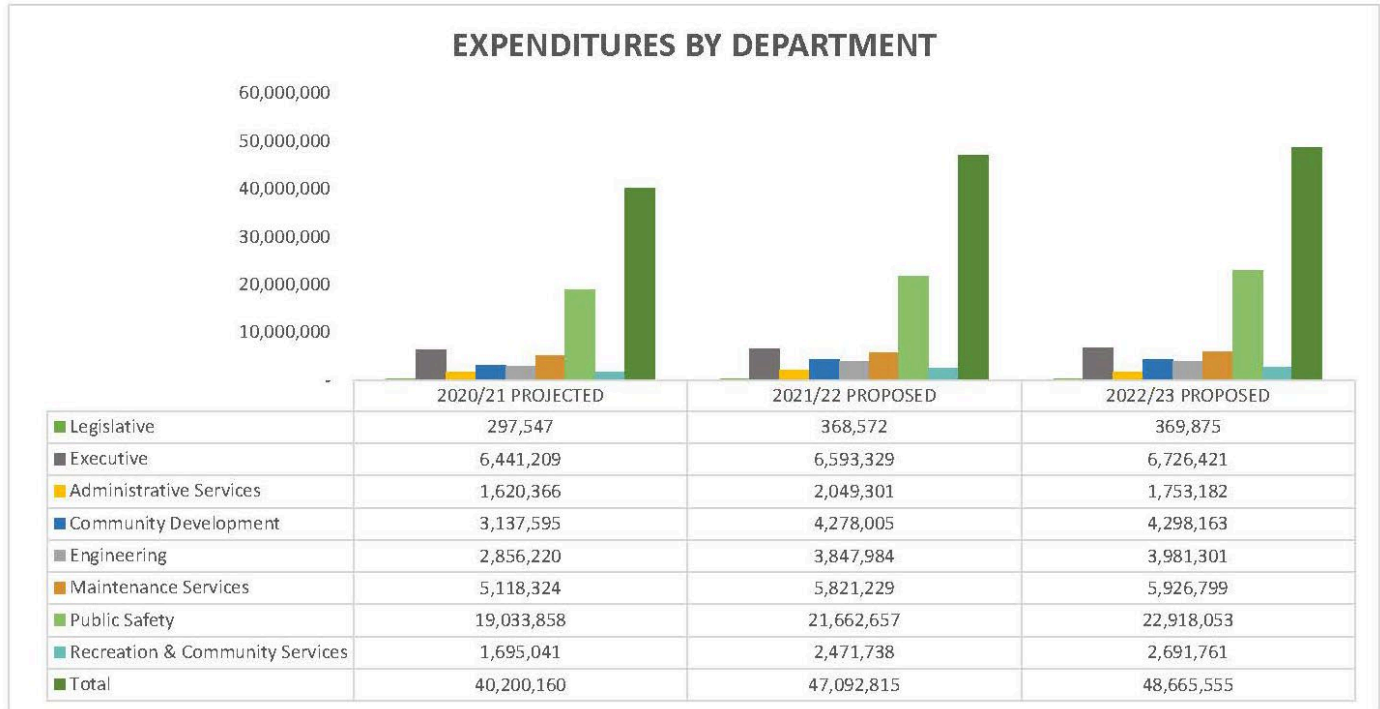
The Budget includes increases in General Fund Operating Expenses of \$6.8 million above the projected amount for FY 2021/22, and another \$1.9 million above that for FY 2022/23. These increases are primarily focused in these areas:

- Legal costs continue to increase year over year. In FY 2018/19, the City's legal services (including litigation) was approximately \$800K. For FY 2021/22, the budget proposes \$2.9M for legal services. This increase is based on historic trends and analysis for the coming years.
- Community Development: as mentioned above, the City continues to realize significant revenue increases for Planning and Building. Therefore, expenditures in the Community Development and Engineering Services Departments continue to increase at the same rate.
- The City's contract with Santa Clara County Fire Department for fire protection services will increase \$300k in year one and \$800k in year two. These increases are built into the approved contract with Santa Clara County Fire which expires December 2026.
- As we emerge from the COVID-19 pandemic, Recreation and Community Services expenditures will increase as we resume many programs that were cancelled for the last 15 months.

Also, the City will be seeing increases for the foreseeable future in the amount paid to CalPERS annually due to the City's unfunded liability.

The Budget anticipates a total of \$48.8 million in operating expenditures in FY 2021/22, and \$50.96 million for FY 2022/23.

BUDGET MESSAGE



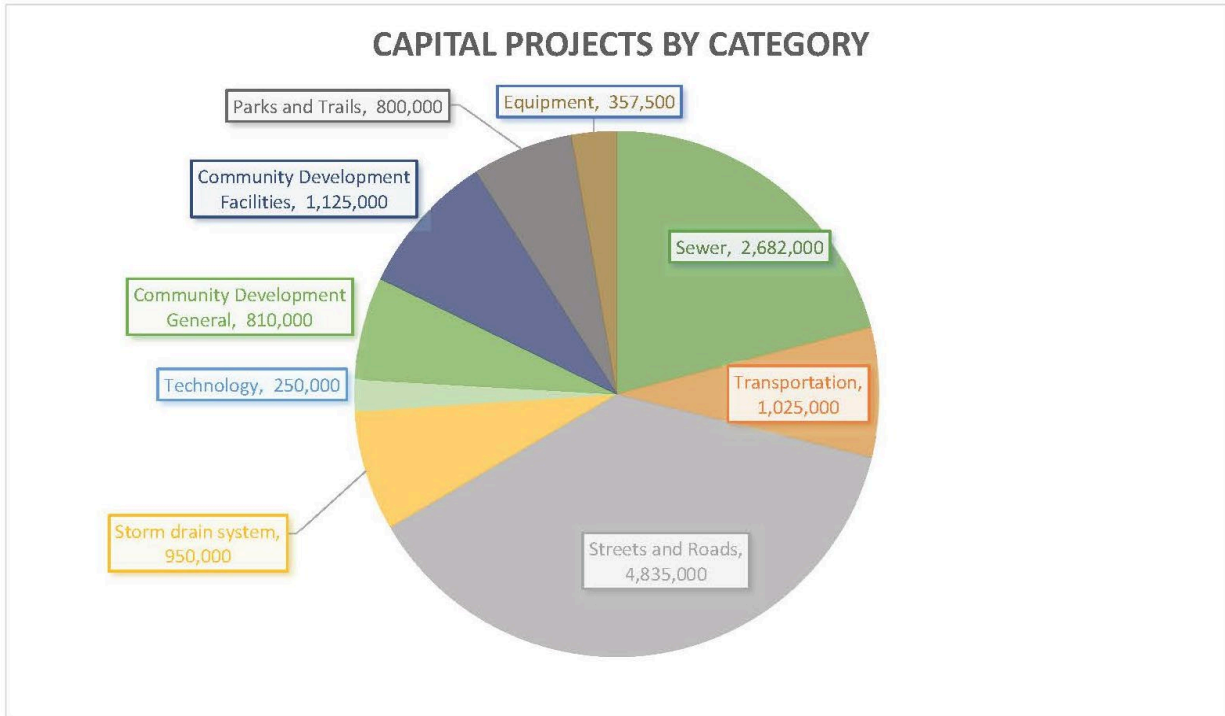
PERSONNEL

As part of the FY 2020/21 Budget process, the City held six positions frozen as a cost saving measure. This Budget continues to hold six positions vacant. The freezing of these six positions represents a cost savings of between \$600,000 and \$700,000. These positions remain critical to accomplishing the mission of the City and providing services to the community. While these positions are critical to providing the essential services of the City and to achieving the City Council priorities, we are not recommending unfreezing any of these positions at this time. As revenues recover, staff will recommend unfreezing positions as appropriate.

THE CAPITAL IMPROVEMENT PLAN

Despite the region and state-wide shutdowns seen during the COVID-19 pandemic, the City's capital needs have not slowed down. We continue to see needs to address our aging infrastructure to continue providing excellent essential services to the community.

BUDGET MESSAGE



ROADWAY MAINTENANCE

The City Council has set a goal to increase the City's pavement condition index (PCI) to 75 by the year 2026. To meet this goal, \$3.5 million is needed each year to address the City's roadways and pavement. This CIP includes the full \$3.5 million using a combination of General Fund, SB1 dollars, Measure B funds, and Gas Tax dollars. If the City can continue to provide this funding, we should start to see the City's PCI rise and meet the goal of 75 by 2026.

FACILITIES

In 2016, the City completed a thorough assessment of all its facilities. This resulted in millions of dollars of deferred and future maintenance needs. Since then, we have completed several capital maintenance projects – new roofs at both the Police Station and City Hall; numerous improvements to the Grant Park community center; HVAC and bathrooms at City Hall as well as some improvements to comply with the Americans with Disabilities Act (ADA). We are also nearing completion for the state-of-the-art new community center which we plan to open in summer/fall of 2021.

In 2018, the City Council directed how to allocate \$1.2 million annually for facility maintenance and improvements. The first project identified is the addition of an emergency operations center (EOC) at the Police Station. The CIP includes \$3 million for the design and construction of the EOC. Finally, the City is utilizing over \$1 million of Public, Education, and Government (PEG) fees from our cable franchise agreement to upgrade the Council Chambers.

SANITARY SEWERS

The City's Sanitary Sewer Fund continues to be adequately funded and allows the City to maintain the collection and distribution system. Overall, the Proposed CIP includes \$2.682 million for sewer capital projects.

BUDGET MESSAGE

CITY COUNCIL STRATEGIC PRIORITIES

Annually, the City Council adopts a list of Strategic Priorities. These are the initiatives and projects where the Council expects to focus its attention, including the City's finances, for the next year. These Strategic Priorities are listed elsewhere in the Budget, but various funding aspects and initiatives are discussed here.

HOUSING

The City of Los Altos will support the creation of housing that is diverse, equitable, and affordable for all income levels in the Community and support funding and legislation that will help the City to do so and retain its flexibility in zoning decisions.

The Capital Improvement Plan includes funding for an update to the City's Housing Element. This update will be developed in partnership with the community and will ensure the Housing Element is certified by the State Department of Housing and Community Development within statutory deadlines.

LAND USE

The City of Los Altos will implement policies that support a land-use mix and density that reflect the values of the Community, including seeking to protect and increase its green space, while ensuring compliance with any applicable laws and regulations.

As mentioned, the CIP includes funding for the Housing Element Update. As well, the CIP includes dollars for updating the City's General Plan.

FISCAL SUSTAINABILITY

The City of Los Altos will continue to be responsible financial stewards of its resources and assets to ensure long-term fiscal sustainability by practicing sound financial management and fiscal transparency, while providing fiscally sustainable government services that address the needs of the community.

The City's Operating Budget and Capital Improvement Plan are the most visible methods for ensuring that the City provides essential services and functions in a fiscally responsible manner. As mentioned previously, we as a City must continually monitor revenues and expenditures outside of the annual budgeting and mid-year budget review processes.

COMMUNITY SAFETY

The City of Los Altos will continue to implement plans, strategies, and educational opportunities to ensure public safety, traffic safety, and emergency preparedness services are done in a responsive, equitable, professional, socially responsible, and trustworthy manner.

Community safety has long been a top priority for the City in maintaining Los Altos as a great place to live and raise a family. We are in the process of developing a Complete Streets Master Plan which will outline projects and programs intended to improve safety for pedestrians, cyclists and motorists. The \$3.5 million identified to improve the City's PCI will also provide safer roadways throughout the City.

ASSET MANAGEMENT

The City of Los Altos will set clear expectations and allocate the necessary funding to maintain and improve City facilities and infrastructure that are necessary to provide high-quality services for the well-being of residents.

As mentioned, the City has been in the process of constructing a new community center. This new center will provide meeting spaces, recreation programming, Senior activities, and other community

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gathering opportunities. We have also been developing a design for a new Emergency Operations Center which will provide a safe and secure location for the City to address emergency situations and protect the community. The proposed CIP includes funding for updating the 2016 Facilities Assessment and for developing a study of the police and fire buildings.

Not included in the budget or CIP are funds for addressing the Halsey House and the City-owned property at 999 Fremont Avenue. The City Council will need to provide direction on how we want to move forward with these two projects prior to funds being identified.

ENVIRONMENTAL SUSTAINABILITY

The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.

The City's Climate Action & Adaptation Plan (CAAP) was adopted in 2013. Since then, the City has undertaken a number of measures identified therein to address climate issues within Los Altos. We are currently in the process of updating the CAAP. As well, we continue to identify ways to address other environmental sustainability issues, including water conservation measures.

COMMUNITY ENGAGEMENT

The City of Los Altos will continue to improve its community engagement process to ensure all community members are heard, informed, and included.

City staff has undertaken the process to standardize the City's community engagement processes, tools and platforms. These efforts are intended to ensure that the City hears from the community and incorporates community input into the decision-making process.

TRANSITIONING THROUGH CHANGE

The City Council will proactively address the impact of COVID-19 and other consequential changes on the community during 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger community.

As we all know, 2020 and 2021 have been a unique time in the history of Los Altos and the world. We have seen unprecedented circumstances and events that have challenged us as individuals and as a community. As we emerge from the COVID-19 pandemic, we are committed to ensuring that we recover safely as a community. As well, in 2020 the City formed a Citizen's Police Task Force to explore how the City intakes feedback regarding police officers and the role of the School Resource Officer at Los Altos High School. The City adopted the recommendations of the Task Force and City staff has implemented those recommendations. The Council has committed to reviewing the various recommendations and determining whether changes should be made and whether additional measures should be undertaken.

CONCLUSION

Over the last six months I have worked to assist the City Council and staff in continuing to move the community forward during a period of significant transitions and financial challenges. What I have learned in that time is that Los Altos is very fortunate to have a very capable and talented staff and a very dedicated City Council who have the best interests of the community at heart. Though few in number, the City staff have done an excellent job of adjusting to the demands of the pandemic, while continuing to provide essential services.

Thanks to the American Rescue Plan funds the City of Los Altos will be able to have a balanced budget, continue to provide critical public services, and undertake needed infrastructure projects, while maintaining a 20% reserve balance. However, there remains many unknowns on the horizon,

BUDGET MESSAGE

including how long it will take for the economy to recover from the negative effects of the pandemic on the City's General Fund revenues, particularly sales tax and transient occupancy tax from our retail and hospitality businesses. In addition, the City's pension obligations continue to grow and must be accounted for in future budgets. There is also a growing backlog of facility maintenance and replacement needs, particularly the police department building, which must be addressed sooner than later.

Notwithstanding past fiscal challenges and those that lay ahead, the City is in a good financial position to deal with them. It is important that this time is used wisely and that the City take a long-term view of what programs, services and infrastructure projects it wants to continue or undertake and the fiscal obligations they entail. I strongly encourage the City Council and community members to focus on the basics and work to find common ground on key issues that facilitate the efficient and effective deployment of City resources.

In closing I want to thank the City staff, particularly Deputy City Manager Jon Maginot, for the work done on putting this budget together. He and his staff did an exceptional job in developing this document in spite of the transition of the City Manager position and the loss of the Administrative Services Director. I also want to thank the City Council for allowing me this short time to work in the City of Los Altos. It is an amazing community that I know you are all very proud of and should be.

Respectfully submitted,

Brad Kilger, AICP
Interim City Manager

BUDGET PROCESS

BUDGET PROCESS OVERVIEW

The City of Los Altos adopts a two year Operating and five-year Capital Plan. The budgets are prepared with detail revenue and expenditure appropriations for the fiscal year beginning July 1st and ending June 30th, and is presented as a summary level budget document. Budget schedules are prepared on the same basis as the city's financial statements, and in accordance with generally accepted accounting principles (GAAP).

BUDGET PURPOSE

The Operating Budget and the Capital Improvement Plan serve as the city's financial plan, as well as a policy document, a communications tool, and an operations guide. Developed with an emphasis on long term financial stewardship, sustainability, service delivery, and program management, a fundamental purpose of these documents is to provide a linkage between the services and projects the city intends to accomplish, and the resources committed to get the work done. The format of the budget facilitates this linkage by clearly identifying program purpose, key projects, and workplan goals, in relation to revenue and expenditures appropriations.

BASIS OF BUDGETING AND ACCOUNTING

Developed on a program basis with fund level authority, the operating budget represents services and functions provided by the City in alignment with the resources allocated during the fiscal year. The Capital Budget is funded and defined by its' approved projects, with ongoing or incomplete projects re-appropriated into the following fiscal year.

Basis of Accounting and Budget refers to the timing factor concept in recognizing transactions. This basis is a key component of the overall financial system because the budget determines the accounting system. For example, if the budget anticipates revenues on a cash basis, the accounting system must record only cash revenues as receipts. If the budget uses an accrual basis, accounting must do likewise. This consistency is also reflected in the City's Comprehensive Annual Financial Report (CAFR), the State Controller's Annual Cities Report, and all other report documents.



Government budgets and accounting uses a mix of accounting methods. A hybrid cash and accrual accounting system known as 'Modified Accrual Basis' recognizes revenues when measurable and available.

The City considers all revenues reported in the governmental funds to be available if the revenues are collected within 45 days after fiscal year-end.

Licenses, property taxes and taxpayer assessed tax revenues (e.g., franchise taxes, sales taxes, and transient occupancy tax) are all considered susceptible to accrual and so are recognized as revenues in the period earned/collected. Revenues from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

Expenditures are recorded when the liability is incurred. Claims, judgments, compensated absences, and principal and interest on general long-term debt are recognized as expenditures to the extent they have matured.

The Modified Accrual Basis is used for governmental types of funds, while the full accrual basis accounting method is used for proprietary funds. Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.



Under this basis, revenues are estimated for the period if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period. Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for liabilities expected to be incurred during the current period.

Proprietary fund budgets are adopted using the full accrual basis of accounting whereby revenue budget projections are developed recognizing revenues expected to be earned during the period, and expenditures are developed for expenses anticipated to be incurred in the fiscal year.

While not commonly used in Los Altos, Fiduciary Funds are also budgeted using the modified accrual basis. This includes Trust Funds, which are subject to trust agreement guidelines, and Agency Funds, which are held in a custodial capacity involving only the receipt, temporary investment, and remittance of resources.

SUMMARY OF BUDGET DEVELOPMENT

The City develops its budgets in collaboration with departments and department heads as a team. The City Manager and Administrative Services Director guides the process through budget development; however program budgets and workplans are developed with each department's director and program manager's oversight and expertise. This approach allows for hands-on planning and creates a clear understanding for both management and staff of a program's goals and functions to be accomplished in the next budget year.

THE DEVELOPMENT PROCESS

Typically, both the Operating and Capital Budget and Capital Improvement Plan (CIP) annual development processes begin in late December / early January as the City Manager works with the City Council to develop and refine goals and directives for the upcoming budget year. The CIP is also reviewed during this time to determine funding capabilities, project priorities, and to refine project workplans. Although the CIP Budget is a stand-alone body of work, CIP projects impact the City's ongoing operations and are therefore incorporated into the Operating and Capital Summary Budget document through the resulting financial appropriations and service level requirements.

Budget assumptions, directives and initiatives are provided to set the City's overall objectives and goals. From January through April, staff identifies and analyzes program revenue and expenditure projections in coordination with Finance staff and City management. Capital improvement projects are assessed and refined, and CIP funding and appropriation requirements are finalized.

BUDGET PROCESS

Through rounds of budget meetings and revisions, operational and capital workplans are reviewed and compiled, and staff finalizes the proposed program and capital budgets. Financial summary information is finalized, and the proposed budget document is produced for City Manager and City Council review. Finally, a summary level Public Hearing presentation is prepared to highlight the notable budget impacts in the forthcoming year.

BUDGET ADOPTION

The City Council reviews the proposed two-year Operating and five-year Capital Improvement Plan in a public hearing at the Council meeting in late-May as a study session. Notice of the hearing is published prior to the Council's public hearing date.

The public is invited to participate and summaries of the proposed budgets are available for review on the City's website, in the City Manager's office and at the budget hearing. Under requirements established in Section 65401 of the State Government Code, the City's Planning Commission (and other City Commissions) also reviews the proposed Capital Improvement Plan and reports back to the City Council as to the conformity of the plan with the City's Adopted General Plan.

Final council-directed revisions to the proposed budget are made and the budget documents are resubmitted to the Council for adoption, again in a publicized public hearing prior to the beginning of the fiscal year, typically in late June.

The City of Los Altos City Code requires the City Manager to prepare and submit an annual budget to the City Council. This is accomplished in June, when the final proposed budget is formally submitted to the Council in the subsequent public hearing. The approved resolutions to adopt the CIP and operating budgets and the appropriation limitation (Gann Limit) follow later in this section.

BUDGET AMENDMENTS

During the course of the fiscal year, financial and workplan changes or unanticipated needs may necessitate adjustments to the adopted budgets. The City Manager is authorized to transfer appropriations between categories, departments, projects, and programs within a fund in the changes to capital projects in the Capital Budget adopted Operating Budget, whereas the City Council holds the authority for Operating Budget appropriation increases and decreases, and transfers between funds, and for both scope and funding.

BUDGET CALENDAR

DECEMBER

- Finance prepares worksheets, gathers information, and begins development of financial forecast and budgets for following fiscal year including analysis of mid-year operating revenue and expenditures
- Run CIP expenditures and Program Managers to provide updates

JANUARY

- Finance Department prepares Mid-Year Budget Report and CIP update for Council review
- Finance builds preliminary budget information and budget assumptions
- Finance and Program Managers begin discussions regarding Internal Service Funds and Equipment Replacement Fund
- Finance prepares operating budget worksheets for updates, including departmental/program narratives, staffing and financial worksheets, asset and supplemental budget requests.

FEBRUARY

- Finance to prepare budget worksheets for departments, including staffing and internal service program costs
- Departments to prepare draft revenue expenditure workplans and anticipated program updates
- Departments draft prior year accomplishments and goals for upcoming budget cycle
- Project Managers to prepare funding, scope of work, and cost estimates for new CIP proposed projects



MARCH

- Departments turn in proposed budget work plans and supplemental budget requests
- Review proposed budgets with Administrative Services
- Departments and Finance submit changes for Capital Budget
- Project Managers to determine year end CIP project estimates
- City Manager begins to review new proposed CIP projects

APRIL

- Departments to finalize program narratives
- Finance compiles final program narratives, financial and supplemental schedules, and financial budget summaries and charts for City Manager review and discussion
- Project Managers to finalize new project information for CIP submittal
- Public Works Director to bring new projects to Planning Commission meeting for General Plan conformance review and feedback
- Gather feedback from City Commissions on new CIP project requests

MAY

- Final budget briefing with City Manager
- Study Session with City Council for discussion and feedback
- Finance Department to incorporate Council directed changes into proposed budgets and prepare final documents for Public Hearing presentation

JUNE

- City Council revisions incorporated into budget documents
- City Council adoption of Operating Budget(s) and Capital Budget
- City Council adoption of updated User Fee Schedule when applicable
- City Council adoption of Gann Appropriation Limit

JULY – SEPTEMBER

- Finance Department finalizes prior fiscal year revenue and expenditures
- Determine operating budget carryforwards (encumbrances)
- Finalize capital project expenditures and roll-over amounts
- Finalize detail budgets and distribute to City departments
- Prepare final financial and supplemental schedules, charts, and reference materials for budget documents
- Finalize the Adopted Operating & Capital Summary Budget documents
- Post Adopted Operating and Capital Budget document on website
- Submit for Budget Award

FINANCIAL POLICY

OVERVIEW

This document establishes policies of overall financial management, budget development, and fiscal administration for the City of Los Altos. Included herein are statements and principles designed to guide the City in maintaining its financial stability.

Formal adopted financial policies assist elected officials and staff in the development of fiscal management practices, save time and energy in making financial decisions, promote public confidence, and provide continuity over time. While these policies will be updated periodically, they provide the basic framework for many of the financial decisions that the City will address. They support long-term planning and enhance the City's effectiveness.

This document discusses the most important elements of financial management in one comprehensive centralized format and is organized into the following areas of discussion:

- General Financial Principles
- Operating Budget
- Capital Improvements Program
- Revenues
- Expenditures
- Cash Management
- Debt Management
- Fund Balances
- Financial Reporting
- Annual Review and Update
- Exhibits



GENERAL FINANCIAL PRINCIPLES

It is the overall policy of the City of Los Altos to:

- Provide financial information in a relevant, thorough, timely fashion, and in a format that effectively communicates financial status to Council, citizens, and City employees.
- Manage its financial resources in a responsible and planned manner.
- Establish and maintain prudent fund balance levels.
- Maintain financial reporting in compliance with current governmental accounting standards.
- Promote and implement a relevant and strong system of internal financial controls to manage significant risks and monitor the reliability and integrity of financial and operating reporting.
- Promote constructive and proactive financial decision making.
- Integrate long-term operating and capital resources planning.
- Allow for uncertainties and maintain a posture of financial flexibility.

- Develop programs in a manner that supports the City's long-term ability to cover costs and provide the level and quality of service required by its citizens.
- Manage debt responsibly.
- Establish and maintain investment policies in accordance with State law.

OPERATING BUDGET

- The budget will be adopted by the City Council no later than June 30th of each year.
- The City Manager may develop and present a biennial budget.
- The City should strive to develop a multi-year financial plan (a five-year forecast) that is updated as part of the periodic budget process.
- A balanced provisional operating budget will be presented to City Council for review and adoption with total projected expenditures not exceeding total estimated revenues. Should it be necessary, City Council may approve a planned use of accumulated fund balances in prior years for inclusion in the budget.
- Funds may not be expended for a new fiscal year until the budget for that fiscal year has been adopted by City Council.
- One-time revenue sources are not to be relied upon to fund ongoing operations.
- Budgetary control is maintained at the fund level:
 - The City Manager may make budget transfers between departments or programs as long as those changes do not increase overall appropriations within any one given fund. Transfers between funds, overall increases in fund appropriations, and overall increases in project budgets can only be made through City Council action. Transfers between departments should be reported to the City Council as part of the budget update process, either at mid-year or at the proposal of a new budget term
 - Department heads are held directly responsible and accountable for developing and managing their operational budgets. Their level of control is held at the department level. Departments that operate programs among different funds are limited to the appropriation levels within any one fund.
- Operating expenditure appropriations not spent during the fiscal year lapse at year- end, except for:
 - Encumbrances or commitments, as in the form of finalized Purchase Orders, made during the fiscal year that have not been completed at year- end.
 - Appropriations for capital improvement projects and ongoing grants with a life-cycle beyond one year.
- Governmental funds use the modified accrual basis of accounting while proprietary and fiduciary fund types are budgeted on a full accrual basis of accounting. The Comprehensive Annual Financial Report (CAFR) presents City's finances on a generally accepted accounting principles (GAAP) basis and the City's budget is prepared in conformance with these standards.
- The City budget must comply with the annual determination of the City's appropriations limit calculated in accordance with Article XIII B of the Constitution of the State of California and adopt an annual resolution to this effect.

CAPITAL IMPROVEMENTS PROGRAM

- The City will develop and maintain a five-year capital improvement project plan (CIP) to be updated annually in conjunction with the operating budget. The CIP should reflect the current and changing needs of the community as well as enhance the quality of the community's quality of life.
- All projects within the CIP are to be tracked systematically and reported to management quarterly. CIP tracking reports should clearly display budget-to-actual performance by project, fund category and project status.
- Capital improvements that specifically benefit a select group of users and/or are fee- for-service based are to be financed through user fees, service charges, special assessments and taxes, or development impact fees.
- Capital improvements that specifically benefit a fee-for-service enterprise operation (such as Sewer) are to be financed through the service fees generated within that operation and fund. Such fees should be supported by periodic updates to the related utility master plan.
- Transfers of resources into the CIP fund will be evaluated on an annual basis dependent upon the existence of available surplus dollars.
- The City should strive to maximize the use of capital grants and state subventions in funding capital improvements before tapping general revenue sources.

REVENUES

- The City will strive to maintain a diversified and stable revenue base to minimize the impact of economic fluctuation.
- The City will seek out, apply for, and effectively administer federal, state, and other grants that address the City's current operating and capital priorities.
- Independent user-fee studies should be performed and updated periodically (three to five years) to ensure the proper balance of costs and service charges. The City should strive to cover the full cost of providing non-tax and discretionary fee-based service operations except to the extent that City Council approves defined subsidy levels by program area.
- Operating departments are to review public services to identify and determine those appropriate for fee collection. Recommendations for new fees are to be presented to the City Council as fees are periodically updated.
- Operating departments are to review existing fees periodically and recommend adjustments, if necessary, to ensure they reflect all direct and reasonable indirect costs of providing such services.
- Enterprise operations will be self-supporting and shall reimburse the General Fund for any and all material and services provided on their behalf.

EXPENDITURES

- Expenditures are to be budgeted and controlled so as to not exceed estimated revenues plus the approved and planned use of fund balances accumulated in prior years.
- The City will conduct a mid-year financial status review to determine if projected revenues and expenditures meet target levels. If an operating deficit is projected at year-end, the City

should evaluate the need for immediate corrective and/or mitigating actions, including operating or capital expenditure reductions and/or activate the use of established contingency balances. The deferral of essential and scheduled operational expenditures into the following fiscal year or the use of short- term loans and transfers to balance the budget should be avoided.

- The City should implement a formal purchasing system, principles, and guidelines to ensure that expenditure levels are kept in check in the course of any fiscal year.

CASH MANAGEMENT

- The Financial Commission will review the City's investment policy annually and make recommendations to the City Council when appropriate.
- The responsibility of investing City funds rests with the Finance Director who is to exercise due diligence to adhere to the investment policy. The Finance Director will present to the City Council quarterly investment reports presenting a summary of the portfolio status and compliance with the conditions set forth in the investment policy.

DEBT MANAGEMENT

- The City should plan the use of debt in a manner that sustains financing payments at manageable levels.
- The City will seek to maintain a high credit rating through sound financial practices as a basis for minimizing borrowing costs.
- The City will make every effort to use pay-as-you-go financing for capital improvement projects. Debt financing for a project can be used if the overall project cost exceeds anticipated available resources and/or if the cost of financing is favorable as compared to the use of City investment holdings over the financing term.
- The City will monitor all forms of debt annually in conjunction with the budget preparation process and report concerns and remedies, if necessary, to City Council.

The City will diligently monitor its compliance with bond covenants.

- The City will not issue long-term debt to finance current operations. Debt financing should only be used for long-term capital improvement projects with a useful life exceeding the term of the financing and for which the project revenues or specific identified revenue sources are sufficient to service the long-term debt.
- The City will use a lease-purchase method of financing for equipment if the lease rates are more favorable than the City's expected overall investment rate of return.
- The City will not incur general obligation indebtedness for public improvements which exceed in aggregate 15% of the assessed value of all real and personal property of the City as specified in the California Government Code Section 43605.

FUND BALANCE

Government Fund Definitions

Governmental Fund Type Definitions

Governmental fund types include the general fund, special revenue funds, capital projects funds, debt service funds and permanent funds. GASB has clarified the definitions of these funds as follows:

General Fund

The General Fund should be used to account for and report all financial resources not accounted for and reported in another fund.

Special Revenue Funds

Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The restricted or committed proceeds of specific revenue sources should be expected to continue to comprise a substantial portion of the inflows reported in the fund. Other resources (investment earnings and transfers from other funds, for example) also may be reported in the fund if those resources are restricted, committed, or assigned to the specified purpose of the fund. Governments should discontinue reporting a special revenue fund, and instead report the fund's remaining resources in the general fund, if the government no longer expects that a substantial portion of the inflows will derive from restricted or committed revenue sources

Capital Projects Funds

Capital projects funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital projects funds exclude those types of capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations or other governments.

Debt Service Funds

Debt service funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for principal and interest, even if it is being accumulated for future years' payments. Debt service funds should be used to report resources if legally mandated.

Permanent Funds

Permanent funds should be used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. Permanent funds do not include private-purpose trust funds, which should be used to report situations in which the government is required to use the principal or earnings for the benefit of individuals, private organizations, or other governments.

Fund Balance Classifications

Fund balance is defined as the difference between assets and liabilities. Beginning in FY2010-2011, the City is required to reclassify fund balances into the following five categories to comply with

the Governmental Accounting Standards Board Statement (GASB) No. 54, Fund Balance and Governmental Fund Types.

Nonspendable: This is a portion of fund balance not available for appropriations by its nature or external restriction. Examples are inventories and donations that require intact principal values.

Spendable: Restricted: The restricted portion of fund balance is subject to externally enforceable legal restrictions. Examples are Gas Tax revenues and grant proceeds.

Committed: The committed portion of fund balance is constrained by the limitations imposed through formal City Council action. Only formal City Council action can remove or modify a previously committed amount.

Assigned: The Assigned portion of fund balance is established for intended use by either the City Council or its designee, such as the City Manager. No formal City Council action is needed to remove the intended use. GAAP required reserves, such as the Other Post-Employment Benefits (OPEB) reserve, belong to this category. The Fiscal Policy and State Revenue Stabilization policy balances belong to this category.

Unassigned: The Unassigned portion of fund balance is that remaining after the non-spendable, the restricted, the committed, and the assigned fund balances are identified and recorded.

Governing Body Order of Fund Utilization and Special Revenue Classifications

Order of Utilization

The City of Los Altos will use GASB's definitions of fund balance for the annual financial reports (audits) and for all other financial reporting. For all financial planning purposes, the term Budgetary Fund Balance will be used and will include any portion of the fund balance that is available for appropriation. Portions of the fund balance not available for appropriation will be identified as follows.

The City of Los Altos policy establishes the order of use of unrestricted resources as follows:

The City shall strive to use the most restricted fund balances prior to utilizing those that are less restricted. The following order of use reflects this guideline:

- Nonspendable (if funds become spendable)
- Restricted
- Committed
- Assigned
- Unassigned.

Special Revenue Classifications

Only the General Fund has an unassigned category since money remaining in any other fund is automatically designated or assigned to the purposes of that fund. Under the new GASB 54 rules, if the balance of a Special Revenue Fund is not formally restricted or committed by fiscal year end, then it must be reported as part of the General Fund for fiscal year end audited financial statement purposes. For some of the City's special revenue funds, this necessitates the City Council to provide

direction on the intended use of resources for the future. Staff recommends that the City Council adopt the following list of the City's Special Revenue Funds and their expected fund balance classifications:

Vehicle Impound Fund - Restricted to Public Safety Use
Supplemental Law Enforcement Fund - Restricted by State Statute
Gas Tax Funds - Restricted by State Statute
Proposition 1B - Restricted by State Statute
Storm Drain Deposits – Restricted to Storm Drain Use
Community Development Block Grants - Restricted by Federal/State Statute
Downtown Parking Fund - Restricted by Council Action
In-Lieu Park Fee - Restricted by State Statute
Traffic Impact Fee - Restricted by State Statute Estate
Donation Fund - Restricted by Council Intent
Transportation Development Act (TDA) Funds - Restricted by State Statute

In addition, GASB 54 allows the City Council authority to "assign" ending fund balances or bestow this authority to a City officer or designee. To provide the City with the most flexibility in financial reporting, the City Manager is given authority to assign resources and ending fund balances.

Fund Balance Policy Levels

Purpose

The City of Los Altos (City) has enacted the Fund Balance policies in an effort to ensure financial security through the maintenance of a healthy fund contingency balance that guides the creation, maintenance, and use of resources for financial stabilization purposes. The City's primary objective is to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. The City also seeks to maintain the highest possible credit ratings which are dependent, in part, on the City's maintenance of a healthy fund balance.

General Fund

The City's fiscal goal is to maintain annual expenditure increases at a sustainable growth rate, and to limit expenditures to anticipated revenue in order to maintain a balanced budget. The Council directed target is to maintain an unrestricted fund balance within the range of not less than 17% of annual operating expenditures for the fiscal year with a multi-year goal of achieving a 20% unrestricted fund balance level for the reasons noted below. This level of coverage includes General Fund balance amounts specifically assigned for annual Emergency and Operating Reserve as discussed and defined further below:

- To provide funding to cover approximately two (2) months of operating expenses with the goal of achieving three months coverage in the long term.
- To provide the liquidity necessary to accommodate the City's uneven cash flow, which is inherent in its periodic tax collection schedule.
- To provide the liquidity to respond to contingent liabilities.

- To adhere to Government Finance Officers Association (GFOA) recommendation that a minimum General Fund unrestricted fund balance to be maintained of no less than either two (2) months of regular operating revenues or expenditures.

Emergency and Operating Reserve

These balances are hereby defined as assigned by the City Council to allow the City to weather unpredicted cyclical and rapid downturns in the economy. These funds would be available for use in such conditions to mitigate negative economic fiscal impacts or State takeaways and can be activated within any one budget cycle through Council action. An economic downturn would entail a projected and/or sudden drop in core revenues (major tax and service revenue loss) of equal to or greater than 5% (including the impact of inflation) and/or a change in economic parameters (such as interest rates, debt service rates, commodity prices, pension rates) that cause a material change in expenditures of 5% or more, or the occurrence of a local natural disaster or unexpected financial claim requiring the immediate use of cash balances.

General Fund Other Post-Employment Benefits Balances

The City conducted an actuarial study to comply with GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits* and to determine the City's obligation for the other post-employment benefits (OPEB). The study concluded that the City should set aside annual funding for this obligation and the City has maintained internal funding of OPEB obligations for this purpose. Additionally, the City will conduct an actuarial update every two to three years to maintain the current status of this valuation.

Sewer Fund Balances

The City should maintain the balances in the Sewer Fund at a level sufficient to accommodate operating and capital needs. The Sewer Master Plan has set this reserve at 25% of annual expenditures, including estimated capital improvements. This level of funding should be established pursuant to the performance of a utility fund rate-study and/or master plan and are to be used for unanticipated operating and capital needs, and to level future rate increases. Multi-year fee studies for this fund should be updated periodically as a basis for defining the revenue sources necessary to maintain system infrastructure and required services levels. As a result of the periodic fee or master plan studies, adjustments to user charges may be necessary to maintain recommended fund balance levels.

Workers' Compensation and Liability Insurance Funding

Periodic actuarial studies of self-insured workers' compensation and general liabilities will be conducted to ensure that proper levels of liabilities are accrued for claims and that rates charged to operating departments are appropriate.

Equipment Replacement Funding

An equipment replacement fund will be maintained to provide for the timely replacement of vehicles and other operating capital equipment. This fund is to be reviewed on an annual basis and rates charged to the using departments based on the depreciation guidelines established in this policy.

FINANCIAL REPORTING

- The City's accounting and financial reports are to be maintained in conformance with GAAP.
- An annual financial audit will be performed by an independent public accounting firm familiar with municipal government activities. The independent auditor will issue an audit opinion to be included in the City's Comprehensive Annual Financial Report (CAFR). Additionally, the auditor will present the CAFR and discuss audit findings to the Financial Commission. The City encourages the rotation of audit service providers on a periodic basis.
- The City is encouraged to submit the Annual CAFR to State and/or National Government Finance Professional organizations (Government Finance Officers' Association's Certification of Achievement for Excellence in Financial Reporting - California Society of Municipal Finance Officers CAFR Award) for independent review and evaluation.
- Internal financial status reports are to be issued on a periodic and timely basis – no less than quarterly and be made readily available citywide.
- The City is to record the depreciation equipment, buildings and facilities, and infrastructure as follows and in line with internally established capitalization guidelines:

Capitalization Thresholds

- Land purchases at any value
- Equipment - \$5,000
- Buildings and facility improvements - \$25,000
- Infrastructure - \$100,000

Depreciation

- Depreciation will be recorded on a straight-line basis over the following estimated useful lives:
- Equipment 3 - 10 years
- Site Improvements other than buildings 30 - 50 years
- Buildings 50 years
- Infrastructure 30 - 100 years

CITY INFORMATION

Location

Los Altos, incorporated as a general law city in December of 1952, is located 37 miles south of San Francisco. Los Altos covers 7 square miles and is bordered by Los Altos Hills, Palo Alto, Mountain View, Sunnyvale and Cupertino.

Los Altos City Hall

1 North San Antonio Road

Phone: (650) 947-2700

Fax: (650) 947-2701

administration@losaltosca.gov

www.losaltosca.gov

The City of Los Altos, is seven square miles with seven distinct commercial areas and is home to approximately 30,000 people. The city incorporated to preserve the rural atmosphere and small town feel and to prevent annexation from neighboring cities. The commercial districts are bustling neighborhood retail areas, characterized by tree-lined streets and a village atmosphere. Los Altos will celebrate its 65th anniversary in 2017 and since 1952 has successfully preserved its rural roots, maintained spacious lot sizes for single-family homes and established policies for commercial development.

The City of Los Altos operates as a Council-Manager form of government. Council Members are elected at-large to four-year terms and are responsible for determining City policies and service standards. The City Council in turn appoints the City Manager, to oversee the daily operation of the city organization.

Demographics:

Population	31,190 ¹
Total Households	10,591 ²
Median Family Income	\$208,309 ²
Average Household Size	2.86 ²
Median Age	47.7 ²
Population aged 65+	19.9% ²
Total Businesses	1,451 ³
School Enrollment (K-8)	4,243 ⁴
School Enrollment (9-12)	4,076 ⁵

Sources:

(1) CA Department of Finance, January 2019 (2) U.S. Census Bureau, 2013-2017 (3) City-Data (4) Los Altos Unified School District (5) Mountain View Los Altos Unified High School District (6) Zillow Home Value Index

ELECTED OFFICIALS



ELECTED OFFICIALS	TERM EXPIRATION
Neysa Fligor <i>Mayor</i>	November 2022
Anita Enander <i>Vice Mayor</i>	November 2022
Lynette Lee Eng <i>Councilmember</i>	November 2024
Sally Meadows <i>Councilmember</i>	November 2024
Jonathan Weinberg <i>Councilmember</i>	November 2024

The mission of the City Council, staff, commissions, committees and volunteers is to foster and maintain the City of Los Altos as a great place to live and to raise a family.



EXECUTIVE TEAM

Brad Kilger	Interim City Manager
Jolie Houston	City Attorney
Jon Maginot	Deputy City Manager
Andy Galea	Police Chief
Jim Sandoval	Engineering Services Director
Manuel Hernandez	Municipal Services Director
Andrea Chelemengos	City Clerk
Donna Legge	Recreation & Community Services Director
Jon Biggs	Community Development Director

2021 COUNCIL PRIORITIES



HOUSING

The City of Los Altos will support the creation of housing that is diverse, equitable, and affordable for all income levels in the Community and support funding and legislation that will help the City to do so and retain its flexibility in zoning decisions.

LAND USE

The City of Los Altos will implement policies that support a land-use mix and density that reflect the values of the Community, including seeking to protect and increase its green space, while ensuring compliance with any applicable laws and regulations.

FISCAL SUSTAINABILITY

The City of Los Altos will continue to be responsible financial stewards of its resources and assets to ensure long-term fiscal sustainability by practicing sound financial management and fiscal transparency, while providing fiscally sustainable government services that address the needs of the community.

COMMUNITY SAFETY

The City of Los Altos will continue to implement plans, strategies, and educational opportunities to ensure public safety, traffic safety, and emergency preparedness services are done in a responsive, equitable, professional, socially responsible, and trustworthy manner.

ASSET MANAGEMENT

The City of Los Altos will set clear expectations and allocate the necessary funding to maintain and improve City facilities and infrastructure that are necessary to provide high-quality services for the well-being of residents.

ENVIRONMENTAL SUSTAINABILITY

The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.

COMMUNITY ENGAGEMENT

The City of Los Altos will continue to improve its community engagement process to ensure all community members are heard, informed, and included.

TRANSITIONING THROUGH CHANGE

The City Council will proactively address the impact of COVID-19 and other consequential changes on the community during 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger community.

COMMISSIONS & COMMITTEES

COMPLETE STREETS COMMISSION

	Term	Term Expiration
Suzanne Ambiel	2 nd	March 2024
Stacy Banerjee	1 st	March 2022
Tom Gschneider	Partial	March 2022
Steve Katz	Partial	March 2024
Nadim Maluf	1 st	March 2022
Cynthia O'Yang	1 st	March 2024
Suresh Venkatraman	1 st	March 2024

Staff Liaison: Jamie Rodriguez (Public Works)

DESIGN REVIEW COMMISSION

	Term	Term Expiration
Frank Bishop	1 st	September 2022
David Blockhus	1 st	September 2024
Samuel Harding	2 nd	September 2024
Jude Kirik	2 nd	September 2022
Michael Ma	1 st	September 2024

Staff Liaison: Guido Persicone (Planning)

ENVIRONMENTAL COMMISSION

	Term	Term Expiration
Bruno Delagneau	1 st	March 2024
Raashina Humayan	1 st	March 2024
David Klein	1 st	March 2022
Shiaoping Lu	Partial	March 2022
Laura Tekslar	2 nd	March 2024
Don Weiden	1 st	March 2022
Lei Yuan	2 nd	March 2022

Staff Liaison: Emiko Ancheta (Community Development)



FINANCIAL COMMISSION

	Term	Term Expiration
John Claras	Partial	September 2021
Mark Frey	1 st	September 2023
Gary Kalbach	1 st	September 2021
Kuljeet Kalkat	2 nd	September 2023
Martha McClatchie	2 nd	September 2023
Anthony “Tony” Richmond	1 st	September 2021
Vacant		September 2023

Staff Liaison: Jon Maginot (Executive)

HISTORICAL COMMISSION

	Term	Term Expiration
Russell Bartlett	2 nd	September 2024
Margo Horn	2 nd	September 2022
Larry Lang	2 nd	September 2024
David Moore	1 st	September 2022
Kirk Paige	1 st	September 2024
Nomi Trapnell	2 nd	September 2022
Sepideh Zoufonoun	1 st	September 2022

Staff Liaison: Sean Gallegos (Planning)

LIBRARY COMMISSION

	Term	Term Expiration
Pierre Bedard	Partial	September 2021
Carolle Carter	Partial	September 2021
Reginia Chan	1 st	September 2024
Julie Crane	Partial	September 2021
Nelvin Gee	1 st	September 2023
Ying Liu	1 st	August 2024
Freddie Wheeler	1 st	September 2023

Staff Liaison: Jaime Chew (Recreation)

PARKS & RECREATION COMMISSION

	Term	Term Expiration
John Corrigan	Partial	March 2023
Pete Dailey	1 st	March 2023
Tanya Lindermeier	2 nd	March 2025
Teresa Morris	1 st	March 2025
Jeanine Valadez	1 st	March 2025
Cyndie Wang	1 st	March 2025
Yong Yeh	1 st	March 2023

Staff Liaison: Donna Legge (Recreation)

PLANNING COMMISSION

	Term	Term Expiration
Mehruss Ahi	1 st	September 2022
Ronit Bodner	2 nd	September 2022
Shelley Doran	1 st	September 2024
David Marek	Partial	September 2022
Susan Mensinger	1 st	September 2024
Richard Roche	1 st	September 2024
Eric Steinle	1 st	September 2024

Staff Liaison: Jon Biggs (Planning)

PUBLIC ARTS COMMISSION

	Term	Term Expiration
Nancy Ellickson	2 nd	September 2021
David Horine	1 st	September 2023
Hilary King	Partial	September 2021
Paula Rini	2 nd	September 2021
Ginny Strock	1 st	September 2023
Monica Waldman	2 nd	September 2023
Vacant		September 2021

Staff Liaison: William Wells (Recreation)

SENIOR COMMISSION

	Term	Term Expiration
Jim Basiji	2 nd	March 2023
William Buchholz	2 nd	March 2023
Jayne Cohen	1 st	March 2022
Tony Lee	1 st	March 2023
Chris Nagao	2 nd	March 2022
Kevin O'Reilly	2 nd	March 2022
Zee Yu	1 st	March 2022

Staff Liaison: Bridget Matheson (Recreation)

YOUTH COMMISSION

	Term	Term Expiration
Vivek Bharati	1 st	June 2021
Boladale Erogbogbo	3 rd	June 2022
Tom Harpaz	2 nd	June 2021
Connie Hong	2 nd	June 2021
Aastha Mangla	1 st	June 2022
Anna Morokutti	1 st	June 2022
Ashlynn Tusneem	1 st	June 2022
Aarthi Venkatraman	1 st	June 2022
Sander Vonk	1 st	June 2022
Jessica Young	1 st	June 2021
Vacant		June 2021

Staff Liaison: William Wells (Recreation)

JOINT COMMUNITY VOLUNTEER SERVICE AWARDS COMMITTEE

	Term	Term Expiration
Anita Enander (Los Altos)		Council Representative
Cheryl Caligaris (Los Altos)	1 st	March 2023
Laurel Iverson (Los Altos)	1 st	March 2023
Rebecca Lowell (Los Altos)	1 st	March 2025
Rita Patel (Los Altos)	1 st	March 2025
Dannis Young (Los Altos)	2 nd	March 2023
Linda Swan (LAH)		Council Representative
Benjamin Gilkis (LAH)	2 nd	March 2022
Donald Mattson (LAH)	1 st	March 2023
Sandy Mingia (LAH)	1 st	March 2023
Lakshmi Ramgopal (LAH)	1 st	March 2024
Vacant (LAH)		March 2023

NORTH COUNTY LIBRARY AUTHORITY

	Representing Agency	Term Expiration
Suzanne Epstein	Los Altos Hills	March 2023
Neysa Fligor	Los Altos City Council	December 2022
Cindy Hill	Library Commission	December 2024
Sally Meadows	Los Altos City Council	December 2024
Lisa Schmidt	Los Altos Hills	December 2024
Marcie Scott	Commission Liaison	



PERSONNEL ALLOCATIONS

EXECUTIVE	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
City Clerk/Deputy City Manager	1	--	--	--	--
City Clerk	--	1	1	1	1
Deputy City Clerk	1	--	--	--	--
Deputy City Manager	--	1	1	1	1
Executive Assistant	1	1	1	1	1
Human Resources Manager	1	1	1	1	1
Human Resources Analyst	--	--	1	1	1
Human Resources Technician	1	1	--	--	--
Information Technology Manager	1	1	1	1	1
Information Technology Analyst	1	1	1	1	1
Information Technology Technician	1	1	1	--	--
Network Systems Administrator	--	--	--	1	1
Public Information Officer	1	1	1	1	1
TOTAL	11	11	11	11	11

FINANCE	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Finance Director	1	1	1	1	1
Financial Services Manager	1	1	1	1	1
Senior Accountant	1	1	1	1	1
Accounting Technician I/II	3	3	3	3	3
TOTAL	6	6	6	6	6



PUBLIC SAFETY	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Police Chief	1	1	1	1	1
Police Captain	2	2	2	2	2
Police Services Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Police Sergeant	6	6	6	6	6
Police Agent	6	6	6	6	6
Police Officer	16	17	17	17	17
Community Serv Offer	3	3	3	3	3
Lead Communications Offer	1	1	1	1	1
Communications Offer	5	5	5	5	5
Lead Record Specialist	1	1	1	1	1
Records Specialists	3	3	3	3	3
TOTAL	46	47	47	47	47

COMMUNITY DEVELOPMENT	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Community Development Director	1	1	1	1	1
Planning Services Manager	2	1	1	1	1
Senior Planner	1	1	1	1	1
Assistant Planner	--	2	2	2	2
Associate Planner	2	1	1	1	1
Econ Development Coordinator	1	1	1	1	1
Sustainability Coordinator	--	1	1	1	1
Executive Assistant	2	2	2	2	2
Building Official	1	1	1	1	1
Building Inspector	3	3	3	3	3
Sr Building Inspector	1	1	1	1	1
Building Technician	1	1	1	1	1
TOTAL	15	16	16	16	16

ENGINEERING	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Public Works Director	1	--	--	--	--
Engineering Services Director	--	1	1	1	1
Special Projects Manager	1	1	1	1	1
Project Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Assoc Civil Engineer	--	--	--	1	1
Asst Civil Engineer	3	4	4	3	3
Construction Inspector	1	1	1	1	1
GIS Technician	--	--	--	1	1
Junior Civil Engineer	1	--	--	--	--
Engineering Technician	1	1	1	--	--
Engineering Services Manager	1	1	1	1	1
Senior Engineer	2	2	2	2	2
Transportation Services Manager	1	1	1	1	1
TOTAL	14	14	14	14	14

MAINTENANCE SERVICES	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Maintenance Services Director	--	1	1	1	1
Maintenance Services Manager	1	--	--	--	--
Executive Assistant	1	1	1	1	1
Maintenance Supervisor	4	4	4	4	4
Equipment Mechanic	1	1	1	1	1
Maintenance Lead Worker	6	6	6	6	6
Maintenance Worker I	8	8	8	7	7
Maintenance Worker II	11	11	11	12	12
Maintenance Technician	2	2	2	2	2
TOTAL	34	34	34	34	34



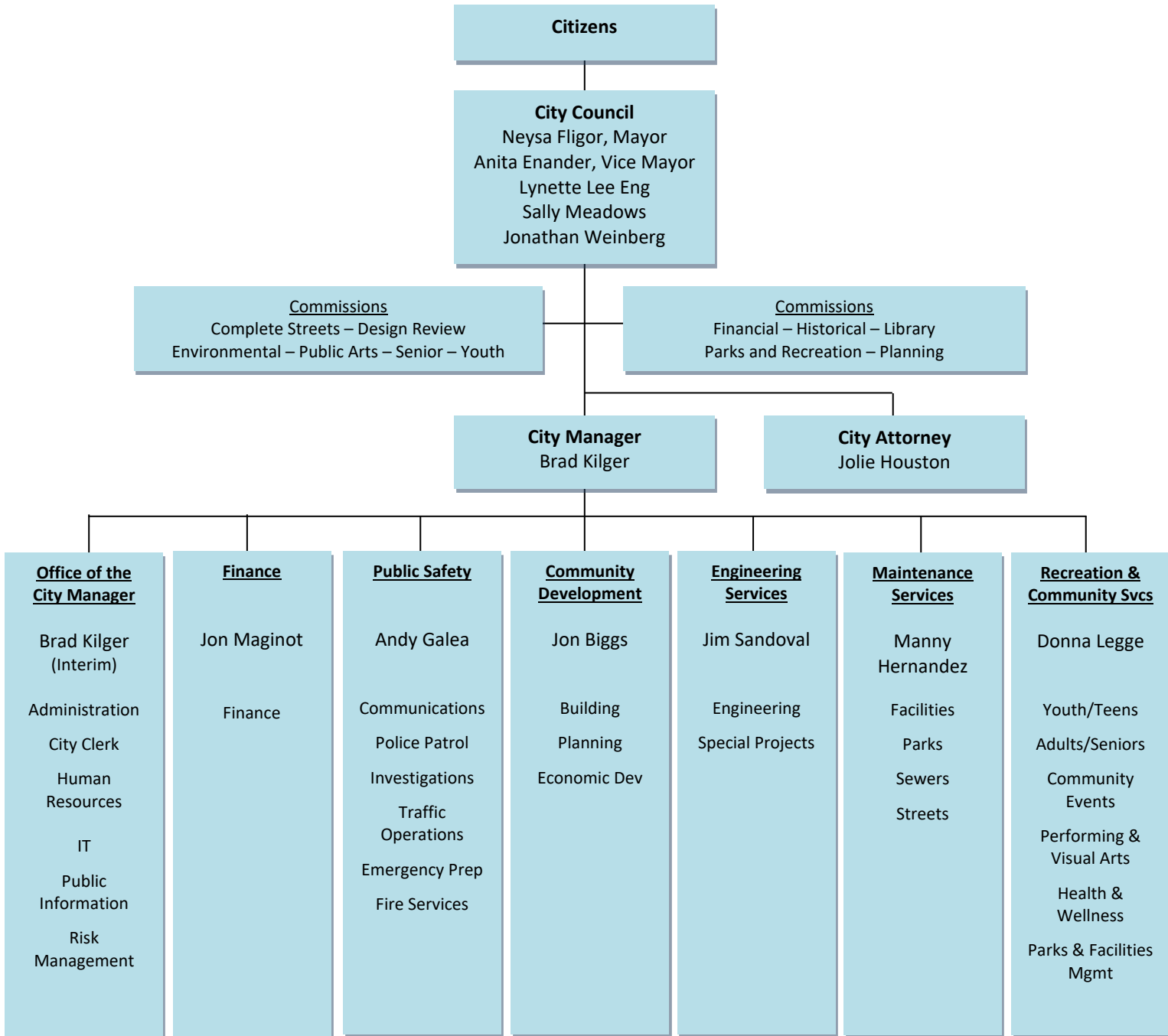
RECREATION & COMMUNITY SERVICES	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Recreation Director	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Recreation Supervisor	1	1	1	2	2
Office Assistant II	1	1	1	1	1
Recreation Coordinator	3	3	3	3	3
Facility Coordinator	1	1	1	--	--
TOTAL	8	8	8	8	8

LOS ALTOS TOTAL	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY22/23
Executive	11	11	11	11	11
Finance	6	6	6	6	6
Public Safety	46	47	47	47	47
Community Development	15	16	16	16	16
Public Works	48				
Recreation & Community Services	8	8	8	8	8
Engineering		14	14	14	14
Maintenance Services		34	34	34	34
TOTAL	134	136	136	136	136





City of Los Altos



2021/22 Budget Summary

FUND	Beginning Balance* 7/1/2021	Revenue	Expenditures	Transfer In/(Out)	Ending Balance 6/30/2022
GENERAL FUND					
Unreserved Fund Balance	1,118,613	48,570,534	(47,092,815)	(1,477,719)	1,118,613
Operating Reserve	8,693,607	-	-	-	8,693,607
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	5,000,000	-	-	-	5,000,000
Technology Reserve	1,412,090	-	(250,000)	-	1,162,090
Total General Fund:	17,724,310	48,570,534	(47,342,815)	(1,477,719)	17,474,310
ENTERPRISE FUND					
Sewer Fund	9,587,866	8,420,000	(9,280,754)	-	8,727,112
Solid Waste Fund	5,430,033	888,913	(794,941)	-	5,524,005
Total Enterprise Fund:	15,017,899	9,308,913	(10,075,695)	-	14,251,117
CAPITAL IMPROVEMENT FUNDS					
Capital Projects Fund	8,564,438	-	(5,550,000)	-	3,014,438
Equipment Replacement Fund	359,590	-	(357,500)	-	2,090
Total Capital Improvement Fund:	8,924,028	-	(5,907,500)	-	3,016,528
INTERNAL SERVICE FUNDS					
Dental/Vision Fund	608	269,595	(269,595)	-	608
Unemployment Fund	544,292	-	(15,000)	-	529,292
Workers Compensation Fund	1,871,934	291,003	(791,003)	-	1,371,934
Liability Fund	238,246	500,000	(700,000)	-	38,246
Total Internal Service Fund:	2,655,080	1,060,598	(1,775,598)	-	1,940,080
SPECIAL REVENUE FUNDS					
Road Maintenance (SB1)	757,260	609,599	(500,000)	-	866,859
CDBG Fund	4,617	-	-	-	4,617
Grants Fund-ARP Act	-	-	-	918,229	918,229
Downtown Parking Fund	928,715	40,000	-	(40,000)	928,715
Estate Donation Fund	16,941	-	-	-	16,941
Gas Tax Fund	2,013,793	800,054	(1,350,000)	-	1,463,847
Prop 1B Road Maintenance Measure B	44,428	-	-	-	44,428
In Lieu Park Fund	-	550,000	(550,000)	-	-
Supplemental Law Enforcement Fund	5,764,582	5,319,000	(800,000)	-	10,283,582
TDA Fund	89,281	100,000	-	(100,000)	89,281
Traffic Impact Fee Fund	-	50,000	(50,000)	-	-
Traffic Impact Fee Fund	471,504	411,693	(550,000)	-	333,197
Vehicle Registration Fund	382,384	-	-	-	382,384
PEG Fees	173,662	100,000	(100,000)	(70,000)	103,662
Public Art Fund	166,127	-	(60,000)	-	106,127
Storm Drain Deposits	56,086	-	-	-	56,086
Vehicle Impound Fund	-	20,000	-	(20,000)	-
Total Special Revenue Funds:	10,869,380	8,000,346	(3,960,000)	688,229	15,597,955
DEBT SERVICE FUNDS					
General Debt Service	364,179	-	(789,490)	789,490	364,179
Total Debt Service Fund:	364,179	-	(789,490)	789,490	364,179
ALL FUNDS TOTAL	\$ 55,554,876	\$ 66,330,792	\$ (69,351,098)	-	\$ 51,777,310

* Beginning Balance excludes Non-Spendable and Reserved for Capital Assets fund balances

2022/23 Budget Summary

FUND	Beginning Balance* 7/1/2022	Revenue	Expenditures	Transfer In/(Out)	Ending Balance 6/30/2023
GENERAL FUND					
Unreserved Fund Balance	1,118,613	50,733,877	(48,665,555)	(2,068,322)	1,118,613
Operating Reserve	8,693,607	-	-	-	8,693,607
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	5,000,000	-	-	-	5,000,000
Technology Reserve	1,162,090	-	(350,000)	-	812,090
Total General Fund:	17,474,310	50,733,877	(49,015,555)	(2,068,322)	17,124,310
ENTERPRISE FUND					
Sewer Fund	8,727,112	8,570,000	(10,894,182)	-	6,402,930
Solid Waste Fund	5,524,005	914,828	(801,803)	-	5,637,030
Total Enterprise Fund:	14,251,117	9,484,828	(11,695,985)	-	12,039,960
CAPITAL IMPROVEMENT FUNDS					
Capital Projects Fund	3,014,438	-	(6,050,000)	-	(3,035,562)
Equipment Replacement Fund	2,090	-	(376,500)	-	(374,410)
Total Capital Improvement Fund:	3,016,528	-	(6,426,500)	-	(3,409,972)
INTERNAL SERVICE FUNDS					
Dental/Vision Fund	608	277,695	(277,695)	-	608
Unemployment Fund	529,292	-	(15,000)	-	514,292
Workers Compensation Fund	1,371,934	-	(809,582)	-	562,352
Liability Fund	38,246	809,582	(800,000)	-	47,828
Total Internal Service Fund:	1,940,080	1,087,277	(1,902,277)	-	1,125,080
SPECIAL REVENUE FUNDS					
Road Maintenance (SB1)	866,859	615,000	(500,000)	-	981,859
CDBG Fund	4,617	-	-	-	4,617
Grants Fund-ARP Act	918,229	-	-	1,504,357	2,422,586
Downtown Parking Fund	928,715	40,000	-	(40,000)	928,715
Estate Donation Fund	16,941	-	-	-	16,941
Gas Tax Fund	1,463,847	840,057	(800,000)	-	1,503,904
Prop 1B Road Maintenance	44,428	-	-	-	44,428
Measure B	-	550,000	(550,000)	-	-
In Lieu Park Fund	10,283,582	927,200	(1,050,000)	-	10,160,782
Supplemental Law Enforcement Fund	89,281	100,000	-	(100,000)	89,281
TDA Fund	-	50,000	(50,000)	-	-
Traffic Impact Fee Fund	333,197	812,055	(450,000)	-	695,252
Vehicle Registration Fund	382,384	-	-	-	382,384
PEG Fees	103,662	100,000	-	(70,000)	133,662
Public Art Fund	106,127	-	(50,000)	-	56,127
Storm Drain Deposits	56,086	-	-	-	56,086
Vehicle Impound Fund	-	20,000	-	(20,000)	-
Total Special Revenue Funds:	15,597,955	4,054,312	(3,450,000)	1,274,357	17,476,624
DEBT SERVICE FUNDS					
General Debt Service	364,179	-	(793,965)	793,965	364,179
Total Debt Service Fund:	364,179	-	(793,965)	793,965	364,179
ALL FUNDS TOTAL	\$ 52,644,169	\$ 65,360,294	\$ (73,284,282)	\$ -	\$ 44,720,181

* Beginning Balance excludes Non-Spendable and Reserved for Capital Assets fund balances

GENERAL FUND	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected Actual	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget
Revenues						
Taxes	34,510,795	35,596,861	34,184,716	34,526,236	36,665,070	37,983,388
Interest/Rental Income	1,932,911	2,257,576	405,045	365,000	359,000	356,300
Fees	9,076,778	7,946,708	6,950,757	6,629,204	7,848,500	8,696,225
Miscellaneous Revenue	195,369	235,603	616,752	105,293	99,000	99,000
Total General Fund Revenue	45,715,853	46,036,748	42,157,270	41,625,733	44,971,570	47,134,913
One-Time Revenues:						
Community Center Loan			10,000,000	10,001,300	-	-
Federal CARES Act			-	381,230	-	-
Federal ARP Act			-	-	3,598,964	3,598,964
Transfers In	166,430	111,850	160,000	100,000	230,000	230,000
Total General Fund Revenue/Transfers In	\$ 45,882,283	\$ 46,148,598	\$ 52,317,270	\$ 52,108,263	\$ 48,800,534	\$ 50,963,877
Expenditures						
Legislative	281,850	369,547	298,684	297,547	368,572	369,875
Executive	3,935,061	5,994,973	5,594,304	6,441,209	6,593,329	6,726,421
Finance	1,456,339	2,150,798	1,448,712	1,620,366	2,049,301	1,753,182
Community Development	3,132,945	3,157,421	3,563,580	3,137,595	4,278,005	4,298,163
Engineering	2,333,452	2,664,951	3,118,417	2,856,220	3,847,984	3,981,301
Maintenance Services	5,283,007	5,168,016	5,320,779	5,118,324	5,821,229	5,926,799
Public Safety	18,117,843	18,795,500	20,343,895	19,033,858	21,662,657	22,918,053
Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,695,041	2,471,738	2,691,761
Total General Fund Expenditures	37,009,391	40,614,453	41,483,395	40,200,160	47,092,815	48,665,555
Transfers Out	6,523,798	17,806,518	10,867,400	10,789,490	1,707,719	2,298,322
Total General Fund Expenditures/Transfers Out	\$ 43,533,189	\$ 58,420,971	\$ 52,350,795	\$ 50,989,650	\$ 48,800,534	\$ 50,963,877
Revenues over Expenditures	\$ 2,349,094	\$ (12,272,373)	\$ (33,525)	\$ 1,118,613	\$ -	\$ -

	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
GENERAL FUND							
Property Tax	23,791,531	25,786,599	27,287,029	27,256,236	28,713,170	29,568,955	5.3%
Sales Tax	3,461,299	3,373,391	2,641,120	2,860,000	3,053,000	3,114,060	6.7%
Utility Users Tax	2,743,570	2,838,663	2,464,430	2,650,000	2,729,500	2,811,385	3.0%
Motor VLF	15,054	24,686	-	-	-	-	-
Transient Occupancy Tax	3,166,067	2,359,762	582,200	580,000	1,000,000	1,310,000	72.4%
Business License Tax	540,262	517,818	468,180	470,000	479,400	488,988	2.0%
Construction Tax	113,588	115,994	190,600	110,000	110,000	110,000	0.0%
Documentary Transfer Tax	679,424	579,948	551,157	600,000	580,000	580,000	-3%
Total Taxes	34,510,795	35,596,861	34,184,716	34,526,236	36,665,070	37,983,388	6.2%
Interest Income	1,908,805	2,233,470	381,045	341,000	335,000	332,300	-1.8%
Rental Income	24,106	24,106	24,000	24,000	24,000	24,000	-
Total Income	1,932,911	2,257,576	405,045	365,000	359,000	356,300	-1.7%
Recreation Fees	1,963,119	846,586	38,500	83,300	568,000	1,352,000	581.9%
Community Development Fees	3,775,495	3,383,733	3,311,240	3,195,671	3,791,300	3,802,300	18.6%
Franchise Fees	2,222,235	2,286,957	2,353,077	2,295,000	2,317,500	2,340,225	1.0%
Administrative Fees	690,600	1,148,700	918,500	918,500	918,500	918,500	0.0%
Police Fees	425,329	280,732	329,440	136,733	253,200	283,200	85.2%
Total Fees	9,076,778	7,946,708	6,950,757	6,629,204	7,848,500	8,696,225	18.4%
Miscellaneous Revenue	195,369	235,603	616,752	105,293	99,000	99,000	-6.0%
Total General Fund Revenue	45,715,853	46,036,748	42,157,270	41,625,733	44,971,570	47,134,913	8.0%
One-Time Revenues:							
Community Center Loan	-	-	10,000,000	10,001,300	-	-	-
Federal CARES Act	-	-	-	381,230	-	-	-
Federal ARP Act	-	-	-	-	3,598,964	3,598,964	-
Transfers In	166,430	111,850	160,000	100,000	230,000	230,000	-
Total General Fund Revenue/Transfers In	\$ 45,882,283	\$ 46,148,598	\$ 42,317,270	\$ 52,108,263	\$ 48,800,534	\$ 47,364,913	-6.3%

NOTE: The One-Time Revenue includes the loan of \$10M for the Los Altos Community Center

PROGRAM EXPENDITURES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
LEGISLATIVE							
City Council	281,850	369,547	298,684	297,547	368,572	369,875	23.9%
Total City Council	281,850	369,547	298,684	297,547	368,572	369,875	23.9%
EXECUTIVE							
City Manager	824,092	784,830	719,578	1,052,748	938,379	947,108	-10.9%
City Attorney	769,763	2,702,718	2,212,000	2,640,892	2,912,000	2,912,000	10.3%
City Clerk	676,665	635,106	724,816	824,664	725,956	822,491	-12.0%
Human Resources	689,737	791,918	835,043	840,881	903,729	881,242	7.5%
Information Technonogy	974,804	1,080,401	1,102,867	1,082,024	1,113,265	1,163,580	2.9%
Total Executive	3,935,061	5,994,973	5,594,304	6,441,209	6,593,329	6,726,421	2.4%
Finance							
Finance	1,306,238	1,461,069	1,225,212	1,446,234	1,710,301	1,444,182	18.3%
Non-Departmental	150,101	689,729	223,500	174,132	339,000	309,000	94.7%
Total Finance	1,456,339	2,150,798	1,448,712	1,620,366	2,049,301	1,753,182	26.5%
COMMUNITY DEVELOPMENT							
Planning	1,407,702	1,511,972	1,596,216	1,488,730	1,830,852	1,835,209	23%
Building	1,528,765	1,460,663	1,765,369	1,432,467	2,158,255	2,166,839	50.7%
Economic Development	196,478	184,786	201,995	216,398	250,448	257,665	15.7%
Environmental-Sustainability	-	-	-	-	38,450	38,450	0.0%
Total Community Development	3,132,945	3,157,421	3,563,580	3,137,595	4,278,005	4,298,163	36.3%
ENGINEERING							
Engineering	1,909,795	2,241,013	2,415,219	2,196,440	2,859,508	2,950,953	30.2%
Stormwater Maintenance	171,435	123,036	248,198	204,780	257,276	259,718	26%
Traffic	252,222	300,902	455,000	455,000	731,200	770,630	60.7%
Total Engineering	2,333,452	2,664,951	3,118,417	2,856,220	3,847,984	3,981,301	34.7%
MAINTENANCE SERVICES							
Maintenance Administration	598,058	551,234	578,239	546,661	544,945	553,360	-0.3%
Fleet Maintenance	178,017	171,256	193,507	175,727	199,053	202,550	13%
Street Maintenance	881,350	876,553	888,590	788,223	1,067,832	1,093,321	35%
Parks and Street Landscaping	2,498,745	2,384,868	2,265,370	2,321,030	2,399,039	2,442,897	3%
Facility Maintenance	1,126,837	1,184,105	1,395,073	1,286,683	1,610,360	1,634,671	25.2%
Total Maintenance Services	5,283,007	5,168,016	5,320,779	5,118,324	5,821,229	5,926,799	13.7%

*Vacancy Savings factored into each department in FY22 and FY23

PROGRAM EXPENDITURES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
PUBLIC SAFETY							
Administration	1,461,888	1,509,943	1,540,743	1,488,549	1,552,716	1,573,781	4%
Support Services	2,021,981	1,926,747	2,277,563	2,034,027	2,464,735	2,535,578	21.2%
Investigation Services	1,639,951	1,585,262	1,602,411	1,446,436	1,724,682	1,801,013	19.2%
Traffic Operations	1,427,231	1,321,107	1,415,828	1,236,247	1,715,787	1,771,614	38.8%
Patrol Services	4,505,713	5,077,727	5,700,850	5,094,099	6,121,237	6,332,567	20.2%
Emergency Preparedness	49,979	44,521	81,500	34,500	83,500	83,500	142.0%
Fire Services	7,011,100	7,330,193	7,725,000	7,700,000	8,000,000	8,820,000	3.9%
Total Public Safety	18,117,843	18,795,500	20,343,895	19,033,858	21,662,657	22,918,053	13.8%
RECREATION & COMMUNITY SERVICES							
Administration	565,365	764,947	772,201	842,762	807,256	847,854	-4.2%
Facilities	447,037	436,336	334,153	327,821	671,870	687,120	105.0%
Community Events	93,606	84,695	17,850	9,700	33,450	33,450	244.8%
Classes and Camps	567,092	414,413	91,155	151,152	251,725	400,780	66.5%
Tiny Tots	267,569	210,728	110,242	121,670	184,021	185,776	51.2%
Athletics	131,834	104,899	42,735	39,161	180,905	185,957	362.0%
Senior Programs	333,347	255,655	423,858	201,475	335,511	343,824	66.5%
Teen Programs	63,044	41,574	2,830	1,300	7,000	7,000	438.5%
Theater	-	-	-	-	-	-	-
Total Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,695,041	2,471,738	2,691,761	45.8%
Total General Fund Expenditures	37,009,391	40,614,453	41,483,395	40,200,160	47,092,815	48,665,555	17.15%
Transfers Out							
Capital Improvement Program/Equipment Purchase**	6,351,918	17,639,318	10,000,000	10,000,000	-	-	
Federal Grant Fund-ARP Act					918,229	1,504,357	
Community Center Loan			700,000	622,090	622,090	622,090	
2004 COP Debt Service	171,880	167,200	167,400	167,400	167,400	171,875	-
Total Transfers Out	6,523,798	17,806,518	10,867,400	10,789,490	1,707,719	2,298,322	-
General Fund Expenditures	\$ 43,533,189	\$ 58,420,971	\$ 52,350,795	\$ 50,989,650	\$ 48,800,534	\$ 50,963,877	-

*Vacancy Savings factored into each department in FY22 and FY23

**Actual transfer made at year end close

SEWER FUND	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget
Beginning Unrestricted Fund Balance	-	-	\$ 10,399,180	\$ 9,587,866	\$ 8,727,112
Interest Income	322,238	379,718	37,183	40,000	40,000
Sewer Charges	6,467,104	7,941,618	6,416,000	8,375,000	8,525,000
Sewer Connection Fees	475	475	30,000	5,000	5,000
Sewer Revenues	6,789,817	8,321,811	6,483,183	8,420,000	8,570,000
Sewer Maintenance	4,827,199	5,153,845	5,513,696	6,598,754	6,638,182
Sewer Capital Program	445,413	373,431	2,248,000	2,682,000	4,256,000
Sewer Equipment Purchase	-	-	-	-	-
Sewer Expenditures	5,272,612	5,527,276	7,761,696	9,280,754	10,894,182
Ending Unrestricted Fund Balance	-	-	-	\$ 8,727,112	\$ 6,402,930

SOLID WASTE FUND	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget
Beginning Unrestricted Fund Balance	-	-	\$ 5,125,024	\$ 5,430,033	\$ 5,524,005
Interest Income	\$ 154,463	\$ 199,030	\$ 13,905	\$ 25,000	\$ 25,000
Administrative Charges	806,086	826,171	814,135	838,559	863,716
AB 939 Fees	34,565	20,930	24,613	25,354	26,112
Solid Waste Revenues	995,114	1,046,131	852,653	888,913	914,828
Solid Waste Administration	465,528	426,097	605,881	794,941	801,803
Ending Unrestricted Fund Balance	-	-	-	\$ 5,524,005	\$ 5,637,030

LEGISLATIVE

The City Council serves as the elected body representing the residents of Los Altos. The City Council is responsible for determining City policies and service standards. Adoption of the two-year Financial Plan by Council allocates the City's financial and human resources to support its goals and objectives for the two-year cycle.



ACCOMPLISHMENTS FOR FY2020-21

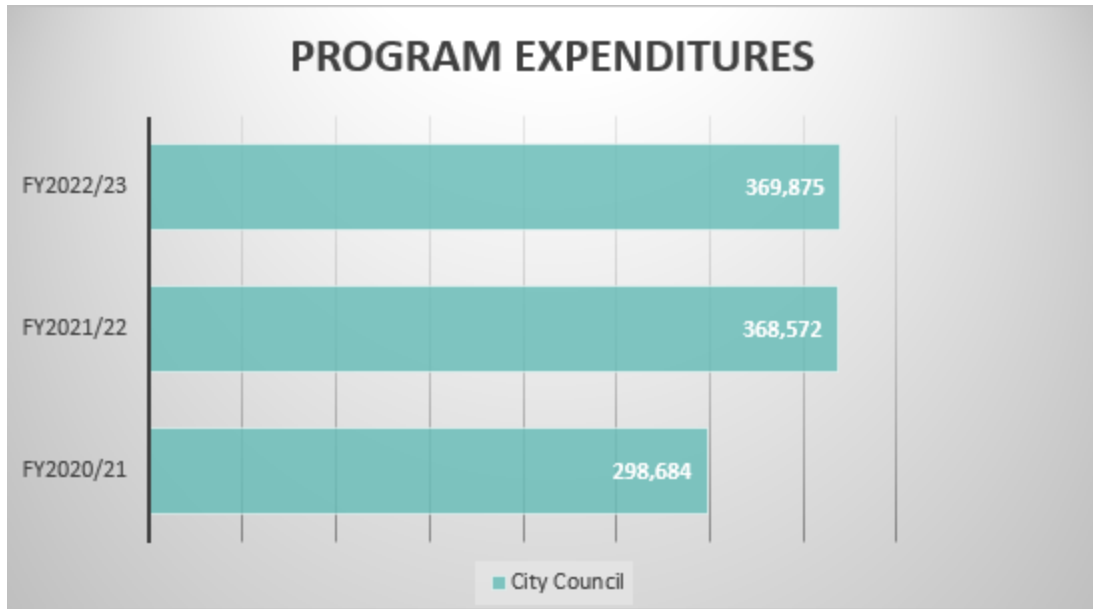
- ❑ The City Council successfully passed the Reach codes, which banned natural gas in new construction.
- ❑ Passed a Tobacco Retailer License to help prevent youth vaping in Los Altos.
- ❑ Denounced Xenophobia and Anti-Asian hate in our community
- ❑ Provided community organizations with \$75,000 to better help residents during the COVID-19 pandemic.
- ❑ Provided Los Altos small businesses with funds to assist them during the COVID-19 pandemic.
- ❑ Approved the Downtown Parklet Program to provide more outdoor dining for residents.
- ❑ Approved the construction contract for and completed construction of the new Los Altos Community Center.

GOALS FOR FY2022-23

- ❑ Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA)
- ❑ Ensure zoning codes and other land use documents provide objective standards as required by state law while maintaining maximum City discretion.
- ❑ Open the new Los Altos Community Center.
- ❑ Update the City's Climate Action Plan.
- ❑ Provide the community with multiple chances to engage with the Council and ensure that it is a regular part of City activities.
- ❑ Continue to implement recommendations from the Police Taskforce.
- ❑ Recruit a new City Manager to ensure that the City has effective leadership.

LEGISLATIVE

EXPENDITURES	Fund	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
		Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
City Council	General	281,850	369,547	298,684	368,572	369,875	23.4%
		281,850	369,547	298,684	368,572	369,875	23.4%



EXPENSE ALLOCATION	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
Salaries and Benefits	37,242	31,000	32,684	47,572	48,875	45.6%
Services and Supplies	244,608	338,547	266,000	321,000	321,000	20.7%
	281,850	369,547	298,684	368,572	369,875	23.4%

EXECUTIVE

The Executive Department, led by the City Manager, who is the chief administrative officer of the City, is accountable to the City Council for the performance of the organization. The Executive Department includes the City Attorney, City Clerk, Public Information, Risk Management, Human Resources, and Information Technology.

The City Attorney, appointed by the City Council, is the chief legal advisor to the City Council, City Manager, operating departments and all appointed boards and commissions. Providing a full range of legal services, the City Attorney drafts necessary legal documents, and reviews ordinances, resolutions, contracts, and other documents pertaining to the City's business.

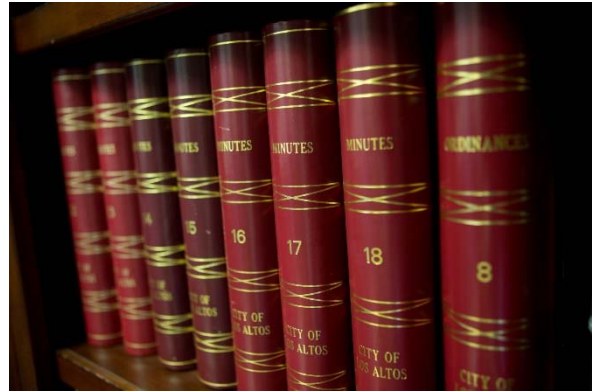
The City Clerk's Office facilitates City Council functions, fulfills legal requirements as set forth in the City Code and State law, and is the historian of the City government, recording official actions and legislation of the Council, documenting meetings, and retaining legal and historical records. The City Clerk also conducts all City elections and serves as the compliance officer for campaign and financial disclosure filings as part of the Political Reform Act.

The Public Information Division works with all City departments to provide proactive communications to the Los Altos community and local media regarding City projects and activities. The Division produces digital, video, and print material about the City of the Los Altos for dissemination to the public. Lastly, they engage the community to allow residents to voice their opinions and for leaders to have a better understanding of resident's wants.

The Risk Management Division works closely with the City Attorney and across departments to mitigate risk and incorporate best practices in risk management programs.

The Human Resources Division oversees the City's employment process including recruitment, employee development and training, payroll support and benefit administration. The division ensures compliance with applicable laws and coordinates the employee evaluation process.

The Information Technology Division maintains the City's network infrastructure and applications to ensure that critical city operations are able to operate 24/7. The division supports technology initiatives within departments to enable greater efficiency through the use of technology.



EXECUTIVE

ACCOMPLISHMENTS FOR FY2020-21

- ❑ Informed the public effectively of changing health policies during the COVID-19 pandemic.
- ❑ Transitioned the City of Los Altos from an in-person workplace to a mostly work from home workplace during the COVID-19 pandemic.
- ❑ Collaborated with the Los Altos Police Department to manage the Police Taskforce.
- ❑ Worked to address the issue of youth vaping by creating a tobacco retailer license and banning electronic cigarette products in Los Altos retailers.
- ❑ Continued to engage with the community about important issues such as the Reach codes, City Council Open Office Hours, and Town Halls.
- ❑ Engaged 300 residents about their opinions on a Fenced-In Dog Park or Off-Leash Dog Area.
- ❑ Implemented best practices in risk management programs.
- ❑ Continued to have a 90% satisfaction rate on OpenGov and hosted two surveys with over 200 responses.
- ❑ Increased City Manager Weekly Update open rate by an average of 10% every week.
- ❑ Increased Twitter followers to 2,294, Nextdoor followers to 16,876 and Facebook followers to 1,436
- ❑ Transitioned the City's Life & Disability Insurance Carrier to provide a greater benefit to employees at no additional cost.
- ❑ Reworked the City's recruitment and onboarding process to allow for virtual options to mitigate the spread of COVID-19.
- ❑ Implemented a new Telework policy as a response to COVID-19.
- ❑ Implemented various Federal & State COVID-19 related laws, including implementation of a COVID Prevention Program and new paid leave benefits.
- ❑ Negotiated new bargaining group contracts with the Los Altos Municipal Employee Association and Los Altos Peace Officers' Association.
- ❑ Quickly implemented technology solutions, including cloud-based communications and VPN gateways, to allow effective and efficient work from home solutions to allow City services to resume shortly after start of COVID-19 Emergency Stay Home orders.
- ❑ Worked with Finance Division on the Financial Enterprise system implementation to upgrade from the old financial system.

EXECUTIVE

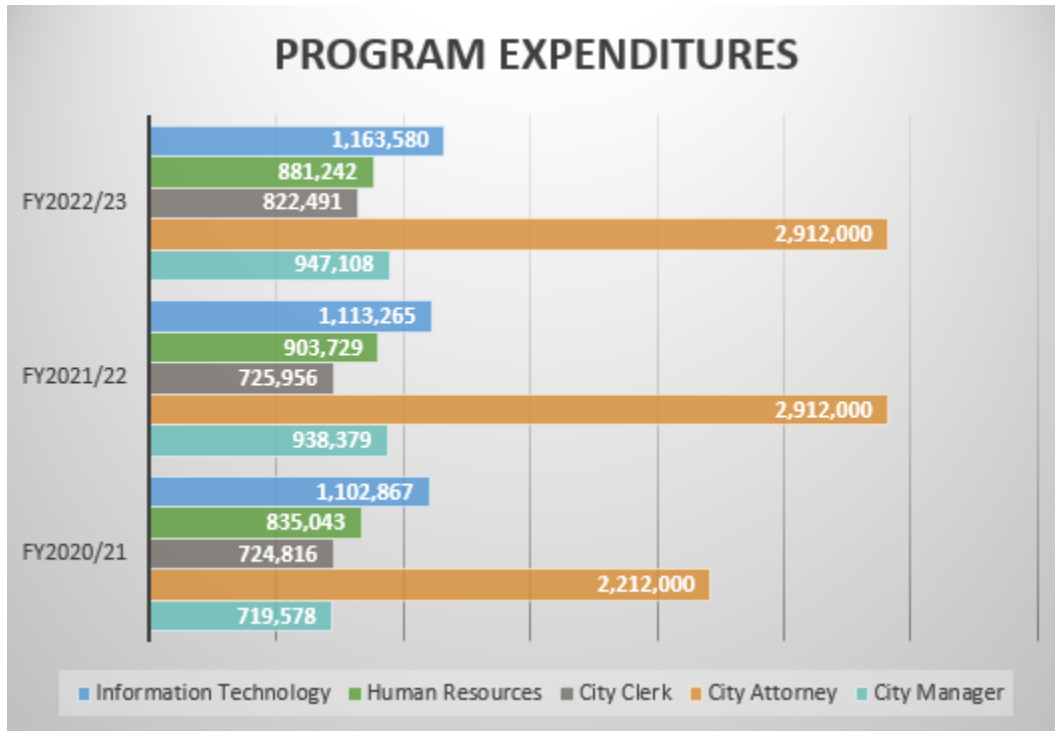
GOALS FOR FY2022-23

- Continue sound management of City resources.
- Continue to inform our residents about the latest COVID-19 regulations and guidelines.
- Improve the City’s website to ensure that residents can stay informed.
- Continue to promote employee professional development opportunities.
- Through the leadership of the Risk Management Committee, continue best practices in risk management programs.
- Support and advance the City Council’s priorities
- Implement new community engagement techniques, while ensuring that our current engagement practices become a way that the City does business.
- Continue to improve communications between City staff, City Council and the community
- Update the City’s Personnel Regulation Manual.
- Implement new employee evaluation process.
- Negotiate a new Teamsters bargaining group contract.
- Continue enhancing the City’s technology infrastructure, including the expansion of door access system, backup capacity, hyperconverged server nodes and desktop virtualization.
- Introduce new tools and technologies to streamline processes and improve productivity.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
City Manager	4	5	5	5	5
City Attorney	-	-	-	-	-
City Clerk	2	1	1	1	1
Human Resources	2	2	2	2	2
Information Technology	3	3	3	3	3
Economic Development	-	-	-	-	-
	11	11	11	11	11

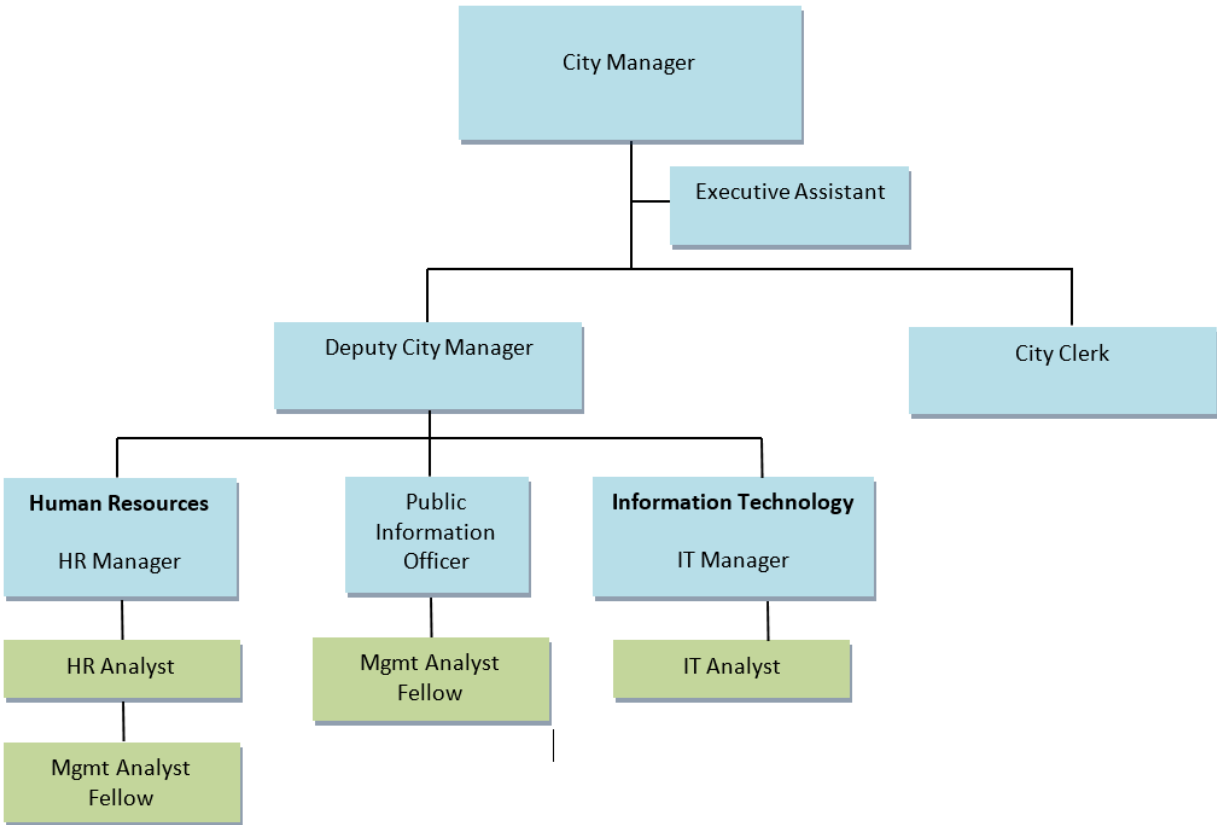
PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
City Manager	General	824,092	784,828	719,578	938,379	947,108	30.4%
City Attorney	General	769,763	2,702,717	2,212,000	2,912,000	2,912,000	41.6%
City Clerk	General	676,665	635,105	724,816	725,956	822,491	0.2%
Human Resources	General	689,373	157,617	835,043	903,729	881,242	8.2%
Information Technology	General	974,804	1,080,400	1,102,867	1,113,265	1,163,580	0.9%
Executive		3,934,697	5,360,667	5,594,304	6,593,329	6,726,421	17.9%

EXECUTIVE



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	2,005,289	1,896,212	2,270,819	2,443,544	2,489,044	7.6%
Services and Supplies	1,830,719	3,335,681	3,230,485	4,149,785	4,237,377	28.5%
Capital Outlay	98,689	128,774	93,000	-	-	-
	3,934,697	5,360,667	5,594,304	6,593,329	6,726,421	17.9%

EXECUTIVE



FINANCE

The Financial Services Department is responsible for meeting the needs of internal City departments and staff, as well as external customers. The Department provides City departments, City Council, and Commissions with the financial resources, policies, and protocols they need to operate effectively.

This department is responsible for the safeguarding of and accounting for the City's financial assets. This includes the development and management of the City's budgets, reporting of financial information to the City Council and various regulatory agencies, completion of the annual audit process, and investment of the City's assets in accordance with the City's investment policy. The department also handles payroll, accounts payable, accounts receivable, cash receipts, and the City's business license office.



ACCOMPLISHMENTS FOR FY2020-21

- ❑ Implemented a new Citywide Financial System that provides the city with more transparency and internal controls. The new system streamlines operations and allows for better tracking of financial data and accessibility to financial data.
- ❑ Successfully onboarded City staff to the new financial software system by providing a series of interactive trainings and tutorial guides.
- ❑ Implemented new Accounts Payable internal procedures to streamline and increase the efficiency of AP processes, resulting in the reduction of the total wait time for vendor payments.
- ❑ Launched new protocols and procedures to increase timely processing of Business Licenses during COVID-19 Stay Home orders.
- ❑ Adopted a Financial Debt Policy to ensure that all loans and debt adopted by the City will be properly regulated.
- ❑ Secured a \$10 million dollar loan for the completion of the Los Altos Community Center.
- ❑ Integrated the Los Altos' Police Department's cash receipt process into the new Citywide financial system, allowing for easier tracking of funds.
- ❑ Improved and reorganized the internal cash receipt process to provide better tracking and oversight of funds.
- ❑ Introduced paperless procedures and processes to several internal accounting activities to encourage the reduction of paper waste.
- ❑ Completed the annual audit process and produced the City's Comprehensive Annual Financial Report for the fiscal year ended June 30, 2020.
- ❑ Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting award for fiscal year ended June 30, 2019.

FINANCE

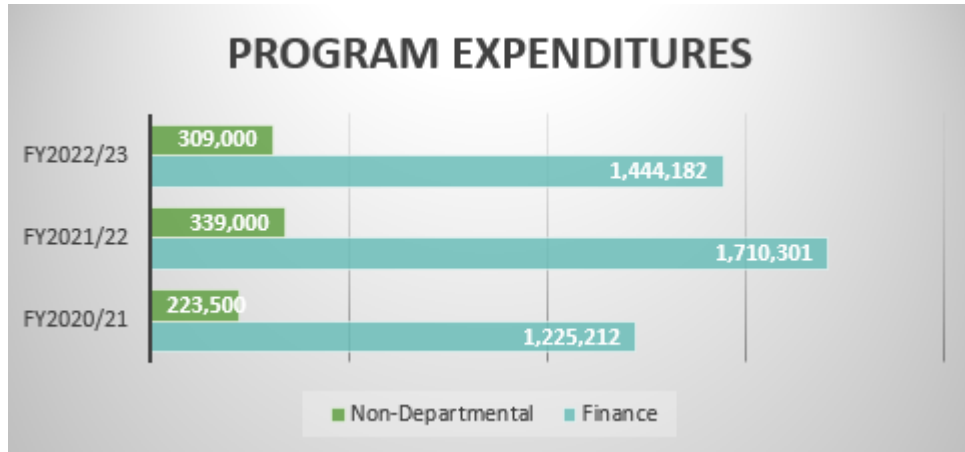
GOALS FOR FY2022-23

- Implement real time dashboard solutions for the City’s website to allow for more public accountability and transparency regarding the City’s financial wellbeing.
- Review and update City financial protocols and procedures to better align with the City’s operations and needs, promote public confidence and provide continuity over time.
- Streamline and update business license webpages, policies and procedures to align with best practices. The process will help ensure that external customers and residents are receiving quality customer service and operations are efficient.
- Develop an online portal for residents and business owners to renew business licenses allowing for faster processing and reduced staffing hours.
- Implement a Cost Allocation Plan and User Fee Study to update the City’s fee schedule.
- Update the financial policies regarding the use of and funding to the Park in Lieu fund.
- Increase the speed and efficiency of the Account Payable process to reduce unnecessary late fees.
- Increase cross training among the Finance staff.

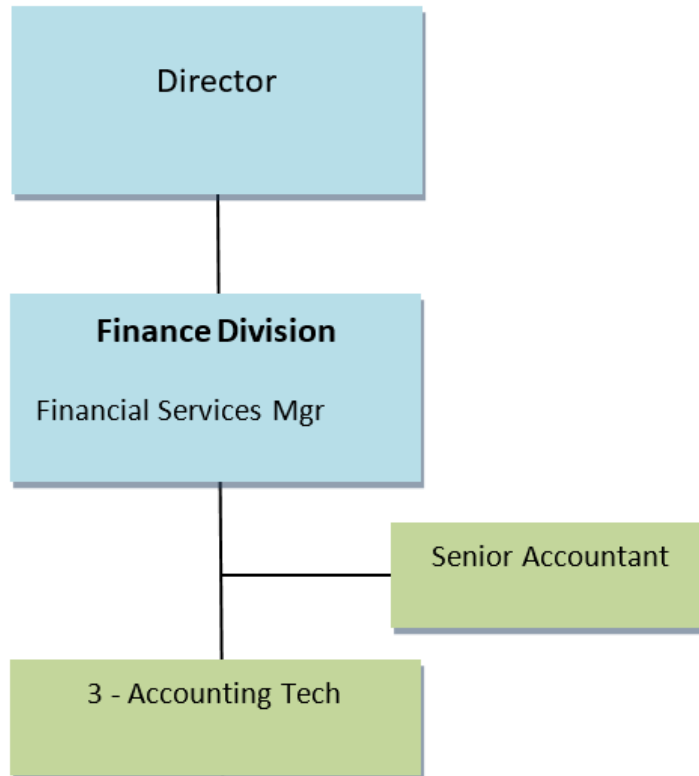
POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Finance	6	6	6	6	6
	6	6	6	6	6

PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	Over
							2020/21
Finance	General	1,306,238	1,461,069	1,225,212	1,710,301	1,444,182	39.6%
Non-Departmental	General	150,101	477,079	223,500	339,000	309,000	51.7%
Finance		1,456,339	1,938,148	1,448,712	2,049,301	1,753,182	41.5%

FINANCE



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	959,279	951,566	860,697	1,047,281	1,085,157	21.7%
Services and Supplies	497,059	986,582	588,015	1,002,020	668,025	70%
TOTAL	1,456,338	1,938,148	1,448,712	2,049,301	1,753,182	41.5%



COMMUNITY DEVELOPMENT

The Community Development Department is comprised of the Building, Economic Development, Environmental and Planning Divisions in an integrated effort responsibly manage physical and economic change as it occurs in the City.

The Building Division is responsible for performing architectural and structural plan checks, scheduling and performing building inspections, and providing general customer information services, in addition to updating and administering the California Building Code and amendments to this code that are specific to the City of Los Altos.



The Economic Development Division serves as a liaison between businesses, commercial districts, and city government; providing support and assistance to both existing businesses and prospective businesses looking to locate or improve their services in the City. The goal of this Division is to preserve and enhance the business climate, which helps support the overall financial stability of the City so that befitting levels of service can be provided across the community.

The Environmental Division is committed to maintaining the City as a sustainable and healthy place to live, learn, work and play for all the community members. The Environmental Division is responsible for managing and tracking progress on the City's Climate Action Plan, which defines strategies to reduce greenhouse gas emissions, and provides residents, businesses and schools with programs and services focused on energy efficiency, renewable energy, water conservation, alternative transportation and other sustainable actions. It also assists in the management of the City's waste disposal services and takes steps to help ensure state and federal requirements are met to protect the creeks that run through the City and prevent stormwater runoff pollutants from entering storm drain systems which drain to these local creeks and the San Francisco Bay.

The Planning Division is responsible for the development, administration, and application of programs guiding the physical development of Los Altos, using the General Plan goals, policies, and implementation measures to develop regulations that provide a framework for land use decisions and development review, neighborhood and business district Specific Plans, policy documents such as Architectural Design Guidelines, and the City's Zoning Ordinance. The Division also performs land use and environmental review of development proposals and public information services, including front counter, telephone and email support, staff-level project management, and pre-application development review. The Division supports the Historical, Design Review, and Planning Commissions, as well as the City Council. Division staff further administers the affordable housing, tree protection, historic preservation, flood plain, sign ordinance, and Climate Action Plan programs.

COMMUNITY DEVELOPMENT

ACCOMPLISHMENTS FOR FY2020-21

- Provided continued assistance and entitlement processing for Los Altos Community Center
- Implement and support adopted City priorities
- Continue evaluation/implementation of the permit tracking software system
- Maintain pace with current development application levels
- Maintain full staffing levels
- Incorporated an Environmental Division into the Community Development Department, assumed staffing responsibilities for the Environmental Commission and hired an environmental coordinator to manage this Division
- Maintain fully-allocated cost recovery for the Department Developed and received approval for the following zoning code and general plan amendments:
 - 2019 California Uniform Building Codes with provisions specific to City
 - Updated to accessory dwelling unit regulations
 - Short-term rental prohibition regulations
 - Cannabis regulations
- Developed an ordinance that will help preserve public park lands
- Updated tree removal notification policy
- Implemented new permit tracking software
- Achieved full staffing levels in all three divisions of the department
- Provided continued assistance and construction permit processing for the Los Altos Community Center
- Processed the entitlement applications for the Emergency Operations Center structure
- Identified and finalized an agreement with a consultant team to develop objective standards and worked with the Planning Commission in its review of these standards and development of a recommendation to the City Council
- Coordinated with County Office of Supportive Housing on an affordable housing project at 330 Distel Circle and assisted in the selection of an affordable housing developer
- Assisted in the drafting of reach codes and obtaining approval of these codes, which require the use of electric appliances
- Developed on-line submittal processes and requirements for the Building and Planning Divisions of the Department
- Developed and obtained City Council approval of a parklet program
 - In conjunction with the Engineering Department developed outdoor dining program to address needs of businesses during the pandemic

COMMUNITY DEVELOPMENT

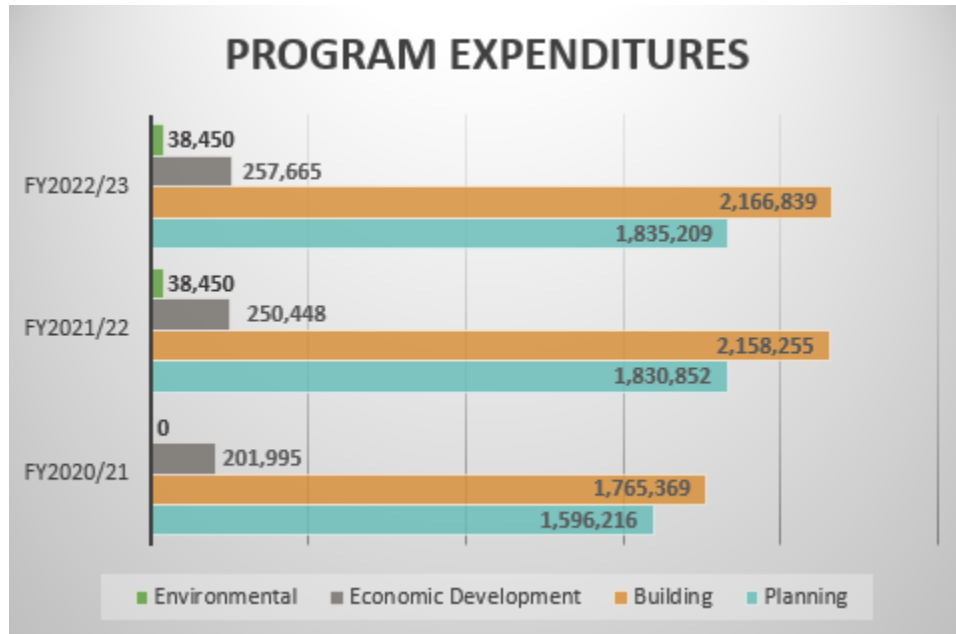
GOALS FOR FY2022-23

- Develop new building code regulations in line with State updates
- Implement and support adopted City priorities
- Continue evaluation/implementation of the permit tracking software system
- Maintain pace with current development application levels
- Maintain full staffing levels
- Maintain fully-allocated cost recovery for the Department
- Complete the Housing Element update
- Release a Request for Proposals (RFP) for the Los Altos General Plan Update
- Work with the Finance Department to prepare a fee study to create an advance planning fee.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Planning	7	8	8	8	8
Building Inspection	7	7	7	7	7
Economic Development	1	1	1	1	1
	15	16	16	16	16

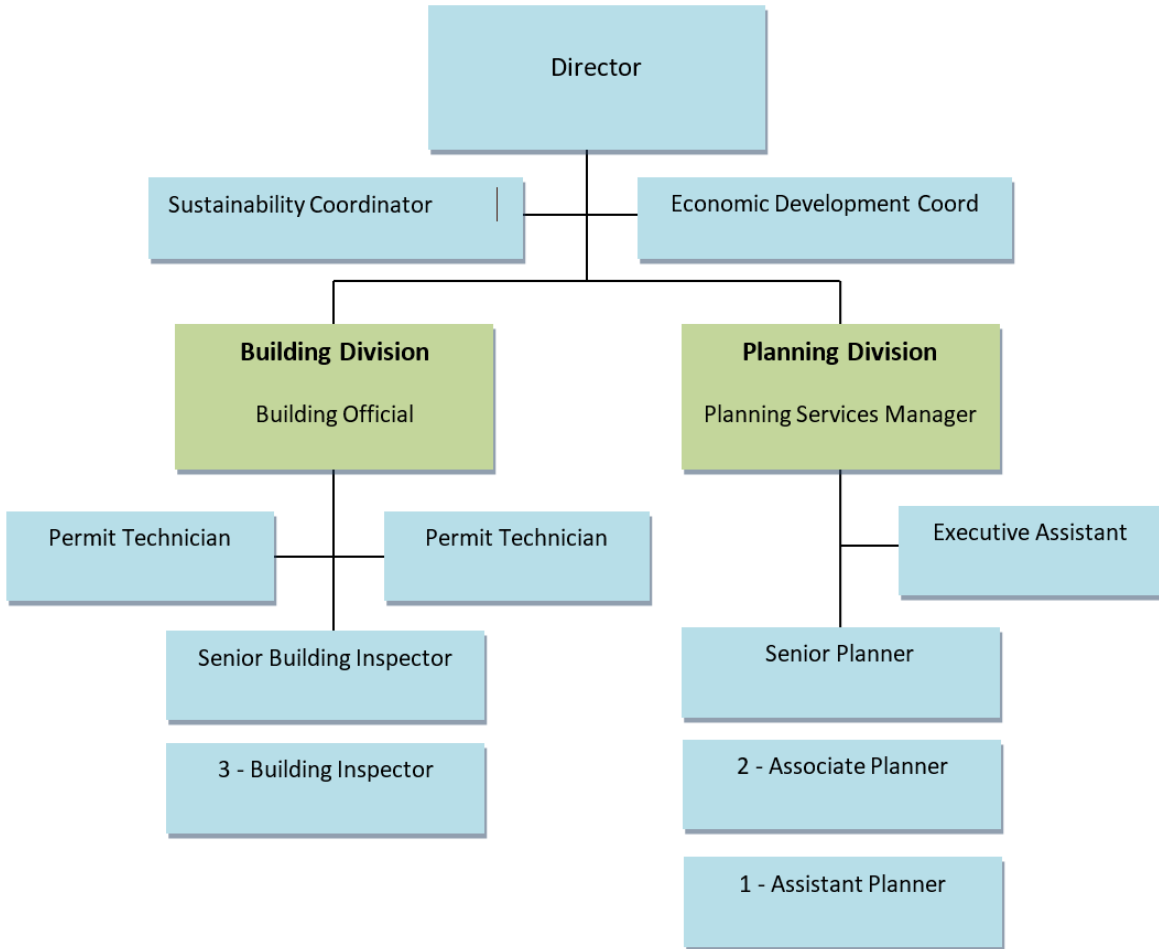
PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Planning	General	1,407,702	1,511,972	1,596,216	1,830,852	1,835,209	14.7%
Building	General	1,528,765	1,460,662	1,765,369	2,158,255	2,166,839	22.3%
Environmental	General	0	0	0	38,450	38,450	#DIV/0!
Economic Development	General	196,478	184,785	201,995	250,448	257,665	24.0%
Community Development		3,132,945	3,157,419	3,563,580	4,278,005	4,298,163	20.0%

COMMUNITY DEVELOPMENT



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	2,313,267	2,453,052	2,727,945	2,680,945	2,777,703	-1.7%
Services and Supplies	807,367	704,367	835,635	1,592,060	1,515,460	90.5%
Capital Outlay	12,311	-	-	5,000	5,000	-
Total	3,132,945	3,157,419	3,563,580	4,278,005	4,298,163	20.0%

COMMUNITY DEVELOPMENT



ENGINEERING SERVICES

The Engineering Services Department provides stewardship of the City's infrastructure through its four divisions: Facilities and Special Projects, Transportation Services, Utilities & Environment, and Development Engineering, including initiatives and infrastructure improvements related to the Council goals and objectives.

The Facilities and Special Projects Division is responsible for the planning, design and construction of new facilities and the repair and rehabilitation of existing facilities and other special projects.



The Transportation Services Division provides multi-modal transportation solutions that enable safe access and travel for pedestrians, bicyclists, transit users, and motorists; coordinates connectivity across jurisdictional boundaries; and oversees transportation-related capital improvements.

The Utilities & Environment Division oversees the City's solid waste, sewer and stormwater programs, including the planning, design, permitting and construction of new infrastructure and the repair and rehabilitation of existing infrastructure. They also manage all permitting, environmental monitoring, reporting, and rate setting for the programs.

The Development Engineering Division reviews development and renovation plans for private property; reviews and issues excavation permits for utility work and encroachment permits for various types of work in the public right-of-way, inspects construction work on private property and the public right-of-way, and provides knowledgeable counter service at City Hall and service via Ring Central video meetings and telephone calls.

ACCOMPLISHMENTS FOR FY2020-21

- ❑ Successfully launched Open Streets Los Altos in response to COVID-19, which enabled Downtown businesses to operate outdoors and provided a safe walking environment for customers and the general public
- ❑ Launched a Temporary Parklet Program, which allows Los Altos restaurants to safely serve patrons outdoors per the COVID-19 health order restrictions
- ❑ Substantially completed construction of the new Los Altos Community Center
- ❑ Substantially completed the Lincoln Park Utility Undergrounding Project along University Avenue
- ❑ Completed the new signs and furnishings installation at Veteran's Community Plaza at Main and State Streets
- ❑ Kicked off the Complete Streets Master Plan and conducted community outreach meetings in neighborhoods around Los Altos that are targeted for pedestrian and bicycling safety improvements and safer routes to schools

ENGINEERING SERVICES

- ❑ Completed the Annual Street Resurfacing and Slurry Seal Projects that improved streets around Los Altos
- ❑ Completed the Cuesta Drive Traffic Calming Project
- ❑ Completed the El Monte Sidewalk Gap Closure Project
- ❑ Installed bike lane improvements on Almond Avenue, Covington Road, and Homestead Road
- ❑ Supported the County of Santa Clara in its completion of the Foothill Expressway Widening Project between El Monte Avenue and San Antonio Road
- ❑ Replaced 5,100 lineal feet of sanitary sewer pipelines, and made numerous spot repairs, to maintain healthy conveyance of wastewater to the Regional Water Quality Control Plant in Palo Alto
- ❑ Performed video inspections of over 20 miles of sanitary sewer pipelines
- ❑ Performed 700 plan checks, inspected 1,300 construction sites, and issued 660 excavation permits

GOALS FOR FY2022-23

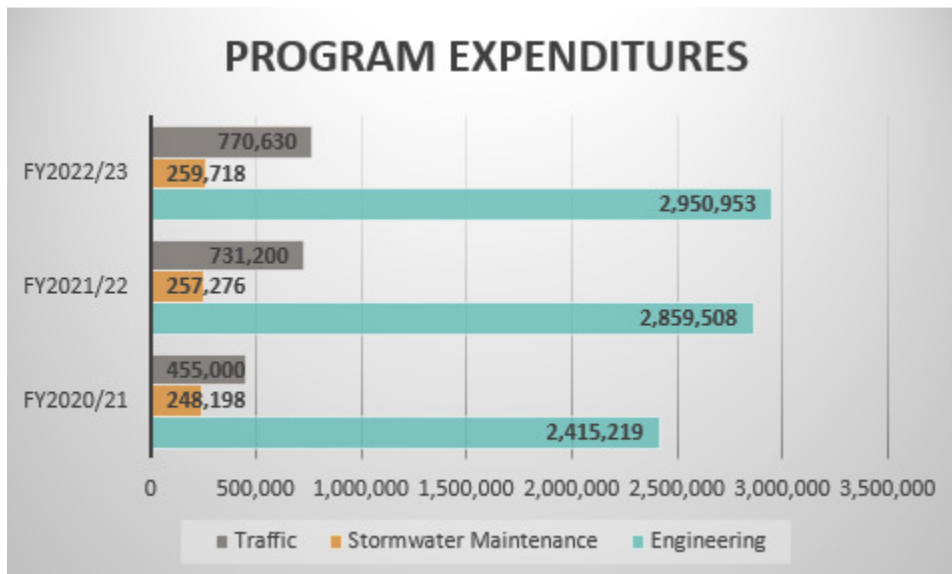
- ❑ Furnish and commission the new Los Altos Community Center
- ❑ Complete the Complete Streets Master Plan and begin to carry out implementation of its recommendations
- ❑ Implement the Annual Street Resurfacing and Slurry Seal Projects to maintain streets and alleyways around Los Altos, along with the Fremont Avenue Pavement Rehabilitation Project
- ❑ Develop a plan to address long-term cumulative traffic impacts from development projects
- ❑ Award a contract to construct a new Emergency Operations Center
- ❑ Award a contract to rehabilitate the Fremont Pedestrian Bridge
- ❑ Award a contract to rehabilitate the lighted pedestrian crosswalks
- ❑ Implement stormwater Municipal Regional Permit requirements and continue efforts to meet the goal of 100% trash load reduction or no adverse impact to receiving waters from trash by July 1, 2022
- ❑ Continue implementation of Sanitary Sewer Master and Management Plans to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows
- ❑ Continue to work with the solid waste collection service provider to maintain a high level of service and exceed state waste diversion mandates

ENGINEERING SERVICES

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Engineering/Traffic	12.75	11.75	13	13	13
Stormwater Maintenance	-	0.75	0.25	0.25	0.25
Solid Waste Administration	-	-	0.25	0.25	0.25
Sewer Administration	1.25	1.5	0.5	0.5	0.5
	14	14	14.0	14.0	14.0

PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Sewer Maintenance	Enterprise	5,323,245	5,030,208	5,513,696	5,803,813	5,836,379	5.3%
Solid Waste Administration	Enterprise	465,528	426,098	605,881	794,941	801,803	31.2%
		5,788,773	5,456,306	6,119,577	6,598,754	6,638,182	7.8%

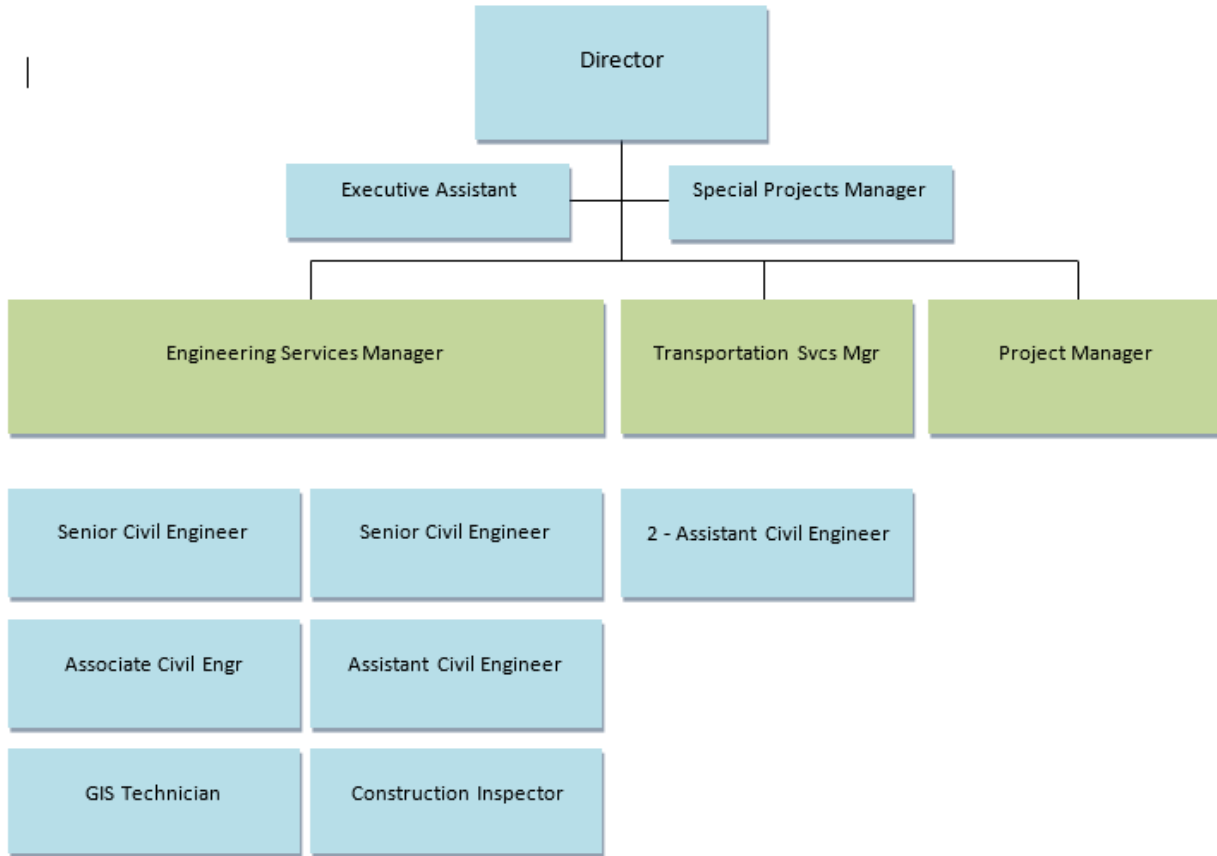
PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Engineering	General	1,909,795	2,241,013	2,415,219	2,859,508	2,950,953	18.4%
Stormwater Maintenance	General	171,435	123,036	248,198	257,276	259,718	41.6%
Traffic	General	252,222	300,902	455,000	731,200	770,630	60.7%
Engineering		2,333,452	2,664,951	3,118,417	3,847,984	3,981,301	23.4%



ENGINEERING SERVICES

EXPENSE ALLOCATION	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
	Actual	Actual	Budget	Proposed	Proposed	
Salaries and Benefits	1,759,939	2,090,570	2,391,267	2,652,394	2,736,556	10.9%
Services and Supplies	572,989	574,381	727,150	1,195,590	1,244,745	64.4%
Capital Outlay	524	-	-	-	-	-
	2,333,452	2,664,951	3,118,417	3,847,984	3,981,301	23.4%

ENGINEERING SERVICES



MAINTENANCE SERVICES

The Maintenance Services Department provides preventative and on-call maintenance services to the City's streets, parks, trees wastewater collection/storm drainage collection systems, building facilities, fleet and equipment.

The Maintenance Services Department responsibilities include:

The Streets Division inspects and maintains 104 miles of City streets to ensure safe conditions for motorists, bicyclists and pedestrians; responds to roadway issues, such as potholes; installs, repairs and replace street name and regulatory signs; inspects and cleans all storm drain catch basins, locates and clears storm water outfalls into creeks and addresses flow line and drainage problems. Repairs and maintains City owned street lighting.

The Parks Division maintains 52.5 acres of City Parks and 42 acres of City landscape boulevards.

Sewer Division maintains 108 miles of sewage collection system and responds on a 24-hour basis to all sewer related residential and business calls; maintains 6.3 miles of creeks and 55 miles of storm drainpipes & 3 lift stations.

Facility Maintenance maintains 136,000 square feet of City buildings/facilities; regular maintenance and inspection to ensure buildings meet Fire Department and Health Department requirements.

Fleet provides automotive/equipment maintenance and repairs for 71 City-owned or leased vehicles.

All Divisions of the Department work together to manage and complete maintenance projects as well as assisting Engineering in major Capital Improvement Projects.



MAINTENANCE SERVICES

ACCOMPLISHMENTS FOR FY2020-21

- Inspected and certified 70 city owned backflows in-house.
- Assisted County with Foothill Expressway Project. (on-going)
- Responded and repaired 15 emergency irrigation repairs caused by vehicle accidents and or contractors.
- Responded to 52 emergency tree calls during and after hours.
- Removal of 36 diseased or dead trees.
- Planted 26 trees as replacements or new locations.
- Working together with CANOPY organization in planting new residential street trees.
- Responded to 283 sewer lateral calls.
- Flushed 623,128 ft of sewer line.
- Root Foamed 118,536 ft. of sewer line to mitigate root infiltration.
- Responded to 13,128 Underground Service Alerts (USA) tickets.
- Implemented a new paperless Dig Alert system allowing staff to more efficiently mark the large number of USA tickets and eliminate the heavy use of paper.
- Managed the On-call Spot Repair contract in which 654' of sewer line was televised, 4 laterals were replaced, and one of the City pump stations was cleaned and inspected.
- Crack sealed 14 lane miles of City roads, reducing asphalt deterioration and prolonging the life of the roads.
- Located and cleared 146 storm water outfalls into City Creeks, eliminating major flooding during severe storms.
- Cleaned and inspected 1,950 storm water catch basins.
- Installed French drain around the perimeter of the Historic Halsey House to prevent water infiltration and protect against future flooding in that area.
- Installed physical signs and road striping for Safe Routes to School and Traffic Calming projects.
- Installed and maintained sanitizing stations, personal protective barriers and other COVID-19 related items in compliance with County workplace and public facility guidelines related to the pandemic.
- Replaced furnaces at Grant Park facilities and the Underground at Shoup Park.
- Completed LED lighting conversions at the History Museum and Grant Park facilities
- Installed new flooring in Youth Center restrooms.
- Installed rain shield at the Main Library outdoor walkway in response to County pandemic restrictions on indoor gathering.
- Did repair work on the Halsey House roof to eliminate water intrusion, enabling the removal of tarps.
- Worked with Recreation and Community Services Department to roll out the Park Memorial Bench program.

MAINTENANCE SERVICES

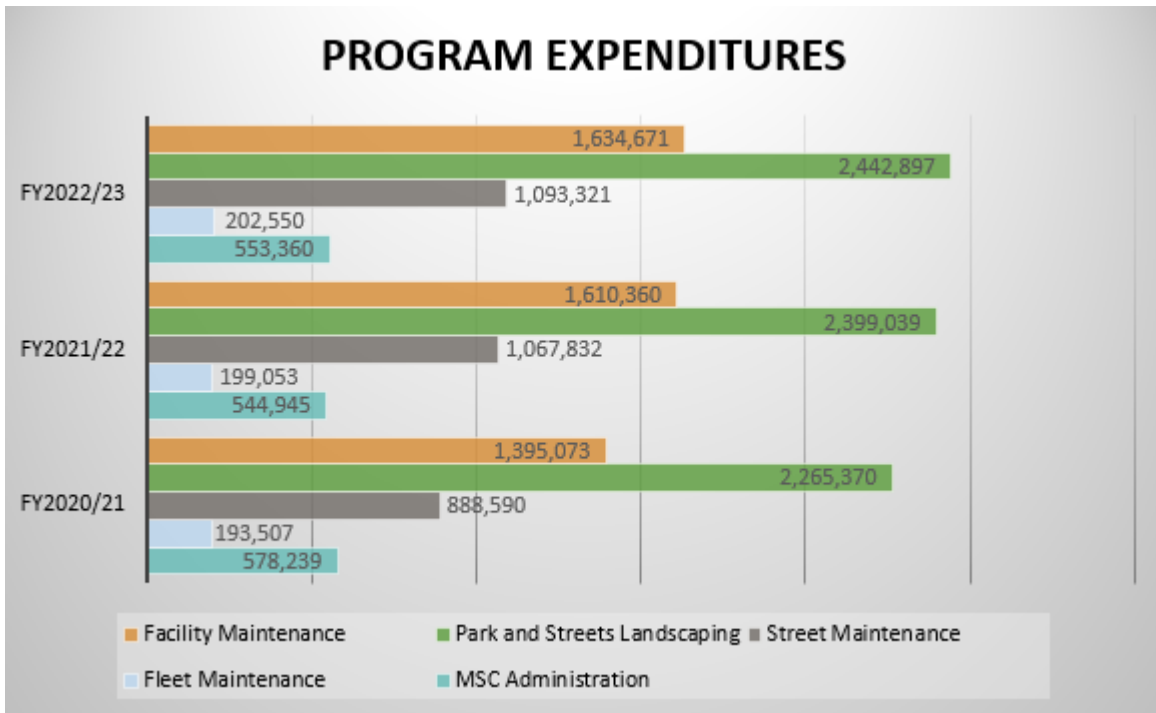
GOALS FOR FY2022-23

- Continue as part of the project management team for the new Los Altos Community Center, scheduled for opening in Summer 2021 consistent with City Council priority
- Update the City Facilities Assessment and implement Facility Maintenance equipment Replacement Program, consistent with Council objectives.
- Continue implementation of Sanitary Sewer Master Plan and Sanitary Sewer Management Plan to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows.
- Implement a new asset management computer system to better manager city-owned facilities and infrastructure.
- Continue efforts to maximize tree plantings as appropriate and keep all City owned trees in the healthiest condition.
- Improve the condition and extend the life of City Roadways through continued crack sealing and asphalt repairs where possible.
- Continue to thoroughly clean and inspect the City's Storm Water System, eliminating major flooding and reducing pooling.
- Clean unnecessary brush and dead trees in Redwood Grove to reduce fire hazards.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
MSC Administration	2	2	2	2	2
Fleet Maintenance	1	1	1	1	1
Street Maintenance	7	7	7	7	7
Park and Streets Landscaping	13	13	13	13	13
Facility Maintenance	5	5	5	5	5
Sewer Maintenance	6	6	6	6	6
	34	34	34	34	34

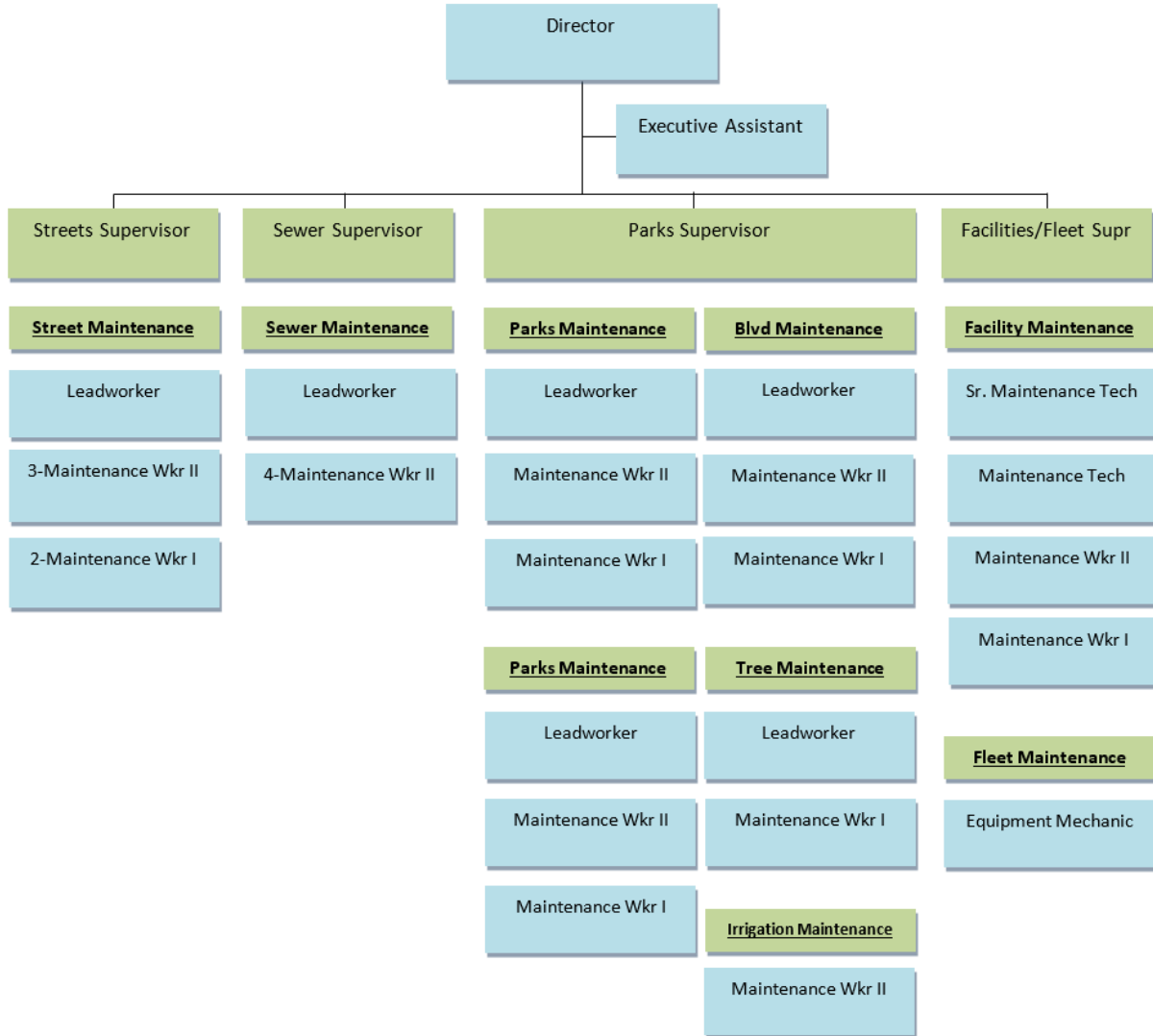
PROGRAM EXPENDITURES	Fund	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
		Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
MSC Administration	General	598,058	551,235	578,239	544,945	553,360	-5.8%
Fleet Maintenance	General	178,017	171,257	193,507	199,053	202,550	41.6%
Street Maintenance	General	881,350	876,553	888,590	1,067,832	1,093,321	41.6%
Park and Streets Landscaping	General	2,498,745	2,384,869	2,265,370	2,399,039	2,442,897	41.6%
Facility Maintenance	General	1,126,836	1,184,105	1,395,073	1,610,360	1,634,671	15.4%
Maintenance Services		5,283,006	5,168,019	5,320,779	5,821,229	5,926,799	9.4%

MAINTENANCE SERVICES



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	3,326,159	3,367,741	3,486,019	3,810,993	3,916,563	9.3%
Services and Supplies	1,956,847	1,800,278	1,834,760	2,010,236	2,010,236	9.6%
Total	5,283,006	5,168,019	5,320,779	5,821,229	5,926,799	9.4%

MAINTENANCE SERVICES



PUBLIC SAFETY

The Police Department is a vibrant, progressive, and professional organization dedicated to fostering and maintaining community partnerships. These partnerships promote an enhanced quality of life for our community and ensure that the City of Los Altos remains a great place to live and raise a family. We are committed to our community's public safety priorities - Child and School Safety, Traffic Safety, Safe and Secure Neighborhoods, Safe Shopping Districts, and Emergency Preparedness.



The core services provided by the Department are: response to emergency and non-emergency calls for service; proactive identification of criminal activity, traffic safety, investigation of crime and prosecution of criminals, 911 call taking and emergency dispatch services, training of personnel, crime prevention and community outreach, code enforcement, maintenance of records, property and evidence control and emergency preparedness.

ACCOMPLISHMENTS FOR FY2020-21

Continued to focus on our Community Priorities

□ Child and School Safety

- The SRO continued to instruct school staff on “Run, Hide, Defend,” a curriculum designed and approved by the Santa Clara County Police Chiefs Association and the Santa Clara County Office of Education. The program is designed to show participants how to react and protect themselves during an "active shooter" or "active assailant" event.
- The School Resource Officer also implemented portions of the Stanford Toolkit curriculum to educate young people on dangers of tobacco use.

□ Traffic Safety

- Traffic Division worked with Engineering to assist with the resurfacing and striping of Almond Avenue and the reconfiguration of Cuesta Drive; and worked with County Roads and Airports for the Foothill/El Monte expansion project (El Monte Avenue to Edith Avenue).
- The Traffic Division worked with city Engineering to address enforcement of left turns, U-turns and educational outreach during the city’s Open Streets event.
- The Traffic Division supported the 2020 Farmer’s Market and the adjusted 2020 Festival of Lights Parade.

PUBLIC SAFETY

ACCOMPLISHMENTS CONTINUED

- Safe and Secure Neighborhoods
 - Overall, there was nearly a 34% decrease in burglaries and a 30% decrease in vehicle thefts between 2019 and 2020.
 - The Department continues to offer crime prevention tips through the monthly Crime Prevention newsletter, City Manager weekly updates, social media platforms and Neighborhood Watch meetings, upon request. The department continues to offer trainings and meetings live, in a virtual format.
- Safe Shopping Districts
 - The Department has been working with local business organizations to strengthen crime prevention and emergency preparedness efforts within the business community. Department members presented at both LAVA and Chamber of Commerce meetings.
 - The Department teamed up with City personnel, LAVA, and the Chamber of Commerce to design and implement Open Streets Los Altos and the parklet program to allow for the safe reopening of businesses during the pandemic.
- Emergency Preparedness
 - The Department, along with the City's Community Emergency Preparedness Coordinator, has worked closely with the community as the Los Altos PREPARES Program continues to develop.
 - In FY 2019/20 the City offered a second round of the Community and Emergency Preparedness Grant Program. The program generated a variety of creative ideas surrounding Neighborhood Watch and Emergency Preparedness. In FY 20/21, the program was offered in a new format to encourage preparedness during challenges presented by the COVID-19 pandemic.
 - Through the Los Altos PREPARES program, department members offered webinars on Crime Prevention and emergency preparedness to residents, business owners and faith-based organizations.
 - The program continued to offer virtual training opportunities to community volunteers (Hams, CERTs and BATs) to engage residents and keep the community prepared.

PUBLIC SAFETY

ACCOMPLISHMENTS CONTINUED

- Enhanced Community Policing and Customer Service efforts
 - Not to be sidetracked by the pandemic, the department continued community outreach efforts with its first ever “*Chat with the Chief*” event. This was one of our most successful webinars. Chief Galea was able to address the community on common concerns including COVID-19 response, social unrest and crime trends. This was a facilitated discussion in a public webinar format. More than 100 residents signed in for the event.
 - The prior success of our *Pumpkin Carving with a Cop* event continued in 2020 with a virtual offering. Young people tuned in to the live event and were still able to carve their pumpkins alongside the officers, who were competing for the best carved pumpkin. After community voting, the winning officer was later announced on our social media channels.
 - A Pack the Patrol Car event netted two vehicles full of school supplies for low-income students. A second event during the Christmas Tree lighting ceremony collected warm jackets for students in need.
 - Furthering transparency, the department has made several enhancements to the website, bringing the most critical information of public interest to the forefront.
 - The department began collecting data designated by the *Racial and Identity Profiling Act* (RIPA) of 2015. In response to community concerns generated by events across the nation, the Police Chief directed the implementation of equipment and technology to collect the data one year earlier than required by the state. The data will be made available in an annual report provided by the state.

ACCOMPLISHMENTS CONTINUED

□ Citizens' Police Task Force

- In September of 2020, Los Altos City Council members formed the Citizens Police Task Force to review specified police practices in the interest of further building trust, transparency, and accountability within the police department. The task force met for a period of 6 weeks and worked with police department staff to understand policies and practices related to the School Resource Officer Program, as well as the police complaint intake process. The task force heard testimonies from members of the public and ultimately provided recommendations to City Council. City Council directed the Police Department to initiate the following changes, all of which have been implemented:
 - The School Resource Officer program has been removed from the Los Altos High School.
 - Intake of personnel complaints against police officers was enhanced:
 - Online intake options are prominently displayed on the department's website.
 - The complaint process is explained on the website, as well as in a downloadable complaint brochure.
 - Brochures & complaint forms are available at alternate locations, such as City Hall and libraries and prominently displayed in the department's holding facility.
 - Complaint forms are available in WEBFORM or fillable PDF.
 - Complaints may be submitted via email PoliceFeedback@losaltosca.gov, webform, in person, via phone or via a 3rd party..
 - Police complaints may be submitted to an independent intake official (IIO), who contracts with the city of Los Altos.
 - The IIO can receive complaints via email.
 - Complaints are shared between the independent intake official (IIO) and the police department administrative staff.
 - Complaint demographic data is collected and stored in a database, which tracks both [INFORMAL](#) and [FORMAL](#) complaints.
 - The IIO will summarize complaints in an annual report.

PUBLIC SAFETY

ACCOMPLISHMENTS CONTINUED

- Expanded outreach and strengthened community partnerships related to Mental Health and Domestic Violence Issues
 - The Police Department has 100% of sworn Police Officers trained in CIT (Crisis Intervention). This training provides officers with necessary skills to mediate incidents involving mentally ill persons. The program also provides valuable de-escalation techniques to enhance the safety of officers and the public alike.
 - The Department continues to build on its relationship with WomenSV in providing resources to assist victims of domestic violence. Ruth Darlene of WomenSV provided training to department members surrounding recognition and prevention of domestic violence.
- Continued implementation of the Tri-City virtual consolidation Project
 - The cities have selected a vendor to replace the current Records Management. This system will enhance the department's record management capabilities and provide additional tools for officers in the field, included field-based report writing.

GOALS FOR FY2022-23

- Maintain focus on our Community Priorities:
 - Child and School Safety
 - Traffic Safety
 - Safe and Secure Neighborhoods
 - Safe Shopping Districts
 - Emergency Preparedness
- Implement Enhancements to the department's training program, specifically focused on diversity, fair and impartial policing, de-escalation and hate crimes.
- The Traffic Division will continue to coordinate with City Engineering and the Complete Streets Commission to improve overall pedestrian/bicycle safety for travel to/from schools. The city is currently evaluating different areas to add a "cycle track" (2-way bicycle lane) in front of various school routes, including Grant (frontage) Road. This includes evaluation of existing flow, consideration of the schools' hybrid schedules, etc.
- Work with Information Technology to enhance the technological capabilities of public safety in Los Altos.
 - Finalize implementation of the Tri-City virtual consolidation Records Management System (RMS) Project
 - Complete an upgrade to the Computer Aided Dispatch (CAD) system and in car Mobile Data Terminals (MDT) including new hardware.
 - Implement online reporting feature for Code Enforcement issues and selected property crimes.

PUBLIC SAFETY

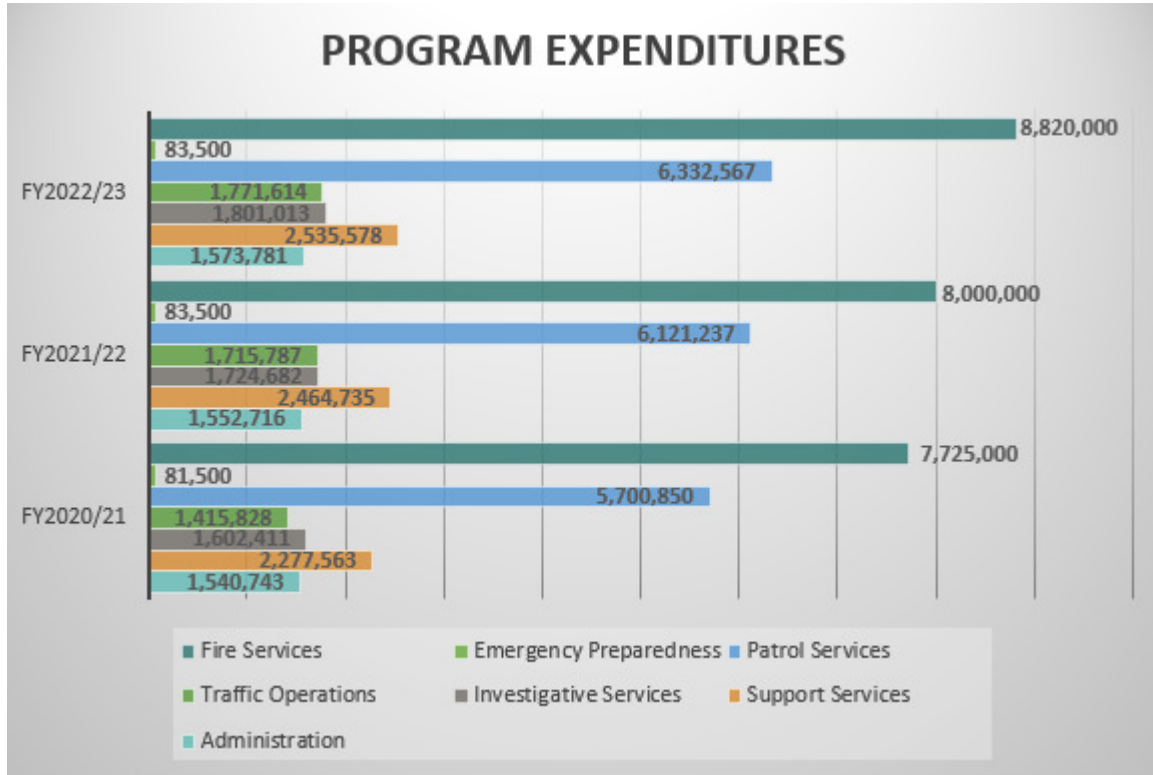
GOALS CONTINUED

- Emergency Preparedness program enhancements
 - The Community Emergency Preparedness Coordinator will continue to work under the direction of the Police Department to enhance emergency preparedness and crime prevention. The Department will seek to facilitate a stronger partnership between the community BAT and Neighborhood Watch programs.
 - The city is exploring new technology to integrate the city’s GIS system with communications between DSW volunteers and city staff during emergencies.
 - Efforts to further engage the business community in both emergency preparedness and crime prevention will continue.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Administration	5	5	5	5	5
Patrol Services	19	19	19	19	19
Support Services	11	11	11	11	11
Investigative Services	7	8	8	8	8
Traffic Operations	4	4	4	4	4
Emergency Preparedness	-	-	-	-	-
	46	47	47	47	47

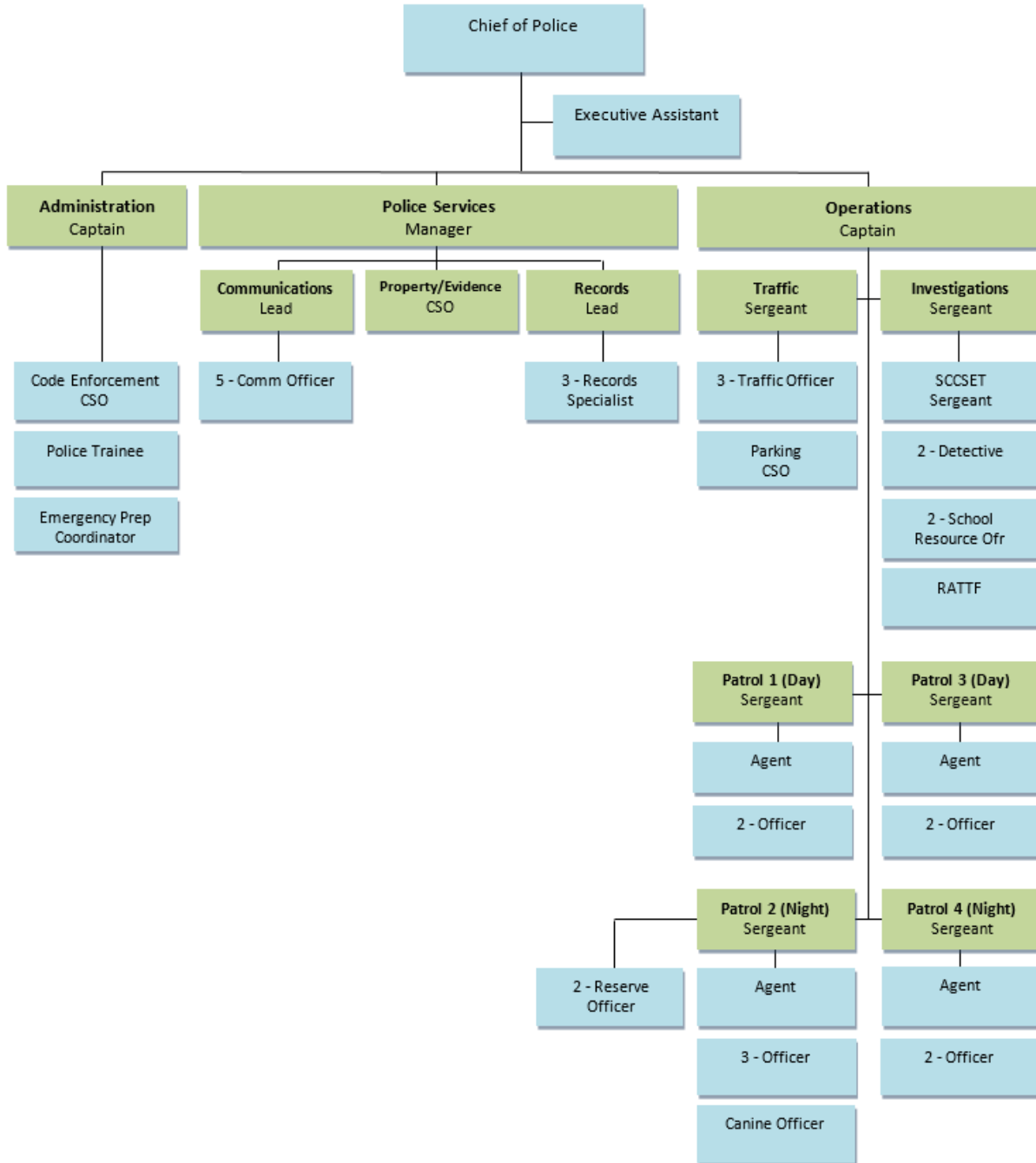
PROGRAM EXPENDITURES	Fund	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change
							Over 2020/21
Administration	General	1,461,888	1,509,942	1,540,743	1,552,716	1,573,781	0.8%
Support Services	General	2,021,981	1,926,748	2,277,563	2,464,735	2,535,578	8.2%
Investigative Services	General	1,639,951	1,585,263	1,602,411	1,724,682	1,801,013	7.6%
Traffic Operations	General	1,427,231	1,321,107	1,415,828	1,715,787	1,771,614	21.2%
Patrol Services	General	4,505,772	5,077,725	5,700,850	6,121,237	6,332,567	7.4%
Emergency Preparedness	General	49,978	44,521	81,500	83,500	83,500	2.5%
Fire Services	General	7,011,100	7,330,193	7,725,000	8,000,000	8,820,000	3.6%
Public Safety		18,117,901	18,795,499	20,343,895	21,662,657	22,918,053	6.5%

PUBLIC SAFETY



EXPENSE	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
ALLOCATION	Actual	Actual	Budget	Proposed	Proposed	Over
						2020/21
Salaries and Benefits	9,632,097	10,162,719	10,938,645	12,003,957	12,454,503	9.7%
Services and Supplies	8,485,804	8,632,780	9,405,250	9,658,700	10,463,550	2.7%
	18,117,901	18,795,499	20,343,895	21,662,657	22,918,053	6.5%

PUBLIC SAFETY



RECREATION & COMMUNITY SERVICES

The Recreation & Community Services Department offers a wide variety of recreational opportunities for the Los Altos community. This includes: classes, programs, and activities for all ages, interests and abilities—pre-k, youth, teen, adults and adult 50+; park and facility rental reservations; a robust volunteer program (MVP); a recreation based preschool program; and an array of free community events. The department supports five City Commissions: Library, Parks & Recreation, Public Arts, Senior, and Youth.



Recreation & Community Service's budget for 2022/23 reflects a balanced approach to department expenditures—utilizing internal and contracted classes, programs and services. The budget reflects funding for supplies, facility requirements and needs, and the use of full and part-time staff. The department operates in a friendly, professional manner with a strong focus on providing the Los Altos community with outstanding customer service. The department endeavors to anticipate, adapt, and keep pace with the ever-changing trends, community needs, and priorities.

Through innovation and with a strong sense of teamwork, the Recreation & Community Services Department successfully responded to the COVID-19 Pandemic beginning in March 2020 by continuing to offer recreational opportunities through virtual events, programs, community engagement, and commission meetings. In addition to offering a Virtual Recreation Center, the limited staff assisted the community with access to vital information and referral resources through a general community and adult 50+ phone hotlines.

As the department transitions from the COVID-19 pandemic, to the opening of a modern, state-of-the-art, sustainable community center, the department will optimize equal access and will continue to create community through people, parks and programs.

ACCOMPLISHMENTS FOR FY2020-21

- ❑ Launched new recreation registration and facility rental software.
- ❑ Continued participation on the Project Management Team for the new community center construction.
- ❑ Transitioned recreation operations to the Grant Community Center and The Underground during construction of the new community center.
- ❑ Successfully transitioned to virtual programs and events during the COVID-19 Pandemic, and assisted the Los Altos community by providing Information and Adult 50+ referral hotlines.
- ❑ Completed an Organizational and Community Center assessment, with the assistance of Blue Point Planning, to prepare for the opening and operation of the new Los Altos Community Center.
- ❑ Halsey House review including joint meeting with Historical Commission.
- ❑ Review of Bocce Ball donation leading to scheduling a Grant Park Master Plan process.

RECREATION & COMMUNITY SERVICES

- Reaffirmed Resolution no. 2017-07, supporting the City’s commitment to a diverse, supportive, inclusive, and protective community.
- Community center update and virtual tour with the Youth, Senior, Library, Parks & Recreation Commissions, and Design Development Working Group.
- Launched Hillview Baseball Field Off-Leash Dog Pilot Program on April 1, 2021.
- Review of 2012 Park Plan update leading to recommendation to conduct a comprehensive parks and recreation master plan update.
- Hosted an environment themed youth art competition in March 2021, funded by a Silicon Valley Clean Energy Education Grant.

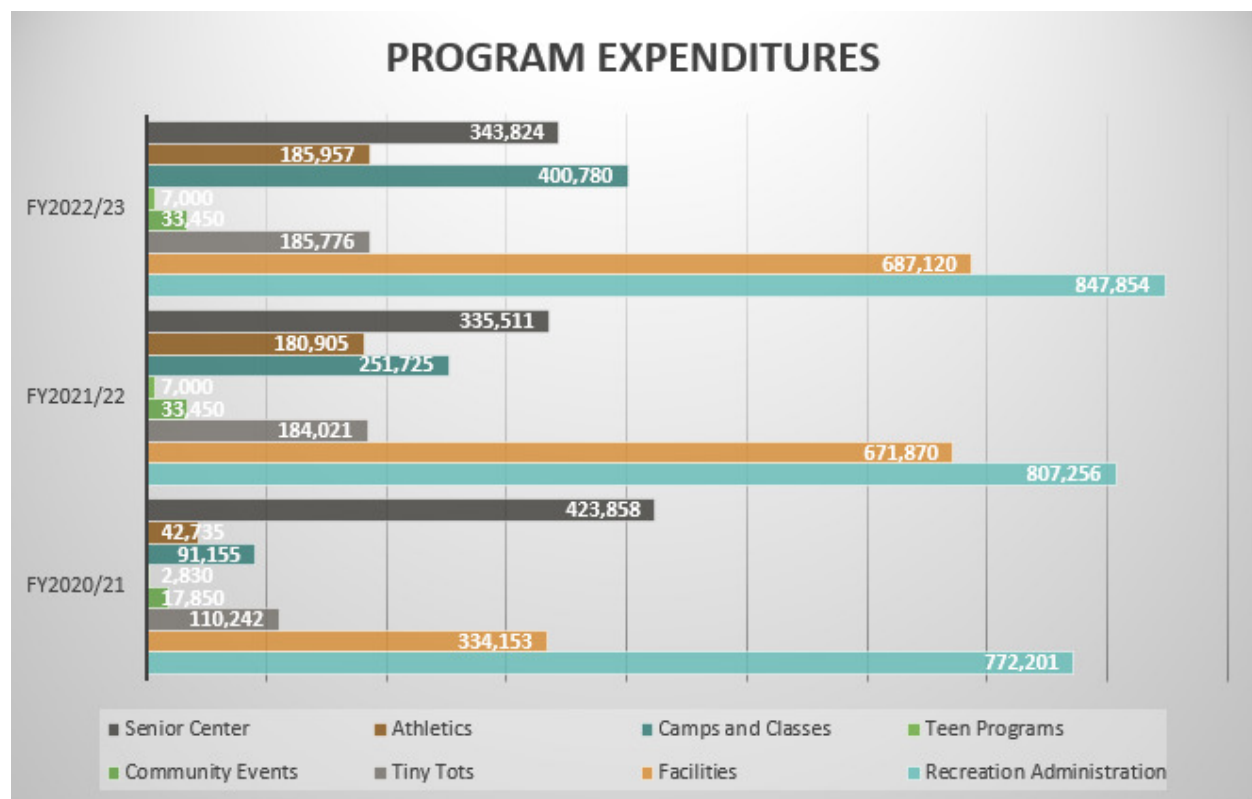
GOALS FOR FY2022-23

- Host a Grand Opening and successfully open the new Los Altos Community Center, with consideration to implementing transitional change as it relates to the COVID-19 Pandemic.
- Rebrand the teen and adult programs and events to increase participation.
- Increase park and facility rental reservations by 15%.
- Collaborate with Police Department to offer joint programs and events.
- Evaluate Off-Leash Pilot Program and forward recommendation to City Council including possible expansion of program.
- Work with Engineering Services and Maintenance Services Departments to prioritize and execute Capital Improvement Program, including future scheduling of the Grant Park Master Plan and a comprehensive Parks & Recreation Master Plan Update.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Recreation Administration	2.5	2.5	2.5	2.5	2.5
Facilities	2	2	2	2	2
Tiny Tots	0.5	0.5	0.5	0.5	0.5
Community Events	-	-	-	-	-
Performing Visual Arts	-	-	-	-	-
Teen Programs	0.5	0.5	0.5	0.5	0.5
Camps and Classes	0.75	0.75	0.75	0.75	0.75
Athletics	0.25	0.25	0.25	0.25	0.25
Senior Center	1.5	1.5	1.5	1.5	1.5
	8	8	8	8	8

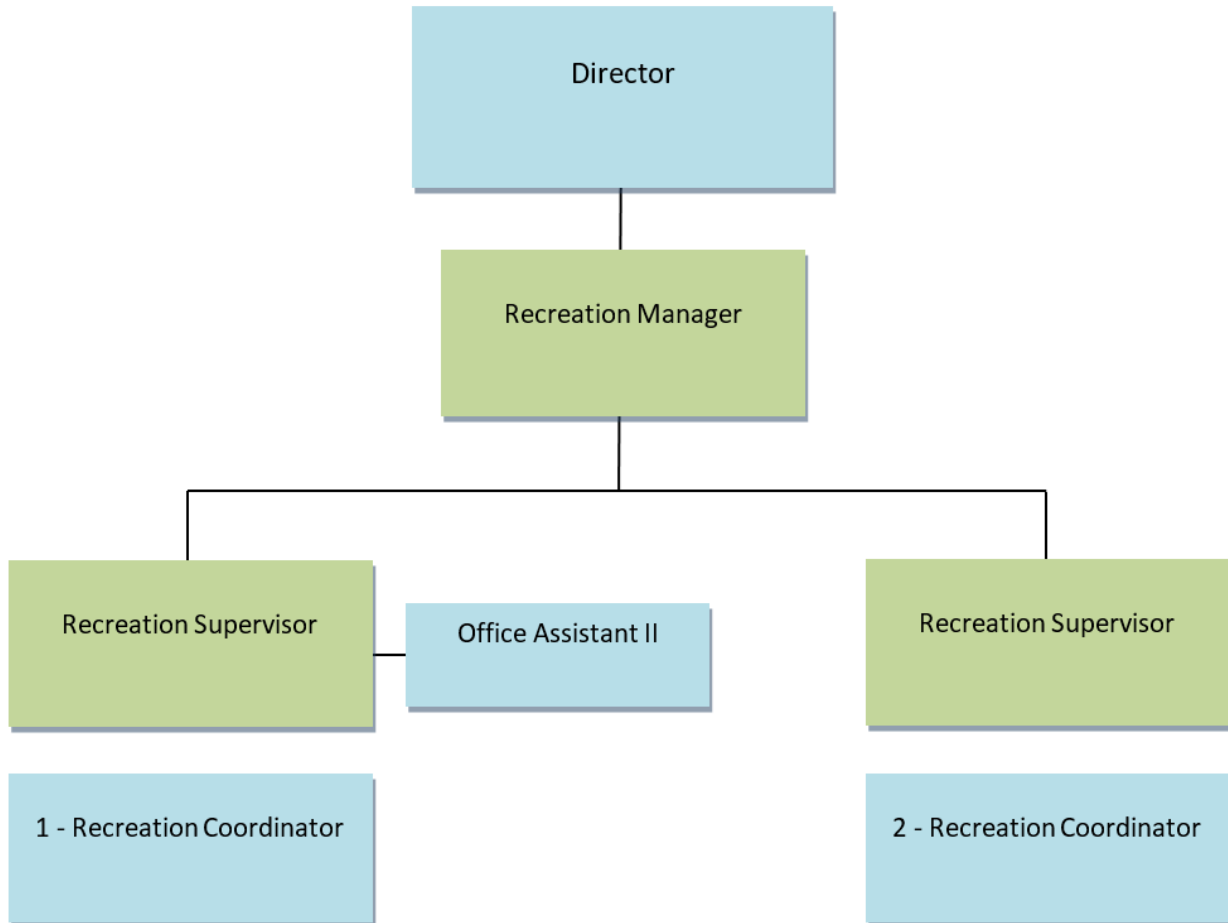
RECREATION & COMMUNITY SERVICES

PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
Recreation Administration	General	565,365	764,947	772,201	807,256	847,854	4.5%
Facilities	General	447,038	436,336	334,153	671,870	687,120	101.1%
Tiny Tots	General	267,569	210,727	110,242	184,021	185,776	66.9%
Community Events	General	93,606	84,696	17,850	33,450	33,450	87.4%
Teen Programs	General	63,044	41,574	2,830	7,000	7,000	147.3%
Camps and Classes	General	567,092	414,412	91,155	251,725	400,780	176.2%
Athletics	General	131,834	104,899	42,735	180,905	185,957	323.3%
Senior Center	General	333,347	255,658	423,858	335,511	343,824	-20.8%
		2,468,895	2,313,249	1,795,024	2,471,738	2,691,761	37.7%



EXPENSE	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
ALLOCATION	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
Salaries and Benefits	1,354,503	1,518,355	1,369,324	1,753,173	1,800,833	28.0%
Services and Supplies	1,114,393	794,894	425,700	718,565	890,928	68.8%
	2,468,896	2,313,249	1,795,024	2,471,738	2,691,761	37.7%

RECREATION & COMMUNITY SERVICES





**5-YEAR CAPITAL
IMPROVEMENT PLAN (CIP)**

Heritage Orchard

GUIDE TO THE 5-YEAR CIP

INTRODUCTION

The Capital Improvement Program (CIP) identifies the City’s capital investments over a five-year term. It is both a fiscal and strategic device that allows for the planning, scoping, prioritization and monitoring of all capital projects. The document quantifies and defines costs, funding sources, departmental responsibilities, project phases and timing. Each year the CIP is reviewed and updated as part of the City-wide financial planning and goal-setting process. At the same time, it sets a vision for long-term planning. It is also valuable as a community outreach and communications tool as it speaks to major tax dollar investments that are placed in direct and very visible City-wide infrastructure improvements. Such projects involve larger dollar expenditures that normally have a long useful life cycle.

The CIP includes five years of projected capital needs, the first year of which will be appropriated within the annual budget process. Dollars in the first year of the five-year CIP will be authorized for spending in the project planning, bidding and award process. The remaining four years of the CIP serve as a proposed financial plan subject to annual review.

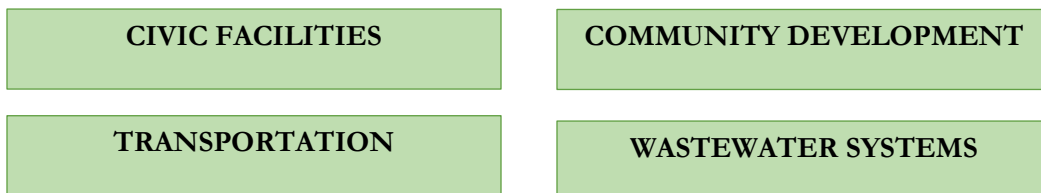
HOW THIS DOCUMENT IS ORGANIZED

The CIP is broken down into three major sections. The first section is a high-level overview that describes projects from a variety of informational perspectives. In this section, projects are presented by year, by category and by funding source. Each project has been assigned a categorical priority designed to support the City’s overall goals. In doing so, capital projects have been assigned one of the four following priority classifications:

- Health & Safety
- Asset Preservation
- Efficiencies/Cost Savings
- Quality of Life

Guide to The Five-Year CIP

The second section provides a detailed description for each capital project within an improvement area or category. These categories are designed to emphasize the particular infrastructure needs of Los Altos, as noted below:



GUIDE TO THE 5-YEAR CIP

Civic Facilities: Includes general upkeep, repair and replacement of parks, buildings and associated infrastructure and amenities in support of the wide variety of services the City provides to the community.

Community Development: Includes general infrastructure, civic planning, storm drain, technology enhancements and facilities of a general service nature. Examples include bridges, lighting and median landscaping, technology, communications, master plan and special project studies.

Transportation: Includes roadway enhancements and improvements geared towards pedestrian and bicycle safety, and efficient traffic flow. Upgrade and maintenance is a core part of this category, as well as signal lighting, street striping, traffic calming measures and intersection improvements

Wastewater Systems: Includes improvements to maintain and improve essential sewer systems vital in the preservation of health and safety. This is a highly regulated and environmentally-sensitive area and exists in a self-sustaining fee-based model.

Each of the project descriptions within the various service areas display projected costs for each of the next five years including the proposed allocation for FY 2017/18, planned costs for the following four years, a brief description of each project, the identified area of priority/benefit and a brief commentary of the status of ongoing and current expenditures. For projects where the operational cost impact is known, this information is also included in the description. Inflationary factors are also included where appropriate. All active and proposed projects are developed into individual five-year project formats.

The Capital Improvement Program is an invaluable component of the City’s effort to provide a safe, healthy and attractive community.

HEALTH & SAFETY

Transportation Improvements
Streets & Roadways
Pedestrian & Pathway
Wastewater System Improvements
Safety Communications

ENSURING QUALITY OF LIFE

Community Development
Technology & Infrastructure
Public Safety Communications
Civic Facilities
Recreation/Parks/Trails
Municipal Facilities

ASSET PRESERVATION

Road Resurfacing
Slurry Seal
Facility Maintenance

EFFICIENCY

Technology
Geographic Mapping
Long Term Planning

GUIDE TO THE 5-YEAR CIP

CIP REVENUE SOURCES

HOW CIP PROJECTS ARE FINANCED

When it comes to CIP projects, many cities like Los Altos, have had to develop a series of internal and external funding mechanisms. This is because local government resources are limited in nature. Many funding sources are restricted in use and subject to discretionary State subventions. Furthermore, local government revenues are highly sensitive to economic movement and prospects for increases are few and far between. As a result, Los Altos has funded a core percentage of general service improvements from its General Fund, placing such resources in direct competition with operational needs.

Wherever possible, the City seeks out external funding sources. These sources, which are restricted to specific application areas, are defined below:

RESTRICTED REVENUE FUNDS

Roadways & Traffic

- Gas Tax - Financing is provided by the City's share of the State tax on gasoline, which can only be used for the research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit corridors.
- Transportation Grants - Grant funding from State and Federal sources that can only be used for transportation improvement projects in the City's rights-of-way. Grants of this type in the Silicon Valley have originated from such agencies as the Valley Transit Authority, Federal Stimulus Funds, and the Metropolitan Transit Commission, among others.
- Traffic Impact Fees - Developer fees in the form of Traffic Impact Fees (TIF) can assist in the area of traffic capacity and flow. TIF funds are generated through the increase in residential housing living units and can be applied to traffic impacts with a focus on enhancing traffic flow and calming measures. Such fees are designed to have developers contribute towards the impact of growth in the local jurisdiction.
- State Traffic Development Act Funds - The Transportation Development Act (TDA) provides two major sources of funding for public transportation: the Local Transportation Fund (LTF) and the State Transit Assistance fund (STA). These funds are for the development and support of public transportation needs that exist in California and are allocated to areas of each County based on population, taxable sales and transit performance. The allocation of these funds is discretionary at the State level.

Community Facilities

- Park-In-Lieu Fees - Funding for open space and parks and recreation facilities can be derived from State and Federal grants and/or mostly developer fees. Developer fees in this area, referred to as Park-in-lieu Fees (PIL), are generated based on the growth in the number of livable housing units and can be applied to the acquisition, design, construction or repair of parks and recreation properties and facilities.

Enterprise Funds

- Wastewater - Funding from the services rendered on a user surcharge basis to residents and businesses located in Los Altos and municipal service charges to Los Altos Hills for their

■ GUIDE TO THE 5-YEAR CIP

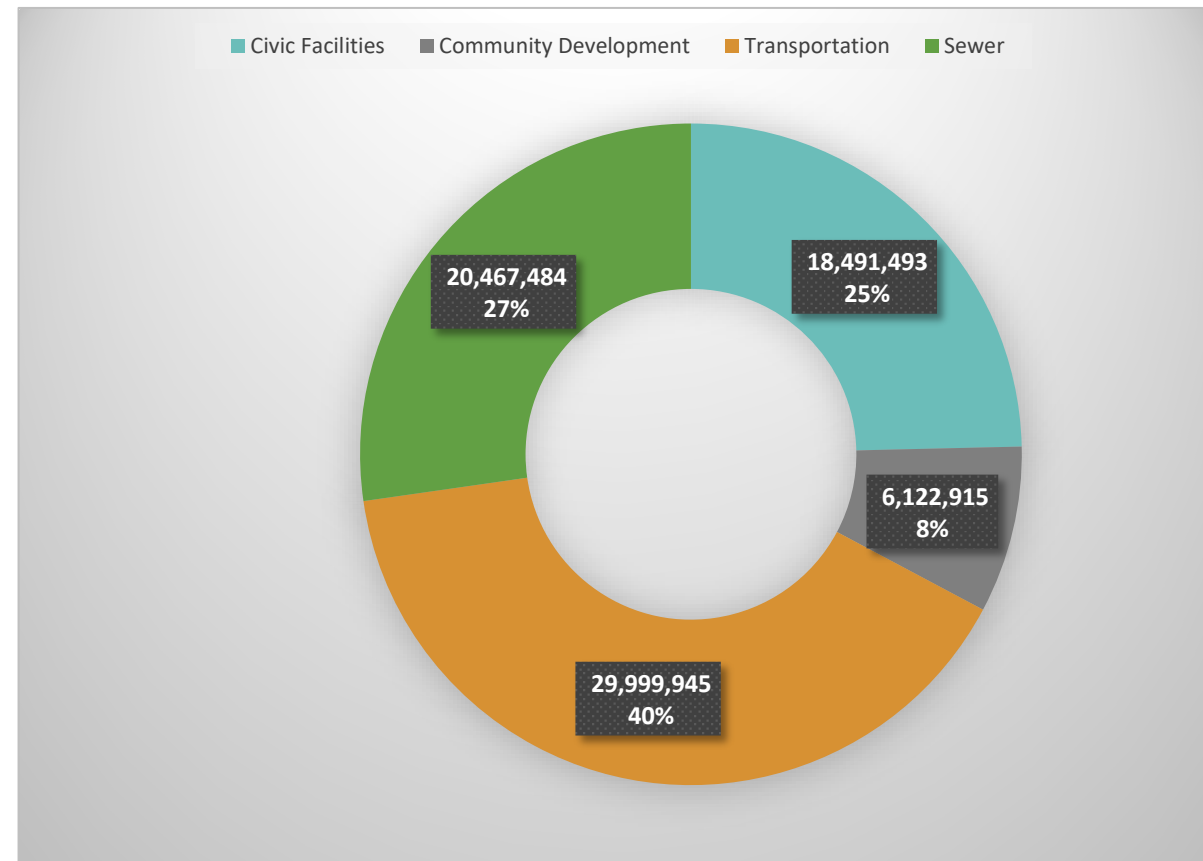
pass-through use of the City's system. These revenues also support operation and maintenance of the utility systems. The capital portion is used for underground pipelines, diversion systems, pump stations and distribution channels. CIP project costs in this area are supported by a multi-year Master Plan for this substantial utility system.

Although the City also maintains storm water systems, those utility costs are not fee-based funded at this time and rely on General Fund transfers.

5-YEAR CIP PROJECTS BY TYPE

Sewer	20,467,484
Transportation	7,711,936
Streets and Roads	22,288,009
Storm drain system	962,492
Technology	1,777,041
Community Dept General	2,922,139
Community Dept Infrastructure	461,243
Building	12,177,097
Parks and Trails	6,314,396
Subtotal	<u>75,081,837</u>
Equipment	<u>734,000.00</u>
Total	<u><u>75,815,837</u></u>

Civic Facilities	18,491,493	49%
Community Development	6,122,915	7%
Transportation	29,999,945	27%
Sewer	20,467,484	17%
Total	<u><u>75,081,838</u></u>	



5-YEAR CIP PROJECTS BY TYPE

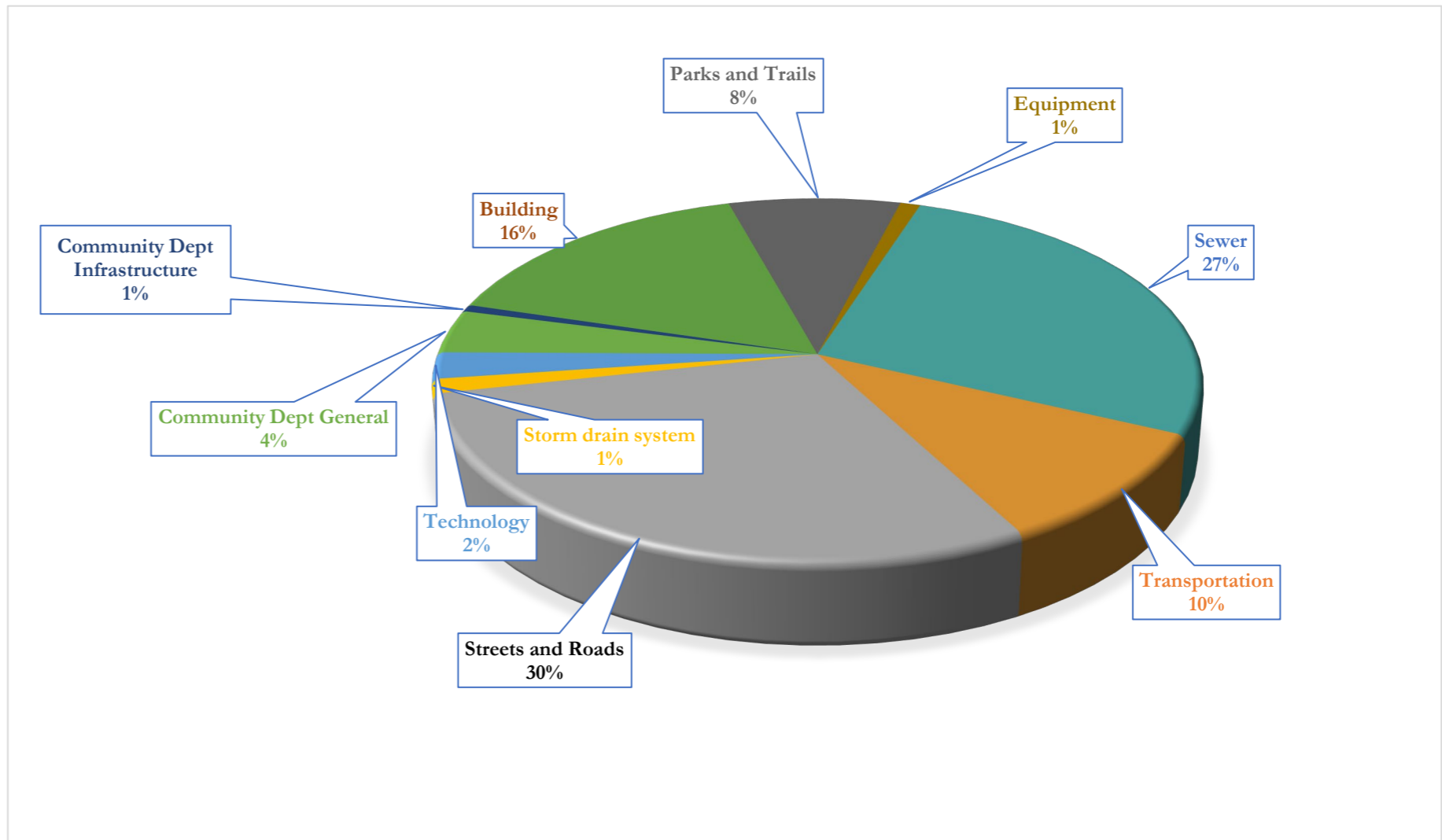
CATEGORY	BUDGET	NUMBER OF PROJECTS
Sewer	\$ 20,467,484	9
Pedestrian and Bicycle	\$ 7,711,936	12
Streets and Roads	\$ 22,288,009	7
Storm Drain System	\$ 962,492	1
Technology	\$ 1,777,041	5
Community Dept. General	\$ 2,922,139	5
Community Dept. Infrastructure	\$ 461,243	2
Building	\$ 12,177,097	11
Parks and Trails	\$ 6,314,396	4
Equipment Replacement	\$ 734,000	11
TOTAL	\$ 75,815,837	67

*NOTE: Equipment replacement is a general fund expense and is not a part of CIP

5-YEAR CIP PLAN BREAKDOWN BY CATEGORY

Sewer	20,467,484	27%
Transportation	7,711,936	10%
Streets and Roads	22,288,009	29%
Storm drain system	962,492	1%
Technology	1,777,041	2%
Community Dept General	2,922,139	4%
Community Dept Infrastructure	461,243	1%
Building	12,177,097	16%
Parks and Trails	6,314,396	8%
Equipment	734,000	1%
Total	<u>75,815,837</u>	100%

Civic Facilities	18,491,493	25%
Community Development	6,122,915	8%
Transportation	29,999,945	40%
Sewer	20,467,484	27%
Total	<u>75,081,837</u>	100%



*NOTE: Equipment replacement is a general fund expense and is not a part of CIP

Proposed Five-Year FY 2022-26 Capital Improvement Program Summary

FUNDING SOURCE	Prior Appropriations	FY2021/22 Budget	FY2022/23 Budget	FY2023/24 Budget	FY2024/25 Budget	FY2025/26 Budget	Total Project Funding
CIP/General Fund	6,407,137	5,550,000	6,050,000	6,350,000	3,925,000	3,925,000	32,207,137
Community Development Block Grant	280,000	-	-	-	-	-	280,000
Equipment Replacement	560,332	357,500	376,500	-	-	-	1,294,332
Gas Tax	-	1,350,000	800,000	800,000	800,000	800,000	4,550,000
In-Lieu Park Fund	379,872	800,000	1,050,000	1,150,000	1,530,000	1,450,000	6,359,872
Measure B	-	550,000	550,000	550,000	550,000	550,000	2,750,000
Other Funding	2,164,864	695,000	550,000	510,000	510,000	510,000	4,939,864
Sewer Fund	4,047,484	2,682,000	4,256,000	2,730,000	4,324,000	2,428,000	20,467,484
TDA Article III Grant	-	50,000	50,000	50,000	50,000	50,000	250,000
Technology Reserve	214,160	250,000	350,000	-	-	-	814,160
Traffic Impact Fees	97,988	550,000	450,000	250,000	250,000	250,000	1,847,988
Vehicle Registration Fee	-	-	-	-	-	-	-
Total	\$ 14,151,837	\$ 12,834,500	\$ 14,482,500	\$ 12,390,000	\$ 11,939,000	\$ 9,963,000	\$ 75,760,837

Proposed Five-Year FY 2022-26 Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<i>Civic Facilities</i>									
<i>Parks and Trails</i>									
CF-01009	Annual Pathway Rehabilitation	in-Lieu Park Fund	\$ -	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,050,000
CF-01017	Annual Park Improvement Project	in-Lieu Park Fund	\$ 334,396	\$ 750,000	\$ 650,000	\$ 900,000	\$ 980,000	\$ 1,200,000	\$ 4,814,396
	Grant Park Master Plan	in-Lieu Park Fund	\$ -		\$ 150,000				\$ 150,000
	City-wide Parks and Recreation Master Plan	in-Lieu Park Fund	\$ -				\$ 300,000		\$ 300,000
<i>Buildings</i>									
CF-01002	Los Altos Community Center Redevelopment	CIP	\$ 970,509						\$ 970,509
CF-01003	Annual Civic Facilities Improvement	CIP	\$ -	\$ 750,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,550,000
	Halsey House Redevelopment		\$ -						\$ -
	Emergency Operations Center	CIP	\$ 2,718,677	\$ 300,000					\$ 3,018,677
CF-01010	Annual ADA Improvements (Facilities)	CIP	\$ 317,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 692,000
CF-01011	City Hall Emergency Backup Power Generator	CIP	\$ -		\$ 150,000				\$ 150,000
CF-01013	MSC Fuel-Dispensing Station Overhead Canopy	CIP	\$ -			\$ 300,000			\$ 300,000
CF-01016	Waterline Backflow Preventers	CIP	\$ 80,435						\$ 80,435
CF-01018	MSC Parking Lot Resurfacing	CIP	\$ -		\$ 1,300,000				\$ 1,300,000
CF-01019	Veterans Community Plaza Shade Structure	in-Lieu Park Fund	\$ 45,476						\$ 45,476
	City Hall and Maintenance Services Building Security Systems	Technology Fund	\$ -	\$ 70,000					\$ 70,000
<i>Community Development</i>									
<i>Infrastructure</i>									
CD-01017	First Street Streetscape Design -- Phase II	CIP	\$ 261,243						\$ 261,243
CD-01018	Downtown Lighting Cabinet Replacement	CIP	\$ -		\$ 200,000				\$ 200,000
	999 Fremont Avenue		\$ -						\$ -
<i>General</i>									
CD-01003	Annual Public Arts Projects	Public Art Fund	\$ -	\$ 60,000	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 140,000
CD-01009	Walter Singer Bust Relocation	CIP	\$ 10,000						\$ 10,000
CD-01020	Climate Action Plan Implementation Program	CIP	\$ 75,000				\$ 55,000		\$ 130,000
	Housing Element Update	CIP	\$ 42,139	\$ 565,000					\$ 642,139
		REAP	\$ -	\$ 35,000					
	General Plan	CIP	\$ -			\$ 2,000,000			\$ 2,000,000

Proposed Five-Year FY 2022-26 Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01022	Annual Collector Street Traffic Calming	Traffic Impact Fees	\$ 24,700	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 524,700
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	CIP	\$ 65,000		\$ 100,000				\$ 165,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	CIP	\$ 336,506	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,086,506
	Annual Bicycle/Pedestrian Access Improvements	TDA Article III Grant	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
	Annual Bicycle/Pedestrian Access Improvements	Traffic Impact Fees	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	CIP	\$ 193,234	\$ 260,000					\$ 453,234
TS-01057	In-Road Light System Maintenance	CIP	\$ 75,000	\$ 300,000					\$ 375,000
TS-01058	Intersection Access Barrier Removal	CDBG	\$ 280,000						\$ 280,000
TS-01060	SR2S Improvement Projects	Traffic Impact Fees	\$ -	\$ 300,000	\$ 200,000				\$ 500,000
TS-01061	Foothill Expressway Widening from Homestead Rd to I-280	CIP	\$ -		\$ 250,000				\$ 250,000
TOTAL			\$ 10,104,353	\$ 9,795,000	\$ 9,850,000	\$ 9,660,000	\$ 7,670,000	\$ 7,535,000	\$ 54,614,353

Proposed Five-Year FY 2022-26 Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<i>Wastewater</i>									
<i>Sewer</i>									
WW-01001	Annual Sewer System Repair Program	Sewer	\$ 859,418	\$ 630,000	\$ 640,000	\$ 650,000	\$ 660,000	\$ 670,000	\$ 4,109,418
WW-01002	Annual Structural Reach Replacement	Sewer	\$ 1,117,369	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 5,117,369
WW-01003	Annual Root Foaming	Sewer		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
WW-01005	Annual CIPP Corrosion Rehabilitation	Sewer	\$ 473,925	\$ 465,000	\$ 480,000	\$ 500,000	\$ 520,000	\$ 535,000	\$ 2,973,925
WW-01006	Annual Fats, Oils, Grease Program (FOG)	Sewer	\$ 66,566	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 416,566
WW-01008	Annual GIS Updates	Sewer	\$ 319,911	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 669,911
WW-01009	Sewer System Management Plan Update	Sewer	\$ 50,000	\$ 25,000				\$ 75,000	\$ 150,000
WW-01011	Sanitary Sewer Video Inspection	Sewer	\$ 467,997	\$ 430,000		\$ 440,000			\$ 1,337,997
WW-01012	Adobe Creek Sewer Main Replacement	Sewer	\$ 692,298	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000		\$ 4,692,298
TOTAL			\$ 4,047,484	\$ 2,682,000	\$ 4,256,000	\$ 2,730,000	\$ 4,324,000	\$ 2,428,000	\$ 20,467,484
<i>Equipment Replacement</i>									
	Streets Division Bucket Truck	Equipment Replacement Fund			\$ 65,000				\$ 65,000
	Parks Divison Utility Truck	Equipment Replacement Fund		\$ 45,000					\$ 45,000
	Parks Division Van	Equipment Replacement Fund		\$ 40,000					\$ 40,000
	Passenger Car (EV)	Equipment Replacement Fund			\$ 37,000				\$ 37,000
	Patrol Vehicle Automated License Plate Reader Replacement	Equipment Replacement Fund		\$ 25,000					\$ 25,000
	Police Radio/Phone Recording Equipment	Equipment Replacement Fund		\$ 60,000					\$ 60,000
	Patrol Vehicles (2)	Equipment Replacement Fund		\$ 122,000					\$ 122,000
	Unmarked Police Vehicle	Equipment Replacement Fund		\$ 42,500					\$ 42,500
	Patrol Vehicles (3)	Equipment Replacement Fund			\$ 187,500				\$ 187,500
	Unmarked Police Vehicles (2)	Equipment Replacement Fund			\$ 87,000				\$ 87,000
	Traffic Division RIPA Collection Devices	Equipment Replacement Fund		\$ 23,000					\$ 23,000
TOTAL				\$ 357,500	\$ 376,500	\$ -	\$ -	\$ -	\$ 734,000
GRAND TOTAL			\$ 14,151,837	\$ 12,834,500	\$ 14,482,500	\$ 12,390,000	\$ 11,994,000	\$ 9,963,000	\$ 75,815,837

Proposed Five-Year FY 2022-26 Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
		Funding Source							
		CDBG	\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,000
		CIP	\$ 6,407,137	\$ 5,550,000	\$ 6,050,000	\$ 6,350,000	\$ 3,925,000	\$ 3,925,000	\$ 32,207,137
		Equipment Replacement Fund	\$ 560,332	\$ 357,500	\$ 376,500	\$ -	\$ -	\$ -	\$ 1,294,332
		Gas Tax	\$ -	\$ 1,350,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,550,000
		in-Lieu Park Fund	\$ 379,872	\$ 800,000	\$ 1,050,000	\$ 1,150,000	\$ 1,530,000	\$ 1,450,000	\$ 6,359,872
		Measure B	\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000
		OBAG	\$ 2,064,864	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,064,864
		PEG Fees	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		Public Art	\$ -	\$ 60,000	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 140,000
		REAP	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
		Resident Contribution	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		Road Maint & Acct Act	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
		Sewer	\$ 4,047,484	\$ 2,682,000	\$ 4,256,000	\$ 2,730,000	\$ 4,324,000	\$ 2,428,000	\$ 20,467,484
		TDA Article III Grant	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
		Technology Fund	\$ 214,160	\$ 250,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 814,160
		Traffic Impact Fees	\$ 97,988	\$ 550,000	\$ 450,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,847,988
		VRF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total	\$ 14,151,837	\$ 12,834,500	\$ 14,482,500	\$ 12,390,000	\$ 11,939,000	\$ 9,963,000	\$ 75,760,837

FUNDING SOURCE

CIP Fund

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CD-01009	Walter Singer Bust Relocation	\$ 10,000						\$ 10,000
CD-01012	Annual Storm Drain Improvements	\$ 12,492	\$ 950,000					\$ 962,492
CD-01017	First Street Streetscape Design -- Phase II	\$ 261,243						\$ 261,243
CD-01018	Downtown Lighting Cabinet Replacement	\$ -		\$ 200,000				\$ 200,000
CD-01019	Public Works Electronic Document Management	\$ 105,949						\$ 105,949
CD-01020	Climate Action Plan Implementation Program	\$ 75,000				\$ 55,000		\$ 130,000
CD-01021	Community Chamber AV Equipment	\$ 216,600	\$ (100,000)					\$ 116,600
CD-01022	Asset Management System	\$ -	\$ 150,000					\$ 150,000
CF-01002	Los Altos Community Center Redevelopment	\$ 970,509						\$ 970,509
CF-01003	Annual Civic Facilities Improvement	\$ -	\$ 750,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,550,000
CF-01010	Annual ADA Improvements (Facilities)	\$ 317,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 692,000
CF-01011	City Hall Emergency Backup Power Generator	\$ -		\$ 150,000				\$ 150,000
CF-01013	MSC Fuel-Dispensing Station Overhead Canopy	\$ -			\$ 300,000			\$ 300,000
CF-01016	Waterline Backflow Preventers	\$ 80,435						\$ 80,435
CF-01018	MSC Parking Lot Resurfacing	\$ -		\$ 1,300,000				\$ 1,300,000
TS-01001	Annual Street Resurfacing	\$ 142,448	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 5,392,448
TS-01003	Annual Street Striping	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01004	Annual Street Slurry Seal	\$ -	\$ 250,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,450,000
TS-01005	Annual Concrete Repair	\$ 118,074	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,118,074
TS-01006	Annual Traffic Sign Replacement	\$ 94,821	\$ 200,000					\$ 294,821
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 136,697	\$ 75,000	\$ 200,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ 761,697
TS-01013	Annual Transportation Enhancements	\$ 216,313	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 591,313
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	\$ 65,000		\$ 100,000				\$ 165,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 336,506	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,086,506
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	\$ 193,234	\$ 260,000					\$ 453,234
TS-01056	Fremont Avenue Pavement Rehabilitation	\$ 119,000						\$ 119,000
TS-01057	In-Road Light System Maintenance	\$ 75,000	\$ 300,000					\$ 375,000
TS-01059	Diamond Court Reconstruction	\$ 100,000						\$ 100,000
TS-01061	Foothill Expressway Widening from Homestead Rd to I-	\$ -		\$ 250,000				\$ 250,000
	Emergency Operations Center	\$ 2,718,677	\$ 300,000					\$ 3,018,677
	Housing Element Update	\$ 42,139	\$ 565,000					\$ 607,139
	General Plan	\$ -			\$ 2,000,000			\$ 2,000,000
TOTAL		\$ 6,407,137	\$ 5,550,000	\$ 6,050,000	\$ 6,350,000	\$ 3,980,000	\$ 3,925,000	\$ 32,262,137

FUNDING SOURCE

CDBG

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01058	Intersection Access Barrier Removal	\$ 280,000						\$ 280,000
TOTAL		\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,000

Equipment Replacement Fund

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CD-01006	Police Records Management & Dispatch System	\$ 560,332						\$ 560,332
	Parks Divison Utility Truck		\$ 45,000					\$ 45,000
	Parks Division Van		\$ 40,000					\$ 40,000
	Patrol Vehicle Automated License Plate Reader Replacement		\$ 25,000					\$ 25,000
	Police Radio/Phone Recording Equipment		\$ 60,000					\$ 60,000
	Patrol Vehicles (2)		\$ 122,000					\$ 122,000
	Unmarked Police Vehicle		\$ 42,500					\$ 42,500
	Traffic Division RIPA Collection Devices		\$ 23,000					\$ 23,000
	Passenger Car (EV)			\$ 37,000				\$ 37,000
	Patrol Vehicles (3)			\$ 187,500				\$ 187,500
	Unmarked Police Vehicles (2)			\$ 87,000				\$ 87,000
	Streets Division Bucket Truck			\$ 65,000				\$ 65,000
TOTAL		\$ 560,332	\$ 357,500	\$ 376,500	\$ -	\$ -	\$ -	\$ 1,294,332

Gas Tax

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01001	Annual Street Resurfacing	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
TS-01003	Annual Street Striping	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01004	Annual Street Slurry Seal	\$ -	\$ 800,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,800,000
TS-01009	Annual City Alley Resurfacing	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TOTAL		\$ -	\$ 1,350,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,550,000

FUNDING SOURCE

in-Lieu Park Fund

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CF-01009	Annual Pathway Rehabilitation	\$ -	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,050,000
CF-01017	Annual Park Improvement Project	\$ 334,396	\$ 750,000	\$ 650,000	\$ 900,000	\$ 980,000	\$ 1,200,000	\$ 4,814,396
CF-01019	Veterans Community Plaza Shade Structure	\$ 45,476						\$ 45,476
	Grant Park Master Plan	\$ -		\$ 150,000				\$ 150,000
	City-wide Parks and Recreation Master Plan	\$ -				\$ 300,000		
TOTAL		\$ 379,872	\$ 800,000	\$ 1,050,000	\$ 1,150,000	\$ 1,530,000	\$ 1,450,000	\$ 6,359,872

Measure B

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01001	Annual Street Resurfacing	\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000
TOTAL		\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000

OBAG

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01056	Fremont Avenue Pavement Rehabilitation	\$ 2,064,864						\$ 2,064,864
TOTAL		\$ 2,064,864	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,064,864

PEG Fees

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CD-01021	Community Chamber AV Equipment		\$ 100,000					\$ 100,000
TOTAL		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

FUNDING SOURCE

Sewer Fund

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
WW-01001	Annual Sewer System Repair Program	\$ 859,418	\$ 630,000	\$ 640,000	\$ 650,000	\$ 660,000	\$ 670,000	\$ 4,109,418
WW-01002	Annual Structural Reach Replacement	\$ 1,117,369	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 5,117,369
WW-01005	Annual CIPP Corrosion Rehabilitation	\$ 473,925	\$ 465,000	\$ 480,000	\$ 500,000	\$ 520,000	\$ 535,000	\$ 2,973,925
WW-01006	Annual Fats, Oils, Grease Program (FOG)	\$ 66,566	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 416,566
WW-01008	Annual GIS Updates	\$ 319,911	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 669,911
WW-01009	Sewer System Management Plan Update	\$ 50,000	\$ 25,000				\$ 75,000	\$ 150,000
WW-01011	Sanitary Sewer Video Inspection	\$ 467,997	\$ 430,000		\$ 440,000			\$ 1,337,997
WW-01012	Adobe Creek Sewer Main Replacement	\$ 692,298	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000		\$ 4,692,298
WW-01003	Annual Root Foaming	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
TOTAL		\$ 4,047,484	\$ 2,682,000	\$ 4,256,000	\$ 2,730,000	\$ 4,324,000	\$ 2,428,000	\$ 20,467,484

TDA Article III

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
TOTAL		\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Technology Fund

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CD-01008	IT Initiatives	\$ 214,160	\$ 180,000	\$ 350,000				\$ 744,160
	City Hall and Maintenance Services Building Security Systems	\$ -	\$ 70,000					\$ 70,000
TOTAL		\$ 214,160	\$ 250,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 814,160

FUNDING SOURCE

Traffic Impact Fees

Project #	Project Name	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01007	Annual Neighborhood Traffic Management	\$ 73,288	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 323,288
TS-01022	Annual Collector Street Traffic Calming	\$ 24,700	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 524,700
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01060	SR2S Improvement Projects	\$ -	\$ 300,000	\$ 200,000				\$ 500,000
TOTAL		\$ 97,988	\$ 550,000	\$ 450,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,847,988
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TOTAL		\$ 14,151,837	\$ 12,834,500	\$ 14,482,500	\$ 12,390,000	\$ 11,994,000	\$ 9,963,000	\$ 75,815,837

Previously Appropriated

Project #	Project Name	CIP Fund	Sewer Fees	Traffic Impact Fee	in-Lieu Park	Dedicated Road Funds*	Other	Total
CD-01006	Police Records Management & Dispatch System						\$ 560,332	\$ 560,332
CD-01008	IT Initiatives						\$ 214,160	\$ 214,160
CD-01009	Walter Singer Bust Relocation	\$ 10,000						\$ 10,000
CD-01012	Annual Storm Drain Improvements	\$ 12,492						\$ 12,492
CD-01017	First Street Streetscape Design -- Phase II	\$ 261,243						\$ 261,243
CD-01019	Public Works Electronic Document Management	\$ 105,949						\$ 105,949
CD-01020	Climate Action Plan Implementation Program	\$ 75,000						\$ 75,000
CD-01021	Community Chamber AV Equipment	\$ 216,600						\$ 216,600
CF-01002	Los Altos Community Center Redevelopment	\$ 970,509						\$ 970,509
CF-01010	Annual ADA Improvements (Facilities)	\$ 317,000						\$ 317,000
CF-01016	Waterline Backflow Preventers	\$ 80,435						\$ 80,435
CF-01017	Annual Park Improvement Project				\$ 334,396			\$ 334,396
CF-01019	Veterans Community Plaza Shade Structure				\$ 45,476			\$ 45,476
TS-01001	Annual Street Resurfacing	\$ 142,448						\$ 142,448
TS-01005	Annual Concrete Repair	\$ 118,074						\$ 118,074
TS-01006	Annual Traffic Sign Replacement	\$ 94,821						\$ 94,821
TS-01007	Annual Neighborhood Traffic Management			\$ 73,288				\$ 73,288
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 136,697						\$ 136,697
TS-01013	Annual Transportation Enhancements	\$ 216,313						\$ 216,313
TS-01022	Annual Collector Street Traffic Calming			\$ 24,700				\$ 24,700
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	\$ 65,000						\$ 65,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 336,506						\$ 336,506
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	\$ 193,234						\$ 193,234
TS-01056	Fremont Avenue Pavement Rehabilitation	\$ 119,000				\$ 2,064,864		\$ 2,183,864
TS-01057	In-Road Light System Maintenance	\$ 75,000						\$ 75,000
TS-01058	Intersection Access Barrier Removal						\$ 280,000	\$ 280,000
TS-01059	Diamond Court Reconstruction	\$ 100,000					\$ 100,000	\$ 200,000
WW-01001	Annual Sewer System Repair Program		\$ 859,418					\$ 859,418
WW-01002	Annual Structural Reach Replacement		\$ 1,117,369					\$ 1,117,369
WW-01005	Annual CIPP Corrosion Rehabilitation		\$ 473,925					\$ 473,925
WW-01006	Annual Fats, Oils, Grease Program (FOG)		\$ 66,566					\$ 66,566
WW-01008	Annual GIS Updates		\$ 319,911					\$ 319,911
WW-01009	Sewer System Management Plan Update		\$ 50,000					\$ 50,000
WW-01011	Sanitary Sewer Video Inspection		\$ 467,997					\$ 467,997
WW-01012	Adobe Creek Sewer Main Replacement		\$ 692,298					\$ 692,298
	Emergency Operations Center	\$ 2,718,677						\$ 2,718,677
	Housing Element Update	\$ 42,139						\$ 42,139
TOTAL		\$ 6,407,137	\$ 4,047,484	\$ 97,988	\$ 379,872	\$ 2,064,864	\$ 1,154,492	\$ 14,151,837

Fiscal Year 2021/22

Project #	Project Name	CIP Fund	Sewer Fees	Traffic Impact Fee	in-Lieu Park	Dedicated Road Funds*	Other	Total
CD-01003	Annual Public Arts Projects						\$ 60,000	\$ 60,000
CD-01008	IT Initiatives						\$ 180,000	\$ 180,000
CD-01012	Annual Storm Drain Improvements	\$ 950,000						\$ 950,000
CD-01021	Community Chamber AV Equipment	\$ (100,000)					\$ 100,000	\$ -
CD-01022	Asset Management System	\$ 150,000						\$ 150,000
CF-01003	Annual Civic Facilities Improvement	\$ 750,000						\$ 750,000
CF-01009	Annual Pathway Rehabilitation				\$ 50,000			\$ 50,000
CF-01010	Annual ADA Improvements (Facilities)	\$ 75,000						\$ 75,000
CF-01017	Annual Park Improvement Project				\$ 750,000			\$ 750,000
TS-01001	Annual Street Resurfacing	\$ 1,050,000				\$ 1,400,000		\$ 2,450,000
TS-01003	Annual Street Striping	\$ 100,000				\$ 100,000		\$ 200,000
TS-01004	Annual Street Slurry Seal	\$ 250,000				\$ 800,000		\$ 1,050,000
TS-01005	Annual Concrete Repair	\$ 200,000						\$ 200,000
TS-01006	Annual Traffic Sign Replacement	\$ 200,000						\$ 200,000
TS-01007	Annual Neighborhood Traffic Management			\$ 50,000				\$ 50,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 75,000						\$ 75,000
TS-01009	Annual City Alley Resurfacing					\$ 100,000		\$ 100,000
TS-01013	Annual Transportation Enhancements	\$ 75,000						\$ 75,000
TS-01022	Annual Collector Street Traffic Calming			\$ 100,000				\$ 100,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 350,000		\$ 100,000		\$ 50,000		\$ 500,000
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	\$ 260,000						\$ 260,000
TS-01057	In-Road Light System Maintenance	\$ 300,000						\$ 300,000
TS-01060	SR2S Improvement Projects			\$ 300,000				\$ 300,000
WW-01001	Annual Sewer System Repair Program		\$ 630,000					\$ 630,000
WW-01002	Annual Structural Reach Replacement		\$ 800,000					\$ 800,000
WW-01003	Annual Root Foaming		\$ 200,000					\$ 200,000
WW-01005	Annual CIPP Corrosion Rehabilitation		\$ 465,000					\$ 465,000
WW-01006	Annual Fats, Oils, Grease Program (FOG)		\$ 66,000					\$ 66,000
WW-01008	Annual GIS Updates		\$ 66,000					\$ 66,000
WW-01009	Sewer System Management Plan Update		\$ 25,000					\$ 25,000
WW-01011	Sanitary Sewer Video Inspection		\$ 430,000					\$ 430,000
	Emergency Operations Center	\$ 300,000						\$ 300,000
	Housing Element Update	\$ 565,000					\$ 35,000	\$ 600,000
	Various Equipment Replacement						\$ 357,500	\$ 357,500
	City Hall and Maintenance Services Building Security Systems						\$ 70,000	\$ 70,000
TOTAL		\$ 5,550,000	\$ 2,682,000	\$ 550,000	\$ 800,000	\$ 2,450,000	\$ 802,500	\$ 12,834,500

Fiscal Year 2022/23

Project #	Project Name	CIP Fund	Sewer Fees	Traffic Impact Fee	in-Lieu Park	Dedicated Road Funds*	Other	Total
CD-01003	Annual Public Arts Projects						\$ 50,000	\$ 50,000
CD-01008	IT Initiatives						\$ 350,000	\$ 350,000
CD-01018	Downtown Lighting Cabinet Replacement	\$ 200,000						\$ 200,000
CF-01003	Annual Civic Facilities Improvement	\$ 1,200,000						\$ 1,200,000
CF-01009	Annual Pathway Rehabilitation				\$ 250,000			\$ 250,000
CF-01010	Annual ADA Improvements (Facilities)	\$ 75,000						\$ 75,000
CF-01011	City Hall Emergency Backup Power Generator	\$ 150,000						\$ 150,000
CF-01017	Annual Park Improvement Project				\$ 650,000			\$ 650,000
CF-01018	MSC Parking Lot Resurfacing	\$ 1,300,000						\$ 1,300,000
TS-01001	Annual Street Resurfacing	\$ 1,050,000				\$ 1,400,000		\$ 2,450,000
TS-01003	Annual Street Striping	\$ 100,000				\$ 100,000		\$ 200,000
TS-01004	Annual Street Slurry Seal	\$ 800,000				\$ 250,000		\$ 1,050,000
TS-01005	Annual Concrete Repair	\$ 200,000						\$ 200,000
TS-01007	Annual Neighborhood Traffic Management			\$ 50,000				\$ 50,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 200,000						\$ 200,000
TS-01009	Annual City Alley Resurfacing					\$ 100,000		\$ 100,000
TS-01013	Annual Transportation Enhancements	\$ 75,000						\$ 75,000
TS-01022	Annual Collector Street Traffic Calming			\$ 100,000				\$ 100,000
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	\$ 100,000						\$ 100,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 350,000		\$ 100,000		\$ 50,000		\$ 500,000
TS-01060	SR2S Improvement Projects			\$ 200,000				\$ 200,000
TS-01061	Foothill Expressway Widening from Homestead Rd to I-280	\$ 250,000						\$ 250,000
WW-01001	Annual Sewer System Repair Program		\$ 640,000					\$ 640,000
WW-01002	Annual Structural Reach Replacement		\$ 800,000					\$ 800,000
WW-01003	Annual Root Foaming		\$ 200,000					\$ 200,000
WW-01005	Annual CIPP Corrosion Rehabilitation		\$ 480,000					\$ 480,000
WW-01006	Annual Fats, Oils, Grease Program (FOG)		\$ 68,000					\$ 68,000
WW-01008	Annual GIS Updates		\$ 68,000					\$ 68,000
WW-01012	Adobe Creek Sewer Main Replacement		\$ 2,000,000					\$ 2,000,000
	Various Equipment Replacement						\$ 376,500	\$ 376,500
	Grant Park Master Plan				\$ 150,000			\$ 150,000
TOTAL		\$ 6,050,000	\$ 4,256,000	\$ 450,000	\$ 1,050,000	\$ 1,900,000	\$ 776,500	\$ 14,482,500

Fiscal Year 2023/24

Project #	Project Name	CIP Fund	Sewer Fees	Traffic Impact Fee	in-Lieu Park	Dedicated Road Funds*	Other	Total
CD-01003	Annual Public Arts Projects						\$ 10,000	\$ 10,000
CF-01003	Annual Civic Facilities Improvement	\$ 1,200,000						\$ 1,200,000
CF-01009	Annual Pathway Rehabilitation				\$ 250,000			\$ 250,000
CF-01010	Annual ADA Improvements (Facilities)	\$ 75,000						\$ 75,000
CF-01013	MSC Fuel-Dispensing Station Overhead Canopy	\$ 300,000						\$ 300,000
CF-01017	Annual Park Improvement Project				\$ 900,000			\$ 900,000
TS-01001	Annual Street Resurfacing	\$ 1,050,000				\$ 1,400,000		\$ 2,450,000
TS-01003	Annual Street Striping	\$ 100,000				\$ 100,000		\$ 200,000
TS-01004	Annual Street Slurry Seal	\$ 800,000				\$ 250,000		\$ 1,050,000
TS-01005	Annual Concrete Repair	\$ 200,000						\$ 200,000
TS-01007	Annual Neighborhood Traffic Management			\$ 50,000				\$ 50,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 200,000						\$ 200,000
TS-01009	Annual City Alley Resurfacing					\$ 100,000		\$ 100,000
TS-01013	Annual Transportation Enhancements	\$ 75,000						\$ 75,000
TS-01022	Annual Collector Street Traffic Calming			\$ 100,000				\$ 100,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 350,000		\$ 100,000		\$ 50,000		\$ 500,000
WW-01001	Annual Sewer System Repair Program		\$ 650,000					\$ 650,000
WW-01002	Annual Structural Reach Replacement		\$ 800,000					\$ 800,000
WW-01003	Annual Root Foaming		\$ 200,000					\$ 200,000
WW-01005	Annual CIPP Corrosion Rehabilitation		\$ 500,000					\$ 500,000
WW-01006	Annual Fats, Oils, Grease Program (FOG)		\$ 70,000					\$ 70,000
WW-01008	Annual GIS Updates		\$ 70,000					\$ 70,000
WW-01011	Sanitary Sewer Video Inspection		\$ 440,000					\$ 440,000
	General Plan	\$ 2,000,000						\$ 2,000,000
TOTAL		\$ 6,350,000	\$ 2,730,000	\$ 250,000	\$ 1,150,000	\$ 1,900,000	\$ 10,000	\$ 12,390,000

Fiscal Year 2024/25

Project #	Project Name	CIP Fund	Sewer Fees	Traffic Impact Fee	in-Lieu Park	Dedicated Road Funds*	Other	Total
CD-01003	Annual Public Arts Projects						\$ 10,000	\$ 10,000
CD-01020	Climate Action Plan Implementation Program	\$ 55,000						\$ 55,000
CF-01003	Annual Civic Facilities Improvement	\$ 1,200,000						\$ 1,200,000
CF-01009	Annual Pathway Rehabilitation				\$ 250,000			\$ 250,000
CF-01010	Annual ADA Improvements (Facilities)	\$ 75,000						\$ 75,000
CF-01017	Annual Park Improvement Project				\$ 980,000			\$ 980,000
TS-01001	Annual Street Resurfacing	\$ 1,050,000				\$ 1,400,000		\$ 2,450,000
TS-01003	Annual Street Striping	\$ 100,000				\$ 100,000		\$ 200,000
TS-01004	Annual Street Slurry Seal	\$ 800,000				\$ 250,000		\$ 1,050,000
TS-01005	Annual Concrete Repair	\$ 200,000						\$ 200,000
TS-01007	Annual Neighborhood Traffic Management			\$ 50,000				\$ 50,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 75,000						\$ 75,000
TS-01009	Annual City Alley Resurfacing					\$ 100,000		\$ 100,000
TS-01013	Annual Transportation Enhancements	\$ 75,000						\$ 75,000
TS-01022	Annual Collector Street Traffic Calming			\$ 100,000				\$ 100,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 350,000		\$ 100,000		\$ 50,000		\$ 500,000
WW-01001	Annual Sewer System Repair Program		\$ 660,000					\$ 660,000
WW-01002	Annual Structural Reach Replacement		\$ 800,000					\$ 800,000
WW-01003	Annual Root Foaming		\$ 200,000					\$ 200,000
WW-01005	Annual CIPP Corrosion Rehabilitation		\$ 520,000					\$ 520,000
WW-01006	Annual Fats, Oils, Grease Program (FOG)		\$ 72,000					\$ 72,000
WW-01008	Annual GIS Updates		\$ 72,000					\$ 72,000
WW-01012	Adobe Creek Sewer Main Replacement		\$ 2,000,000					\$ 2,000,000
	City-wide Parks and Recreation Master Plan				\$ 300,000			\$ 300,000
TOTAL		\$ 3,980,000	\$ 4,324,000	\$ 250,000	\$ 1,530,000	\$ 1,900,000	\$ 10,000	\$ 11,994,000

Fiscal Year 2025/26

Project #	Project Name	CIP Fund	Sewer Fees	Traffic Impact Fee	in-Lieu Park	Dedicated Road Funds*	Other	Total
CD-01003	Annual Public Arts Projects						\$ 10,000	\$ 10,000
CF-01003	Annual Civic Facilities Improvement	\$ 1,200,000						\$ 1,200,000
CF-01009	Annual Pathway Rehabilitation				\$ 250,000			\$ 250,000
CF-01010	Annual ADA Improvements (Facilities)	\$ 75,000						\$ 75,000
CF-01017	Annual Park Improvement Project				\$ 1,200,000			\$ 1,200,000
TS-01001	Annual Street Resurfacing	\$ 1,050,000				\$ 1,400,000		\$ 2,450,000
TS-01003	Annual Street Striping	\$ 100,000				\$ 100,000		\$ 200,000
TS-01004	Annual Street Slurry Seal	\$ 800,000				\$ 250,000		\$ 1,050,000
TS-01005	Annual Concrete Repair	\$ 200,000						\$ 200,000
TS-01007	Annual Neighborhood Traffic Management			\$ 50,000				\$ 50,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 75,000						\$ 75,000
TS-01009	Annual City Alley Resurfacing					\$ 100,000		\$ 100,000
TS-01013	Annual Transportation Enhancements	\$ 75,000						\$ 75,000
TS-01022	Annual Collector Street Traffic Calming			\$ 100,000				\$ 100,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 350,000		\$ 100,000		\$ 50,000		\$ 500,000
WW-01001	Annual Sewer System Repair Program		\$ 670,000					\$ 670,000
WW-01002	Annual Structural Reach Replacement		\$ 800,000					\$ 800,000
WW-01003	Annual Root Foaming		\$ 200,000					\$ 200,000
WW-01005	Annual CIPP Corrosion Rehabilitation		\$ 535,000					\$ 535,000
WW-01006	Annual Fats, Oils, Grease Program (FOG)		\$ 74,000					\$ 74,000
WW-01008	Annual GIS Updates		\$ 74,000					\$ 74,000
WW-01009	Sewer System Management Plan Update		\$ 75,000					\$ 75,000
TOTAL		\$ 3,925,000	\$ 2,428,000	\$ 250,000	\$ 1,450,000	\$ 1,900,000	\$ 10,000	\$ 9,963,000
TOTAL		\$ 32,262,137	\$ 20,467,484	\$ 1,847,988	\$ 6,359,872	\$ 12,114,864	\$ 2,763,492	\$ 75,815,837

*Gas Tax, Measure B, OBAG, Road Maint & Acct Act, TDA Article III

Annual Civic Facilities Improvement Project



This is a capital project for the repair, non-routine maintenance and improvements of civic facilities throughout Los Altos. Projects will include deferred and ongoing maintenance identified in the 2016 Comprehensive Civic Facilities Condition Assessment as well as facility improvements and upgrades to better serve the community. This project will also fund initial study or preliminary engineering for larger scale projects. FY 2021/22 will include an update to the 2016 Comprehensive Civic Facilities Condition Assessment and a facilities assessment for the Police Station and two Fire Stations.

Civic Facilities-Buildings		
CF - 01003	Priority: Asset Preservation	Project Lead: P. Maslo
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2021:	Operating Budget Impact: Decreased Emergency Repairs

Project	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25		Total
					Planned	2025/26 Planned	
Project Estimates							
Annual Civic Facilities	-	750,000	1,200,000	1,200,000	1,200,000	1,200,000	5,550,000
Funding Sources							
CIP	-	750,000	1,200,000	1,200,000	1,200,000	1,200,000	5,550,000
Total	-	750,000	1,200,000	1,200,000	1,200,000	1,200,000	5,550,000

Emergency Operations Center



The Purpose of an EOC is to provide a centralized location where emergency management coordination and decision making can be supported during a critical incident, major emergency, or disaster. The EOC will provide essential services to the public after a natural disaster as well as support a number of critical tasks such as monitoring activities related to emergency preparedness and provide a location for collecting and analyzing data to help make decisions that protect the City of Los Altos.

Civic Facilities-Buildings		
CF - 01003A	Priority:	Project Lead: P. Maslo
Initial Funding Year:	Planned Start Date:	Target Completion Date:
Project Status:	Expended as of March 31, 2021: \$301,653	Operating Budget Impact: Decreased Emergency Repairs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
Project Estimates							
Emergency Operations Center	2,718,677	300,000	-	-	-	-	3,018,677

Funding Sources							
CIP	2,718,677	300,000	-	-	-	-	3,018,677
Technology Fund			-				
Total	2,718,677	300,000	-	-	-	-	3,018,677

Annual Pathway Rehabilitation



The project provides for rehabilitation or replacement of existing bicycle and pedestrian pathway infrastructure that is not on the street system. Improvements will be based on condition assessment, the City's Pedestrian Master Plan, Bicycle Transportation Master Plan, and Parks Plan. The funds in FY2021/22 will be used for a condition and cost assessment study.

Civic Facilities-Parks and Trails		
CF - 01009	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2021: -	Operating Budget Impact: Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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Project Estimates

Annual Pathway Rehabilitation	-	50,000	250,000	250,000	250,000	250,000	1,050,000
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Funding Source

In-Lieu Park Fund	-	50,000	250,000	250,000	250,000	250,000	1,050,000
Total	-	50,000	250,000	250,000	250,000	250,000	1,050,000

City Hall Emergency Back-up Power Generator



The existing stand-by generator at City Hall was installed in 1998 and was brought over from the Police Department. The City has been required by Bay Area Air Quality Management District (BAAQMD) and California Air Resources Board (CARB) to register the emergency generator under the Portable Equipment Registration Program. The generator is subject to unscheduled inspections by the State for compliance with emission requirements. While the existing generator is meeting the current emission requirements, it is aging and at risk of exceeding emission standards soon. The new more energy-efficient Cummings generator will meet all BAAQMD requirements and will be more cost-effective to operate.

Civic Facilities-Buildings		
CF - 01011	Priority: Asset Preservation	Project Lead: M. Hernandez
Initial Funding Year: FY2017/18	Planned Start Date: 2022/23	Target Completion Date: 2023
Project Status: Not Started	Expended as of March 31, 2021: -	Operating Budget Impact: Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
City Hall Emergency Back-up Power	0	-	150,000	-	-	-	150,000
Funding Source							
CIP	0	-	150,000	-	-	-	150,000
Total	0	-	150,000	-	-	-	150,000

MSC Fuel-Dispensing Station Overhead Canopy



The fuel dispensing island at the Municipal Services Center (MSC) has an above ground holding tank with containment wall around it. It is necessary to build a canopy to limit storm water entering the contained area and to provide cover for the fueling station to prevent excessive weathering of the electronic screens and keypads.

Civic Facilities-Buildings		
CF - 01013	Priority: Asset Preservation	Project Lead: M. Hernandez
Initial Funding Year: FY2017/18	Planned Start Date: FY2023/24	Target Completion Date: 2023/24
Project Status: Not Started	Expended as of March 31, 2021: -	Operating Budget Impact: Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
MSC Fuel-Dispensing Station	-	-	-	300,000	-	-	300,000
Funding Source							
CIP	-	-	-	-	-	-	-
Total	-	-	-	300,000	-	-	300,000

Annual Park Improvements



This annual project provides for the design and construction and matching grant fund contributions for repair and improvements of parks throughout the City. Park improvement projects will be guided by the Parks Plan as well as the Parks and Recreation Commission. Projects for the FY 21/22 will include a Community Center pickleball and basketball court, designated picnic areas at Heritage Oaks and Grant Park, naturescape construction, and updating of the kitchen at Grant Park.

Civic Facilities-Parks and Trails		
CF - 01017	Priority: Asset Preservation	Project Lead: M. Hernandez
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2021:	Operating Budget Impact: Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Annual Park Improvements	334,396	750,000	650,000	900,000	980,000	1,200,000	4,814,396
Funding Source							
In-Lieu Park Fund	334,396	750,000	650,000	900,000	980,000	1,200,000	4,814,396
Total	334,396	750,000	650,000	900,000	980,000	1,200,000	4,814,396

MSC Parking Lot Resurfacing



The pavement at the City's Municipal Services Center (MSC) is deteriorating and in need of repair. This project will include the design and construction of pavement rehabilitation and improvement of the current drainage system. The design will also incorporate the green infrastructure features into the project to comply with the current stormwater permit requirements.

Civic Facilities-Facilities		
CF - 01018	Priority: Asset Preservation	Project Lead: V. Chen
Initial Funding Year: FY2018/19	Planned Start Date: 2022	Target Completion Date: 2023
Project Status: In Progress	Expended as of March 31, 2021: \$0	Operating Budget Impact: Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
MSC Parking Lot Resurfacing	0 -	1,300,000 -	-	-	-	-	1,300,000
Funding Source							
CIP	0 -	1,300,000 -	-	-	-	-	1,300,000
Total	0 -	1,300,000 -	-	-	-	-	1,300,000

Parks and Recreation Master Plan



Update and expand the 2012 Parks Plan to include recreation facilities and programs as a comprehensive Parks and Recreation Master Plan update. Council to approve timing with preceded General Plan Update. Includes staff facilitating a consultant hiring process. Scope of work includes but is not limited to an extensive public outreach process, park and recreation standards, inventory, inclusivity, sustainability, analysis of operations and maintenance, long-term planning and implementation plan.

Civic Facilities		
CF-XX	Priority: 16 (CC Coals and Objectives)	Project Lead: D. Legge
Initial Funding Year: FY 24-25	Planned Start Date: Jul-24	Target Completion Date: FY 26-27
Project Status: Pending		Operating Budget Impact: 300,000

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
Project Estimates							
Parks and Recreation Master Plan	300,000	-	-	-	300,000	-	300,000
Funding Sources							
Park in Lieu Func	300,000	-	-	-	-	-	300,000
Total	300,000	-	-	-	300,000	-	300,000

City Hall and Maintenance Services Building Security Systems



The monitored electronic security alarm systems at City Hall/Council Chambers and the Municipal Services Center are outdated and no longer supported by the manufacturer. An upgraded system that is supported is needed for seamless security monitoring of these two vital facilities.

Civic Facilities-Buildings		
CF - XX	Priority: Asset Preservation	Project Lead: M. Hernandez
Initial Funding Year: FY 21/22	Planned Start Date: Sep-21	Target Completion Date: Oct-21
Project Status: Pending		Operating Budget Impact: None

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
Project Estimates							
City Hall and Maintenance Services Building Security		70,000	-	-	-	-	70,000
Funding Sources							
Technology Fund		70,000	-	-	-	-	70,000
Total		70,000	-	-	-	-	75,000

Public Arts Program



The Annual Arts project provides for the recruitment, acquisition, installation, identification and maintenance costs of the City's public art program. The primary purpose of the project is to bring new art to Los Altos and to maintain the public art currently in place in the City. Project funds could be utilized for construction of pedestals for sculptures, plaques identifying pieces of art, stipends for artists and maintenance of pieces of art owned by the City. Future allocations will be proposed as identified in the upcoming years.

Community Development-General		
CD - 01003	Priority: Quality of Life	Project Lead: Recreation Services
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Ongoing	Expended as of March 31, 2021:	Operating Budget Impact: None

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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Project Estimates

Public Arts Program	0	60,000	50,000	10,000	10,000	10,000	140,000
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Funding Source

Public Art Fund	0	60,000	50,000	10,000	10,000	10,000	140,000
Total	0	60,000	50,000	10,000	10,000	10,000	140,000

IT Initiatives



As of 2021 Q2, the first two phases of the City's IT strategic roadmap have been completed. These phases were to replace outdated devices and services, virtualize and centralize server management to have a reliable hardware as the foundation for business continuity. Several server hardware have been consolidated using high-density hyperconverged servers; New high-availability firewalls, UPS (uninterruptible power supply), backup appliance and message archiver have also been added to the reconfigured server racks.

The third phase of the IT strategic roadmap targets the business applications utilized by all departments. This phase will have the greatest impact on the services provided to the public. TRAKiT (Community Development), CivicRec (Recreation) and Finance Enterprise (Finance) are some examples.

As technology evolves, plus the impact of COVID-19 pandemic, the final phase will target a complete and continuous hardware and software refresh, to meet the needs of both in-office and remote works. More mobile devices and remote management tools are expected to be added, and this will allow IT staff to respond quickly with more flexibilities.

Community Development-Technology		
CD - 01008	Priority: Asset Preservation	Project Lead: A. Tseng
Initial Funding Year: FY2015/16	Planned Start Date: FY2015/16	Target Completion Date: 2020
Project Status: In Progress	Expended as of March 31, 2021: \$1,040,667.74	Operating Budget Impact: Improved Staff Productivity

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
IT Initiatives	214,160	180,000	350,000 -	-	-	-	744,160
Funding Source							
Technology Fund		180,000	350,000 -	-	-	-	744,160
Total	214,160	180,000	350,000 -	-	-	-	744,160

Annual Storm Drain Improvements



An important element of the Los Altos infrastructure is the network of storm water conveyance facilities that deliver storm water runoff to the four creeks in Los Altos which terminate at San Francisco Bay. These facilities include curbs and gutters, drainage swales, drain inlets and catch basins, underground pipes ranging from 12 inches to 66 inches in diameter, manholes, and outfalls at the creeks.

This project provides for rehabilitation or replacement of existing infrastructure, installation of new infrastructure, and professional services as they relate to special studies or reports needed to remain in compliance with the San Francisco Regional Permit (MRP under the National Pollutant Discharge Elimination System (NPDES) permit, and FEMA requirements. FY 2021/22 funds will be used for improvements along Milverton Road.

Community Development-Storm Drain System

CD - 01012

Priority: Asset Preservation

Project Lead: A. Trese

Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Ongoing	Expended as of March 31, : \$560,821	Operating Budget Impact: Increased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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Project Estimates

Annual Storm Drain Improvements	12,492	950,000	-	-	-	-	962,492
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Funding Source

CIP	12,492	950,000	-	-	-	-	962,492
Total	12,492	950,000	-	-	-	-	962,492

Downtown Lighting Cabinet Replacement



Some of the downtown lighting cabinets have reached the end of their useful life and need replacement. This project will replace three lighting cabinets in downtown and provide additional outlets in locations of need.

Community Development-General

CD - 01018 **Priority:** Asset Preservation **Project Lead:** T. Quach

Initial Funding Year: FY2017/18	Planned Start Date: FY2022/23	Target Completion Date: 2023/24
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Project Status: Not Started	Expended as of March 31, 2021: -	Operating Budget Impact: Decreased Maintenance Costs
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	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Downtown Lighting Cabinet Replacement	-	-	200,000	-	-	-	200,000

Funding Source

CIP	-	-	200,000	-	-	-	200,000
Total	-	-	200,000	-	-	-	200,000

Climate Action Plan Implementation Program



Climate Action Plan Implementation: Climate Action Plan has been developed and implemented. An update to the Climate Action Plan will be needed in 2021. The update to the 2013 CAP began in 2020/2021- the CAAP (Climate Action and Adaptation Plan) is currently being developed with a target completion by the end of 2021/beginning 2022.

Community Development-General		
CD - 01020	Priority: Quality of Life	Project Lead: E. Ancheta
Initial Funding Year: FY2017/18	Planned Start Date: FY2020/21	Target Completion Date: 2021/2022
Project Status: Started	Expended as of March 31, 2021: \$8,202.40	Operating Budget Impact: None

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Climate Action Plan Implementation CAAP Updates	75,000	-	-	-	55,000	-	130,000
Funding Source							
CIP	75,000	-	-	-	55,000	-	130,000
Total	75,000	-	-	-	55,000	-	130,000

Los Altos General Plan Update



A Community engagement effort that will result in the update to all the elements, save the Housing Element, of the Los Altos General Plan.

Community Development		
CD-XX	Priority: Goal 2, Objective 6	Project Lead: J. Biggs
Initial Funding Year: FY 23/24	Planned Start Date: Beginning of FY 23/24	Target Completion Date: End of FY 25/26
Project Status: Pending		Operating Budget Impact: 2,000,000 Estimate

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
Project Estimates							
Los Altos General Plan Update		-	-	2,000,000	-	-	2,000,000
Funding Sources							
General Fund		-	-	2,000,000	-	-	2,000,000
				-			-
Total		-	-	2,000,000	-	-	2,000,000

Los Altos Housing Element Update



An update to the Housing Element of the Los Altos General Plan.

Community Development		
CD-XX	Priority: Goal 1: Objective No. 1	Project Lead: J. Biggs
Initial Funding Year: FY 22/23	Planned Start Date: Beginning of FY 22/23	Target Completion Date: Early FY 23/24
Project Status: Underway		Operating Budget Impact: 600,228

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
Project Estimates							
Update to the Housing Element	42,139	600,000	-	-	-	-	642,139
Funding Sources							
CIP	42,139	565,000	-	-	-	-	607,139
REAP	-	35,000	-	-	-	-	35,000
Total	42,139	600,000	-	-	-	-	642,139

Annual Traffic Sign Replacement



There are approximately 8,000 standard roadway traffic signs throughout the City, including street name signs.

The City plans to conduct a GIS Inventory of signs around the City and measure their condition to help develop a maintenance plan to replace old or damaged signs in a 5-year period.

Transportation-Pedestrian/Bicycle Safety

TS - 01006

Priority: Health & Safety

Project Lead: Trans. Svcs. Mgr.

Initial Funding Year:

Planned Start Date:

Target Completion Date:

Annual

Annual

Annual

Project Status:

Expended as of March 31, 2021:

Operating Budget Impact:

Annual

\$2,600.46

Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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Project Estimates

Annual Traffic Sign Replacement	94,821	200,000	-	-	-	-	294,821
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Source

CIP	94,821	200,000	-	-	-	-	294,821
Total	94,821	200,000	-	-	-	-	294,821

Annual ADA Improvements (Streets and Roadways)



The project will continue efforts to improve Americans with Disabilities Act (ADA) accessibility within the public right of way (ROW) throughout the City. This would include ramps at various intersections throughout the City, correcting existing sidewalks that have inadequate access, ADA compliant pedestrian push buttons at City street intersections and also improve accessibility by replacing pedestrian paths of travel that are uplifted, cracked, too narrow, or otherwise out of compliance with current ADA requirements. Improvements will be based on the City's ADA transition plan and in conjunction with the Bicycle and Pedestrian Advisory Commission's recommendations. ADA compliance is a federal requirement.

Transportation-Streets/Roadways		
TS - 01008	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2021: -	Operating Budget Impact: None

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Annual ADA Improvements (Streets and Roadways)	136,697	75,000	200,000	200,000	75,000	75,000	761,697
Source							
CIP	136,697	75,000	200,000	200,000	75,000	75,000	761,697
Total	136,697	75,000	200,000	200,000	75,000	75,000	761,697

University Ave & Milverton Rd Sidewalk Gap Closure Project



This project will fund the design phase of a sidewalk gap closure along the west side of University Ave to Milverton Road.

Transportation-Pedestrian/Bicycle Safety

TS - 01051

Priority: Asset Preservation

Project Lead: Trans. Svcs. Mgr.

Initial Funding Year: FY2018/19	Planned Start Date: FY2021/22	Target Completion Date: 2022/23
Project Status: Not Started	Expended as of March 31, 2019: -	Operating Budget Impact: Increased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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Project Estimates

University Ave & Milverton Rd Sidewalk Gap Closure Project	65,000	-	100,000	-	-	-	165,000
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Source

CIP	65,000	-	100,000	-	-	-	165,000
Total	65,000	-	100,000	-	-	-	165,000

Fremont Ave Pedestrian Bridge Rehabilitation



The existing pedestrian bridge was constructed in the mid-1970s and provides access to residents and commuters crossing Permanente Creek at Fremont Avenue. As a result of the community outreach efforts in 2009 for the Fremont Avenue vehicular bridge replacement project, concerns were voiced over this structure. In 2016, the feasibility study was conducted and concluded rehabilitation to be the most cost-effective and recommended alternative. Rehabilitation would include replacement of timber decking, replacement of structural blocking and cross bracing, replacement of endspans middle glulam stringers, replacement of timber railing, installation of a drainage system, and backfilling of the first span to repair scour damage and loss of backfill material. The existing bridge abutment will remain.

The design phase of bridge rehabilitation began in March 2021, and construction is anticipated to complete in Spring 2022.

Transportation-Streets/Roadways		
TS - 01055	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2017/18	Planned Start Date: FY2020/21	Target Completion Date: Spring 2022
Project Status: In Design	Expended as of March 31, 2021: \$0	Operating Budget Impact: Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Fremont Ave Pedestrian Bridge Rehabilitation	193,234	260,000	-	-	-	-	453,234
Source							
CIP	193,234	260,000	-	-	-	-	453,234
Total	193,234	260,000	-	-	-	-	453,234

Fremont Ave Pavement Rehabilitation



Fremont Avenue provides a direct east-west connection between the city between Sunnyvale and Foothill Expressway. Fremont Avenue also serves as a priority corridor for bicyclists and pedestrians due to adjacent schools in the area.

This project will repair pavement failure areas on Fremont Avenue between Grant Road and the westerly city limit near the Stevens Creek Bridge. Repairs along adjacent multi-use pathways may be provided as well to help improve pedestrian and bicycle facilities.

Transportation-Streets/Roadways		
TS - 01056	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: FY2019/20	Target Completion Date: Fall 2021
Project Status: Bid Advertisement	Expended as of March 31, 2021 : -	Operating Budget Impact: Decrease Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Fremont Ave Pavement Rehabilitation	2,183,864	-	-	-	-	-	2,183,864
Funding Sources							
CIP	119,000	-	-	-	-	-	119,000
OBAG	2,064,864	-	-	-	-	-	2,064,864
Total	2,183,864	-	-	-	-	-	2,183,864

In-Road Light System Maintenance



The City has existing pedestrian-activated in-pavement warning light systems in and around Downtown. The existing systems are past their useful life and failures in the equipment are starting to occur. This project will replace failed in-pavement lights and adjacent signs with flashing lights at the following locations:

- San Antonio Road & Loucks Avenue
- San Antonio Road & Pine Street
- San Antonio Road & Mt Hamilton Avenue
- San Antonio Road & Hillview Avenue
- San Antonio Road & Hawthorne Avenue
- San Antonio Road & Pepper Drive
- San Antonio Road & Lyell Street
- Almond Avenue & N Gordon Way

Transportation-Streets/Roadways		
TS - 01057	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: TBD	Target Completion Date: TBD
Project Status: In Design	Expended as of March 31, 2021: -	Operating Budget Impact: Decrease Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
In-Road Light System Maintenance	75,000	300,000	-	-	-	-	375,000
Source							
CIP	75,000	300,000	-	-	-	-	375,000
Total	75,000	300,000	-	-	-	-	375,000

SR2S Improvements Map Recommendations



The Complete Streets Master Plan is developing a list of school-focused signage and striping improvements along Suggested Routes to Schools in the City. This project will be used to implement signage and striping improvements identified as part of the Complete Streets Master Plan - safe routes to school planning efforts. Improvements will be built over a two-year period following adoption of the Complete Streets Master Plan.

Transportation-Pedestrian/Bicycle Safety

TS-01060

Priority: Health & Safety

Project Lead: Trans. Svcs. Mgr.

Initial Funding Year: FY2021/22	Planned Start Date: TBD	Target Completion Date: TBD
Project Status: Not Started	Expended as of March 31, 2021: \$0	Operating Budget Impact: Increased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
SR2S Improvements Map Recommendations	-	300,000	200,000	-	-	-	500,000

Source

Traffic Impact Fees	-	300,000	200,000	-	-	-	500,000
Total	-	300,000	200,000	-	-	-	500,000

Foothill Expwy Widening From Homestead Road To I-280 Overpass (Design)



The Valley Transportation Authority – 2016 Measure B Program includes a recommended project to widen Foothill Expressway between Homestead Road and I-280. This project will help the County of Santa Clara partially fund the design phase for the widening project, so the project is shovel-ready and more competitive for the use of future Measure B 2016 construction funds.

Transportation-Pedestrian/Bicycle Safety		
TS-01061	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2021/22	Planned Start Date: FY2022/23	Target Completion Date: TBD
Project Status: Not Started	Expended as of March 31, 2021: \$0	Operating Budget Impact: Increased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Foothill Expy. Widening Between Homestead & I- 280	-	-	250,000	-	-	-	250,000
Funding Source							
CIP	-	-	250,000	-	-	-	250,000
Total	-	-	250,000	-	-	-	250,000

Annual Sewer System Repair Program



The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes located at various locations throughout the City that are included in the 30-day focused cleaning schedule that have severe sags. Such sags can cause accumulation of debris and grease which necessitates frequent cleaning.

Wastewater Systems--Sewer

WW - 01001

Priority: Asset Preservation

Project Lead: T. Nguyen

Initial Funding Year:

Planned Start Date:

Target Completion Date:

Annual

Annual

Annual

Project Status:

Expended as of March 31, 2021:

Operating Budget Impact:

Annual

Decreased Emergency Repairs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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Project Estimates

Annual Sewer System Repair Program	859,418	630,000	640,000	650,000	660,000	670,000	4,109,418
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Source

Sewer	859,418	630,000	640,000	650,000	660,000	670,000	4,109,418
Total	859,418	630,000	640,000	650,000	660,000	670,000	4,109,418

Annual CIPP Corrosion Rehabilitation



This project consists of work to repair pipe corrosion using the cured-in-place pipe (CIPP) repair method for the trunk sewer. The pipe sizes range from 24-inches to 42-inches, which are the largest pipe diameter sections in the system that deliver sewage to the Palo Alto Regional Water Quality Control Plant. The trunk sewer rehabilitation is prioritized to rehabilitate the reaches that are most corroded as determined from inspections of the trunk sewer pipe.

Wastewater Systems--Sewer		
WW - 01005	Priority: Asset Preservation	Project Lead: A. Trese
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2021:	Operating Budget Impact: Decreased Emergency Repairs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Annual CIPP Corrosion Rehabilitation	473,925	465,000	480,000	500,000	520,000	535,000	2,973,925
Source							
Sewer	473,925	465,000	480,000	500,000	520,000	535,000	2,973,925
Total	473,925	465,000	480,000	500,000	520,000	535,000	2,973,925

Annual Fats, Oils, Grease Program (FOG)



A fats, oil and grease (FOG) program is critical to the operation of a sewer system. This project provides funding for inspections and follow-up and to educate customers on best management practices to prevent sewer back-ups resulting from FOG being deposited into drains and ultimately to the sewage collection system.

Wastewater Systems--Sewer

WW - 01006

Priority: Asset Preservation

Project Lead: A. Trese

Initial Funding Year:

Planned Start Date:

Target Completion Date:

Annual

Annual

Annual

Project Status:

Expended as of March 31, 2021:

Operating Budget Impact:

Annual

Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Annual Fats, Oils, Grease Program (FOG)	66,566	66,000	68,000	70,000	72,000	74,000	416,566
Source							
Sewer	66,566	66,000	68,000	70,000	72,000	74,000	416,566
Total	66,566	66,000	68,000	70,000	72,000	74,000	416,566

Annual GIS Updates



Current and updated maps are critical to the operation and maintenance of the collection system. The maps are used when maintenance crews respond to sewer problem calls and by engineers designing capital projects. This project will update the City's GIS with information from new capital projects, inspection and maintenance data.

Wastewater Systems--Sewer

WW - 01008

Priority: Efficiency/Cost Savings

Project Lead: V. Woo

Initial Funding Year:

Annual

Planned Start Date:

Annual

Target Completion Date:

Annual

Project Status:

Annual

Expended as of March 31, 2021:

\$13,297.35

Operating Budget Impact:

Improved Staff Productivity

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Annual GIS Updates	319,911	66,000	68,000	70,000	72,000	74,000	669,911

Source

Sewer	319,911	66,000	68,000	70,000	72,000	74,000	669,911
Total	319,911	66,000	68,000	70,000	72,000	74,000	669,911

Sewer System Management Plan Update

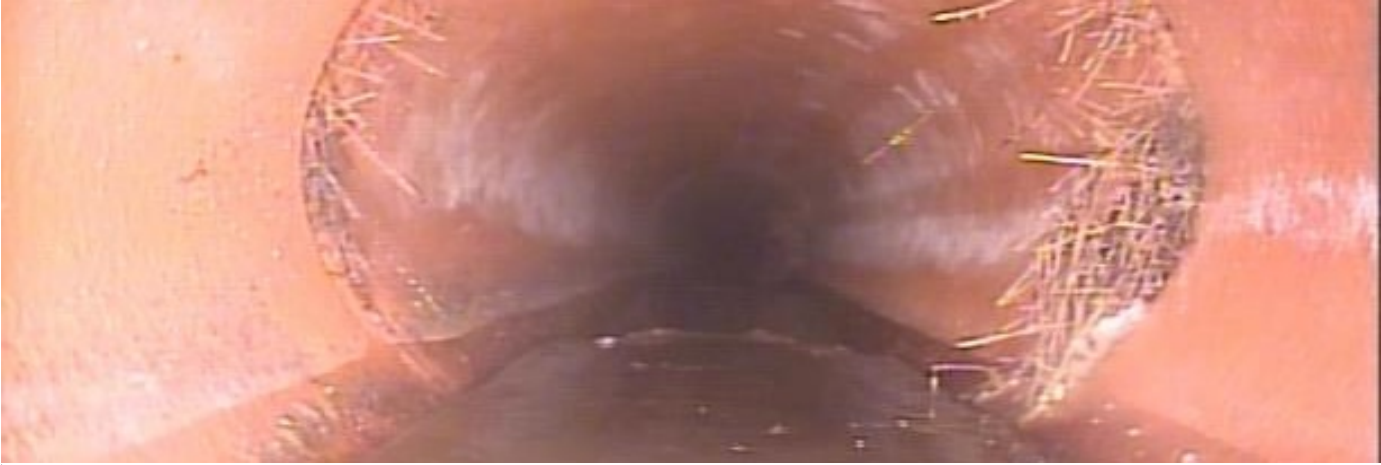


In accordance with State requirements, this project will update the City of Los Altos Sewer System Management Plan. The updating is typically done by a sewer management consultant. Update of the SSMP will be based on State Water Resources Control Board (SWRCB) general waste discharge requirements.

Wastewater Systems--Sewer		
WW - 01009	Priority: Asset Preservation	Project Lead: T. Nguyen
Initial Funding Year: FY2021/22	Planned Start Date: 2021/22	Target Completion Date: 2021
Project Status: Not Started	Expended as of March 31, 2019: -	Operating Budget Impact: None

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Sewer System Management Plan Update	50,000	25,000	-	-	-	75,000	150,000
Source							
Sewer	50,000	25,000	-	-	-	75,000	150,000
Total	50,000	25,000	-	-	-	75,000	150,000

Sanitary Sewer Video Inspection



As sewer system networks age, the risk of deterioration, blockages, and collapses becomes a major concern. Cleaning and inspecting sewer lines are essential to maintaining a properly functioning system; these activities further a community's reinvestment into its wastewater infrastructure. Inspection programs are required to determine current sewer conditions and to aid in planning a maintenance strategy. Video inspections are the most frequently used, most cost efficient, and most effective method to inspect the internal condition of a sewer.

The 2013 Sanitary Sewer Master Plan Update recommends full video inspection of the sanitary sewer system every 5 years. Current video inspection data was last collected between 2002 and 2012.

Wastewater Systems--Sewer		
WW - 01011	Priority: Asset Preservation	Project Lead: T. Nguyen
Initial Funding Year: FY2018/19	Planned Start Date: FY2020/21	Target Completion Date: 2024
Project Status: Not Started	Expended as of March 31, : -	Operating Budget Impact: Decreased Emergency Repairs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Sanitary Sewer Video Inspection	467,997	430,000	-	440,000	-	-	1,337,997
Source							
Sewer	467,997	430,000	-	440,000	-	-	1,337,997
Total	467,997	430,000	-	440,000	-	-	1,337,997

Adobe Creek Sewer Main Replacement



This project scope includes replacing, and for some segments realigning, 53 sewer main segments, located along or near Adobe Creek. This comprises a total of 6,580 linear feet of pipe replacement. The existing 6-inch and 8-inch pipes will be replaced with new 8-inch pipe to increase capacity. The sewer line segments identified for this project are located near the City's border with the Town of Los Altos Hills, north of Manresa Avenue and south of Edith Avenue.

Wastewater Systems--Sewer		
WW - 01012	Priority: Asset Preservation	Project Lead: T. Nguyen
Initial Funding Year: FY2020/21	Planned Start Date:	Target Completion Date: Annual
Project Status: Design	Expended as of March 31, 2021: -	Operating Budget Impact: Decreased Emergency Repairs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
Project Estimates							
Adobe Creek Sewer Main Replacement	692,298	-	2,000,000	-	-	2,000,000	4,692,298
Source							
Sewer	692,298	-	2,000,000	-	-	2,000,000	4,692,298
Total	692,298	-	2,000,000	-	-	2,000,000	4,692,298

RESOLUTION NO. 2021-31

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
ADOPTING THE FY 2021/22 – 2022/23 OPERATING BUDGET**

WHEREAS, it has been determined that the adoption of a biennial Operating Budget is an effective and prudent management tool; and

WHEREAS, the City Council reviewed the FY 2021/22 – 2022/23 Operating Budget at public study sessions held on May 18, 2021 and June 1, 2021; and

WHEREAS, increases in salary ranges are to take effect in the first full pay period of July 1, 2021.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby determines that:

1. The City of Los Altos FY 2021/22 – 2022/23 Operating Budget has been presented and reviewed by City Council with regard to the approval of estimated revenues, appropriations, capital projects, and transfers for all City funds in accordance with adopted Financial and Investment Policies; and
2. City programs, services and activities will be provided and maintained within the confines of this Financial Plan/Biennial Operating Budget in a manner consistent with adopted Financial Policies; and
3. Funds are deemed appropriated for those purposes and in amounts contained in said Financial Plan/Biennial Operating Budget and the City Manager is authorized to approve appropriations and transfers of these funds to the extent allowed by law and Financial Policies in implementing the work programs incorporated within the adopted budget; and
4. This budget includes the maintenance of an Operating Reserve of 20%; and
5. Encumbrances (obligated contract commitments), active capital improvement projects, and active grant awards that have not been completed or received at the end of each fiscal year shall be carried forward and re-appropriated into the next fiscal year.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Neysa Fligor, MAYOR

Attest:

Andrea Chelemengos, MMC, CITY CLERK

RESOLUTION NO. 2021-32

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
ADOPTING THE FY 2022-2026 FIVE-YEAR CAPITAL IMPROVEMENT
PROGRAM**

WHEREAS, the City Council reviewed the FY 2022-2026 Capital Improvement Program at a public study session held on June 1, 2021; and

WHEREAS, modifications and/or adjustments identified in the aforementioned public meeting are incorporated within the five-year CIP before the Council.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby:

1. Adopts the FY 2022-2026 Five-Year Capital Improvement Program submitted as presented for those respective fiscal years and appropriates funds, for all respective funds, for the projects identified within FY 2021/22; and
2. Authorizes the City Manager to proceed with those FY 2021/22 projects identified for implementation or the commencement of planning for them.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Neysa Fligor, MAYOR

Attest:

Andrea Chelemengos, MMC, CITY CLERK

RESOLUTION NO. 2021-33

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
REAFFIRMING THE FY 2021-22 TRANSIENT OCCUPANCY TAX RATE**

WHEREAS, on November 6, 2018 the voters of the City of Los Altos approved an increase in the Transient Occupancy Tax from 11% to a maximum of 14%; and

WHEREAS, the Los Altos Municipal Code requires that each year, following adoption of the City's budget, the City Council will determine the rate to be charged for the Transient Occupancy Tax, and shall set that rate in an amount no to exceed the rate authorized by the ordinance; and

WHEREAS, the City Council adopted the budget on June 22, 2021.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby authorizes the following:

1. Adopt the Transient Occupancy Tax of 14% pursuant to Section 3.36.020; and
2. Maintain this rate to fund general governmental operational expenses as necessary.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Neysa Fligor, MAYOR

Attest:

Andrea Chelemengos, MMC, CITY CLERK

RESOLUTION NO. 2021-34

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
REAFFIRMING THE FY 2021/22 UTILITY USERS TAX RATE**

WHEREAS, the rate of tax for each of the Utility Users Taxes imposed in Section 3.40.070, 3.40.090, and 3.40.110 of the Los Altos Municipal Code does hereby remain fixed and levied at 3.5 percent until further action of the City Council; and

WHEREAS, the Los Altos Municipal Code requires that each year, following adoption of the City's budget, the City Council will determine the rate to be charged for the Utility Users Tax and shall set that rate in an amount not to exceed the rate authorized by the ordinance; and

WHEREAS, the City Council adopted the budget on June 22, 2021.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby authorizes:

1. The rate of tax for each of the utility users taxes imposed in Sections 3.40.070, 3.40.090, and 3.40.110 of the Los Altos Municipal Code does hereby remain fixed and levied at 3.5 percent until further action of the City Council; and
2. Maintain this rate to fund general governmental operational expenses as necessary.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Neysa Fligor, MAYOR

Attest:

Andrea Chelemengos, MMC, CITY CLERK

RESOLUTION NO. 2021-35

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
ESTABLISHING THE FY 2021-22 APPROPRIATIONS LIMIT**

WHEREAS, California Constitutional Article 13B limits the total annual appropriations of cities; and

WHEREAS, it is the desire of this Council to establish its appropriations limit pursuant to Article 13B.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby determines that said City's appropriations limit, pursuant to Article 13B of the California Constitution using the annual percent change in population for Santa Clara County and the percent change in California for per capita personal income, is as follows:

FY 2021/22	\$40,319,225
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I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2021 by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Neysa Fligor, MAYOR

Attest:

Andrea Chelemengos, MMC, CITY CLERK

RESOLUTION NO. 2021-36

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
APPROVING THE SALARY SCHEDULE FOR EMPLOYEES FOR FISCAL
YEAR 2021/22**

WHEREAS, the City annually reviews and may revise employee compensation and salary schedule ranges; and

WHEREAS, the City benefits from a highly qualified, municipal workforce; and

WHEREAS, the City should adjust salaries to reflect changes in the region's cost of living; and

WHEREAS, for the 12-month period through April 2021, the Consumer Price Index for Urban Consumers (CPI-U) for the San Francisco Area, set by the U.S. Department of Labor Bureau of Labor Statistics is 3.8%; and

WHEREAS, changes to salary should be accomplished at the beginning of the fiscal year.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby:

1. Approves the salary ranges in Exhibit A, effective the first full pay period including July 1, 2021, which includes contractually required pay adjustments for the Los Altos Peace Officers Association, Los Altos Municipal Employees Association and Teamsters.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Neysa Fligor, MAYOR

Attest:

Andrea Chelemengos, MMC, CITY CLERK

City of Los Altos -- Salary Schedule FY 21/22
Resolution 2021-XX

			Biweekly					Monthly					Annual				
<i>Legislative & Executive</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
City Manager	N/A		\$9,426.73					\$20,424.58					\$245,095.00				
Assistant City Manager	N/A	56	\$6,993.28	Open Range			\$8,500.33	\$15,152.11	Open Range			\$18,417.39	\$181,825.28	Open Range			\$221,008.62
Deputy City Manager	N/A	48	\$5,739.68	\$6,026.66	\$6,328.00	\$6,644.40	\$6,976.62	\$12,435.98	\$13,057.77	\$13,710.66	\$14,396.20	\$15,116.01	\$149,231.70	\$156,693.29	\$164,527.95	\$172,754.35	\$181,392.07
Assistant to the City Manager	N/A	40	\$4,710.82	\$4,946.36	\$5,193.68	\$5,453.37	\$5,726.04	\$10,206.78	\$10,717.12	\$11,252.98	\$11,815.63	\$12,406.41	\$122,481.41	\$128,605.48	\$135,035.75	\$141,787.54	\$148,876.92
City Clerk	N/A	41	\$4,828.59	\$5,070.02	\$5,323.52	\$5,589.70	\$5,869.19	\$10,461.95	\$10,985.05	\$11,534.30	\$12,111.02	\$12,716.57	\$125,543.44	\$131,820.62	\$138,411.65	\$145,332.23	\$152,598.84
Public Information Officer	N/A		\$4,688.31	\$4,922.73	\$5,168.86	\$5,427.31	\$5,698.67	\$10,158.01	\$10,665.91	\$11,199.20	\$11,759.16	\$12,347.12	\$121,896.10	\$127,990.91	\$134,390.45	\$141,109.98	\$148,165.48
Public Information Coordinator	LAMEA		\$3,712.74	\$3,898.37	\$4,093.29	\$4,297.96	\$4,512.85	\$8,044.26	\$8,446.48	\$8,868.80	\$9,312.24	\$9,777.85	\$96,531.15	\$101,357.70	\$106,425.59	\$111,746.87	\$117,334.21
Executive Assistant to the City Manager	N/A	25	\$3,265.47	\$3,428.74	\$3,600.18	\$3,780.19	\$3,969.20	\$7,075.18	\$7,428.94	\$7,800.38	\$8,190.40	\$8,599.92	\$84,902.14	\$89,147.25	\$93,604.61	\$98,284.84	\$103,199.09
Deputy City Clerk	LAMEA		\$2,937.36	\$3,084.22	\$3,238.43	\$3,400.36	\$3,570.37	\$6,364.27	\$6,682.48	\$7,016.61	\$7,367.44	\$7,735.81	\$76,371.24	\$80,189.80	\$84,199.29	\$88,409.25	\$92,829.71
<i>Administrative Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Administrative Services Director	N/A	56	\$6,993.28	Open Range			\$8,500.33	\$15,152.11	Open Range			\$18,417.39	\$181,825.28	Open Range			\$221,008.62
Finance Director	N/A	56	\$6,993.28	Open Range			\$8,500.33	\$15,152.11	Open Range			\$18,417.39	\$181,825.28	Open Range			\$221,008.62
Financial Services Manager	N/A	48	\$5,739.68	\$6,026.66	\$6,328.00	\$6,644.40	\$6,976.62	\$12,435.98	\$13,057.77	\$13,710.66	\$14,396.20	\$15,116.01	\$149,231.70	\$156,693.29	\$164,527.95	\$172,754.35	\$181,392.07
Senior Accountant	N/A	34	\$4,078.12	\$4,282.03	\$4,496.13	\$4,720.93	\$4,956.98	\$8,835.93	\$9,277.73	\$9,741.61	\$10,228.69	\$10,740.13	\$106,031.14	\$111,332.70	\$116,899.34	\$122,744.30	\$128,881.52
Management Analyst II	LAMEA		\$3,973.87	\$4,172.57	\$4,381.20	\$4,600.26	\$4,830.27	\$8,610.06	\$9,040.56	\$9,492.59	\$9,967.22	\$10,465.58	\$103,320.71	\$108,486.75	\$113,911.08	\$119,606.64	\$125,586.97
Management Analyst I	LAMEA		\$3,613.31	\$3,793.97	\$3,983.67	\$4,182.86	\$4,392.00	\$7,828.83	\$8,220.27	\$8,631.29	\$9,062.85	\$9,516.00	\$93,946.00	\$98,643.30	\$103,575.46	\$108,754.23	\$114,191.95
Accounting Technician II	LAMEA		\$3,013.46	\$3,164.13	\$3,322.34	\$3,488.45	\$3,662.88	\$6,529.16	\$6,855.61	\$7,198.40	\$7,558.32	\$7,936.23	\$78,349.88	\$82,267.38	\$86,380.74	\$90,699.78	\$95,234.77
Accounting Technician I	LAMEA		\$2,616.83	\$2,747.68	\$2,885.06	\$3,029.31	\$3,180.78	\$5,669.81	\$5,953.30	\$6,250.96	\$6,563.51	\$6,891.69	\$68,037.70	\$71,439.58	\$75,011.56	\$78,762.14	\$82,700.25
Accounting Office Assistant I	LAMEA		\$2,301.07	\$2,416.12	\$2,536.93	\$2,663.77	\$2,796.96	\$4,985.64	\$5,234.93	\$5,496.67	\$5,771.51	\$6,060.08	\$59,827.72	\$62,819.11	\$65,906.06	\$69,258.06	\$72,720.97
Information Technology Manager	N/A	48	\$5,739.68	\$6,026.66	\$6,328.00	\$6,644.40	\$6,976.62	\$12,435.98	\$13,057.77	\$13,710.66	\$14,396.20	\$15,116.01	\$149,231.70	\$156,693.29	\$164,527.95	\$172,754.35	\$181,392.07
Network Systems Administrator	LAMEA		\$4,428.41	\$4,649.83	\$4,882.32	\$5,126.43	\$5,382.75	\$9,594.88	\$10,074.62	\$10,578.35	\$11,107.27	\$11,662.63	\$115,138.53	\$120,895.46	\$126,940.23	\$133,287.24	\$139,951.61
Information Technology Analyst	LAMEA		\$4,217.53	\$4,428.41	\$4,649.83	\$4,882.32	\$5,126.43	\$9,137.98	\$9,594.88	\$10,074.62	\$10,578.35	\$11,107.27	\$109,655.74	\$115,138.53	\$120,895.46	\$126,940.23	\$133,287.24
Information Technology Technician	LAMEA		\$3,202.48	\$3,362.60	\$3,530.74	\$3,707.27	\$3,892.64	\$6,938.71	\$7,285.64	\$7,649.93	\$8,032.42	\$8,434.04	\$83,264.50	\$87,427.73	\$91,799.12	\$96,389.07	\$101,208.53
Human Resources Manager	N/A	48	\$5,739.68	\$6,026.66	\$6,328.00	\$6,644.40	\$6,976.62	\$12,435.98	\$13,057.77	\$13,710.66	\$14,396.20	\$15,116.01	\$149,231.70	\$156,693.29	\$164,527.95	\$172,754.35	\$181,392.07
Human Resources Analyst	N/A	31	\$3,786.94	\$3,976.29	\$4,175.10	\$4,383.86	\$4,603.05	\$8,205.04	\$8,615.29	\$9,046.05	\$9,498.36	\$9,973.28	\$98,460.46	\$103,383.48	\$108,552.65	\$113,980.29	\$119,679.30
Human Resources Technician	N/A	23	\$3,108.12	\$3,263.52	\$3,426.70	\$3,598.04	\$3,777.94	\$6,734.26	\$7,070.97	\$7,424.52	\$7,795.74	\$8,185.53	\$80,811.08	\$84,851.64	\$89,094.22	\$93,548.93	\$98,226.38
<i>Police Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Police Chief	N/A	56	\$6,993.28	Open Range			\$8,500.33	\$15,152.11	Open Range			\$18,417.39	\$181,825.28	Open Range			\$221,008.62
Police Captain	N/A	52	\$6,335.53	\$6,652.31	\$6,984.93	\$7,334.17	\$7,700.88	\$13,726.99	\$14,413.34	\$15,134.01	\$15,890.71	\$16,685.24	\$164,723.88	\$172,960.07	\$181,608.08	\$190,688.48	\$200,222.90
Police Services Manager	N/A	45	\$5,329.86	\$5,596.36	\$5,876.18	\$6,169.98	\$6,478.48	\$11,548.04	\$12,125.44	\$12,731.71	\$13,368.30	\$14,036.71	\$138,576.47	\$145,505.30	\$152,780.56	\$160,419.59	\$168,440.57
Executive Assistant	LAMEA		\$2,844.10	\$2,986.31	\$3,135.62	\$3,292.40	\$3,457.02	\$6,162.22	\$6,470.33	\$6,793.84	\$7,133.54	\$7,490.21	\$73,946.61	\$77,643.94	\$81,526.13	\$85,602.44	\$89,882.56
Police Records Supervisor	LAMEA		\$3,480.01	\$3,654.01	\$3,836.71	\$4,028.54	\$4,229.97	\$7,540.02	\$7,917.02	\$8,312.87	\$8,728.51	\$9,164.94	\$90,480.19	\$95,004.20	\$99,754.41	\$104,742.13	\$109,979.24
Lead Records Specialist	LAMEA		\$2,655.08	\$2,787.83	\$2,927.22	\$3,073.58	\$3,227.26	\$5,752.67	\$6,040.30	\$6,342.31	\$6,659.43	\$6,992.40	\$69,031.98	\$72,483.58	\$76,107.76	\$79,913.15	\$83,908.81
Records Specialist	LAMEA		\$2,411.42	\$2,531.99	\$2,658.59	\$2,791.52	\$2,931.10	\$5,224.75	\$5,485.98	\$5,760.28	\$6,048.30	\$6,350.71	\$62,696.95	\$65,831.80	\$69,123.39	\$72,579.56	\$76,208.54
Police Sergeant	POA		\$4,705.26	\$4,940.52	\$5,187.55	\$5,446.93	\$5,719.27	\$10,194.73	\$10,704.47	\$11,239.69	\$11,801.67	\$12,391.76	\$122,336.76	\$128,453.60	\$134,876.28	\$141,620.09	\$148,701.10
Police Agent	POA		\$4,186.08	\$4,395.38	\$4,615.15	\$4,845.91	\$5,088.21	\$9,069.84	\$9,523.33	\$9,999.50	\$10,499.47	\$11,024.45	\$108,838.08	\$114,279.98	\$119,993.98	\$125,993.68	\$132,293.37
Police Officer	POA		\$3,987.18	\$4,186.54	\$4,395.87	\$4,615.66	\$4,846.44	\$8,638.89	\$9,070.83	\$9,524.38	\$10,000.60	\$10,500.62	\$103,666.68	\$108,850.01	\$114,292.51	\$120,007.14	\$126,007.50
Lead Communications Officer	POA		\$3,942.30	\$4,139.42	\$4,346.39	\$4,563.71	\$4,791.89	\$8,541.65	\$8,968.73	\$9,417.17	\$9,888.03	\$10,382.43	\$102,499.80	\$107,624.79	\$113,006.03	\$118,656.33	\$124,589.15
Police Officer Trainee	POA		\$3,796.44	\$3,986.26	\$4,185.58	\$4,394.85	\$4,614.60	\$8,225.62	\$8,636.90	\$9,068.75	\$9,522.18	\$9,998.29	\$98,707.44	\$103,642.81	\$108,824.95	\$114,266.20	\$119,979.51
Communications Officer	POA		\$3,582.24	\$3,761.35	\$3,949.42	\$4,146.89	\$4,354.24	\$7,761.52	\$8,149.60	\$8,557.08	\$8,984.93	\$9,434.18	\$93,138.24	\$97,795.15	\$102,684.91	\$107,819.16	\$113,210.11
Community Service Officer	POA		\$2,874.36	\$3,018.08	\$3,168.98	\$3,327.43	\$3,493.80	\$6,227.78	\$6,539.17	\$6,866.13	\$7,209.43	\$7,569.91	\$74,733.36	\$78,470.03	\$82,393.53	\$86,513.21	\$90,838.87

City of Los Altos -- Salary Schedule FY 21/22

Resolution 2021-XX

			Biweekly					Monthly					Annual						
<i>Engineering Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E		
Engineering Services Director/City Engineer	N/A	56	Open Range				\$8,500.33	\$15,152.11	Open Range				\$18,417.39	\$181,825.28	Open Range				\$221,008.62
Engineering Services Manager	N/A	48	\$5,739.68	\$6,026.66	\$6,328.00	\$6,644.40	\$6,976.62	\$12,435.98	\$13,057.77	\$13,710.66	\$14,396.20	\$15,116.01	\$149,231.70	\$156,693.29	\$164,527.95	\$172,754.35	\$181,392.07		
Transportation Services Manager	N/A	45	\$5,329.86	\$5,596.36	\$5,876.18	\$6,169.98	\$6,478.48	\$11,548.04	\$12,125.44	\$12,731.71	\$13,368.30	\$14,036.71	\$138,576.47	\$145,505.30	\$152,780.56	\$160,419.59	\$168,440.57		
Senior Engineer	LAMEA		\$4,962.70	\$5,210.83	\$5,471.37	\$5,744.94	\$6,032.19	\$10,752.51	\$11,290.14	\$11,854.65	\$12,447.38	\$13,069.75	\$129,030.15	\$135,481.66	\$142,255.74	\$149,368.53	\$156,836.96		
Project Manager	N/A	42	\$4,949.31	\$5,196.77	\$5,456.61	\$5,729.44	\$6,015.92	\$10,723.50	\$11,259.68	\$11,822.66	\$12,413.79	\$13,034.48	\$128,682.03	\$135,116.13	\$141,871.94	\$148,965.54	\$156,413.81		
Special Projects Manager	N/A	42	\$4,949.31	\$5,196.77	\$5,456.61	\$5,729.44	\$6,015.92	\$10,723.50	\$11,259.68	\$11,822.66	\$12,413.79	\$13,034.48	\$128,682.03	\$135,116.13	\$141,871.94	\$148,965.54	\$156,413.81		
Associate Civil Engineer	LAMEA		\$4,331.16	\$4,547.72	\$4,775.11	\$5,013.86	\$5,264.55	\$9,384.18	\$9,853.39	\$10,346.06	\$10,863.37	\$11,406.53	\$112,610.20	\$118,240.71	\$124,152.75	\$130,360.38	\$136,878.40		
Assistant Civil Engineer	LAMEA		\$3,828.55	\$4,019.98	\$4,220.98	\$4,432.03	\$4,653.63	\$8,295.20	\$8,709.96	\$9,145.46	\$9,602.73	\$10,082.87	\$99,542.42	\$104,519.54	\$109,745.51	\$115,232.79	\$120,994.43		
Junior Engineer	LAMEA		\$3,480.01	\$3,654.01	\$3,836.71	\$4,028.54	\$4,229.97	\$7,540.02	\$7,917.02	\$8,312.87	\$8,728.51	\$9,164.94	\$90,480.19	\$95,004.20	\$99,754.41	\$104,742.13	\$109,979.24		
GIS Technician	LAMEA		\$3,480.01	\$3,654.01	\$3,836.71	\$4,028.54	\$4,229.97	\$7,540.02	\$7,917.02	\$8,312.87	\$8,728.51	\$9,164.94	\$90,480.19	\$95,004.20	\$99,754.41	\$104,742.13	\$109,979.24		
Construction Inspector	LAMEA		\$3,313.93	\$3,479.63	\$3,653.61	\$3,836.29	\$4,028.10	\$7,180.18	\$7,539.19	\$7,916.15	\$8,311.95	\$8,727.55	\$86,162.14	\$90,470.25	\$94,993.76	\$99,743.45	\$104,730.62		
Engineering Technician	LAMEA		\$3,313.93	\$3,479.63	\$3,653.61	\$3,836.29	\$4,028.10	\$7,180.18	\$7,539.19	\$7,916.15	\$8,311.95	\$8,727.55	\$86,162.14	\$90,470.25	\$94,993.76	\$99,743.45	\$104,730.62		
Executive Assistant	LAMEA		\$2,844.10	\$2,986.31	\$3,135.62	\$3,292.40	\$3,457.02	\$6,162.22	\$6,470.33	\$6,793.84	\$7,133.54	\$7,490.21	\$77,643.94	\$81,526.13	\$85,602.44	\$89,882.56			
<i>Maintenance Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E		
Maintenance Services Director	N/A	56	Open Range				\$8,500.33	\$15,152.11	Open Range				\$18,417.39	\$181,825.28	Open Range				\$221,008.62
Maintenance Supervisor	LAMEA		\$3,713.83	\$3,899.52	\$4,094.50	\$4,299.22	\$4,514.18	\$8,046.63	\$8,448.96	\$8,871.41	\$9,314.98	\$9,780.73	\$96,559.55	\$101,387.53	\$106,456.91	\$111,779.75	\$117,368.74		
Senior Maintenance Technician	Teamsters		\$3,254.03	\$3,416.73	\$3,587.56	\$3,766.94	\$3,955.29	\$7,050.39	\$7,402.91	\$7,773.05	\$8,161.71	\$8,569.79	\$84,604.67	\$88,834.91	\$93,276.65	\$97,940.48	\$102,837.51		
Executive Assistant	LAMEA		\$2,844.10	\$2,986.31	\$3,135.62	\$3,292.40	\$3,457.02	\$6,162.22	\$6,470.33	\$6,793.84	\$7,133.54	\$7,490.21	\$73,946.61	\$77,643.94	\$81,526.13	\$85,602.44	\$89,882.56		
Equipment Mechanic	Teamsters		\$2,958.21	\$3,106.12	\$3,261.42	\$3,424.49	\$3,595.72	\$6,409.44	\$6,729.92	\$7,066.41	\$7,419.73	\$7,790.72	\$76,913.34	\$80,759.01	\$84,796.96	\$89,036.80	\$93,488.64		
Maintenance Leadworker	Teamsters		\$2,958.21	\$3,106.12	\$3,261.42	\$3,424.49	\$3,595.72	\$6,409.44	\$6,729.92	\$7,066.41	\$7,419.73	\$7,790.72	\$76,913.34	\$80,759.01	\$84,796.96	\$89,036.80	\$93,488.64		
Maintenance Technician	Teamsters		\$2,958.21	\$3,106.12	\$3,261.42	\$3,424.49	\$3,595.72	\$6,409.44	\$6,729.92	\$7,066.41	\$7,419.73	\$7,790.72	\$76,913.34	\$80,759.01	\$84,796.96	\$89,036.80	\$93,488.64		
Maintenance Worker II	Teamsters		\$2,683.92	\$2,818.12	\$2,959.02	\$3,106.97	\$3,262.32	\$5,815.16	\$6,105.92	\$6,411.21	\$6,731.77	\$7,068.36	\$69,781.91	\$73,271.01	\$76,934.56	\$80,781.28	\$84,820.35		
Maintenance Worker I	Teamsters		\$2,373.36	\$2,492.03	\$2,616.63	\$2,747.47	\$2,884.84	\$5,142.29	\$5,399.40	\$5,669.37	\$5,952.84	\$6,250.49	\$61,707.48	\$64,792.86	\$68,032.50	\$71,434.12	\$75,005.83		
<i>Community Development</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E		
Community Development Director	N/A	56	Open Range				\$8,500.33	\$15,152.11	Open Range				\$18,417.39	\$181,825.28	Open Range				\$221,008.62
Building Official	N/A	45	\$5,329.86	\$5,596.36	\$5,876.18	\$6,169.98	\$6,478.48	\$11,548.04	\$12,125.44	\$12,731.71	\$13,368.30	\$14,036.71	\$138,576.47	\$145,505.30	\$152,780.56	\$160,419.59	\$168,440.57		
Planning Services Manager	N/A	45	\$5,329.86	\$5,596.36	\$5,876.18	\$6,169.98	\$6,478.48	\$11,548.04	\$12,125.44	\$12,731.71	\$13,368.30	\$14,036.71	\$138,576.47	\$145,505.30	\$152,780.56	\$160,419.59	\$168,440.57		
Economic Development Manager	N/A	44	\$5,199.87	\$5,459.86	\$5,732.85	\$6,019.50	\$6,320.47	\$11,266.38	\$11,829.70	\$12,421.18	\$13,042.24	\$13,694.36	\$135,196.56	\$141,956.39	\$149,054.21	\$156,506.92	\$164,332.26		
Senior Planner	LAMEA		\$4,847.97	\$5,090.37	\$5,344.89	\$5,612.13	\$5,892.74	\$10,503.94	\$11,029.14	\$11,580.59	\$12,159.62	\$12,767.61	\$126,047.29	\$132,349.65	\$138,967.14	\$145,915.49	\$153,211.27		
Associate Planner	LAMEA		\$4,090.78	\$4,295.32	\$4,510.09	\$4,735.59	\$4,972.37	\$8,863.37	\$9,306.53	\$9,771.86	\$10,260.45	\$10,773.48	\$106,360.39	\$111,678.41	\$117,262.33	\$123,125.45	\$129,281.72		
Senior Building Inspector	LAMEA		\$4,035.06	\$4,236.81	\$4,448.65	\$4,671.09	\$4,904.64	\$8,742.63	\$9,179.76	\$9,638.75	\$10,120.69	\$10,626.72	\$104,911.57	\$110,157.15	\$115,665.01	\$121,448.26	\$127,520.67		
Economic Development Coordinator	LAMEA		\$3,712.74	\$3,898.37	\$4,093.29	\$4,297.96	\$4,512.85	\$8,044.26	\$8,446.48	\$8,868.80	\$9,312.24	\$9,777.85	\$96,531.15	\$101,357.70	\$106,425.59	\$111,746.87	\$117,334.21		
Sustainability Coordinator	LAMEA		\$3,712.74	\$3,898.37	\$4,093.29	\$4,297.96	\$4,512.85	\$8,044.26	\$8,446.48	\$8,868.80	\$9,312.24	\$9,777.85	\$96,531.15	\$101,357.70	\$106,425.59	\$111,746.87	\$117,334.21		
Assistant Planner	LAMEA		\$3,702.90	\$3,888.05	\$4,082.45	\$4,286.57	\$4,500.90	\$8,022.96	\$8,424.10	\$8,845.31	\$9,287.57	\$9,751.95	\$96,275.47	\$101,089.24	\$106,143.71	\$111,450.89	\$117,023.44		
Building Inspector	LAMEA		\$3,650.46	\$3,832.98	\$4,024.63	\$4,225.86	\$4,437.15	\$7,909.32	\$8,304.79	\$8,720.03	\$9,156.03	\$9,613.83	\$94,911.88	\$99,657.47	\$104,640.34	\$109,872.36	\$115,365.98		
Permit Technician	LAMEA		\$2,932.60	\$3,079.23	\$3,233.19	\$3,394.85	\$3,564.60	\$6,353.97	\$6,671.67	\$7,005.25	\$7,355.52	\$7,723.29	\$76,247.67	\$80,060.06	\$84,063.06	\$88,266.21	\$92,679.52		
Executive Assistant	LAMEA		\$2,844.10	\$2,986.31	\$3,135.62	\$3,292.40	\$3,457.02	\$6,162.22	\$6,470.33	\$6,793.84	\$7,133.54	\$7,490.21	\$77,643.94	\$81,526.13	\$85,602.44	\$89,882.56			
<i>Recreation & Community Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E		
Recreation & Community Services Director	N/A	56	Open Range				\$8,500.33	\$15,152.11	Open Range				\$18,417.39	\$181,825.28	Open Range				\$221,008.62
Recreation Manager	N/A	36	\$4,267.77	\$4,481.16	\$4,705.22	\$4,940.48	\$5,187.51	\$9,246.84	\$9,709.18	\$10,194.64	\$10,704.38	\$11,239.60	\$110,962.11	\$116,510.22	\$122,335.73	\$128,452.51	\$134,875.14		
Senior Recreation Supervisor	LAMEA		\$3,787.03	\$3,976.39	\$4,175.21	\$4,383.97	\$4,603.16	\$8,205.24	\$8,615.50	\$9,046.28	\$9,498.59	\$9,973.52	\$98,462.90	\$103,386.05	\$108,555.35	\$113,983.12	\$119,682.28		
Recreation Supervisor	LAMEA		\$3,602.38	\$3,782.50	\$3,971.63	\$4,170.21	\$4,378.72	\$7,805.16	\$8,195.42	\$8,605.19	\$9,035.45	\$9,487.22	\$93,661.91	\$98,345.01	\$103,262.26	\$108,425.37	\$113,846.64		
Recreation Coordinator	LAMEA		\$2,735.93	\$2,872.73	\$3,016.36	\$3,167.18	\$3,325.54	\$6,227.85	\$6,524.24	\$6,835.45	\$7,156.23	\$7,490.34	\$71,134.19	\$74,690.90	\$78,425.45	\$82,346.72	\$86,464.06		
Facilities Coordinator	LAMEA		\$2,735.93	\$2,872.73	\$3,016.36	\$3,167.18	\$3,325.54	\$6,227.85	\$6,524.24	\$6,835.45	\$7,156.23	\$7,490.34	\$71,134.19	\$74,690.90	\$78,425.45	\$82,346.72	\$86,464.06		
Office Assistant II	LAMEA		\$2,292.33	\$2,406.94	\$2,527.29	\$2,653.65	\$2,786.34	\$4,966.70	\$5,215.04	\$5,475.79	\$5,749.58	\$6,037.06	\$59,600.45	\$62,580.48	\$65,709.50	\$68,994.98	\$72,444.72		
Office Assistant I	LAMEA		\$2,058.50	\$2,161.43	\$2,269.50	\$2,382.98	\$2,502.12	\$4,460.09	\$4,683.10	\$4,917.25	\$5,163.11	\$5,421.27	\$53,521.09	\$56,197.15	\$59,007.01	\$61,957.36	\$65,055.22		

LAMEA: 3% increase effective 06/27/21
 Teamsters: 4.8% increase effective 06/27/21

POA (Sworn): No Increase
 POA (Non-Sworn): No Increase

Non-rep Management & Department Heads: No Increase
 Non-rep Confidential: No Increase

Jon Maginot

Subject: FW: CSA Info

----- Original message -----

From: Tom Myers <tmyers@csacares.org>

Date: 6/4/21 10:10 AM (GMT-08:00)

To: Donna Legge <dlegge@losaltosca.gov>

Cc: Simone Berkowitz <sberkowitz@csacares.org>, Ronit Bryant <ronit.bryant@gmail.com>

Subject: Los Altos Budget Item

Dear Donna,

Thank you for reaching out to Community Services Agency (CSA) regarding a city budget item. A generous allocation from the city would allow CSA to continue the important work we are doing in Los Altos, which is less visible to many who don't realize the need that exists in the city, in addition to our work in other communities.

According to data from 2018, 3.41% of the population, translating to over 1,000 people, live below the poverty line in Los Altos. Women in Los Altos between the ages of 25-54 have a 9% poverty rate. There are 235 students on the Free and Reduced Lunch program in Los Altos schools.

Over the last 3 years, CSA has provided case management to over 100 clients living in Los Altos, nearly all of whom are extremely or very low income. Our Senior Case Management program currently includes 23 clients from Los Altos and our Senior Nutrition Program serves 47 Los Altos clients weekday lunches at the Senior Center. In previous years, we have served close to 100 Los Altos residents through our Senior Lunch program

Thank you very much. A generous budget allocation will help us continue to serve our neighbors in need.

Please let me know if you need any more information from me.

Sincerely,

Tom

--

Tom Myers

Executive Director

Community Services Agency

204 Stierlin Road

Mountain View CA 94043

www.CSAcares.org |

Email: TMyers@CSAcares.org

Phone: 650.968.0836 x 119 or 650-968-5427

Fax: 650.938.2728

We are the community's safety net, providing critical support services that preserve and promote stability, self-reliance and dignity.

The information contained in this message may be privileged, confidential, and protected from disclosure. If the reader of this message is not the intended recipient, or any employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer. Thank you.

Project	Funding Source	Council Priority	General Fund Dollars	State Mandate and/or Funding	Substantially Obligated Financially to Project	Protects Public Health & Safety	Reduces Future Deferred Maintenance Costs	Potentially qualifies for ARPA	GF Projects that can be delayed 6 mo. w/o inc. costs or harming Pub. Safety	Overall Project Budget (incl. prior appropriations + FY21/22)	GF amount that could be Deferred in 2021/22	Remaining budget for FY 2021/22
Asset Management System	CIP								Yes	\$150,000	\$150,000	\$0
Annual Civic Facilities Improvement (Police/Fire Buildings Study; City Facility Study; Emergency Facilities Maintenance)	CIP								No	\$750,000	\$0	\$750,000
Annual Storm Drain Improvements (Milverton Storm Drain)	CIP								No	\$962,492	\$0	\$962,492
Annual ADA Improvements (Facilities)	CIP								No	\$392,000	\$0	\$392,000
Annual Concrete Repair	CIP								Partially	\$318,074	\$118,074	\$200,000
Annual Traffic Sign Replacement	CIP								Partially	\$294,821	\$200,000	\$94,821
Annual ADA Improvements (Streets and Roadways)	CIP								No	\$211,697	\$0	\$211,697
Annual Transportation Enhancements	CIP								Partially (after CSMP)	\$291,313	\$150,000	\$141,313

Project	Funding Source	Council Priority	General Fund Dollars	State Mandate and/or Funding	Substantially Obligated Financially to Project	Protects Public Health & Safety	Reduces Future Deferred Maintenance Costs	Potentially qualifies for ARPA	GF Projects that can be delayed 6 mo. w/o inc. costs or harming Pub. Safety	Overall Project Budget (incl. prior appropriations + FY21/22)	GF amount that could be Deferred in 2021/22	Remaining budget for FY 2021/22
Fremont Ave Pedestrian Bridge Rehabilitation	CIP								No	\$453,234	\$0	\$453,234
In-Road Light System Maintenance	CIP								No	\$375,000	\$0	\$375,000
Emergency Operations Center	CIP								Partially	\$3,018,677	\$2,618,677	\$400,000
Housing Element Update	CIP, REAP								No	\$600,000	\$0	\$600,000
Annual Street Striping	CIP, Gas Tax								No	\$200,000	\$0	\$200,000
Annual Street Slurry Seal	CIP, Gas Tax								No	\$1,050,000	\$0	\$1,050,000
Annual Street Resurfacing	CIP, Gas Tax, Road Maint Act, Measure B								No	\$2,592,448	\$0	\$2,592,448
Annual Bicycle/Pedestrian Access Improvements	CIP, TDA Article III, TIF								Partially (after CSMP)	\$836,506	\$500,000	\$336,506
Carmel Terrace Sidewalk Gap Closure Project	CIP								Partially	\$350,000	\$250,000	\$100,000
Various Equipment Replacement	Equipment Replacement								No	\$357,500	\$0	\$357,500

Project	Funding Source	Council Priority	General Fund Dollars	State Mandate and/or Funding	Substantially Obligated Financially to Project	Protects Public Health & Safety	Reduces Future Deferred Maintenance Costs	Potentially qualifies for ARPA	GF Projects that can be delayed 6 mo. w/o inc. costs or harming Pub. Safety	Overall Project Budget (incl. prior appropriations + FY21/22)	GF amount that could be Deferred in 2021/22	Remaining budget for FY 2021/22
Annual City Alley Resurfacing	Gas Tax									\$100,000	\$0	\$100,000
Annual Pathway Rehabilitation	Park in-Lieu									\$50,000	\$0	\$50,000
Annual Park Improvement Project	Park in-Lieu									\$1,084,396	\$0	\$1,084,396
Community Chamber AV Equipment	PEG									\$216,600	\$0	\$216,600
Annual Public Arts Projects	Public Art Fund									\$25,000	\$0	\$25,000
Annual Sewer System Repair Program	Sewer Fund									\$1,489,418	\$0	\$1,489,418
Annual Structural Reach Replacement	Sewer Fund									\$1,917,369	\$0	\$1,917,369
Annual Root Foaming	Sewer Fund									\$200,000	\$0	\$200,000
Annual CIPP Corrosion Rehabilitation	Sewer Fund									\$938,925	\$0	\$938,925
Annual Fats, Oils, Grease Program	Sewer Fund									\$132,566	\$0	\$132,566
Annual GIS Updates	Sewer Fund									\$385,911	\$0	\$385,911
Sewer System Management Plan Update	Sewer Fund									\$75,000	\$0	\$75,000

Project	Funding Source	Council Priority	General Fund Dollars	State Mandate and/or Funding	Substantially Obligated Financially to Project	Protects Public Health & Safety	Reduces Future Deferred Maintenance Costs	Potentially qualifies for ARPA	GF Projects that can be delayed 6 mo. w/o inc. costs or harming Pub. Safety	Overall Project Budget (incl. prior appropriations + FY21/22)	GF amount that could be Deferred in 2021/22	Remaining budget for FY 2021/22
Sanitary Sewer Video Inspection	Sewer Fund									\$897,997	\$0	\$897,997
IT Initiatives	Technology Fund									\$394,160	\$0	\$394,160
City Hall and Maintenance Services Building Security Systems	Technology Fund									\$70,000	\$0	\$70,000
Annual Neighborhood Traffic Management	TIF									\$123,288	\$0	\$123,288
Annual Collector Street Traffic Calming	TIF									\$124,700	\$0	\$124,700
SR2S Improvement Projects	TIF									\$300,000	\$0	\$300,000

\$3,986,751

LOS ALTOS CITY COUNCIL 2021 GOALS AND OBJECTIVES

Program/Task Matrix

Revised June 14, 2021

GOAL 1: HOUSING The City of Los Altos will support the creation of housing that is diverse, equitable, and affordable for all income levels in the Community and support funding and legislation that will help the City to do so and retain its flexibility in zoning decisions.						
OBJECTIVES	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT.
Objective No. 1: Update the Housing Element in partnership with the community through a constructive, collaborative, and efficient process, consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines. An evaluation of existing zoning regulations and development of amendments that support a land use mix and density needed to achieve the RHNA allocation but that reflect the values of the Community need to be undertaken as part of this update. (CIP PROJECT)*	21-22	2* *Indicates CDD Priority Ranking	In process	Housing Consultant	No	CDD
Objective No. 2: Collaborate with the County of Santa Clara and support the development of 330 Distel Circle for a rental housing project with significant focus on supportive and very low/low-income housing.	21-22	4*	In process.	Existing Staffing	No	CDD
Objective No. 3: Collaborate with Alta Housing to establish a prequalification process focused on accessibility of housing opportunities for below market rate units.	21	5*	In process	Existing Staffing	No	CDD
Objective No. 4 Analyze the feasibility of developing an affordable housing in-lieu fee and affordable housing impact fee. (CIP PROJECT)	21-22	2c	Consider incorporating into Housing Element scope of work	Housing Consultant	No	CDD
Objective No. 5: For housing projects in the CT Zone District, explore opportunities with developers to increase the number of affordable housing units in their development.	22	7*	Evaluate housing development applications in the CT zone for opportunities to increase the number of affordable units.	Existing Staffing	No	CDD

* Yellow highlights indicate edits in response to Council direction at 5/18 5/25 meetings.

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

<p>Objective No. 6: Support legislation to increase funding for affordable and workforce housing and associated infrastructure. Ensure cities retain flexibility for zoning and approval of housing based on the land-use needs of each community.</p>	<p>21-22</p>	<p>12*</p>	<p>CC Legislative Sub-committee.</p>	<p>Provide support as needed – existing staff</p>	<p>No</p>	<p>CDD</p>
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GOAL 2: LAND USE						
The City of Los Altos will implement policies that support a land-use mix and density that reflect the values of the Community, including seeking to protect and increase its green space, while ensuring compliance with any applicable laws and regulations.						
OBJECTIVES	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1: Ensure zoning codes and other land use documents provide objective standards as required by State law while maintaining maximum City discretion.	21-22	1*	In process	In-process. Consultant team is developing objective standards	No	CDD
Objective No. 2: Reevaluate land use mix and density for each of the City's commercial districts and take into consideration elements such as economic vitality, neighborhood context, character, RHNA requirements, inclusionary zoning, and updated zoning codes/objective standards to achieve desired results. (CIP PROJECT)	22	2b*	Review in conjunction with housing consultant develop goals, objectives and programs through the housing element update and implement	Housing Element Consultant.	No	CDD
Objective No. 3: Proactively endeavor to increase and protect the City's parkland with an emphasis on the acquisition and preservation of green space or open space.	21	6*	Complete and present to CC a Public Land Preservation Ord. and identify a site and funding source for the acquisition, planning and development of a parkland site in North Los Altos.	Existing Staff	No	CDD
Objective No. 4: Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines. (CIP PROJECT)	21-22 22-23	2a*	Incorporate into Housing Element	Housing consultant team and staff	No	CDD
Objective No. 5: Evaluate existing zoning regulations and develop amendments that support a land-use mix and density that reflects the values of the community (Incorporated into Housing Element scope of work)	21-22	2d	Implement in conjunction with Housing Element update.	Housing Consultant team and staff	No	CDD
Objective No. 6: Develop scope of work and funding for a comprehensive update to the City's General Plan (CIP PROJECT - YEAR 3)	22	13*	Develop scope of work for an update to the general plan and cost estimates to accomplish	Existing Staff	No	CDD

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GOAL 3: FISCAL SUSTAINABILITY						
The City of Los Altos will continue to be responsible financial stewards of its resources and assets to ensure long-term fiscal sustainability by practicing sound financial management and fiscal transparency, while providing fiscally sustainable government services that address the needs of the community.						
OBJECTIVES	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1: Closely monitor the economic recovery and financial impacts associated with the ongoing COVID-19 pandemic and update the City Council and the community on a timely basis.	21-22	1b	Provide mid-year budget update to Council no later than February 8, 2022, which will include updated revenue projections and continue to monitor Sales Tax and Property Tax revenues to ensure accurate revenue projections	Existing Staff and Financial Consultant	No	Finance
Objective No. 2: Seek federal and state grant funding available through FEMA, CARES and others for City resources expended in response to COVID-19.	21-22	1c	Approve a plan for use of American Rescue Plan Act (ARPA) dollars along with necessary budget adjustments	Existing Staff and Financial Consultant	No	Finance
Objective No. 3: Evaluate the staffing and resource needs of the Finance Division.	21	4	In process	Existing Staff and Financial Consultant	Yes	Finance
Objective No. 4: Through the biennial budget development process, continue to control and/or reduce costs to achieve a fiscally sustainable budget, while maintaining adequate fund balance reserves, and continue to keep the City Council informed on a regular basis.	21-22	1a	In process, adopt two-year budget by June 30, 2021	Existing Staff and Financial Consultant	No	Finance
Objective No. 5: Annually evaluate the City's existing user fee schedules to ensure reasonable costs of providing services are appropriately assessed.	21-22	2	Update Cost Allocation Study and associated Fee Schedule	Hire consultant to update the Cost Allocation Study	No	Finance
Objective No. 6: Continue to develop and implement plans at minimum biannually to ensure effective and sustainable maintenance of City utilities, transportation infrastructure, buildings, and properties (e.g., CIP, facility assessment, equipment replacement, infrastructure master plans)	21-22	7	In process	Existing Staff	Yes	Finance

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Objective No. 7: Proactively pursue ways to make financial information publicly available, accessible, and easy to understand to the community (e.g., fully utilize financial enterprise system)	21	6	Implement financial dashboard on City website	Existing Staff and Financial Consultant	Yes	Finance
Objective No. 8: Discuss with Finance Commission ways to proactively identify and monitor long-term financial liabilities, including unfunded pension obligations, and take actions to manage these commitments that prioritize the City's long-term financial sustainability. (Finance Commission workplan)	21	3	Financial Commission to provide recommendations to Council on how to utilize pension reserves.	Existing staff	No	Finance
Objective No. 9: Review the recommendations of the City Council's Ad-Hoc Subcommittee on Financial Practices for policy and procedural changes that are desired by the City Council.	21	8	Financial Commission to review following hiring of new Finance Director	Existing Staff	No	Finance
Objective No. 10: Year 1 - Establish a cost recovery policy for the Recreation and Community Services Department based on Operational and Community Center assessments, findings and feedback provided by City Council (Parks and Recreation Commission and Recreation and Community Services Department Operational Assessment recommendations)	21/22	1d	In process. Staff will provide recommendations to City Council for approval.	Existing staff and consultant	No	Recreation

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GOAL 4: COMMUNITY SAFETY						
The City of Los Altos will continue to implement plans, strategies, and educational opportunities to ensure public safety, traffic safety, and emergency preparedness services are done in a responsive, equitable, professional, socially responsible, and trustworthy manner.						
OBJECTIVES	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1a: Strengthen Code Enforcement effectiveness by updating and revising the Los Altos Municipal Code language	21-22 22-23	4	<ul style="list-style-type: none"> Identify Muni Code Sections in need of review and update. 	<ul style="list-style-type: none"> Consultants as needed. Current staff City Attorney 	No	PD
Objective No. 2: Create safe multi-modal transportation and safer routes to schools, solutions that align Community needs with city priorities through public engagement, engineering, education, and enforcement. (CIP PROJECT)	21-22 22-23	2	<ul style="list-style-type: none"> Finish CSMP Priorities ped/bike and SR2S improvements 	<ul style="list-style-type: none"> CSMP underway. Funding from TIF, grants, GF 	No	Engineering
Objective No. 3: Achieve an overall PCI (Pavement Condition Index) of 75 by 2026 by maintaining an annual resurfacing budget of \$3.5 million. For economies of scale, integrate multi-modal safety amenities into resurfacing projects when feasible (Staff budget recommendation). (CIP PROJECT)	21-22 22-23	1	<ul style="list-style-type: none"> Continue annual street resurfacing projects Do biannual analysis to track PCI to measure progress towards 75 	<ul style="list-style-type: none"> \$3.5M/yr. funding presented as part of CIP 	No	Engineering
Objective No. 4: To maximize pedestrian and bicycling safety and minimize traffic congestion resulting from new development projects, assess and address long-term cumulative impacts through established environmental review processes (CEQA), including the newly required Vehicle Miles Traveled (VMT) analysis, and the traffic impact fee (TIF) program.	21-22 22-23	8*	<ol style="list-style-type: none"> Semi-annual citywide traffic count (88 locations) Develop VMT/LOS Policy Use CSMP to develop Bike-Ped Stress Measures Contract consultant team to develop VMT/LOS policy and checklist Develop a Traffic Study Checklists for Transportation Consultants by Land Use Type Develop a VMT/LOS policy and checklist Develop a City policy on telecommuting strategies Overhaul TIF Program to Help Fund Priority Transportation Projects 	<ul style="list-style-type: none"> 3-4 transportation consultants Eng. has funding in 20/21 for Items 1-4 Due to staff resource limitations, Items 5-6 cannot be implemented until FY 22/23. (Budget \$50K) 	No	Eng/CDD

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Red Font – Additional funding/staffing needed.

GOAL 5: ASSET MANAGEMENT						
The City of Los Altos will set clear expectations and allocate the necessary funding to maintain and improve City facilities and infrastructure that are necessary to provide high-quality services for the well-being of residents.						
OBJECTIVE	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1a: Complete construction of the Community Center and begin phased re-opening due to COVID. (CIP PROJECT)	21-22	1	<ul style="list-style-type: none"> Complete construction Commission & furnish Grand Opening event 	<ul style="list-style-type: none"> PIO support Marketing 	No	Eng/ Recreation
Objective No. 1b: Develop an Operational Implementation Plan for the City's recreation services and the new Community Center that will include a staffing plan, policies and procedures, fee schedule and funding sources.	21-22		<ul style="list-style-type: none"> Develop Operational Implementation Plan 	<ul style="list-style-type: none"> GF funding for staff and marketing 	No	Recreation
Objective No. 2: Award a construction contract to build a new Emergency Operations Center. (CIP PROJECT)	21-22	2	<ul style="list-style-type: none"> Council approves budget Council design review Complete design Bid project Hire construction manager 	<ul style="list-style-type: none"> Option C-CIP funding Option D-Grant &/or CIP funding Construction manager and architectural support 	No	Engineering
Objective No. 3: Develop a Needs Assessment & Options Analysis Plan for improving the police and fire stations, including but not limited to options for constructing new facilities versus renovation and increased maintenance measures on existing facilities. (CIP PROJECT)	22-23	4	<ul style="list-style-type: none"> Develop RFP & hire consultant 	<ul style="list-style-type: none"> Funding (\$200-250K) Staff or consultant to write the RFP 	No	Engineering
Objective No. 4: Implement City Council policy decision on the future of the Halsey House. (CIP PROJECT)	21-22 22-23	3	<ul style="list-style-type: none"> Complete Options Analysis and HRE Obtain recommendations of commissions and Council decision on an option Develop funding plan 	<ul style="list-style-type: none"> Funding for the studies and the development of the selected option Staff and funding to implement Council's recommended Option after the Options Analysis and HRE 	No	Engineering

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<p>Objective No. 5: Develop final plans for 999 Fremont Ave. site (Staff recommendation: Year 1, engage the community to provide guidance on the development of the plan for 999 Fremont Avenue consistent with the Loyola Corners Specific Plan and evaluate if any amendments to the specific plan are needed to accomplish the plan.</p>	22-23	17*	<ul style="list-style-type: none"> • Conduct Community Outreach for input on a plan for the site • Develop amendments to specific plan, if needed, based on community input 	<ul style="list-style-type: none"> • Meeting Facilitator • Staff/funding for design 	No	CDD/Eng
<p>Objective No. 6: Update the facilities assessment and deferred maintenance report on all City buildings (including Grant Park buildings) and create a Facilities Equipment Replacement program for funding. (Staff recommendation: Year 1: fund a facilities assessment update, Year 2 align the Facilities Equipment Replacement program with regular and deferred maintenance of facilities) (CIP PROJECT)</p>	21-22 22-23	5	<ul style="list-style-type: none"> • Hire a consultant to do a facilities assessment of all City buildings with recommendations for repairs and improvements. • Create a detailed Facilities Equipment Replacement listing that identifies and tracks facility component useful life to keep facilities in top condition. 	<ul style="list-style-type: none"> • Funding for consultant to do facility assessment (managed by Maintenance Services) • Maintenance Services and Engineering staff will prepare plan that will drive initial prioritization and future maintenance. 	No	Maintenance/Engineering
<p>Objective No. 7: Update the 2012 Parks Plan to include recreation facilities and programs as a comprehensive Parks and Recreation Master Plan (Staff, PARC, and Recreation and Community Services Department Operational Assessment recommendations- in CIP Year 24-25, paralleling General Plan Update) (CIP PROJECT)</p>	24-25	16*	<ul style="list-style-type: none"> • Council approve timing with General Plan Update • Council approves budget • Staff develop RFP/Scope & hire consultant, including extensive public outreach 	<ul style="list-style-type: none"> • Need approx. \$300K to fund Plan in 24-25 	No	Recreation/CDD
<p>Objective No 8: Grant Park Master Plan (exterior improvements). (CIP PROJECT)</p>	22-23	4	<ul style="list-style-type: none"> • Prepare scope of work and budget w/Task Force to be approved by City Council • Staff develop RFP & hire consultant, including extensive public outreach 	<ul style="list-style-type: none"> • \$150K included in CIP to fund plan in FY 22-23 	No	Recreation/Engineering/Maintenance

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GOAL 6: ENVIRONMENTAL SUSTAINABILITY						
The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.						
OBJECTIVES	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1: Update the Climate Action & Adaptation Plan to include a menu of goals and objectives that establish and carry forward the City's climate policy.	21	3*	In process.	Existing staff in conjunction with existing consultant	No	CDD
Objective No. 2: Explore public/private partnerships (PPP) with clear roles and expectations to help educate the community on important environmental issues such as reach codes and the Climate Action & Adaptation Plan (Staff recommendation – below water line).	22	3a*	Review recommendations of Climate Action & Adaptation Plan	Existing staff	No	CDD
Objective No. 3: Create a water conservation strategy and implementation plan after the completion of the Climate Action & Adaptation Plan (Staff recommendation: – year 1).	21-22	14*	Review	Existing staff	No	CDD
Objective No 4: Create an energy conservation strategy and implementation plan after the completion of the Climate Action & Adaptation Plan, specific to park and recreation facilities (PARC Work Plan)	21-22	9*	Review recommendations of Climate Action & Adaptation Plan	<ul style="list-style-type: none"> Existing staff in conjunction with consultant. Additional funding will be needed to update and monitor progress towards meeting the Plan 	No	CDD
Objective No. 5: Work with other jurisdictions to help keep the community safe by taking actions to strive for clean water and air and addressing or challenging activities that threaten these such as those being generated by operations at the Lehigh cement plant and quarry.	21-22	15*	Monitor activities of County of Santa Clara and Lehigh Quarry and Cement Plant	Existing staff	No	CDD

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GOAL 7: COMMUNITY ENGAGEMENT						
The City of Los Altos will continue to improve its community engagement process to ensure all community members are heard, informed, and included.						
OBJECTIVE	FY TERM	DEPT PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1: Continue to improve our community engagement tools and platforms to enable the City to reach the different segments of our population.	21/22 22/23	1	(e.g., website, social media, community meetings, mailers)	Existing staff	No	Exec Team
Objective No. 2: Continue to standardize our community engagement processes.	21/22 22/23	4	(e.g., subject specific process documents, e.g., surveys)	Existing staff	No	Exec Team
Objective No. 3: Continue to provide the community with multiple relevant engagement opportunities	21/22 22/23	3	(e.g., neighborhood engagement meetings, explore different methods to engage difficult-to-reach populations)	Existing staff	No	Exec Team
Objective No. 4: Continue to communicate with the community in a transparent manner.	21/22 22/23	2	See above	Existing staff	No	Exec Team
Objective 5: Ensure our CE tools/platforms meet regulations, statutes, etc., while meeting the various needs of the community	21/22 22/23		See above	Existing staff	No	Exec Team

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GOAL 8: TRANSITIONING THROUGH CHANGE						
The City Council will proactively address the impact of COVID-19 and other consequential changes on the community during 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger community.						
OBJECTIVE	FY TERM	PRIORITY	TASKS	RESOURCE NEEDS	BELOW WATER LINE	LEAD DEPT
Objective No. 1: Support efforts to keep the Community and City staff safe, including supporting County efforts on vaccine rollout, community communication, mask wearing, and other public health measures.	21/22	1	Develop and implement Return to In-person Plan	Existing staff	No	Exec Team
Objective No. 2: Evaluate and support/implement adopted policies and guidance documents that support economic recovery across the City. This includes evaluating and implementing, as appropriate, improvements that will increase the number of parking stalls available for public use and the recommendations of the City's Downtown Vision Plan and the Downtown Buildings Committee's recommendations. Develop a Streetscape Plan for the segment of First Street between South San Antonio Road and Main Street.	21/22 22/23	3*	<ul style="list-style-type: none"> Develop and implement an Econ Dev recovery plan based on adopted policy and guidance documents. Consult and support business organizations in their economic recovery efforts 1st Streetscape Plan 	<ul style="list-style-type: none"> Existing staff Consultants 	No	CDD
Objective No. 3: Seek out grants that will assist the economic recovery of businesses, property owners, and residents.	21/22	3a*	<ul style="list-style-type: none"> Identify grant opportunities. Begin applying for grants. 	Existing staff, however, a grant facilitator may be useful.	No	CDD
Objective No. 4: Review the measures put in place because of the work of the Public Safety Taskforce. Debrief what is working, what is not, and if any other best practices should be initiated in building on the taskforce, while at the same time considering staff capacity to undertake new initiatives in 2021.	21/22	3	<ul style="list-style-type: none"> Reconfigure Department webpage Implement complaint tracking software. Modify complaint brochure. Regularly review policies and procedures -Collect and release RIPA data -Continual engagement with the community emphasizing education, transparency, and accountability 	Existing staff	No	PD

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			<ul style="list-style-type: none"> -Work in partnership with surrounding agencies to address law enforcement's role in mental health response 			
Objective No. 5: Complete recruitment of the City's next City Manager	21	2	Conduct recruitment	<ul style="list-style-type: none"> City Council Consultants 	No	CC
Objective No. 6: Review the City Council's code of conduct/norms and ethics and reevaluate Council's relationship with Commissions, including the appropriateness of Council commission liaisons.	21/22	4	Conduct study sessions, adopt revisions	Existing staff	No	CA/Exec Team
Objective No 7: Diversity, Equity & Access – Continue to create a culture that is welcoming for the community, employees, volunteers and visitors through respect, inclusion, equity, and cultural awareness considerations when providing access to programs, services, parks, and facilities. (PARC Work Plan recommendation).	21-22 22-23	5	<ul style="list-style-type: none"> Implement best practices Consider City-wide approach Establish Policies & Procedures 	Existing staff	No	Exec Team

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