



STUDY SESSION

Agenda Item # 1

AGENDA REPORT SUMMARY

Meeting Date: May 18, 2021

Subject: Proposed 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. Draft FY 2021/22 – 2022/23 Operating Budget Summary
2. Proposed Five-Year FY 2022-2026 Capital Improvement Program Summary
3. Los Altos City Council 2021 Goals and Objectives Program/Task Matrix
4. Email from CHAC dated May 13, 2021

Initiated by:
Staff

Previous Council Consideration:
None

Fiscal Impact:

The purpose of this item to provide a review of the proposed two-year budget and five-year Capital Improvement Plan (CIP). This review will have a fiscal impact that will be finalized upon future adoption by Council.

Environmental Review:
Not applicable

Policy Question(s) for Council Consideration:

- Does the Council wish to provide direction on any budget items?
- Does the Council wish to provide direction on the five-year CIP?

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

Reviewed By:

City Manager

BK

City Attorney

JH

Finance Director

JM



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

Staff Recommendation:

Discuss the proposed FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan and provide direction to staff as needed



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

Purpose

To review the proposed FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan and provide direction on changes as needed

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.

The purpose of the May 18, 2021 Study Session is for Council to review the draft Operating Budget and Five-Year CIP and to provide direction as needed. The final Budget and CIP will be scheduled for adoption on June 22, 2021.

Discussion/Analysis

Staff is pleased to present the draft FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five Year CIP. Both 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.

As Council and the community is aware, the COVID-19 pandemic has had a significant impact on the City financially. As reported during the Fiscal Year 2020/21 mid-year budget update, the City has seen a significant loss in revenue directly attributable to Transient Occupancy Tax and Recreation Fees revenue (one item to note: the loss in Recreation Fees is not entirely attributable to COVID-19 but includes the demolition of the community center as well). While the impacts of COVID-19 have negatively impacted the City, we are pleased to present a budget that is balanced with projected revenues exceeding projected expenditures and without the use of City reserves. In addition, no layoffs or other reductions in staffing are proposed.



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

General Fund Revenues

	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	5.1%
Sales Tax	3,461,299	3,373,391	2,641,120	2,860,000	3,053,000	3,114,060	-
Utility Users Tax	2,743,570	2,838,663	2,464,430	2,650,000	2,729,500	2,811,385	2.9%
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	42.0%
Business License Tax	540,262	517,818	468,180	470,000	479,400	488,988	2%
Construction Tax	113,588	115,994	190,600	110,000	110,000	110,000	-
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	5.8%
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	85.3%
Community Development Fees	3,775,495	3,383,733	3,311,240	3,195,671	3,791,300	3,802,300	-
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	-
Police Fees	425,329	280,732	329,440	136,733	253,200	283,200	-
Total Fees	9,076,778	7,946,708	6,950,757	6,629,204	7,848,500	8,696,225	15.5%
Miscellaneous Revenue	195,369	235,603	616,752	105,293	99,000	99,000	-6.4%
Total General Fund Revenue	45,715,853	46,036,748	42,157,270	41,625,733	44,971,570	47,134,913	7.4%
One-Time Revenues:							
Community Center Loan	-	-	10,000,000	10,001,300	-	-	-
Federal CARES Act	-	-	-	381,230	-	-	-
Federal ARP Act	-	-	-	-	2,830,000	2,830,000	-
Transfers In	166,430	111,850	160,000	100,000	160,000	160,000	-
Total General Fund Revenue/Transfers In	\$ 45,882,283	\$ 46,148,598	\$ 42,317,270	\$ 52,108,263	\$ 47,961,570	\$ 47,294,913	-8.6%

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



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

Revenue items to note:

- Property Tax remains the primary driver of the City’s General Fund revenues. As such, the City is better equipped to respond to losses in other revenue sources and is not as impacted by fluctuations in the economy as surrounding communities. Staff is projecting very modest growth in property tax for the next two fiscal years (4% in year one and 3% in year two). This represents a very conservative estimate as staff is estimating 5.7% growth for FY 2020/21 and the City historically has achieved between 6% and 10% growth in property tax.
- Sales Tax continues to remain relatively flat with minimal growth.
- Transient Occupancy Tax (TOT) continues to remain an unknown as it is difficult to predict how such activity will recover from COVID-19 levels. Staff is estimating slight growth based on the belief that some tourism will return. The projected \$1 million in TOT revenue remains significantly below pre-COVID-19 levels. Staff is proposing to use some of the American Rescue Plan Act (ARPA) dollars to restore some of the lost TOT revenue. This proposal will be discussed later in this report.
- Community Development activity remains strong as many residents continue to remodel and/or redevelop their properties. As such, Community Development fees show a slight increase to account for this activity.
- Recreation Fees are also expected to rebound slightly from last year. As the community begins to emerge from COVID-19 restrictions, we anticipate more and more Recreation programs will be offered. In addition, the new community center is planned to be opened during year one of the budget. Staff is using another conservative estimate of Recreation Fees revenue for the two-year budget.

Staff is continually monitoring revenues to ensure that the City has the funds to provide services needed by the community. 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.



Subject: Proposed 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	289,723	368,572	369,875	27.2%
Total City Council	281,850	369,547	298,684	289,723	368,572	369,875	27.2%
EXECUTIVE							
City Manager	824,092	784,830	684,578	684,578	820,300	828,972	19.8%
City Attorney	769,763	2,702,718	2,212,000	2,212,000	2,912,000	2,912,000	31.6%
City Clerk	676,665	635,106	724,816	724,816	725,270	732,067	0.1%
Human Resources	689,737	791,918	835,043	809,992	969,091	947,549	19.6%
Information Technology	974,804	1,080,401	1,137,867	1,103,731	1,169,992	1,211,085	6.0%
Total Executive	3,935,061	5,994,973	5,594,304	5,535,117	6,596,653	6,631,673	19.2%
Finance							
Finance	1,306,238	1,461,069	1,225,212	1,188,456	1,442,627	1,160,508	21.4%
Non-Departmental	150,101	689,729	223,500	216,795	175,000	175,000	-19.3%
Total Administrative Services	1,456,339	2,150,798	1,448,712	1,405,251	1,617,627	1,335,508	15.1%
COMMUNITY DEVELOPMENT							
Planning	1,407,702	1,511,972	1,596,216	1,548,330	1,809,197	1,789,068	17%
Building	1,528,765	1,460,663	1,765,369	1,712,408	2,139,061	2,125,850	24.9%
Economic Development	196,478	184,786	201,995	195,935	246,544	249,280	25.8%
Environmental-Sustainability	-	-	-	-	38,450	38,450	0.0%
Total Community Development	3,132,945	3,157,421	3,563,580	3,456,673	4,233,252	4,202,648	22.5%
ENGINEERING							
Engineering	1,909,795	2,241,013	2,415,219	2,342,762	2,824,604	2,874,108	20.6%
Stormwater Maintenance	171,435	123,036	248,198	240,752	255,919	258,345	6%
Traffic	252,222	300,902	455,000	441,350	731,200	770,630	65.7%
Total Engineering	2,333,452	2,664,951	3,118,417	3,024,864	3,811,723	3,903,083	26.0%
MAINTENANCE SERVICES							
Maintenance Administration	598,058	551,234	578,239	560,892	602,720	608,738	7.5%
Fleet Maintenance	178,017	171,256	193,507	187,702	197,687	201,165	5%
Street Maintenance	881,350	876,553	888,590	861,932	1,048,243	1,068,668	22%
Parks and Street Landscaping	2,498,745	2,384,868	2,265,370	2,197,409	2,334,379	2,373,604	6%
Facility Maintenance	1,126,837	1,184,105	1,395,073	1,353,221	1,567,167	1,586,517	15.8%
Total Maintenance Services	5,283,007	5,168,016	5,320,779	5,161,156	5,750,196	5,838,692	11.4%

*Vacancy Savings factored into each department in FY22 and FY23



Subject: Proposed 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	1,494,521	1,549,396	1,566,749	4%
Support Services	2,021,981	1,926,747	2,277,563	2,209,236	2,346,163	2,390,126	6.2%
Investigation Services	1,639,951	1,585,262	1,602,411	1,554,339	1,663,458	1,699,990	7.0%
Traffic Operations	1,427,231	1,321,107	1,415,828	1,373,353	1,673,858	1,698,102	21.9%
Patrol Services	4,505,713	5,077,727	5,700,850	5,529,825	5,959,087	6,062,931	7.8%
Emergency Preparedness	49,979	44,521	81,500	79,055	81,500	81,500	3.1%
Fire Services	7,011,100	7,330,193	7,725,000	7,493,250	8,000,000	8,820,000	6.8%
Total Public Safety	18,117,843	18,795,500	20,343,895	19,733,578	21,273,462	22,319,398	7.8%
RECREATION & COMMUNITY SERVICES							
Administration	565,365	764,947	22,201	21,535	805,018	814,500	3638.2%
Facilities	447,037	436,336	524,053	508,331	679,023	687,366	33.6%
Community Events	93,606	84,695	33,450	32,447	33,450	33,450	3.1%
Classes and Camps	567,092	414,413	439,155	425,980	248,851	394,937	-41.6%
Tiny Tots	267,569	210,728	215,242	208,785	189,025	189,633	-9.5%
Athletics	131,834	104,899	106,235	103,048	178,435	180,518	73.2%
Senior Programs	333,347	255,655	451,858	438,302	330,884	334,599	-24.5%
Teen Programs	63,044	41,574	2,830	2,745	7,000	7,000	155.0%
Theater	-	-	-	-	-	-	-
Total Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,741,173	2,471,686	2,642,003	42.0%
Total General Fund Expenditures	37,009,391	40,614,453	41,483,395	40,347,535	46,123,171	47,242,880	14.31%
Transfers Out							
Capital Improvement Program/Equipment Purchase**	6,351,918	17,639,318	10,000,000	10,000,000	-	-	-
Federal Grant Fund-ARP Act	-	-	-	-	1,048,909	2,088,068	-
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	1,838,399	2,882,033	-
General Fund Expenditures	\$ 43,533,189	\$ 58,420,971	\$ 52,350,795	\$ 51,137,025	\$ 47,961,570	\$ 50,124,913	-

*Vacancy Savings factored into each department in FY22 and FY23

**Actual transfer made at year end close

In proposing expenditures for the two-year budget, staff has identified those resources needed to provide services to the community. Items of note include:

- Litigation 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.
- Development continues to increase each year. As such, expenditures in the Community Development and Engineering Departments continue to increase. These expenditures are off-set by matching revenues.
- 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.



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

-
- The Human Resources and IT Divisions have been moved from Administrative Services to Legislative/Executive and Administrative Services has been renamed to Finance to reflect the restructuring of the organization.
 - Known personnel costs are included in the proposed budget. These include step increases, healthcare increases and salary adjustments for those in the Teamsters bargaining group (approved by agreement). Not included are salary adjustments for the remaining bargaining groups (POA and LAMEA) and unrepresented employees. As these adjustments are finalized as part of current labor negotiations, the draft budget will be updated accordingly.

The proposed two-year operating budget does not include a planned transfer from the General Fund to the Capital Improvement Program. Historically, the City has funded the CIP using year-end transfers of General Fund balances. Ideally, the Operating Budget will include this planned transfer to ensure that the CIP has sufficient funds for needed capital projects. Given the planned loss of revenue due to COVID-19, these planned transfers are not being included in the proposed Operating Budget. As revenues recover and stabilize, the City can begin again to include these funds in the operating budget.

The proposed budget continues to include the freezing of six staff positions. This was an action taken by the City in 2020 as a response to the economic uncertainties caused by COVID-19. The freezing of these six positions represents a cost savings of between \$600k-\$700k. While these positions are critical to providing the essential services of the City and to achieving the City Council priorities, staff does not recommend unfreezing any of these positions. As revenues recover, staff will recommend unfreezing positions as appropriate.

American Rescue Plan Act

In March 2021, the federal government approved the American Rescue Plan Act (ARPA). Included in the ARPA is direct funding for all cities in the nation including Los Altos. The City is projected to receive approximately \$5.6 million in two payments: one in the coming months and the other 12 months later. There is still some question as to what ARPA dollars can be used for. Concurrent to the budgeting process, staff is evaluating how the funds can be used. Upon completion of this analysis, staff will return with a separate agenda item for Council to discuss and provide direction on the use of the funds.

One item that it is known that funds can be used for is to supplement for a loss in revenue due to COVID-19. In FY 18/19 (the last full pre-COVID fiscal year), the City received \$3.1 million in TOT. For year one of the new operating budget, the City is estimating receiving \$1 million in TOT. Staff recommends transferring ARPA funds to the General Fund to make up for some of this loss in revenue. Staff further proposes that the remaining balance of the first ARPA payment be placed in an internal American Rescue Plan Reserve account. These funds will then be available for use as the Council directs.



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

Additional budget considerations

Historically, the City has provided General Fund dollars for CHAC. In FY 2020/21, this contribution was \$49,000. For FY 2021/22, CHAC is requesting a contribution of \$109,000. In addition, CHAC is requesting a one-time contribution of \$165,000. The email from CHAC requesting this funding is included as Attachment 4. This email includes CHAC's proposed 21-22 budget and funding breakdown.

Capital Improvement Program

The proposed FY 2022-2026 Capital Improvement Plan (CIP) identifies current and future capital projects and associated funding sources. The projects will address needed infrastructure improvements as well as Council and community priorities. The projects identified for funding the first year are proposed to be funded at these amounts with future years being presented for planning purposes. The first year of the five-year CIP includes a total of approximately \$12.8 million in funding.

There are several new projects which have been presented in the five-year CIP. These projects are highlighted in yellow on the attached CIP Summary (Attachment 2). These projects include:

- Grant Park Master Plan: This project has been placed in year two as a placeholder pending finalization of the scope of work. **\$150,000**
- City-wide Parks and Recreation Master Plan: This project has been placed in year four and is anticipated to begin following completion of the General Plan. **\$300,000**
- Halsey House Redevelopment: This project has been added back into the CIP as a placeholder pending Council direction on the Halsey House. No funds are being assigned to the project at this time.
- Emergency Operations Center (EOC): The EOC has previously been planned for as part of the Annual Civic Facilities Improvement Project CF-01003. As the City finalizes the design of the project, a separate project is being created to properly track expenditures toward the project. **\$3,000,000**
- City Hall and Maintenance Services (MSC) Building Security Systems: The current security systems at City Hall and MSC were installed in the 1980s and have outlived their useful life. In addition, the systems are no longer in production and therefore more difficult and expensive to maintain. This project will replace the systems with a system that is similar to the system being installed in the Community Center. Funding for this project will come from the Technology Fund. **\$70,000**
- 999 Fremont Avenue: As evaluating this property has been identified as a Council priority, this project has been added to the CIP as a placeholder pending Council direction. No funds are being assigned to the project at this time.



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

-
- Housing Element Update: The City’s current Housing Element runs from 2015-2023 and needs to be updated. This project will provide the required Housing Element update. **\$600,000**
 - General Plan: The City’s current General Plan was adopted in November 2002 and expresses the community’s long-term goals and vision. Various portions of the General Plan have been amended since it was originally adopted. This project will provide funding for the drafting of a new General Plan and is planned for year three of the CIP. **\$2,000,000**
 - SR2S Improvement Projects: The Complete Streets Master Plan (CSMP) 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 “Quick Build” signage and striping improvements along Suggested Routes to Schools identified as part of the CSMP. Improvements will be built over a two-year period following adoption of the CSMP. **\$500,000**
 - Foothill Expressway Widening from Homestead Rd to I-280: The Valley Transportation Authority – 2016 Measure B Program includes a project to widen Foothill Expressway between Homestead Road and I-280. This CIP project will fund the City’s portion of the design phase for the widening project. **\$250,000**

In addition to the new projects identified above, staff is recommending removal of several projects from the CIP. These projects are:

- Feasibility Study for Community Pool (Project CF-01020): There are no funds currently in this project and no funds are being proposed to be allocated to this project
- Lincoln Park Utility Undergrounding (Project CD-01015): This project is scheduled to be completed in June 2021 and the City’s portion of funding for the project has been completed.
- Foothill Expressway Improvement between El Monte Ave & San Antonio Rd (Project TS-01018): The City’s portion of this project has been completed and the County is scheduled to complete the overall project in the coming months.
- El Monte Ave Sidewalk Gap Closure – Edith Ave to Almond Ave (School Route Project) (Project TS-01038): This project has been completed.
- Fremont Ave/Truman Ave Intersection Improvements (Project TS-01040): There is no community support for this project and the City is about to begin a major pavement construction project along this portion of Fremont Avenue.
- Traffic Signal Control Upgrades (Project TS-01049): This project has been completed.

There are several projects that staff recommends deferring until after completion of the Complete Streets Master Plan (CSMP). Once the CSMP is adopted, staff will recommend placement in the CIP those projects identified in the Plan. As such, staff recommends defunding and removing the following projects:



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

-
- El Monte/Springer Intersection Improvements (Project TS-01030)
 - San Antonio Road/West Portola Avenue Improvements (School Route Project) (Project TS-01037)
 - Carmel Terrace Sidewalk Gap Closure Project (Project TS-01050)

There are several other items within the CIP that staff would like to note:

- Annual Civic Facilities Improvement (Project CF-01003): The CIP typically allocates \$1.2 million annually to this project. For FY 2021/22, staff is proposing lowering this amount to \$1.05 million. Of this amount, \$300,000 would be allocated to the EOC. The remaining \$750,000 will be used for developing a needs assessment and options analysis for the police and fire stations, conducting an update to the City facilities assessment, and addressing urgent facility needs that arise.
- Community Chamber AV Equipment (Project CD-01021): The overall budget for this project includes some funding from the CIP Fund. Staff is proposing allocating \$100,000 from the PEG Fund (fees received during the past year) and removing \$100,000 in CIP funding from the project. The overall project budget will not change, just some of the funding source. PEG Funds can only be used for this type of project and nothing else.
- The proposed CIP includes \$3.5 million of funding for addressing the City's pavement needs. This is in line with the City Council priority of improving the City's PCI rating and the resources staff has indicated are needed to do so.
- The Equipment Replacement Fund will need to be addressed before FY 2022/23. These funds come from the General Fund and staff is projecting that they will reach \$0 by FY 2022/23.

City Council Objectives

On February 23, 2021, the City Council adopted its 5-year Strategic Goals for 2021 and on April 13, 2021, the Council reviewed and gave tentative approval of the FY 2021-23 objectives for these goals. As the next step in this project, staff has developed a suggested priority matrix for each of the objectives (Attachment 3). As mentioned at the April 13, 2021 Council meeting the Department heads were asked to evaluate their departments capacity to implement the proposed objectives based on existing resources (staffing, funding for consultants, public outreach costs, etc.) and what they felt are the FY 21-23 City's priorities based on Council and community discussions, organizational and operational needs, and State mandates. As a result, the priority matrix separates the proposed objectives into three implementation groups, which are color coded as follows: 1) Black font - staff has sufficient existing resources to implement the identified implementation tasks for each objective, 2) Green font – staff has included additional funding into the proposed budget to implement the objective task, and 3) Red font – additional funding and/or staff is needed to implement the objective.



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

Because the City Council has already specified that some of the proposed objectives are high priority items (e.g., emergency operations center, preparation of Housing Element) staff has included funding for these in the proposed Operating Budget and CIP. At the May 18, 2021 Study Session, staff will be seeking Council concurrence on the objectives and tasks recommended for funding in the proposed Operating Budget and CIP, and whether the Council desires to provide funding and/or staffing in the FY 21-23 Budget for any additional objectives.

Recommendation

The staff recommends Council discuss the proposed FY 2021/22 – 2022/23 Operating Budget and FY 2022-2026 Five-Year Capital Improvement Plan and provide direction to staff as needed.

ATTACHMENT 1

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	912,051	47,801,570	(46,123,171)	(1,678,399)	912,051
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:	17,517,748	47,801,570	(46,373,171)	(1,678,399)	17,267,748
ENTERPRISE FUND					
Sewer Fund	9,120,667	8,420,000	(8,832,417)	-	8,708,250
Solid Waste Fund	5,371,796	888,913	(792,147)	-	5,468,562
Total Enterprise Fund:	14,492,463	9,308,913	(9,624,564)	-	14,176,812
CAPITAL IMPROVEMENT FUNDS					
Capital Projects Fund	7,941,438	-	(5,890,000)	-	2,051,438
Equipment Replacement Fund	359,590	-	(357,500)	-	2,090
Total Capital Improvement Fund:	8,301,028	-	(6,247,500)	-	2,053,528
INTERNAL SERVICE FUNDS					
Dental/Vision Fund	608	271,592	(271,592)	-	608
Unemployment Fund	544,292	-	(15,000)	-	529,292
Workers Compensation Fund	1,871,934	266,523	(766,523)	-	1,371,934
Liability Fund	238,246	500,000	(700,000)	-	38,246
Total Internal Service Fund:	2,655,080	1,038,115	(1,753,115)	-	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	-	-	-	1,048,909	1,048,909
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	44,428	-	-	-	44,428
Measure B	-	550,000	(550,000)	-	-
In Lieu Park Fund	5,764,582	5,319,000	(950,000)	-	10,133,582
Supplemental Law Enforcement Fund	89,281	100,000	-	(100,000)	89,281
TDA Fund	-	50,000	(50,000)	-	-
Traffic Impact Fee Fund	471,504	411,693	(260,000)	-	623,197
Vehicle Registration Fund	382,384	-	-	-	382,384
PEG Fees	796,662	100,000	-	-	896,662
Public Art Fund	166,127	-	(10,000)	-	156,127
Storm Drain Deposits	56,086	-	-	-	56,086
Vehicle Impound Fund	-	20,000	-	(20,000)	-
Total Special Revenue Funds:	11,492,380	8,000,346	(3,670,000)	888,909	16,711,635
DEBT SERVICE FUNDS					
General Debt Service	364,179	-	(1,838,399)	789,490	(684,730)
Total Internal Service Fund:	364,179	-	(1,838,399)	789,490	(684,730)
ALL FUNDS TOTAL	\$ 54,822,878	\$ 65,539,345	\$ (69,006,749)	-	\$ 50,598,214

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

ATTACHMENT 1

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	912,051	49,964,913	(47,242,880)	(2,722,033)	912,051
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:	17,267,748	49,964,913	(47,592,880)	(2,722,033)	16,917,748
ENTERPRISE FUND					
Sewer Fund	8,708,250	8,570,000	(8,000,916)	-	9,277,334
Solid Waste Fund	5,468,562	914,828	(795,865)	-	5,587,525
Total Enterprise Fund:	14,176,812	9,484,828	(8,796,781)	-	14,864,859
CAPITAL IMPROVEMENT FUNDS					
Capital Projects Fund	2,051,438	-	(5,905,000)	-	(3,853,562)
Equipment Replacement Fund	2,090	-	(376,500)	-	(374,410)
Total Capital Improvement Fund:	2,053,528	-	(6,281,500)	-	(4,227,972)
INTERNAL SERVICE FUNDS					
Dental/Vision Fund	608	279,752	(279,752)	-	608
Unemployment Fund	529,292	-	(15,000)	-	514,292
Workers Compensation Fund	1,371,934	-	(766,923)	-	605,011
Liability Fund	38,246	766,923	(800,000)	-	5,169
Total Internal Service Fund:	1,940,080	1,046,675	(1,861,675)	-	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	1,048,909	-	-	2,088,068	3,136,977
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	10,133,582	927,200	(900,000)	-	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	623,197	812,055	(250,000)	-	1,185,252
Vehicle Registration Fund	382,384	-	-	-	382,384
PEG Fees	896,662	100,000	-	-	996,662
Public Art Fund	156,127	-	-	-	156,127
Storm Drain Deposits	56,086	-	-	-	56,086
Vehicle Impound Fund	-	20,000	-	(20,000)	-
Total Internal Service Fund:	16,711,635	4,054,312	(3,050,000)	1,928,068	19,644,015
DEBT SERVICE FUNDS					
General Debt Service	364,179	-	(793,965)	793,965	364,179
Total Internal Service Fund:	364,179	-	(793,965)	793,965	364,179
ALL FUNDS TOTAL	\$ 52,513,982	\$ 64,550,728	\$ (68,376,801)	\$ -	\$ 48,687,909

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

ATTACHMENT 1

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			-	-	2,830,000	2,830,000
Transfers In	166,430	111,850	160,000	100,000	160,000	160,000
Total General Fund Revenue/Transfers In	\$ 45,882,283	\$ 46,148,598	\$ 52,317,270	\$ 52,108,263	\$ 47,961,570	\$ 50,124,913
Expenditures						
Legislative	281,850	369,547	298,684	289,723	368,572	369,875
Executive	3,935,061	5,994,973	5,594,304	5,594,304	6,596,653	6,631,673
Finance	1,456,339	2,150,798	1,448,712	1,405,251	1,617,627	1,335,508
Community Development	3,132,945	3,157,421	3,563,580	3,456,673	4,233,252	4,202,648
Engineering	2,333,452	2,664,951	3,118,417	3,024,864	3,811,723	3,903,083
Maintenance Services	5,283,007	5,168,016	5,320,779	5,161,156	5,750,196	5,838,692
Public Safety	18,117,843	18,795,500	20,343,895	19,733,578	21,273,462	22,319,398
Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,741,173	2,471,686	2,642,003
Total General Fund Expenditures	37,009,391	40,614,453	41,483,395	40,406,722	46,123,171	47,242,880
Transfers Out	6,523,798	17,806,518	10,867,400	10,789,490	1,838,399	2,882,033
Total General Fund Expenditures/Transfers Out	\$ 43,533,189	\$ 58,420,971	\$ 52,350,795	\$ 51,196,212	\$ 47,961,570	\$ 50,124,913
Revenues over Expenditures	\$ 2,349,094	\$ (12,272,373)	\$ (33,525)	\$ 912,051	\$ -	\$ -

ATTACHMENT 1 ¹% Change
Over
Projected
FY2020/21

	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	5.1%
Sales Tax	3,461,299	3,373,391	2,641,120	2,860,000	3,053,000	3,114,060	-
Utility Users Tax	2,743,570	2,838,663	2,464,430	2,650,000	2,729,500	2,811,385	2.9%
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	42.0%
Business License Tax	540,262	517,818	468,180	470,000	479,400	488,988	2%
Construction Tax	113,588	115,994	190,600	110,000	110,000	110,000	-
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	5.8%
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	85.3%
Community Development Fees	3,775,495	3,383,733	3,311,240	3,195,671	3,791,300	3,802,300	-
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	-
Police Fees	425,329	280,732	329,440	136,733	253,200	283,200	-
Total Fees	9,076,778	7,946,708	6,950,757	6,629,204	7,848,500	8,696,225	15.5%
Miscellaneous Revenue	195,369	235,603	616,752	105,293	99,000	99,000	-6.4%
Total General Fund Revenue	45,715,853	46,036,748	42,157,270	41,625,733	44,971,570	47,134,913	7.4%
One-Time Revenues:							
Community Center Loan	-	-	10,000,000	10,001,300	-	-	-
Federal CARES Act	-	-	-	381,230	-	-	-
Federal ARP Act	-	-	-	-	2,830,000	2,830,000	-
Transfers In	166,430	111,850	160,000	100,000	160,000	160,000	-
Total General Fund Revenue/Transfers In	\$ 45,882,283	\$ 46,148,598	\$ 42,317,270	\$ 52,108,263	\$ 47,961,570	\$ 47,294,913	-8.6%

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

ATTACHMENT 1

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	289,723	368,572	369,875	27.2%
Total City Council	281,850	369,547	298,684	289,723	368,572	369,875	27.2%
EXECUTIVE							
City Manager	824,092	784,830	684,578	684,578	820,300	828,972	19.8%
City Attorney	769,763	2,702,718	2,212,000	2,212,000	2,912,000	2,912,000	31.6%
City Clerk	676,665	635,106	724,816	724,816	725,270	732,067	0.1%
Human Resources	689,737	791,918	835,043	809,992	969,091	947,549	19.6%
Information Technonogy	974,804	1,080,401	1,137,867	1,103,731	1,169,992	1,211,085	6.0%
Total Executive	3,935,061	5,994,973	5,594,304	5,535,117	6,596,653	6,631,673	19.2%
Finance							
Finance	1,306,238	1,461,069	1,225,212	1,188,456	1,442,627	1,160,508	21.4%
Non-Departmental	150,101	689,729	223,500	216,795	175,000	175,000	-19.3%
Total Administrative Services	1,456,339	2,150,798	1,448,712	1,405,251	1,617,627	1,335,508	15.1%
COMMUNITY DEVELOPMENT							
Planning	1,407,702	1,511,972	1,596,216	1,548,330	1,809,197	1,789,068	17%
Building	1,528,765	1,460,663	1,765,369	1,712,408	2,139,061	2,125,850	24.9%
Economic Development	196,478	184,786	201,995	195,935	246,544	249,280	25.8%
Environmental-Sustainability	-	-	-	-	38,450	38,450	0.0%
Total Community Development	3,132,945	3,157,421	3,563,580	3,456,673	4,233,252	4,202,648	22.5%
ENGINEERING							
Engineering	1,909,795	2,241,013	2,415,219	2,342,762	2,824,604	2,874,108	20.6%
Stormwater Maintenance	171,435	123,036	248,198	240,752	255,919	258,345	6%
Traffic	252,222	300,902	455,000	441,350	731,200	770,630	65.7%
Total Engineering	2,333,452	2,664,951	3,118,417	3,024,864	3,811,723	3,903,083	26.0%
MAINTENANCE SERVICES							
Maintenance Administration	598,058	551,234	578,239	560,892	602,720	608,738	7.5%
Fleet Maintenance	178,017	171,256	193,507	187,702	197,687	201,165	5%
Street Maintenance	881,350	876,553	888,590	861,932	1,048,243	1,068,668	22%
Parks and Street Landscaping	2,498,745	2,384,868	2,265,370	2,197,409	2,334,379	2,373,604	6%
Facility Maintenance	1,126,837	1,184,105	1,395,073	1,353,221	1,567,167	1,586,517	15.8%
Total Maintenance Services	5,283,007	5,168,016	5,320,779	5,161,156	5,750,196	5,838,692	11.4%

*Vacancy Savings factored into each department in FY22 and FY23

ATTACHMENT 1

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	1,494,521	1,549,396	1,566,749	4%
Support Services	2,021,981	1,926,747	2,277,563	2,209,236	2,346,163	2,390,126	6.2%
Investigation Services	1,639,951	1,585,262	1,602,411	1,554,339	1,663,458	1,699,990	7.0%
Traffic Operations	1,427,231	1,321,107	1,415,828	1,373,353	1,673,858	1,698,102	21.9%
Patrol Services	4,505,713	5,077,727	5,700,850	5,529,825	5,959,087	6,062,931	7.8%
Emergency Preparedness	49,979	44,521	81,500	79,055	81,500	81,500	3.1%
Fire Services	7,011,100	7,330,193	7,725,000	7,493,250	8,000,000	8,820,000	6.8%
Total Public Safety	18,117,843	18,795,500	20,343,895	19,733,578	21,273,462	22,319,398	7.8%
RECREATION & COMMUNITY SERVICES							
Administration	565,365	764,947	22,201	21,535	805,018	814,500	3638.2%
Facilities	447,037	436,336	524,053	508,331	679,023	687,366	33.6%
Community Events	93,606	84,695	33,450	32,447	33,450	33,450	3.1%
Classes and Camps	567,092	414,413	439,155	425,980	248,851	394,937	-41.6%
Tiny Tots	267,569	210,728	215,242	208,785	189,025	189,633	-9.5%
Athletics	131,834	104,899	106,235	103,048	178,435	180,518	73.2%
Senior Programs	333,347	255,655	451,858	438,302	330,884	334,599	-24.5%
Teen Programs	63,044	41,574	2,830	2,745	7,000	7,000	155.0%
Theater	-	-	-	-	-	-	-
Total Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,741,173	2,471,686	2,642,003	42.0%
Total General Fund Expenditures	37,009,391	40,614,453	41,483,395	40,347,535	46,123,171	47,242,880	14.31%
Transfers Out							
Capital Improvement Program/Equipment Purchase**	6,351,918	17,639,318	10,000,000	10,000,000	-	-	
Federal Grant Fund-ARP Act					1,048,909	2,088,068	
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	1,838,399	2,882,033	-
General Fund Expenditures	\$ 43,533,189	\$ 55,756,020	\$ 52,350,795	\$ 48,112,160	\$ 44,149,847	\$ 46,221,830	-

*Vacancy Savings factored into each department in FY22 and FY23

**Actual transfer made at year end close

ATTACHMENT 1

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	\$ 9,120,667	\$ 8,708,250
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	5,720,417	5,744,916
Sewer Capital Program	445,413	373,431	2,248,000	3,112,000	2,256,000
Sewer Equipment Purchase	-	-	-	-	-
Sewer Expenditures	5,272,612	5,527,276	7,761,696	8,832,417	8,000,916
Ending Unrestricted Fund Balance	-	-	-	\$ 8,708,250	\$ 9,277,334
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	\$ 5,371,796	\$ 5,468,562
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	792,147	795,865
Ending Unrestricted Fund Balance	-	-	-	\$ 5,468,562	\$ 5,587,525

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

Project #	Project Name	Carryover Balance	Funding Sources	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	\$ 334,396	in-Lieu Park Fund	\$ 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		
<i>Buildings</i>									
CF-01002	Los Altos Community Center Redevelopment	\$ 970,509	CIP in-Lieu Park Fund						\$ 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	\$ 2,718,677	CIP	\$ 300,000					\$ 3,018,677
CF-01010	Annual ADA Improvements (Facilities)	\$ 91,883	CIP	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 466,883
CF-01011	City Hall Emergency Backup Power Generator	\$ -	CIP		\$ 95,000				\$ 95,000
CF-01013	MSC Fuel-Dispensing Station Overhead Canopy	\$ -	CIP			\$ 300,000			\$ 300,000
CF-01016	Waterline Backflow Preventers	\$ 80,435	CIP						\$ 80,435
CF-01018	MSC Parking Lot Resurfacing	\$ -	CIP		\$ 1,300,000				\$ 1,300,000
CF-01019	Veterans Community Plaza Shade Structure	\$ 45,476	in-Lieu Park Fund						\$ 45,476

Project #	Project Name	Carryover Balance	Funding Sources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CF-01020	Feasibility Study for Swimming Pool	\$ -	CIP						\$ -
	City Hall and Maintenance Services Building Security Systems	\$ -	Technology Fund	\$ 70,000					\$ 70,000
Community Development									
Infrastructure									
CD-01015	Lincoln Park Utility Undergrounding	\$ -	CIP						\$ -
CD-01017	First Street Streetscape Design -- Phase II	\$ 261,243	CIP						\$ 261,243
CD-01018	Downtown Lighting Cabinet Replacement	\$ -	CIP		\$ 200,000				\$ 200,000
	999 Fremont Avenue	\$ -							\$ -
General									
CD-01003	Annual Public Arts Projects	\$ 5,928	Public Art Fund	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 70,928
CD-01009	Walter Singer Bust Relocation	\$ 10,000	CIP						\$ 10,000
CD-01020	Climate Action Plan Implementation Program	\$ 75,000	CIP				\$ 55,000		\$ 130,000
	Housing Element Update	\$ 42,139	CIP	\$ 565,000					\$ 642,139
			REAP	\$ 35,000					
	General Plan	\$ -	CIP			\$ 2,000,000			\$ 2,000,000
Technology									
CD-01006	Police Records Management & Dispatch System	\$ 560,332	Equipment Replacement Fund						\$ 560,332
CD-01008	IT Initiatives	\$ 215,353	Technology Fund	\$ 180,000	\$ 350,000				\$ 745,353
CD-01019	Public Works Electronic Document Management	\$ 105,949	CIP						\$ 105,949

Project #	Project Name	Carryover Balance	Funding Sources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
CD-01021	Community Chamber AV Equipment	\$ 216,600	PEG Fees	\$ 100,000					\$ 316,600
			CIP	\$ (100,000)					\$ (100,000)
CD-01022	Asset Management System	\$ -	CIP	\$ 150,000					\$ 150,000
			Sewer						\$ -
Storm Drain System									
CD-01012	Annual Storm Drain Improvements	\$ 12,492	CIP	\$ 950,000					\$ 962,492
Transportation									
Streets and Roads									
TS-01001	Annual Street Resurfacing	\$ 2,083,237	CIP	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 7,333,237
			Gas Tax	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
			Road Maint. & Acct Act	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
			Measure B	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000
			VRF						\$ -
TS-01003	Annual Street Striping	\$ 115,256	Gas Tax	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 615,256
			CIP	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01004	Annual Street Slurry Seal	\$ 308,013	Gas Tax	\$ 800,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 2,108,013
			CIP	\$ 250,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,450,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	\$ 136,697	CIP	\$ 75,000	\$ 200,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ 761,697
TS-01009	Annual City Alley Resurfacing	\$ 100,000	Gas Tax	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
TS-01056	Fremont Avenue Pavement Rehabilitation	\$ 2,369,057	OBAG						\$ 2,369,057
			CIP						\$ -
TS-01059	Diamond Court Reconstruction	\$ 200,000	CIP						\$ 200,000
			Resident Contribution						\$ -

Project #	Project Name	Carryover Balance	Funding Sources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<i>Pedestrian and Bicycle Safety</i>									
TS-01005	Annual Concrete Repair	\$ 118,074	CIP	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,118,074
TS-01006	Annual Traffic Sign Replacement	\$ 94,821	CIP	\$ 200,000					\$ 294,821
TS-01007	Annual Neighborhood Traffic Management	\$ 73,288	Traffic Impact Fees	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 323,288
			Donations						\$ -
TS-01013	Annual Transportation Enhancements	\$ 216,313	CIP	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 591,313
TS-01018	Foothill Expressway Improvement between El Monte Ave & San Antonio Rd	\$ -							
TS-01022	Annual Collector Street Traffic Calming	\$ 24,700	Traffic Impact Fees	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 524,700
TS-01030	El Monte/Springer Intersection Improvements	\$ 92,986	Traffic Impact Fees						\$ 92,986
TS-01037	San Antonio Road/West Portola Avenue Improvements (School Route Project)	\$ 125,000	Traffic Impact Fees	\$ -					\$ 125,000
TS-01038	El Monte Ave Sidewalk Gap Closure - Edith Ave to Almond Ave (School Route Project)	\$ -	CIP						\$ -
			CDBG						\$ -
TS-01040	Fremont Ave/Truman Ave Intersection Improvements (School Route Project)	\$ -	Traffic Impact Fees						\$ -
TS-01041	Los Altos Ave/Santa Rita School Crossing Improvements (School Route Project)	\$ 40,000	CIP						\$ 40,000
			Traffic Impact Fees	\$ 10,000					\$ 10,000

Project #	Project Name	Carryover Balance	Funding Sources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
TS-01049	Traffic Signal Control Upgrades	\$ 113,338	VRF-ITS						\$ 113,338
TS-01050	Carmel Terrace Sidewalk Gap Closure Project	\$ 350,000	CIP						\$ 350,000
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	\$ 65,000	CIP		\$ 100,000				\$ 165,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	\$ 336,506	CIP	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,086,506
			TDA Article III Grant	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
			Traffic Impact Fees	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	\$ 193,234	CIP	\$ 260,000					\$ 453,234
TS-01057	In-Road Light System Maintenance	\$ 75,000	CIP	\$ 300,000					\$ 375,000
TS-01058	Intersection Access Barrier Removal	\$ 280,000	CDBG						\$ 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		\$ 13,214,793		\$ 9,770,000	\$ 9,755,000	\$ 9,660,000	\$ 7,670,000	\$ 7,535,000	\$ 57,346,932

Project #	Project Name	Carryover Balance	Funding Sources	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	\$ 859,418	Sewer	\$ 630,000	\$ 640,000	\$ 650,000	\$ 660,000	\$ 670,000	\$ 4,109,418
WW-01002	Annual Structural Reach Replacement	\$ 1,117,369	Sewer	\$ 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	\$ 473,925	Sewer	\$ 465,000	\$ 480,000	\$ 500,000	\$ 520,000	\$ 535,000	\$ 2,973,925
WW-01006	Annual Fats, Oils, Grease Program (FOG)	\$ 66,566	Sewer	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 416,566
WW-01008	Annual GIS Updates	\$ 319,911	Sewer	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 669,911
WW-01009	Sewer System Management Plan Update	\$ 50,000	Sewer	\$ 25,000				\$ 75,000	\$ 150,000
WW-01011	Sanitary Sewer Video Inspection	\$ 467,997	Sewer	\$ 430,000		\$ 440,000			\$ 1,337,997
WW-01012	Adobe Creek Sewer Main Replacement	\$ 692,298	Sewer	\$ -	\$ 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

Project #	Project Name	Carryover Balance	Funding Sources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<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		\$ 17,619,777		\$ 12,809,500	\$ 14,387,500	\$ 12,390,000	\$ 11,994,000	\$ 9,963,000	\$ 78,548,416

Project #	Project Name	Carryover Balance	Funding Sources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
			Funding Source						
			CDBG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			CIP	\$ 5,850,000	\$ 5,995,000	\$ 6,350,000	\$ 3,980,000	\$ 3,925,000	\$ 26,100,000
			Equipment						
			Replacement Fund	\$ 357,500	\$ 376,500	\$ -	\$ -	\$ -	\$ 734,000
			Gas Tax	\$ 1,350,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,550,000
			in-Lieu Park Fund	\$ 950,000	\$ 900,000	\$ 1,150,000	\$ 1,230,000	\$ 1,450,000	\$ 5,680,000
			Measure B	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000
			OBAG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			PEG Fees	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
			Public Art	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 65,000
			REAP	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
			Resident						
			Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			Road Maint &						
			Acct Act	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
			Sewer	\$ 2,682,000	\$ 4,256,000	\$ 2,730,000	\$ 4,324,000	\$ 2,428,000	\$ 16,420,000
			TDA Article III						
			Grant	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
			Technology Fund	\$ 250,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 600,000
			Traffic Impact Fees	\$ 260,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,260,000
			VRF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			Total	\$ 12,959,500	\$ 14,037,500	\$ 12,390,000	\$ 11,694,000	\$ 9,963,000	\$ 61,044,000

LOS ALTOS CITY COUNCIL 2021 GOALS AND OBJECTIVES

Program/Task Matrix

May 13, 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.	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: Develop and adopt an affordable housing in-lieu and affordable housing impact fee.	21	10*	Engage economic consultant to develop fee recommendations	Economic Consultant needed to develop nexus fee	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
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.	21-22	12*	CC Legislative Sub-committee.	Provide support as needed – existing staff	No	CDD

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

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.	22	2b*	In conjunction with housing consultant develop goals, objectives and programs through the housing element update and implement	Housing Consultant. Approximately \$600k needed to accomplish	No	CDD
Objective No. 3: Proactively endeavor to increase and protect the City's park land with an emphasis on the acquisition and preservation of green space or open space.	21	6*	In process	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.	21-22 22-23	2a*	See above	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 (Staff recommendation: implements PC/DRC workplans).	21-22	11*	In conjunction with housing consultant develop goals, objectives and programs through the housing element update and implement	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 (Staff recommendation – year 2)	22	13*	Develop scope of work for an update to the general plan and cost estimates to accomplish	Existing Staff	No	CDD

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

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 the 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	Yes	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.	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	A consultant will be needed 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
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

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

Objective No. 8: 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 subcommittee to provide recommendation to full Commission and Council	An expert on pension liabilities will be needed to provide guidance to Commission	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

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

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 1: No. Strengthen Code Enforcement effectiveness by updating and revising the Los Altos Municipal Code language. Specific revisions will be identified by statistical data, while updates and revisions will be developed through analysis of best practices in the industry.	21-22 22-23	4	<ul style="list-style-type: none"> Identify M Code Sections in need of review and update. Review best practices Review with City Attorney Return to City Council on potential amendments. 	<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.	21-22 22-23	2	<ul style="list-style-type: none"> Finish CSMP Priorities ped/bike and SR2S improvements Estimate cost of improvements and schedule/budget the 36 projects over five years 	<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).	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 	<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) 	Yes	Eng/CDD

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

			<p>5. Develop a City policy on telecommuting strategies</p> <p>6. Overhaul TIF Program to Help Fund Priority Transportation Projects</p>			
--	--	--	--	--	--	--

Black Font – Can be implemented with existing resources.
Green Font – Funding included in draft budget.
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. 1: Complete construction and open the Los Altos Community Center, including an Operational Implementation Plan that will include a staffing plan, policies and procedures, fee schedule, funding sources and Grand Opening (dependent on COVID recovery timing).	21-22 22-23	1	<ul style="list-style-type: none"> Complete construction Commission & furnish Develop Operational Implementation Plan Grand Opening event 	<ul style="list-style-type: none"> PIO support Marketing GF funding for staff and marketing 	No	Recreation
Objective No. 2: Award a construction contract to build a new Emergency Operations Center.	21-22	2	<ul style="list-style-type: none"> Council approve budget Council design review Complete design Bid project Hire construction manager 	<ul style="list-style-type: none"> Option C-CIP funding Option D-Grant & CIP funding Construction manager and architectural support 	Yes	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.	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: Make a policy decision on the future of the Halsey House.	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
Objective No. 5: Make a policy decision on the future of 999 Fremont Ave. (Staff recommendation: year 1 engage community to provide guidance that will establish a preferred use of property, year 2 develop an amendment to the Loyola Corners SP, if needed, that includes language and policies that support the identified use and take through the public hearing and adoption process).	22	17*	<ul style="list-style-type: none"> Conduct Community Outreach for input on use of site Develop amendments to specific plan based on community input 	<ul style="list-style-type: none"> Meeting Facilitator Economist Staff/funding for design 	No	CDD/Eng

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: Update the facilities assessment and deferred maintenance report on all City 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)</p>	<p>21-22 22-23</p>	<p>5</p>	<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. 	<p>No</p>	<p>Maintenance/ Engineering</p>
<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)</p>	<p>24-25</p>	<p>16*</p>	<ul style="list-style-type: none"> Council approve timing with General Plan Update Council approve 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 	<p>No</p>	<p>Recreation/ CDD</p>
<p>Objective No 8: Grant Park and Facility (kitchen, roofing, and electrical upgrade) Master Plan. Year 1 (public outreach and design) and Year 2 (funding and construction) – Based on scope of work determined by the Grant Park Master Plan Task Force to be approved by City Council.</p>	<p>21-22 22-23</p>	<p>4</p>	<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"> Need approx. \$150K to fund Plan in 22-23 Additional Engineering staff or wait until approximately January 2023 to have available existing staff. 	<p>No</p>	<p>Recreation/ Engineering</p>

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

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

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

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.	21/22 22/23	1	(e.g., website, social media, community meetings, mailers)	Existing staff	Yes	Exec Team
Objective No. 2: Continue to standardize our community engagement processes.	21/22 22/23	4	(e.g., subject specific process documents)	Existing staff	Yes	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	Yes	Exec Team
Objective No. 4: Continue to communicate with the community in a transparent manner.	21/22 22/23	2	See Above	Existing staff	Yes	Exec Team

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

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 that will support the economic recovery of businesses, property owners, and residents.	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

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

			<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	Yes	Exec Team

Black Font – Can be implemented with existing resources.

Green Font – Funding included in draft budget.

Red Font – Additional funding/staffing needed.

Jon Maginot

Subject: FW: CHAC Funding Request FY22
Attachments: City of LA 2021-22-4.docx; FY2022 Agency Budget 05132021 FY22 vs FY21.pdf

From: Marsha Deslauriers <marsha@chacmv.org>
Sent: Thursday, May 13, 2021 1:57 PM
To: Brad Kilger <bkilger@losaltosca.gov>
Cc: Nicole Jeans <njeans@chacmv.org>
Subject: RE: CHAC Funding Request FY22

Hi Brad,

I've attached our FY 20-21 budget and the *very draft* version of our FY 21-22 budget as well. I've also attached a copy of the request letter with key points highlighted to expand on my comments below should that be helpful. It is all based on the fact that the pandemic has increased the need for services for many and the request is to position CHAC to be able to respond to the need. Let me share a few points with you:

Annual Funding Request

- The basis of the increase for the Annual Funding request from our JPA members is to raise licensed clinician salaries above the 25th percentile (current pay level) for non-profits in Santa Clara County. The demand for mental health clinicians has skyrocketed as mental health needs have come to the forefront in the private sector (and public sector). Retaining clinicians on non-profit salaries is extremely difficult in this pandemic environment.
- When CHAC was formed, the JPAs fully funded the agency 100%. In 2016 the percentage dwindled to 9% leaving the balance to fundraising (and a very understaffed and underfunded community resource). In FY 21 it is at 29%. The percentage of JPA contributions to total budget is a topic that must be addressed by the collective JPA body, however, in light of the fact that this effort has not yet taken place, this year's request attempts to bring slightly more equity to the issue.
- In FY 21 the school districts in the JPA contributed 82% and the JPA cities contributed 18%. The FY22 request brings the JPA city contribution to 30% and the school districts to 70% in an attempt to reflect more equity.
- Each city has been asked to increase substantially to bring the city contribution to 30% with increases ranging from 115% (MV), 120% (LA) and 160% (LAH).
- The requested amount (\$108K) is based on the population of the city because CHAC is a resource for all residents. Los Altos represents 25%, Mountain View 68% and LA Hills 7%. In Los Altos, the population percentage is somewhat understated because CHAC clients also include

those that are employed by residents and businesses in the city and who otherwise do not have access to services because of their work hours or availability in their city of residence.

One-time Funding Request

- The availability of one-time TARP funds provides a unique opportunity to leverage the funding to help with an important need for CHAC.
 - We are also requesting, through the city's administration of the American Rescue Plan, one-time funding for consultant services to increase our marketing and communication capabilities in all media, through better use of a variety of software applications, website design and agency branding. This external expertise, unavailable in house, will enable community members to understand the importance of seeking mental health services when needed, and to know where and how to access those services.
 - No less important is the potential for such marketing to attract substantial additional funding by presenting to possible sources for those funds a clearer view of the breadth, quality and accessibility of CHAC's services
- We have requested funding from SCC to address facility needs to re-open our building safely through HVAC adaptations. Many clients need to be seen in person and our request for this funding is to be able to meet SCC and CDC guidelines for safety.

I hope this information is helpful and I appreciate your efforts to move this request forward for the residents of Los Altos. Please call me with any other questions. My cell is 650-906-6665.

Kind regards,



Marsha Deslauriers
Executive Director

CHAC

Community Health Awareness Council

590 W. El Camino Real
Mountain View, CA 94040
650-965-2020 (main)
650-988-5913 (direct line)
650-906-6665 (cell phone)

marsha@chacmv.org

www.chacmv.org



The Honorable Neysa Fligor
Mayor of Los Altos
Los Altos City Hall
1 North San Antonio Road
Los Altos, CA 94022

April 6, 2021

Dear Mayor Fligor,

In the 48 years since CHAC's founding in 1973 by three local moms, CHAC's deep roots in the community have enabled it to earn and sustain an enviable reputation for providing cost-efficient, highly effective mental health services to the city. The foundation for CHAC's success has always been the unwavering belief of our mental health professionals and support staff that early intervention, prevention, and provision of a continuum of evidence informed care builds a safe, healthy, resilient, and friendly community—the kind of community in which people want to live, work, play, and rear children.

We take personally our longstanding commitment to our JPA partners to improve the well-being of our community's members. It is in this spirit of partnership and commitment that I address the City Council with CHAC's funding request for 2021-22.

CHAC Services

Let me preface my highlighting of the services that CHAC is providing to our clients with a statement of the obvious: the CoViD-19 pandemic has disproportionately increased the need for CHAC's services among the client groups we have been serving—groups largely made up of our community's most vulnerable people.

This year we have seen the vulnerable include more young adults struggling with unstable housing, loss of jobs and economic distress. Deaths, severe illness, social isolation, prolonged interaction in tight living quarters, homelessness—the list of causes for the increase goes on and on. Many of those causes will remain long after the pandemic ends. Therefore, in light of the greatly increased need, it should come as no surprise that our funding request this year had to increase well beyond cost of living adjustments.

Interns Providing Preventive and Therapeutic Care:

CHAC maintains its high quality of service at low costs unmatched by other local providers of mental health care by having carefully selected interns (CHAC therapists) provide that care under the close, expert supervision of seasoned, fully licensed professionals on our permanent staff. Would-be CHAC interns compete for acceptance into our masters and doctoral training programs through a process that

is intensely competitive as a result both of the program's stellar reputation, and of the necessity to limit the number of interns to preclude dilution of the quality of their supervision.

Much as world renowned teaching hospitals leverage the synergistic interaction of experienced physicians with already well educated interns for immediate benefit to patients, as well as long term benefits to their communities and the medical profession, so does CHAC use similar leverage to provide immediate benefit to clients, as well as long term benefits to our community and the mental health care profession. (More information about CHAC's internships and training programs appears after the next section.)

Pandemic and Post-pandemic Delivery of CHAC Services

In accordance with county guidelines, all current services are provided via tele-health. In FY2021-22, we intend to resume services at our El Camino clinic, but to do so above pre- CoViD-19 levels as we strive to meet the increased need. Our new service model will combine remote and on-site services that continue to comply with County requirements while incorporating the best practices derived from our experience during this pandemic.

Services at Our Clinic:

- **Counseling:** CHAC offers individual, couples, and family counseling, with 12 languages available in-person, and 300 for phone-based translation as needed. CHAC therapists help our clients with anxiety and depression, non-suicidal self-harm, grief and loss, counter-productive conduct and externalizing behaviors, social skills, family conflict, and risk assessment.
All interns perform under the guidance of CHAC's licensed clinical supervisors, whose areas of specialization constitute a wide range of up-to-date expertise that includes, *inter alia*, Psychodynamic Therapy, Trauma-Informed Therapy, Acculturation/Immigration, Addiction, Attachment Theory, Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, Internal Family Systems Therapy.
- **Family Resource Centers (FRCs):** CHAC's FRCs offer classes, events, and individual consultations that foster ways to build and maintain healthy connections between parent and child, and to increase resilience in families with children ages 0-5 years old. Supported by First 5 California, FRC staff also train a dedicated group of volunteers who encourage community involvement in building mutually beneficial connections to the rest of the Los Altos community.
- **Latinx Program:** CHAC's much in demand Latinx program, with services in Spanish, includes individual and group counseling, support groups, and parenting classes. We provide information on nutrition and housing, legal and immigration assistance, and financial counseling resources.
- **Substance Misuse Program:** For years, CHAC's Well-Within program has employed an effective, gradual, "harm reduction" model for treating alcohol and other dependencies in juveniles and young adults. CHAC recently completed a study to inform the expansion of Well-Within to a larger community-based counseling and support program that will address both preventive and recovery support services for substance misuse among youths aged 14-25, and so fill a significant "service gap" in Northern Santa Clara County.
- **Assessments:** CHAC's Assessment Clinic provides comprehensive psychological assessments under the direction of a Stanford professor, to assist with diagnosing and providing recommendations for ADHD, Learning Disorders or learning difficulties, Autism Spectrum Disorder, Nonverbal Learning Disability, behavioral problems, depression, anxiety, etc. CHAC provides them at a small fraction of that cost of similar services in the private marketplace.

- **Community Engagement Events:** CHAC holds free virtual events designed to support community members' wellbeing and provide tools to improve their mental health.
- **LGBTQ+ Services:** Support groups for our lesbian, gay, transgender and gender-questioning youth.

Services in School Settings for Youths and Their Parents:

- **Prevention and Early Intervention:** CHAC's *Prevention Plus* school-based counseling program addresses social, emotional, and mental health issues affecting students' ability to learn. CHAC's theoretical framework represents a Family Systems perspective, whereby we provide ongoing support, coaching, and/or referrals to the parents and consultation anytime throughout the duration of therapy for a minor.
- **Social Emotional Learning (SEL):** Research shows that social-emotional learning (SEL) improves academic achievement and increases prosocial behaviors such as kindness, sharing, and empathy; improves student attitudes toward school; and reduces depression and stress among students. CHAC offers innovative SEL programs targeted to help students succeed at various points during their elementary and middle school journeys. SEL offerings were temporarily suspended during shelter-in-place and are currently being provided virtually; however, this fall, CHAC plans to resume our SEL programs, preferably in-person, but through a hybrid in-person/virtual model if necessary.
- **Crisis/Grief Support:** CHAC counselors are poised to support school personnel—both on-site and at our clinic—with additional staff and resources in responding to local, site-based, or family crises.
- **Staff Consultation:** We conduct classroom and playground observations requested by teachers and provide on-going support to the staff through individual meetings for themselves or their students.
- **Parent Consultation:** Working under the Family Systems perspective, we contact parents in the beginning and end of therapy for every student since all therapists at CHAC work under the Family Syst. We also provide on-going support and referrals to the parents and consultation anytime during the duration of the therapy.

CHAC's Interns, Their Further Training at CHAC, and Their Contributions to Our Community Thereafter

CHAC's interns already have one or more years of successful post-graduate education in an accredited mental health degree program before they begin their CHAC training. That training then complements their academic studies and lab work with supervised guidance in applying the tools and skills developed in class to the real problems of fellow humans in need of compassionate care.

CHAC's doctoral internship program is accredited by the American Psychological Association. All of CHAC's training programs satisfy corresponding requirements for licensure of Marriage Family Therapy (MFT) Trainees and Associates, and for Doctoral-level Clinical Psychology Interns and Practicum students.

In FY2020-2021 we are training 83 of the area's future, fully licensed mental health providers. Right now, they are addressing our community's critical mental health needs; and because CHAC's training program is a highly esteemed feeder program to many other mental health agencies in the county,

those trainees will continue to serve our community's mental health needs long after they leave CHAC and are awarded their licenses to practice independently.

Allocation of Funding Requests among JPA Cities

Our funding allocation model for JPA cities is based on their share of the overall JPA resident population, with Los Altos accounting for 25% of the population of our JPA cities; Mountain View, 68%; and Los Altos Hills, 7%.

Additionally, non-residents working in Los Altos cause a large increase in its day-time population—an increase omitted from the resident population percentage. Many in that day-time population increase are providing domestic services to Los Altos residents and are unable to find needed mental health services elsewhere. Also among our clients are those in short-term rentals of rooms, ADUs, and other unstable housing in Los Altos that effectively excludes them from being counted in the resident population.

Serving both the non-resident as well as the resident portions of Los Altos' population makes Los Altos a safer and more enjoyable city for all than it would otherwise be.

Funding Proposal FY2021-22:

To provide the services described in the preceding paragraphs, CHAC needs the following financial support from Los Altos:

Annual Funding Request

In FY 2021 Los Altos funded CHAC a total of \$49,000. The increase in demand for mental health providers that the pandemic induced has created many attractive employment opportunities for the clinical supervisors upon whom CHAC's cost-efficiency depends. Although CHAC continues to be a very desirable place to work, the economic challenges facing our staff make retention a larger challenge.

To meet this challenge, in FY 2022, we are requesting funding for services in the amount of **\$108,000**. With that, we can increase median wages above the 25th percentile in Santa Clara County to lie within the 50th percentile, and thereby retain experienced, licensed clinicians.

One-time Funding Request

We are also requesting, through the city's administration of the American Rescue Plan, one-time funding for consultant services to increase our marketing and communication capabilities in all media, through better use of a variety of software applications, website design and agency branding. This external expertise, unavailable in house, will enable community members to understand the importance of seeking mental health services when needed, and to know where and how to access those services.

No less important is the potential for such marketing to attract substantial additional funding by presenting to possible sources for those funds a clearer view of the breadth, quality and accessibility of CHAC's services.

Effective branding, marketing, and communication skills at the organizational level are highly specialized and in great demand, so they do not come cheap. Consequently, our one-time funding request for these services is **\$165,000**.

Funding Rationale

Throughout this pandemic's extraordinarily stressful duration, CHAC has made sure not only that clients have access to services, but also that they have access at prices commensurate with their reduced financial capabilities. In particular, as always, no one seeking mental health services from CHAC has been or will be denied those services because of inability to pay for them.

In 2019, the El Camino Healthcare District (ECHD) released its Community Health Needs Assessment. ECHD's summarized conclusions regarding behavioral health needs are as follows:

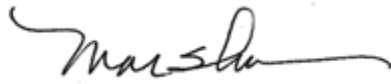
- Behavioral health ranked high as a health need, with the community prioritizing it in two-thirds of discussions.
- Mental health and substance use emerged as a common theme.
- Latinx and Asian residents of the county reported higher levels of stress about work, finances, food, rent, and health, while LGBTQ residents expressed a need for mental health and suicide prevention services.
- The community in general expressed concern about lack of services for behavioral health, including preventive services and detox centers.
- Per Kidsdata.org, 43% of Santa Clara County children who needed mental health services did not receive treatment.

Recent changes that have brought the funding issue to a forefront are:

- Increased complexity and severity of cases require more clinical supervision time to make treatment as effective as possible.
- Although salaries for our licensed clinical staff are below market rate, CHAC has been able to retain talented staff for many years because of their desire to work in an organization that maintains a rigorous training program and the opportunity to work with the high caliber of the student interns that we attract. However, the high cost of living expenses in the Bay Area is overshadowing the intrinsic benefits of working for CHAC, and retention of staff is increasingly difficult.
- Demand for multi-language and multi-cultural clinicians has increased, and we are unable to pay market rates for clinicians with these skills.
- Competition for intern services is increasing. Providers such as Uplift, CASSY, etc. offer higher compensation rates to interns than CHAC can provide.
- While we train and develop the best interns through our *clinical* supervision, we lack funds for *management* supervision to identify and respond to any reported employee performance issues. There has been little funding for management supervision of our interns and staff development.

As we emerge hopefully from the pandemic, the future remains disturbingly uncertain and the long-term impact on the mental health of our residents is unknown. What is certain and known is that CHAC's services are needed now more than ever, and that the need for them is far more likely to increase than it is to decrease or remain the same. To meet the need, CHAC respectfully submits this request for funding.

Sincerely,

A handwritten signature in black ink, appearing to read "Marsha", with a long horizontal flourish extending to the right.

Marsha Deslauriers
Executive Director

CHAC 2021-22 Proposed Budget	2020-2021	2021-2022 *PRELIMINARY*		
	Approved Budget	Proposed Budget	\$ Variance	% Change
			Vs. FY21 Budget	Vs. FY21 Budget

Revenues

Individual Contributions	34,500	44,870	10,370	30.1%
Annual Appeal	126,750	169,845	43,095	34.0%
Fundraising Special Events	8,000	10,720	2,720	34.0%
Subtotal Individual Contributions	\$ 169,250	\$ 225,435	\$ 56,185	33.2%
Corporate & Foundation Grants	548,750	573,500	24,750	4.5%
Joint Powers Agencies				
JPA School Districts	827,000	1,113,000	286,000	34.6%
JPA School Districts One-time funding		323,400	323,400	0.0%
JPA Cities	181,050	255,200	74,150	41.0%
JPA Cities One-time funding	75,000	355,000	280,000	373.3%
Service Clubs/Schools/Churches	23,250	23,250	-	0.0%
Government Contracts	490,780	528,141	37,361	7.6%
Service Contracts	483,520	257,500	(226,020)	-46.7%
Client Fees	357,500	330,000	(27,500)	-7.7%
Miscellaneous Revenue	-	-		
Total Fundraising & Contract Revenue	\$ 2,986,849	\$ 3,758,991	\$ 772,142	25.9%
Other Support and Revenue				
Rental Income	500	-	(500)	-100.0%
Interest & Investment Income	12,000	24,000	12,000	100.0%
Total Other Support and Revenue	\$ 12,500	\$ 24,000	\$ 11,500	33.6%
Total Revenues without In-Kind	\$ 3,168,599	\$ 4,008,426	\$ 839,827	26.5%
In-Kind Revenue				
In-Kind Contributions	1,086,720	1,086,720	-	0.0%
Total In-Kind Revenue	\$ 1,086,720	\$ 1,086,720	\$ -	0.0%
Total Revenues	\$ 4,255,319	\$ 5,095,146	\$ 839,827	19.7%

CHAC 2021-22 Proposed Budget	2020-2021		2021-2022 *PRELIMINARY*	
	Approved Budget	Proposed Budget	\$ Variance	% Change
			Vs. FY21 Budget	Vs. FY21 Budget
Expenses				
Salaries & Wages	\$ 2,476,177	\$ 2,729,622	\$ 253,445	10.2%
Payroll Taxes	177,567	196,533	18,966	10.7%
Benefits	142,814	158,318	15,504	10.9%
Total Payroll Costs	\$ 2,796,557	\$ 3,084,473	\$ 287,916	10.3%
Professional Fees	363,086	670,746	\$ 307,660	84.7%
Office Expenses	30,250	30,250	\$ -	0.0%
Clinical Expenses	40,000	60,000	\$ 20,000	50.0%
Equipment Rental & Maintenance	15,836	15,836	\$ -	0.0%
Event Facility Rental	2,216	2,216	\$ -	0.0%
Occupancy	74,810	74,810	\$ -	0.0%
Telephone & Internet	24,306	24,306	\$ -	0.0%
Travel, Meals, Gifts & Entertainment	16,280	16,280	\$ -	0.0%
Insurance	20,000	23,000	\$ 3,000	15.0%
Licenses & Taxes	500	500	\$ -	0.0%
Membership Dues & Subscriptions	13,658	13,658	\$ -	0.0%
Bank & Merchant Fees	7,949	7,949	\$ -	0.0%
Miscellaneous	4,629	4,629	\$ -	0.0%
Depreciation	99,840	105,840	\$ 6,000	6.0%
Total Non-Labor Expenses	\$ 713,361	\$ 1,050,021	\$ 336,660	47.2%
Total Operating Expenses	\$ 3,509,918	\$ 4,134,493	\$ 624,576	17.8%
In-Kind Expense	1,086,720	1,086,720	-	0.0%
Total In Kind Expense	\$ 1,086,720	\$ 1,086,720	\$ -	0.0%
Total Expenses	\$ 4,596,638	\$ 5,221,213	\$ 624,576	13.6%
(Deficit)/Surplus	\$ (341,318)	\$ (126,067)	\$ 215,251	-63.1%
(Deficit)/Surplus without Depreciation	\$ (241,478)	\$ (20,227)	\$ 221,251	-91.6%