



**Council Meeting: June 14, 2011**

**SUBJECT: Annual Public Hearing on FY 2011/2012 Budget and Resource Allocation Plan and Establishment of Appropriations Limit**

**REPORT IN BRIEF**

The City Charter requires a Public Hearing be held prior to the adoption of the FY 2011/2012 Budget and Resource Allocation Plan. The purpose of this hearing is to take comments from the public on the FY 2011/2012 Budget and Resource Allocation Plan, as well as on the establishment of the City's appropriations limit. No action is required on the part of the City Council. Adoption of the Budget is scheduled for June 28, 2011.

**BACKGROUND**

Section 1303 of the City Charter states:

*"At the time so advertised, or at any time to which Public Hearing shall from time to time be adjourned, the City Council shall hold a Public Hearing on the proposed budget, at which interested persons desiring to be heard shall be given such opportunity."*

Article XIII B of the California Constitution established appropriations limits on government agencies within California. Section 7910 of the Government Code requires that the City annually adopt an appropriations limit for the coming year. The supporting documentation for the establishment of the limit must be available for public review at least 15 days prior to the adoption of the appropriations limit resolution. The required material that provides detailed information on the City's appropriations limit has been available for public review since May 10, 2011 (Attachment A). The material is included in Volume I of the recommended FY 2011/2012 Budget and Resource Allocation Plan.

**EXISTING POLICY**

In accordance with the City Charter, the California Constitution, and the California Government Code, a public hearing has been held annually for public comment on the budget and resource allocation plan and appropriations limit for the upcoming fiscal year. In addition, the Fiscal Sub-element provides:

*7.1A.1.7: At least one public hearing shall be held after the City Manager's recommended budget is presented to the Council in order to solicit public input before adoption.*

*7.1A.1.8: Boards and Commissions should review the annual budget as appropriate to their area of interest and make recommendations to the City Council.*

## **DISCUSSION**

The purpose of the public hearing is to furnish an opportunity for residents to voice their opinions on the City's budget and the appropriations limit. Legal notices of the hearing were published in the *Sunnyvale Sun* (Attachment B). No action is required on the part of the City Council at the hearing. The FY 2011/2012 Budget and Resource Allocation Plan is scheduled for adoption on June 28, 2011.

### **Appropriations Limit**

The appropriations limit, which is required by Article XIII B of the State Constitution and places a limit on the amount of revenue that can be spent by government entities, is set on an annual basis. It is dependent upon the change in population within the jurisdiction and the change in the cost of living as determined by the State. As shown in Attachment A, the appropriations limit for FY 2011/2012 is \$163,792,212. Expenditures subject to the appropriations limit exclude Redevelopment Agency activity, enterprise and internal service activity, debt service payments, and capital outlay projects that have a useful life of ten years or more and a value that exceeds \$100,000. Non-tax revenues, such as federal and state grants, fees for service, or revenues restricted for particular purposes also are excluded from the calculation. As a result of the calculations, the City will be under the allowable appropriations limit by approximately \$61.5 million for FY 2011/2012.

### **FY 2011/2012 Recommended Budget**

On June 2, 2011, the City Council held a Budget Workshop to review in detail the City Manager's recommended FY 2011/2012 Budget and Resource Allocation Plan. The Plan includes total revenues of approximately \$251.2 million. The total recommended budget for all expenditures is approximately \$264.5 million. Of that total, \$220.6 million is for operating; \$35.1 million is for projects including lease payments and project administration; and \$8.8 million is primarily for debt service (\$8.4 million) and equipment (\$0.46 million). Planned use of reserves total \$13.3 million Citywide, which factors in drawdowns and additions to reserves across all funds. \$6.7 million of reserves is projected to be used in the Employment Development Fund, where the primary source of funding is Workforce Investment Act (WIA) appropriations and competitive grants, which frequently cross fiscal years. Another large use of reserves, \$5.9 million, is from the Park Dedication Fund to provide for the rehabilitation of existing park and recreation infrastructure and for the construction of the Morse Park project. The General Fund Budget Stabilization Fund is projected to be drawn down \$6.5 million in FY 2011/2012.

### **FY 2011/2012 Budget Supplements**

For the recommended FY 2011/2012 Budget, eight budget supplements are presented for Council consideration. The City Manager has recommended Budget Supplements Nos. 4 through 6 for approval and has not recommended Budget Supplements Nos. 1 through 3, 7, and 8 for approval. Budget Supplements No. 4 through 6 impact the General Fund and are one-time expenditures that total \$22,125. A brief summary of all budget supplements presented for Council consideration is below. A more complete description of each budget supplement is included in Volume I of the recommended FY 2011/2012 Budget.

#### Budget Supplements Recommended for Funding:

- *Budget Supplement #4 – Outside Group Funding Request from Silicon Valley Leadership for Leadership Sunnyvale Program:* This supplement would continue funding support for Leadership Sunnyvale in FY 2011/2012 in the amount of \$6,000 to provide public affairs training to Sunnyvale community members.
- *Budget Supplement #5 – Community Event Grant Funding:* This supplement would continue funding support in the amount of \$10,000 for Citywide community-initiated special events, such as parades, fairs, and carnivals, which provide opportunities to celebrate the City's diversity, heritage, and uniqueness.
- *Budget Supplement #6 – Funding for Neighborhood Grant Program:* This supplement would continue funding support for the Neighborhood Grant Program in the amount of \$6,125. This program strengthens the sense of community by providing money for neighborhood projects and events.

#### Budget Supplements Not Recommended for Funding:

- *Budget Supplement #1 – Establish a Budget for Implementation of the First Phase of the Guided Neighborhood Bike Routes Project:* This supplement would create a guided bike route network to provide encouragement and opportunity for potential riders who otherwise might be intimidated by traveling on heavily traveled streets. Guide signs, to be consistent with Federal and State standards, will have route numbering augmented by destination placard signs and be placed at key points on each route. No funding source has been identified for this project.
- *Budget Supplement #2 – Expand Care Management Program at the Senior Center:* This supplement would expand the existing quarter-time care management program in the Recreation Division budget to a full time level of service. Care management assists seniors requiring specialized care and their families in identifying care and service needs

to enable them to remain in their homes. An increase in the service level will result in increased costs that will not be offset by revenue. A corresponding reduction in General Fund programs and services, or resources from some other source as determined by City Council, would be required to offset the increased service level. Staff recommends deferring expansion of the Care Management Program until the City's current fiscal condition improves.

- *Budget Supplement #3 – Junior Achievement K-12 Education Program:* This supplement requests one-time funds in the amount of \$5,000 for Junior Achievement of Northern California (JA), a nonprofit community based organization, to support programs that link education and the world of work through a sequential K-12 curriculum. There are currently 240 staff hours and \$5,406 budgeted for professional services to coordinate an estimated six education programs for both youth and adults. Staff plans to partner with community organizations and other partners so educational programs will be offered as an in-kind service to the City or at a reduced rate, paid for through the \$5,406 budgeted. Therefore staff does not recommend funding an additional \$5,000 for Junior Achievement.
- *Budget Supplement #7 – Consideration of Funding for 2011 Priority Study Issues:* This budget supplement would provide funding for four priority study issues that were deferred when Council adopted the 2011 Tentative Council Meeting Agenda Calendar. The four issues, along with the costs of the studies, are as follows: Preparation of Peery Park Specific Plan (\$300,000), Toolkit for Commercial/Residential Mixed Use Development (\$350,000), Reliable Electrical Power Options (\$165,000), and Ban the Use of Expanded Polystyrene (EPS) Food Containers (\$40,000). Due to the financial challenges described in the recommended budget, staff does not recommend funding a total of \$855,000 for these study issues at this time. Since the recommended budget was submitted, grant funds have been awarded for the Toolkit for Commercial/Residential Mixed Use Development study, so this study will proceed.
- *Budget Supplement #8 – Consider Making the Pet Parade a City Event:* This budget supplement would provide funding of \$30,500 for making the *Howl'oween Pet Parade and Faire* (Pet Parade) an official City event, to be conducted by the City rather than the Sunnyvale Downtown Association. Renewal of funds would be considered by Council annually. Staff supports Sunnyvale Downtown Association's continued operation of the Pet Parade and recommends funding it through the Community Event Grant Program. Funding of this nature is difficult during a time of economic hardship and significant reductions in City services.

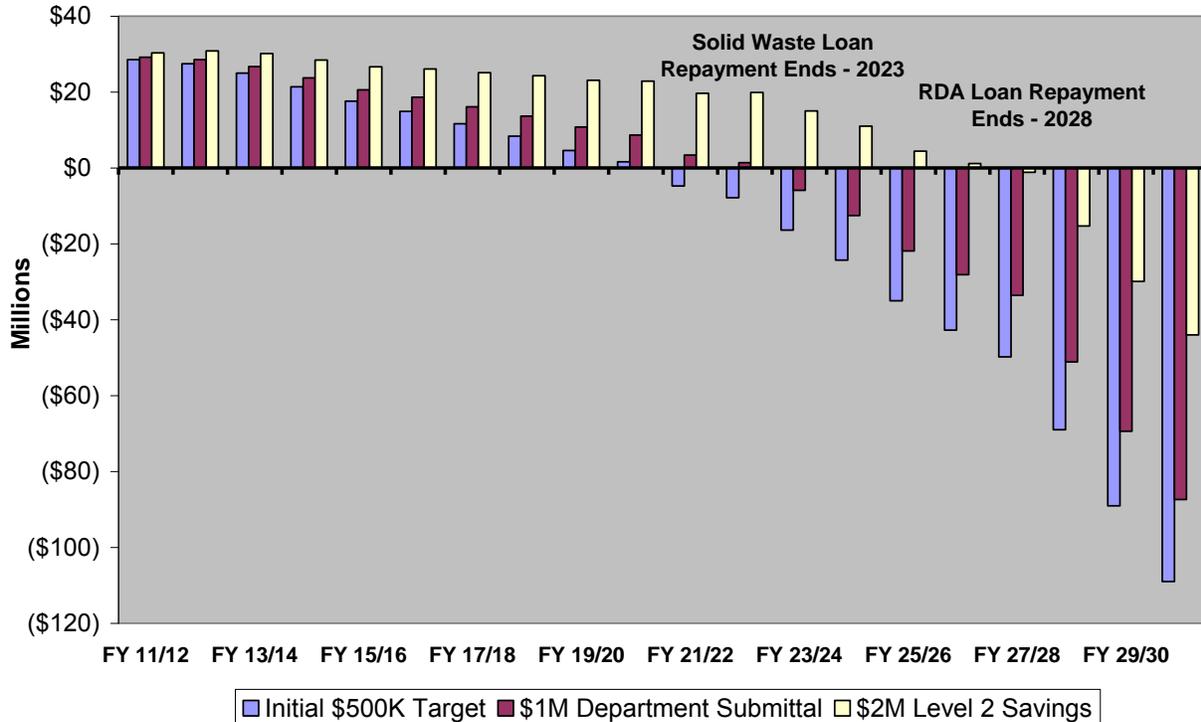
### **June 2, 2011 Budget Workshop**

At the Budget Workshop, staff provided a detailed presentation on the City's revenues and expenditures and the current structural deficit in the General Fund. FY 2011/2012 will be the fourth straight year of deficit, and over the long term financial plan, expenditures are projected to continue to outpace revenues. As a result, if all things play out as projected in the initial look at the plan, the Budget Stabilization Fund will be depleted by 2021. To make matters worse, two significant revenue streams end during the last ten years of the financial plan. Loan repayments of \$4.7 million from the Solid Waste Fund will end in FY 2022/23 and the Redevelopment Project Area will end in FY 2027/28 with a corresponding loss of \$11.5 million annually in revenue. These are both items that if not addressed at an early date will present a near insurmountable hurdle. It is a financial dilemma that won't be addressed solely through cost reduction, but demands a substantially increased steady stream of revenue.

To begin to address the structural deficit, the City Manager initially targeted \$500,000 in cost savings, which was included in the proposed budget. At the budget workshop, Council was provided an updated General Fund Long-Term Financial Plan that incorporated \$1 million in total cuts, an additional \$500,000. This results in the Budget Stabilization Fund being fully drawn down two years later than projected, from 2021 to 2023.

Although it was progress, it still did not address the lingering problem of the lost loan payments. In order to begin to address the loss of revenue in the back 10 years of the financial plan, a second level of reductions was developed and at the budget workshop, Council was also presented with details on Level 2 reductions totaling \$1.7 million. That full list and service level impact of the Level 1 and 2 reductions have been included as Attachment C. Added together, Level 1 and Level 2 reductions total \$2.7 million. Although \$2.7 million in reductions has been provided for consideration, the amount of annual savings required starting in FY 2011/2012 to sustain the Budget Stabilization Fund to the point the RDA loan ends is **\$2 million**. The graph below shows the impact to the Budget Stabilization Fund of the three different cost savings scenarios: \$500,000, \$1 million, and \$2 million.

### Budget Stabilization Fund Scenarios



As evidenced by the graph above, a total of \$2 million in reductions puts the City on solid financial footing by addressing the structural deficit in the first 10 years of the financial plan and providing the time to deal with the significant loss of the RDA loan repayment in 2028. However, it should be noted that this is predicated on the other assumptions in the recommended budget **holding**. Any larger amount begins to address, although minimally, the loss of RDA loan revenue. If, for whatever reason, projections prove conservative – there will be opportunities to rebuild diminished staffing levels and enhance the infrastructure improvement plan.

At the workshop, Council directed staff to return with detailed information about the impact of specific Level 1 and 2 cuts. In response to that direction and other comments made by the City Council, staff compiled that information included as Attachment D and additional consideration to some of the proposed reductions was made. As \$2.7 million of savings was submitted but only \$2 million is required to sustain the Budget Stabilization Fund until the end of the RDA loan, staff re-evaluated several of the items submitted, most notably the firehouse overtime backfill proposal. This proposal would save between \$322,000 and \$644,000, depending on whether it was applied on a 12-hour shift or a 24-hour shift. Because this is core service change and a new Public Safety Director will be in place early in the new fiscal year, the City

Manager is recommending that any decision to reduce costs in this area be reserved for consideration during the next year's operational budget development. This will give the new Public Safety Director time to evaluate the entire department to determine the most efficient and cost-effective operational strategies and allow time to meet and confer with PSOA on any proposed modifications to service delivery. Eliminating this as a potential service reduction can be accommodated and still achieve the \$2 million in cost reductions that staff is recommending be implemented.

Additionally, staff from both the Department of Public Safety and the Department of Library and Community Services developed alternative cost saving items that can be substituted or added to the Level 1 and Level 2 cuts that have been proposed. These alternatives allow Council an additional degree of flexibility should it choose to implement the \$2 million reduction. These alternatives are included as a part of Attachment C.

Further, as the City heads into an operating budget cycle during the next fiscal year, the City Manager anticipates continuing to identify operational efficiencies throughout the organization that will yield ongoing savings. At a minimum, the City Manager is committed to generating an additional \$200,000 in currently unidentified cost savings during FY 2011/2012 through operational efficiencies. That is expected to put the City into a good position as it develops the next two-year operating budget and General Fund Long-Term Financial Plan. More information on the City's short- and long-term financial health will be available and staff will have had time to evaluate the effectiveness of the cuts and determine if more are necessary. This budget essentially lays the groundwork for the FY 2012/2013 operational budget.

Council also took several actions at the Budget Workshop. These actions are summarized below:

- Council approved a motion to have staff develop a revised General Fund Long-Term Financial Plan that incorporates the Level 2 cost savings measures that were discussed at the workshop. A revised General Fund Long-Term Financial Plan has been included in this report as Attachment E. This revision is based on the \$2 million of minimum savings required to sustain the Budget Stabilization Fund until the RDA loan ends in 2028.
- Council approved a motion to add the General Fund's 20% Contingency Reserve to the existing study issue that is intended to develop a policy for the appropriate level of the Budget Stabilization Fund. A study session to review the results of the reserve policy studies is scheduled for July 2011. The outcome of these studies will have dramatic impact on how future financial plans are developed.

- Council approved a motion to combine the State of the City event and the Centennial Celebration event in 2012 for budgetary purposes.
- Mayor Hamilton directed staff to reduce the travel budget for the Mayor's seat. Staff has incorporated a 50% (\$3,900) reduction into the overall savings amount.

### **Modifications to the Recommended Budget**

In addition to the actions taken at the Budget Workshop, there have been a few modifications made to the recommended FY 2011/2012 Budget since it was initially provided to Council. These changes are the result of the final CDBG and HOME Grant awards being made available. For both funding sources, grant revenues were greater than was estimated for the FY 2011/2012 Recommended Budget. As a result, 0.5 of a Full-Time Equivalent has been added into the Housing Program's budget across the Housing Mitigation, CDBG, and HOME Funds for additional service delivery.

### **Boards and Commissions Budget Review**

All of the City's boards and commissions have had the opportunity to review the recommended FY 2011/2012 Budget, which was made available beginning May 10, 2011. Boards and commissions wishing to make comments, suggestions, or recommendations may testify at the June 14, 2011 public hearing. Testimony from the hearing, as well as draft board and commission meeting minutes discussing the Budget, will be included in the Budget Adoption Report to Council scheduled for June 28, 2011.

### **FISCAL IMPACT**

There is no fiscal impact to this public hearing. Budget adoption is scheduled for June 28, 2011.

### **PUBLIC CONTACT**

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall, in the Council Chambers lobby, in the Office of the City Clerk, at the Library, Senior Center, Community Center, and Department of Public Safety; posting the agenda and report on the City's Web site; and making the report available at the Library and the Office of the City Clerk. Legal ads were published in *The Sunnyvale Sun* on May 27, 2011, and June 3, 2011 (Attachment B). Finally, the City's website has included the entire recommended FY 2011/2012 Budget and Resource Allocation Plan since May 10, 2011.

### **RECOMMENDATION**

It is recommended that the Public Hearing be held to meet the legal requirements of the City Charter, the California Constitution, and the California Government Code. Council should provide direction to staff on any issue requiring further review prior to the budget adoption on June 28, 2011.

Reviewed by:

Grace Leung, Director, Department of Finance  
Prepared by: Drew Corbett, Budget Manager

Approved by:

Gary Luebbers, City Manager

**Attachments**

- A. Appropriations Limit
- B. Legal Notice of Public Hearing
- C. Level 1 and 2 Cost Savings Information and Alternative Cuts
- D. Council-Requested Information on Level 2 Cost Savings Items
- E. Revised General Fund Long-Term Financial Plan

**CITY OF SUNNYVALE  
APPROPRIATIONS LIMIT  
FY 2011/2012 Recommended Budget**

	<u>AMOUNT</u>	<u>SOURCE</u>
A. LAST YEAR'S LIMIT	\$ 158,372,179	Prior Year
B. ADJUSTMENT FACTORS		
1. Population (0.89%)	1.0089	State Department of Finance
2. Inflation (2.51% )	1.0251	State Department of Finance
	1.0342	(B1*B2)
<b>Total Adjustment %</b>	0.0342	(B1*B2-1)
C. ANNUAL ADJUSTMENT	\$ 5,420,033	(B*A)
D. OTHER ADJUSTMENTS:		
Lost Responsibility (-)	0	
Transfer to private (-)	0	
Transfer to fees (-)	0	
Assumed Responsibility (+)	0	
Sub-total	<u>0</u>	
E. TOTAL ADJUSTMENTS	\$ 5,420,033	(C+D)
F. THIS YEAR'S LIMIT	<u>\$ 163,792,212</u>	(A+E)

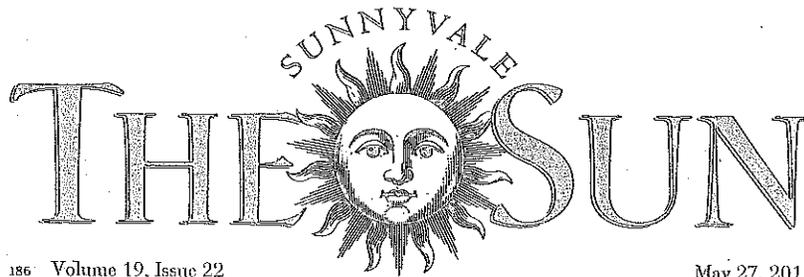
**CITY OF SUNNYVALE  
CALCULATION OF APPROPRIATIONS LIMIT  
FY 2011/2012 Recommended Budget**

	<b>FY 2010/2011</b>	<b>FY 2011/2012</b>
<b>Appropriations:</b>		
035. General Fund	\$ 115,961,210	\$ 121,309,646
070. Housing Fund	7,509,746	1,182,386
071. Home Fund	767,886	650,458
110. Community Development Block Grant Fund	2,232,708	1,902,855
141. Park Dedication Fund	192,241	505,498
175. Public Safety Forfeiture Fund	172,100	233,099
190. Police Services Augmentation Fund	112,000	11,000
210. Employment Development Fund	11,349,800	10,032,510
245. Parking District Fund	162,948	337,299
280. Gas Tax Fund	2,154,897	2,181,832
285. Transportation Development Act Fund	80,000	67,205
295. Youth and Neighborhood Services Fund	741,650	752,969
385. Capital Projects Fund	6,649,067	5,340,783
610. Infrastructure Renovation and Replacement Fund	4,540,290	5,595,450
<b>Total Appropriations</b>	<b>152,626,543</b>	<b>150,102,990</b>
<b>Appropriation Adjustments:</b>		
Non-Tax Revenues	(59,544,776)	(47,780,113)
Debt Service Appropriation	(175,145)	-
Capital Outlay	(640,000)	-
<b>Total Appropriation Adjustments</b>	<b>(60,359,921)</b>	<b>(47,780,113)</b>
<b>Adjusted Appropriations Subject to Limit</b>	<b>92,266,622</b>	<b>102,322,877</b>
Growth Rate Factor	0.9869	1.0342
<b>Total Allowable Appropriations Limit</b> <i>(Prior Year Appropriations Limit x Growth Rate Factor)</i>	158,372,179	163,792,212
<b>Amount Under (Over) Allowable Appropriations Limit</b>	<b>\$ 66,105,557</b>	<b>\$ 61,469,335</b>

**CITY OF SUNNYVALE  
CALCULATION OF APPROPRIATIONS LIMIT  
FY 2011/2012 Recommended Budget**

	<b>FY 2010/2011</b>	<b>FY 2011/2012</b>
<b>Revenues:</b>		
<b>Tax Revenues:</b>		
Property Tax	\$ 42,513,743	\$ 42,033,968
Sales Tax	25,112,500	29,345,375
Other Taxes	14,820,506	17,171,958
Non-Restricted State Shared Revenues	693,000	744,400
Interest Income	1,242,943	720,392
	<b>84,382,692</b>	<b>90,016,093</b>
<b>Non-Tax Revenues:</b>		
Federal Grants	13,388,315	6,254,346
Restricted State Shared Revenues	3,723,031	3,705,094
State Grants/Reimbursements	8,733,675	126,755
Other Intergovernmental Contributions	357,021	450,738
Franchise Fees	6,110,996	6,398,220
Permits and Licenses	4,825,633	5,643,631
Service and Development Fees	7,144,755	9,330,840
Rents and Concessions	2,648,310	2,081,985
Fines and Forfeitures	1,150,030	1,183,458
Housing Loan Repayments	980,094	1,783,218
Miscellaneous	729,999	146,879
Inter-Fund Revenues	8,976,276	10,293,151
Interest Income	776,641	381,798
	<b>59,544,776</b>	<b>47,780,113</b>
<b>Total Revenues</b>	<b>\$ 143,927,468</b>	<b>\$ 137,796,206</b>

Legal Notice of *Public Hearing — FY 2011/2012 Budget and Resource Allocation Plan, Establishment of Appropriations Limit, and Proposed Fee Increases* as it appeared in ***The Sunnyvale Sun, Vol. 19, Issue 22***, May 27, 2011, page 30. The notice also appeared on June 3, 2010.



186 Volume 19, Issue 22

May 27, 2011

Legal Advertising & Public Notices

NOTICE OF SUNNYVALE  
NOTICE OF PUBLIC  
HEARING  
JUNE 14, 2011  
BUDGET AND ANNUAL  
FEE REVIEW AND ESTAB-  
LISHMENT OF APPROPRI-  
ATIONS LIMIT

A Public Hearing on the City of Sunnyvale's recommended budget for Fiscal Year 2011/12 will be held on Tuesday, June 14, 2011 at 7:00 p.m. in the Sunnyvale Council Chambers, 456 West Olive Avenue, Sunnyvale, CA. At the hearing, citizens are invited to provide comments, suggestions, or questions regarding the City's recommended budget. Copies of the budget are available for public review at the Sunnyvale Library, City Clerk's Office, and Finance Department during regular business hours. The recommended budget is also available on the City's website. Included in the Public Hearing for the FY 2011/12 recommended budget are proposed fees and charges for City services, establishment of the Expenditure Appropriations Limit, and project revenues and expenditures for the next 20 years.

Please publish:  
(Pub: 05/27/2011 and  
06/03/2011)  
Fin/Budget  
(Pub SUN 5/27, 6/3)

# Summary of Recommended Cost Savings and Alternatives

ATTACHMENT C

Recommended Cost Savings		Council Priority	Savings
<b>Community Development</b>			
Level 1	Eliminate funding for dispute resolution services	4	\$25,240
Level 2	Eliminate all Planning Program Overtime	N/A	\$16,805
Level 2	Eliminate consultant contract hours in Building Division	N/A	\$36,634
Level 2	Reduce advertising and postage expense	N/A	\$5,000
<b>Finance</b>			
Level 1	Position Reclassifications	N/A	\$26,125
Level 2	Eliminate Accounting Technician position (attrition)	3	\$100,800
<b>Human Resources</b>			
Level 1	Indefinite hold on Principal HR Analyst vacancy	3	\$168,109
<b>Information Technology</b>			
Level 1	Position Reclassifications	N/A	\$18,838
Level 2	Eliminate vacant Network Engineer position	3	\$120,305
<b>Library and Community Services - Library</b>			
Level 1	Close Library at 6 p.m. on Thursdays (Library Specialist III - Vacant)	3	\$38,493
Level 2	Eliminate vacant Sr. Office Assistant position	N/A	\$99,720
<b>Library and Community Services - Recreation</b>			
Level 1	Portion of savings from 4 position eliminations and 1 transfer (attrition)	N/A	\$74,706
Level 2	Improve Contractual Terms for Gymnastics	3	\$10,000
Level 2	Close Lakewood Pool	4	\$37,581
Level 2	Reduce Teen Programming	4	\$20,079
Level 2	Eliminate Senior Lunch Program	3	\$13,296
Level 2	Eliminate Adult Pottery and High Fire Gas Kiln Productions (1 Recreation Coordinator I - filled)	5	\$83,913
<b>Office of the City Attorney</b>			
Level 1	Downgrade vacant Administrative Aide position to Legal Secretary	N/A	\$7,884
Level 2	Reduce Court and Litigation Expenses Budget	N/A	\$5,000
Level 2	Reduce Professional Services Budget	N/A	\$5,000
Level 2	Reduce Legal Services Budget	N/A	\$11,398
<b>Office of the City Manager</b>			
Level 1	Eliminate Intergovernmental Relations Officer	5	\$165,205
Level 1	Eliminate Mail Clerk position	N/A	\$50,690
Level 1	Continue elimination of US Conference of Mayors	N/A	\$12,000
Level 1	Reduce Council and Mayor Travel Budget	N/A	\$10,900
Level 1	Reduce Council Meals budget	N/A	\$1,000
Level 1	Reduce General Supplies	N/A	\$1,000

## Summary of Recommended Cost Savings and Alternatives

ATTACHMENT C

Recommended Cost Savings		Council Priority	Savings
<b>Public Safety</b>			
Level 1	Eliminate Community Services Officer vacancy	N/A	\$112,470
Level 1	Reduce 664 hours of Overtime	2	\$77,448
Level 1	Eliminate Crime Prevention Assistant vacancies	3	\$17,420
Level 1	Implement efficiencies in the dispatch schedule	N/A	\$50,000
Level 1	Remove Station #2 modular trailer	N/A	\$11,340
Level 1	Reduce Specialty Pay for Training Officer positions	N/A	\$40,019
Level 2	Eliminate Neighborhood Preservation Manager position (filled)	N/A	\$184,403
Level 2	Reclassify Deputy Chief position to Public Safety Captain	N/A	\$34,087
Level 2	Eliminate Senior Office Assistant position (filled)	N/A	\$96,948
<b>Public Works</b>			
Level 1	Reduce Shopping Cart Removal activity	5	\$43,126
Level 2	Eliminate Shopping Cart Removal activity	5	\$53,648
Level 2	Reduce Sidewalk Replacement Contract	3	\$35,000
Level 2	Reduce Curb and Gutter Replacement Contract	3	\$30,000
<b>Public Works - Parks</b>			
Level 1	Eliminate 1 Groundworker position (vacant)	4	\$60,084
Level 2	Eliminate 1 Groundworker position (vacant)	4	\$60,084
Level 2	Reduce Ornamental Turf	4	\$19,000

**Total Recommended Cost Savings:     \$2,090,798**

Alternative Cost Savings		Council Priority	Savings
<b>Library and Community Services - Recreation</b>			
	Eliminate a Recreation Coordinator II for Adult Sports Programs (filled)	3/4/5	\$128,000
	Increase Fees for Senior Lunch Program to cover costs	3	\$13,296
<b>Office of the City Manager</b>			
	Eliminate Resident Satisfaction Survey	5	\$18,000
<b>Public Safety</b>			
<b>Level 2</b>	Firehouse Overtime Backfill - Off Hours/12 Hour Shift	2	\$322,185
<b>Level 2</b>	Firehouse Overtime Backfill - Off Hours/24 Hour Shift	2	\$644,370
	Reduce Civilian Professionals/Community Service Officers from 10 to 7	N/A	\$330,000
	Eliminate a Neighborhood Preservation Specialist (filled)	N/A	\$114,000

**Total Alternative Cost Savings:     \$1,569,851**

**CITY OF SUNNYVALE  
FY 2011/2012 RECOMMENDED BUDGET  
PROPOSED GENERAL FUND COST SAVINGS  
BY DEPARTMENT**

**LEVEL 1 TOTAL TARGET: \$600,000  
LEVEL 1 TOTAL SAVINGS PROPOSED: \$1,004,213**

**COMMUNITY DEVELOPMENT**

Level 1 Cost Savings	Council Priority	Savings	Target
Eliminate funding for dispute resolution services	4	\$25,240	\$22,259

**Eliminate Funding for Dispute Resolution Services**

This contract was not awarded in FY 2010/2011, which the City has historically awarded to Project Sentinel. Staff has referred Sunnyvale residents to several agencies that receive funding from other sources to provide the scope of services covered under this budget item. Referrals continue to go to Project Sentinel for fair housing complaints; they receive funding from HUD for this service which covers Sunnyvale residents. Staff has been referring tenant/landlord and community mediation inquiries to Bay Area Legal Aid and the County's Dispute Resolution Program. Thus far, these agencies have been able to service Sunnyvale referrals.

**FINANCE**

Level 1 Cost Savings	Council Priority	Savings	Target
Downgrade Accounting Manager to Budget Analyst; Upgrade Sr. Accountant to Accounting Supervisor	NA	\$26,125	\$25,094

**Downgrade Accounting Manager to Budget Analyst; Upgrade Sr. Accountant to Accounting Supervisor**

These reclassifications allow the department to achieve cost savings while still providing adequate resources in the Budget and Accounting divisions. This reporting structure will require additional oversight from the Budget Officer and Finance Director, which can be absorbed within current responsibilities.

**HUMAN RESOURCES**

Level 1 Cost Savings	Council Priority	Savings	Target
Indefinite hold on Principal HR Analyst vacancy	3	\$168,109	\$15,030

### **Indefinite Hold on Principal Human Resources Analyst Vacancy**

The reduction of the Principal Human Resources Analyst position will have an impact to the Human Resources Department in the level of services provided in the areas of employee relations, labor relations, investigations, EEOC and DFEH responses, employee performance (evaluations, performance improvement, disciplinary action) and management level support to the Department Director. Staff will continue to support these areas, however, the response time may take longer.

## **INFORMATION TECHNOLOGY**

<b>Level 1 Cost Savings</b>	<b>Council Priority</b>	<b>Savings – General Fund</b>	<b>Target</b>
Downgrade Applications Development Manager to Admin Svcs Manager; Upgrade Sr Programmer to Principal Programmer Analyst	NA	\$18,838	\$26,699

### **Downgrade Applications Development Manager to Administrative Services Manager; Upgrade Senior Programmer Analyst to Principal Programmer Analyst**

The Department proposes to reclassify an Applications Development Manager to an Administrative Services Manager. The project management responsibilities of the downgraded position will be distributed to the other two Information Technology managers so there is minimal service level impact.

## **LIBRARY AND COMMUNITY SERVICES**

<b>Level 1 Cost Savings</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Library			
Eliminate vacant Library Specialist III position through closure of Library at 6pm on Thursdays	3	\$38,493	\$32,128
Recreation			
Portion of savings from 4 position eliminations and 1 position transfer to the Tennis Center operations	NA	\$74,706	\$36,577

### **Eliminate Vacant Library Specialist III Position through Closure of Library at 6pm on Thursdays**

Considering the combined cumulative effect of staff reductions and increased service activity over the past 10 years, additional staff reductions will require service level changes. Therefore, the department proposes to eliminate three service hours to ensure adequate service levels are maintained during the remaining open hours. Thursday evenings were identified for closure in order to minimize the impact on the public since they have the least amount of foot traffic of any weekday evening and fewer numbers of materials returned. In addition to the position elimination, approximately \$1,400 per year would be saved by eliminating utility costs on Thursday evenings and that is included in the savings calculation.

### Portion of Savings from 4 Position Eliminations and 1 Position Transfer to the Tennis Center Operations

Over the last year, recreation staff has been working to address the sizeable structural deficit in the Community Recreation Fund. Through FY 2011/2012, \$410,000 in savings was required. With efficiencies and organizational restructuring, \$484,706 in savings has been achieved. The difference can be added to the General Fund Level 1 savings target. The savings result from the reduction of two full-time and two part-time office staffing positions and the transfer of a Recreation Coordinator II position to the Tennis Center Operations which now operates in a separate enterprise fund. The impact of the reduction in office staff positions will be minimized with the redistribution of work, increased use of technology, and consolidation of functions. The transfer of the Recreation Coordinator II position is possible with the following: elimination of the Hershey's Track and Field event, reduction of Hands on the Arts artists from 35 to 30, elimination of 5 weeks of the Day Trippin' children's summer camp, and reduction of mobile recreation summer sites from 6 to 4.

### OFFICE OF THE CITY ATTORNEY

Level 1 Cost Savings	Council Priority	Savings	Target
Downgrade vacant Administrative Aide position to Legal Secretary	NA	\$7,884	\$7,781

#### Downgrade Vacant Administrative Aide Position to Legal Secretary

The Department has evaluated the job responsibilities of this position and with the redistribution of workload with the Paralegal position, this downgrade can occur with no service level impact.

### OFFICE OF THE CITY MANAGER

Level 1 Cost Savings	Council Priority	Savings	Target
Eliminate Intergovernmental Relations Officer	5	\$165,205	
Eliminate Mail Clerk Position	NA	\$50,690	
Continue elimination of US Conference of Mayors	NA	\$12,000	
Reduce Travel Budget by \$1K for each Council seat + \$3,900 reduction for Mayor's Travel Budget	NA	\$10,900	
Reduce Council Meals budget	NA	\$1,000	
Reduce General Supplies	NA	\$1,000	
Total		\$240,795	\$48,212

#### Eliminate Intergovernmental Relations Officer

Duties associated with the former Intergovernmental Relations Officer (position eliminated) will be absorbed by other staff within the Office of the City Manager and by individual IGR liaisons in various departments.

### **Eliminate Mail Clerk Position**

The elimination of the vacant mail clerk position will result in mail being delivered once a day as opposed to twice a day with existing staff in the Office of the City Manager. This service level reduction has been piloted for several months without any material effect on City operations.

### **Reductions in Council's Budget**

Reductions in Council's budget (elimination of US Conference of Mayor's expense; additional \$1,000 reduction to each Councilmember's travel allowance; and reduction of \$1,000 from both Council's meal allowance and general supplies account) reflect Council's desire to help set the tone for reducing expenditures citywide. Council's direction to make a further reduction in the Mayor's travel budget has also been incorporated.

## **PUBLIC SAFETY**

<b>Level 1 Cost Savings</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Eliminate Community Services Officer vacancy	NA	\$112,470	
Reduce 664 hours of Overtime	2	\$77,448	
Eliminate Crime Prevention Assistant vacancies	3	\$17,420	
Implement efficiencies in the dispatch schedule	NA	\$50,000	
Remove Station #2 modular trailer	NA	\$11,340	
Reduce Specialty Pay for Training Officer positions	NA	\$40,019	
Total		\$308,697	\$306,006

### **Eliminate Community Services Officer Vacancy**

This position has remained unfilled since November 2010. The work once completed by the incumbent in this position, Police and Fire False Alarm Billing, has been assumed by other staff in Public Safety and the Department of Finance. There will be no change in service level.

### **Reduce 664 Hours of Overtime Department Wide**

All overtime for Public Safety will now require prior Management approval, unless emergency in nature. This will require close scrutiny toward the end of each patrol shift to ensure completion of call handling will not require overtime. In some instances, staff expects to see non-emergency calls for service to be held in the dispatch queue for the next oncoming shift (30-45 minutes), and may create infrequent delays in response time. Additionally, support for all City events will be done with on duty personnel, subject to their availability (examples: National Night Out, State of the City, Parades) so Public Safety participation in such events may be reduced.

### **Eliminate Crime Prevention Assistant Vacancies**

Two part-time positions have been unfilled, and hours have not been utilized for more than 6 months. Crime Prevention programs conducted by Neighborhood Resource Officers, including Bicycle Safety, Child Safety Seat Installation, Home and Business Security Surveys, and Neighborhood and Downtown Fairs will not receive the same level of support/ assistance that is otherwise available. Overall participation in these programs by DPS will be minimally reduced.

### **Implement Efficiencies in the Dispatch Schedule**

There are no contractual minimum staffing levels in the Dispatch Center. The Communications Officers Association (COA) has, for many years, defaulted to a de facto staffing level of 4 persons in the Dispatch Center during predictably busy hours, often resulting in overtime. Staff is currently in a

Meet and Confer process with the COA to discuss the practice and staffing alternatives. If implemented, service levels will remain equal to what is now delivered; dispatchers, however, may be a bit busier during emergency events.

**Remove Station #2 Modular Trailer – Contract Administration Savings**

The modular trailer currently in place at Fire Station 2 (Wolfe and Arques) is budgeted in the Fire Services Program. Staff has received confirmation from Rural Metro Corporation (our new paramedic service provider) that they will, as part of their lease agreement with the City for housing their own personnel, provide a trailer to replace ours at no cost to the City.

**Reduce Specialty Pay for Training Officer Positions**

Specialty pay for 7 field training officer positions will be eliminated. Because staff expects to train fewer sworn Public Safety Officers during the coming years, fewer training officers will be required. There will be no change in service level.

**PUBLIC WORKS**

Level 1 Cost Savings	Council Priority	Savings	Target
Public Works			
Reduce Shopping Cart Removal activity	5	\$43,126	\$43,126
Public Works - Parks			
Eliminate 1 Groundworker position	4	\$60,084	\$37,089

**Reduce Shopping Cart Removal Activity**

775 hours of a Utility Worker position will be eliminated, reducing half of the hours budgeted to remove shopping carts. This will lengthen the time shopping carts are left in the City’s right of ways.

**Eliminate 1 Groundworker Position**

One Groundworker position will be eliminated through attrition. This will reduce resources allocated for public grounds maintenance, school site maintenance, regional open space maintenance and roadside and median services. As a result, there will be longer service intervals for non health and safety related tasks, impacting the attractiveness of those facilities. This includes shrub care, litter removal, and ornamental turf maintenance.

**CITY OF SUNNYVALE  
FY 2011/2012 RECOMMENDED BUDGET  
PROPOSED GENERAL FUND COST SAVINGS  
BY DEPARTMENT**

**TOTAL SAVINGS TARGET: \$2,250,000  
LEVEL 1 TOTAL SAVINGS PROPOSED: \$1,004,213  
LEVEL 2 TOTAL SAVINGS PROPOSED: \$1,730,955  
TOTAL PROPOSED SAVINGS: \$2,735,168**

**COMMUNITY DEVELOPMENT**

Level 2 Reductions	Council Priority	Savings	Target
Eliminate all Planning Program Overtime	NA	\$16,805	
Eliminate consultant contract hours in Building Division	NA	\$36,634	
Reduce Advertising and Postage expenses	NA	\$5,000	
Total		\$58,439	\$58,229
<b>Total Level 1 and Level 2</b>		<b>\$83,679</b>	<b>\$83,470</b>

**Eliminate All Planning Program Overtime**

Elimination of overtime hours for planners will mainly affect attendance at evening meetings such as Commission, community and neighborhood meetings. However, staff will continue to be offered the option of flexing their work hours to attend these meetings, or the Planning Officer or the Principal Planners would cover these meetings. If staff chooses to flex their hours, it may affect timeliness in completing assigned projects and general counter support and require reducing after hours meetings.

**Eliminate Consultant Contract Hours in the Building Division**

These funds cover contract plan checking or construction inspection services to provide additional technical expertise or peer review for development applications and to provide additional staff support during periods when construction activity is high. Due to the fluctuating nature of development activity, the City has traditionally supplemented Building Division staffing with contract services as needed. While the City has not relied on contract assistance in the last several years, construction activity has increased significantly and is projected to continue at this pace or further increase. With the elimination of these funds, staff will evaluate alternative service delivery options or adjust performance standards, such as streamlining customer service, extending turn-around times for plan checking and construction inspections, or adjusting staff support at the One-Stop Permit Center.

**Reduce Advertising and Postage Expenses**

These non-personnel expenses are directly related to the number of planning and zoning applications received and cover legally-mandated public notice ads and public notice mailings to property owners and residents. The budgeted amounts include extra funds for unexpected expenses. These reductions reduce the budgeted amount or cushion for unexpected expenses, but would not affect the level of public noticing for development applications. Staff estimates that adequate funds will be available based this year's expenses to date.

**FINANCE**

<b>Level 2 Reductions</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Eliminate Accounting Technician Position	3	\$100,800	\$67,979
<b>Total Level 1 and Level 2</b>		<b>\$126,925</b>	<b>\$94,103</b>

**Eliminate Accounting Technician Position**

An upcoming retirement in the Senior Accounting Technician position provides an opportunity to take advantage of efficiencies through the use of technology and evaluate and redistribute workload within the accounting activities and functions. This will allow staff to eliminate one position with minimal service level impact. There will be an increase in the time it takes to process City payments for non time sensitive invoices. This should be alleviated as technological improvements are implemented for the accounts payable process.

**HUMAN RESOURCES**

<b>Level 2 Reductions</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Level 1 Proposed Savings Covers Level 2 Target		\$0	\$0
<b>Total Level 1 and Level 2</b>		<b>\$168,109</b>	<b>\$56,364</b>

**INFORMATION TECHNOLOGY**

<b>Level 2 Reductions</b>	<b>Council Priority</b>	<b>Savings – General Fund</b>	<b>Target</b>
Eliminate Vacant Network Engineer Position	3	\$120,305	\$73,421
<b>Total Level 1 and Level 2</b>		<b>\$139,143</b>	<b>\$100,120</b>

**Eliminate Vacant Network Engineer Position**

The upcoming retirement of a Network Engineer responsible for the City's telephone system creates a vacancy in July 2011. The Department proposes to eliminate this position and distribute the duties to the other 2 Network Engineers and 3 IT Coordinators. The restructure of the duties to these 5 positions may require changes in the IT Coordinator classification and the use of temporary help/casual employees. This could impact the total savings calculation. Staff is currently evaluating these needs.

## LIBRARY AND COMMUNITY SERVICES

Level 2 Reductions	Council Priority	Savings	Target
Library			
Eliminate vacant Senior Office Assistant position	NA	\$99,720	\$88,351
<b>Total Level 1 and Level 2</b>		<b>\$138,213</b>	<b>\$120,479</b>
Recreation			
Improve Contractual Terms for Gymnastics	3	\$10,000	
Close Lakewood Pool	4	\$37,581	
Reduce Teen Programming, including elimination of school year/school based after school program at Sunnyvale Middle School	4	\$20,079	
Eliminate Senior Lunch Program	3	\$13,296	
Eliminate Adult Pottery and High Fire Gas Kiln Productions (1 Recreation Coordinator I)	5	\$83,913	
Total		\$164,869	\$62,456
<b>Total Level 1 and Level 2</b>		<b>\$239,575</b>	<b>\$137,163</b>

### Eliminate Vacant Senior Office Assistant Position

The Senior Office Assistant is the only position assigned to provide clerical support to two Administrative Librarians, the Adult and Children's Supervising Librarians and 15 Librarians. Losing this position transfers clerical duties to higher paid professionals. Such duties included online publicity, gathering and reporting of statistics, maintaining local Sunnyvale history and City Government collections, and supporting outreach and programming.

### Improve Contractual Terms for Gymnastics

The Recreation Division is in a 2-year contract with California Sports Center (CSC) to offer gymnastics classes for the City. The contract expires in April, 2012. Staff is pursuing a number of strategies to increase the net revenue to the City. These strategies include efforts to improve the contractor/City split of revenues and adding an equipment fee of approximately \$5 per registration. The equipment fee would be paid directly to Sunnyvale Recreation and would not be considered part of the revenue split.

### Close Lakewood Pool

Under this option Lakewood Pool would be closed. Lakewood is one of two pools (the other being Washington Pool) for which the City has full financial responsibility for operational and infrastructure costs. Lakewood Pool must be maintained 12-months a year to support two months of summer programming. Staff has had difficulty finding long-term tenants for this pool. Lakewood is an under utilized pool with significantly lower lesson registrations than other City operated pools. Residents in this neighborhood are part of the Columbia Neighborhood Center service area, and can take advantage of reduced fees offered at the Columbia pool.

### Reduce Teen Programming, Including Elimination of School Year/School Based After-School Program at Sunnyvale Middle School

A close evaluation of Middle School and teen programs was made to determine where reductions could be made without adversely effecting service levels for this population. Programs were reduced

or eliminated based on duplication of service or declining enrollments as compared to other programs targeting middle school children and teens. The following is proposed:

- Eliminate all four remaining teen concerts and five City sponsored dances (dances are also offered by each of the middle schools on their respective campuses).
- Reduce citywide sports tournaments.
- Eliminate the school year, school based after school daily drop-in program at Sunnyvale Middle School.

**Eliminate Senior Lunch Program**

This option would eliminate the Senior Lunch Program, which provides an average of 25 meals Mondays – Friday on-site at the Senior Center. This is a social program and is not a senior nutrition site. Of the neighboring cities/agencies presented, the Sunnyvale Senior Center Lunch program is a duplicated program that serves the least amount of older adults daily. There are several other nutrition sites within or near Sunnyvale. Despite the fact that relatively few Sunnyvale Senior Center members are served by this program, eliminating the Senior Lunch Program will generate significant interest from the community. The Senior Advisory Committee ranked the Senior Lunch program 3 out of 8 when considering all Senior Center specific activities on a 1-8 scale with 1 being the most important. Staff still believes that careful consideration should be given to eliminating this program due to the subsidy and low number of unduplicated participants.

**Eliminate Adult Pottery and High Fire Gas Kiln Productions**

A close look has been taken at the pottery program because of its high costs and subsidy level, and because it primarily serves adults. The program offers a unique service with only the city of Palo Alto providing a comparable program that utilizes high fire gas kilns in addition to low fire electric kilns. In FY 09-10, the subsidy for this program was \$82,355. Fees were raised 20% during FY 10/11 and an additional increase of 20% will be implemented in FY 11/12. It is estimated the 40% increase will only add approximately \$32,000 in revenues and even with additional program efficiencies, the program will still need to be subsidized at some level for FY 11/12. If the adult pottery program, with its high fire gas kilns, were eliminated the City could still consider having a low fire ceramics presence for youth and seniors. Low fire ceramics opportunities for adults could also be available, but would not have the same draw as the gas kilns. Should the pottery program be eliminated, a full-time Coordinator I position, which is filled, would also be eliminated and annualized equipment / infrastructure costs would be reduced as well.

**OFFICE OF THE CITY ATTORNEY**

<b>Level 2 Reductions</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Reduce Court and Litigation Expenses Budget	NA	\$5,000	
Reduce Professional Services Budget	NA	\$5,000	
Reduce Legal Services Budget	NA	\$11,398	
Total		\$21,398	\$21,398
<b>Total Level 1 and Level 2</b>		<b>\$29,282</b>	<b>\$29,179</b>

**Reduce Budget for Court and Litigation, Professional Services and Legal Services**

The proposed budget reductions will result in less ability to retain outside counsel, mitigated by attempting to handle more matters in-house.

**OFFICE OF THE CITY MANAGER**

<b>Level 2 Reductions</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Level 1 Proposed Savings Covers Level 2 Target		\$0	\$0
<b>Total Level 1 and Level 2</b>		<b>\$240,795</b>	<b>\$180,796</b>

**PUBLIC SAFETY**

<b>Level 2 Reductions</b>	<b>Council Priority</b>	<b>Savings</b>	<b>Target</b>
Eliminate Neighborhood Preservation Manager position	NA	\$184,403	
Reclassify Deputy Chief position to Public Safety Captain	NA	\$34,087	
Eliminate Senior Office Assistant position	NA	\$96,948	
Firehouse Overtime Backfill – Off Hours/12 Hour Shift	2	\$322,185	
Firehouse Overtime Backfill – Off Hours/24 Hour Shift	2	\$644,370	
Revised Hiring Strategy – EMT Certification (begins Year 5)	NA		
Total w/ 12 Hour Shift No Backfill		\$637,623	
Total w/ 24 Hour Shift No Backfill		\$959,808	\$838,824
<b>Total Level 1 and Level 2 w/ 12 Hour Shift</b>		<b>\$946,320</b>	
<b>Total Level 1 and Level 2 w/ 24 Hour Shift</b>		<b>\$1,268,505</b>	<b>\$1,147,521</b>

**Eliminate Neighborhood Preservation Manager Position**

This position oversees one supervisor, three Neighborhood Preservation Specialists, and one Staff Office Assistant. Elimination of this position could be accomplished through a reporting structure realignment. There will be no change in service level.

**Reclassify Deputy Chief Position to Public Safety Captain**

This proposal reduces the number of Public Safety Deputy Chief positions by one; and increases the number of Public Safety Captains by one. This reduces overall position costs by 9%. There will be no service level change.

**Eliminate Senior Office Assistant Position**

This proposal would reduce Public Safety Staff Office Assistant Staffing (SOA) by one, through a reassignment to a position vacancy elsewhere in the City. The Public Safety workload would be redistributed between remaining SOA positions in DPS. There will be no service level change.

**Firehouse Overtime Backfill – Off Hours 12 Hour/24 Hour Shift**

There are no contractual minimum staffing levels in Fire Services. Daily vacancies due to vacation and disabilities are filled with two “relief” Public Safety Officers, as available. These proposals would continue to utilize “relief” Public Safety Officers, as available; however would combine personnel at Fire Station 6 (Lawrence Station Road) from two apparatus to one, should third vacancy occur on any

Fire Team. Put another way, instead of staffing two apparatus with two personnel, one apparatus would be placed out of service; and the remaining three personnel would staff a single apparatus whenever a third vacancy occurs due to disability on a team. One option is to use this model only between the hours of 8:00pm and 8:00 am when personnel are most likely to be sleeping; the second model spans an entire 24 hour period.

### Revised Hiring Strategy – EMT Certification

The costs for sworn Public Safety recruiting, hiring, and training are carried in a series of Recruitment Projects over 20 years. The projects assume that costs associated with Emergency Medical Technician (EMT) training are borne by the City as a component of Fire Academy training. This proposal would eliminate the EMT component of the Fire Academy, and require all Public Safety Officer Applicants to hold an EMT certification at the time of application, beginning in year 5 and continuing through year 20. Staff believes that by beginning in year 5, the widest applicant pool could be developed prior to implementation.

## PUBLIC WORKS

Level 2 Reductions	Council Priority	Savings	Target
Public Works			
Eliminate Shopping Cart Removal activity	5	\$53,648	
Reduce Sidewalk Replacement Contract	3	\$35,000	
Reduce Curb and Gutter Replacement Contract	3	\$30,000	
Total		\$118,648	\$118,597
<b>Total Level 1 and Level 2</b>		<b>\$161,774</b>	<b>\$161,723</b>
Public Works - Parks			
Eliminate 1 Groundworker position	4	\$60,084	
Reduce Ornamental Turf	4	\$19,000	
Total		\$79,084	\$79,000
<b>Total Level 1 and Level 2</b>		<b>\$139,168</b>	<b>\$139,084</b>

### Eliminate Shopping Cart Removal Activity

One Utility Worker position will be eliminated. Shopping carts will be left on City right of ways until the contracted vendor responds.

### Reduce Sidewalk, Curbs, and Gutters Replacement Contracts

This proposal will result in an increase for the time it takes to address deficiencies. Additional temporary repairs may be needed and costs may increase over time due to inflation.

### Eliminate 1 Groundworker Position

One Groundworker position would be eliminated through attrition in this proposal. Because one Groundworker position is already proposed to be eliminated in the first Level of reductions, a second position will further reduce resources allocated for public grounds maintenance, school site maintenance, regional open space maintenance and roadside and median services. As a result, service intervals will be lengthened even further for non health and safety related tasks, impacting the

attractiveness of those facilities. This includes shrub care, litter removal, and ornamental turf maintenance.

**Reduce Ornamental Turf**

Savings will be achieved by reducing water usage for ornamental turf. This will result in the turf being less visually appealing. Some areas of ornamental turf will be replaced with drought resistant plantings.

## **ALTERNATIVE SERVICE LEVEL REDUCTIONS**

Listed below are alternative service level reductions that staff has identified that could be substituted for various Level 1 and Level 2 reductions.

### **OFFICE OF THE CITY MANAGER**

#### **Elimination of the Resident Satisfaction Survey**

Eliminating the Resident Satisfaction Survey will result in a savings of \$18,000 every other year (the survey is now conducted bi-annually). This is not a core service, or even a direct service to the public, but its elimination will preclude staff from reporting on several established performance measures at year's end. The resident survey was ranked a 5 (lowest priority) by Council during its FY 2008/2009 prioritization exercise.

### **DEPARTMENT OF LIBRARY AND COMMUNITY SERVICES**

#### **Eliminate a Full-Time Recreation Coordinator II**

An alternative to the Level 1 and 2 cuts initially proposed is the elimination of a regular full-time Recreation Coordinator II position responsible for the coordination of Adult Sports programs. Annual savings to the General Fund is approximately \$128,000. The following programs will be affected if the adult sports coordinator position is eliminated: adult basketball leagues, adult volleyball leagues, adult sports and fitness classes and adult drop-in gym.

In the sports leagues the coordinator is currently responsible for accepting team registrations, scheduling practices and games, and reserving City and school gyms to hold these activities. These activities would cease. The coordinator also plans and implements the following sports and fitness classes: aerobics, boot camps, badminton, pilates, strength training, tai chi, volleyball and yoga. Responsibilities include recruiting instructors, scheduling classes and reserving facilities. With the elimination of this position, the number and type of the above mentioned classes will be significantly reduced. Many of these activities are already offered by other service providers in the region. Some of these classes are also offered through the senior program and are open to adults 18 years of age and older, and these classes would continue. Drop-in gym currently consists of two sports: badminton and volleyball. Drop-in gym for volleyball is offered twice weekly and badminton is offered daily with two sessions on Saturdays and Sundays. The primary responsibility of the coordinator is to recruit, schedule and supervise drop-in gym attendants. This support would cease, instead participants would need to rent the gym for their own activities. Please note that all Field and City gym facilities would continue to be available for rent.

**Increase Fees for Senior Lunch Program to Cover Costs**

Currently the Senior Lunch Program serves an average of 25 meals a day, or 5,975 meals annually, at a cost of \$5.50 for members and \$8.00 for non-members. Based on the FY 2010/2011 operating budget, the subsidy for the direct costs to the City is \$13,296. This figure includes payment to the contractor and kitchen cleanings, but excludes full-time staffing costs. In order to be cost neutral, fees would need to be raised by a minimum of \$2.23, bringing the member cost to \$7.73 a meal. Staff suggests raising the fee to \$8.00 for resident member and \$11.00 for non resident/non member.

Based upon past experience, participation in the Senior Lunch Program is highly price sensitive, and any increase in cost is likely to lead to reduced overall participation. However, as an alternative to eliminating the program altogether, prices could be raised as noted above to cover the payment to the contractor and the kitchen cleanings. Further, if the City were to wish to also cover the staff costs for directly coordinating the program, the member cost would need to increase to \$11. If the City were to wish to additionally cover administrative costs related to this program, member cost would need to be increased to \$13.

**Eliminate Adult Swim Programs**

Adult Swim Programs consist of Lifeguard Training, Adult Swim Lessons and Water Exercise. We do not offer any of the programs unless they are direct cost recovery or the staff are already being paid for a shift and it does not make sense to cancel the session if it is in the middle of an employee work shift (this would only apply to the swim lessons) because we would still be paying them for their time.

Staff would not recommend eliminating just the Adult Swim Programs for the following reasons:

- We are already heating and maintaining the pool anyway for youth programs, so there are no additional costs for the adult programs.
- Adult certification programs are essential for staffing our youth programs and providing certification courses for the community.
- Adult certification programs are revenue generating, as they are priced to recover all costs and create revenue.
- These programs do not require a significant amount of time from the coordinator and supervisor.

In summary, true savings would come from closing an entire pool and ceasing all programs associated with that pool as opposed to eliminating a specific type of programming at a pool.

**DEPARTMENT OF PUBLIC SAFETY****Reduction in Civilian Professionals/Community Services Officers**

FY 2011/2012 budget includes funding for ten Civilian Professional/Community Service Officers with varying scopes of responsibility. This proposal reduces the number of Civilian Professionals from ten to seven with implementation of this reorganization in FY 2011/2012. DPS staff is working in conjunction with the Human Resources Department to define the scope of responsibilities in moving forward with hiring that is expected to occur during the new fiscal year. This action would result in a savings of approximately \$330,000 annually.

**Reduction of Neighborhood Preservation Specialist**

This proposal would reduce the number of Neighborhood Preservation Specialists by one, through a reassignment to a position vacancy elsewhere in the City. The Public Safety workload would be redistributed between remaining Neighborhood Preservation Specialists. With redistribution of work and efficiencies, it is anticipated that the service level impact will be minimized. This action would result in savings of approximately \$114,000 annually.

## COUNCIL PRIORITY RANKING

Council priority rankings, developed for the FY 2008/2009 Budget, have been provided for reference. If the proposed cost saving is a result of an organizational or operational efficiency and therefore does not impact service level, NA has been noted. For reference, the ranking criteria for operating programs are provided below.

1.     **Highest**
  - Legally Mandated  
         Required by Federal, State, City Charter or Municipal Code  
         Example:
    - Wastewater Treatment
    - Hazardous Materials Safety Services
  
2.     **High**
  - Health and Safety  
         Services that, were they not performed, would seriously jeopardize the health and safety of our residents  
         Example:
    - Solid Waste Collection and Disposal
    - Emergency Response to Police and Fire Calls for Service
  
  - Essential Services  
         Maintenance of core facilities and services for which the City is responsible and, if not done, will not be provided  
         Example:
    - Pavement Operations (Street Maintenance)
    - Land Use Planning
  
3.     **High Mid-Range**
  - Functions for Proper Organizational Management  
         Critical Internal Systems to support base city operations  
         Example:
    - Payroll Services
    - Central Information Technology Systems and Networks
  
  - Typical Services Provided by Most Cities  
         Services expected by residents to be available for the benefit of **all** community members  
         Example:
    - Borrower Services/Circulation of Library Materials
    - Parks and Open Space Maintenance

4. **Mid-Range**
- Targets Vulnerable Populations  
Fills a service void that is not the responsibility of other levels of government  
Example:
    - Columbia Neighborhood Center Health Services
    - Case Management for Seniors
  - Directly Enhances the City's Fiscal Health and Vitality  
Example:
    - Economic Development Business Retention
  - Typical Services Provided by Most Cities  
Services expected by residents to be available for the benefit of **a portion of** community members  
Example:
    - Library Services for Children and Teens
5. **Other**
- All Remaining Services  
(May be scaleable)

## **Responses to Council Requests for More Detailed Information on Level 1 and Level 2 Cuts:**

### **COMMUNITY DEVELOPMENT DEPARTMENT**

#### **Eliminate Funding for Dispute Resolution Services**

Staff spoke to Ann Marquart, Executive Director of Project Sentinel, who said they are getting high levels of requests for foreclosure assistance at the Sunnyvale office, but she did not know off-hand if these requests are coming from Sunnyvale residents or from residents of other communities, because they provide foreclosure assistance to many regional clients from this office. She did not know if they are facing increased requests for tenant-landlord resolution services at that office. She indicated that funding for fair housing is more of a concern to her agency than the tenant-landlord contract.

Line staff at the County Dispute Resolution Services office provided anecdotal information that they are getting a lot of calls for their service, although she did not have information on where the callers reside, or whether the calls were in regards to a housing dispute or other types of disputes. She mentioned that the callers tend to be very frustrated when they call because by the time they reach the County service, it may be the 6th or 7th call they have made. She referred Housing staff to the program manager for any such program details that might be available. Housing staff left a message for that program manager, who has not yet called back.

In the interim, while waiting for more information from these agencies, staff can provide some basic information based on our office experiences related to this subject. When the contracts with Project Sentinel ended in June of 2010, Project Sentinel terminated all Tenant-Landlord Dispute Resolution services to Sunnyvale residents and has not been providing these services since that time. They continue to provide Fair Housing, Foreclosure Assistance and First-Time Homebuyer Counseling to Sunnyvale residents, supported by grants they receive directly from HUD. To handle the Tenant-Landlord service termination, Project Sentinel and Housing Division staff agreed that Project Sentinel would refer Sunnyvale callers to the Housing Division Answer Point. Since that time (for most of the current fiscal year), the Housing Answer Point has provided essentially the same tenant-landlord "information and referral" services to callers that Project Sentinel had been providing as part of their services under the City's contract with them, with no significant negative impact to the Housing Division's overall operations. Additionally, Housing Division staff has added new information on fair housing and tenant-landlord dispute resolution to the Housing Division website. The Housing Answer Point has two staff, including one bilingual Spanish staff, so they have been able to handle

the calls received. If the caller needs further assistance, staff has referred them to Bay Area Legal Aid, County Dispute Resolution Services, or other agencies appropriate to the caller's specific needs.

So far this process, as far as staff can tell, seems to be adequate, and staff has not received calls back indicating that the agencies to which callers were referred were not able to help them. Currently rents are rising and vacancies are decreasing, which puts pressure on tenants and tends to decrease landlords' flexibility with tenants when disputes arise. This may be inevitable, and while dispute resolution services may help in some cases, the core problem of rents increasing beyond tenants' ability to pay is not significantly addressed by this service.

## **DEPARTMENT OF LIBRARY AND COMMUNITY SERVICES**

### **Close Lakewood Pool**

Under this option Lakewood Pool would be closed. Lakewood is one of two pools (the other being Washington Pool) for which the City has full financial responsibility for operational and infrastructure costs. Staff has identified Lakewood as an under-utilized pool for the following reasons:

- Lesson registrations in previous summers have been significantly lower than other City operated pools. The City stopped offering lessons at Lakewood Pool at the conclusion of summer 2008 due to extremely low enrollment.
- Lakewood is maintained 12 months of the year; however, it is used only two months of the year. Other pools are used five to twelve months of the year, with the exception of Peterson, which is only rented from Santa Clara Unified School District for the eight weeks of summer.
- The City is subsidizing the activities at a higher rate per participant than other pools and participation is still relatively low.
- Lakewood is in need of infrastructure improvements. While these improvements would make rentals more attractive, its location is a deterrent for long-term tenants.
- Residents in this neighborhood are part of the Columbia Neighborhood Center (CNC) service area and can take advantage of reduced fees offered at Columbia Pool.

The potential closure of Lakewood Pool has been covered previously with Council, as this cost savings proposal was also included as a potential action in the recommended FY 2010/2011 Budget. As a part of the analysis on potential cuts, Council requested information on Citywide pool operations, which staff provided in October 2010. A memo to Council on this subject and the analysis staff performed are included in this attachment at Exhibits 1 and 2, respectively.

### **Reduce Teen Programming, Including Elimination of School Year/School Based After-School Program at Sunnyvale Middle School**

Faced with a structural imbalance in the City's General Fund, a close evaluation of Middle School and teen programs was made to determine where reductions could be made without adversely affecting service levels for this population. Programs were recommended for reduction or elimination based on duplication of service or declining enrollments as compared to other programs targeting middle school children and teens. The following is proposed:

- Eliminate all four remaining teen concerts and five City sponsored dances (dances are also offered by each of the middle schools on their respective campuses).
- Reduce Citywide sports tournaments.
- Eliminate the school year, school based after school daily drop-in program at Sunnyvale Middle School.

Five Middle School dances held at the Sunnyvale Community Center are proposed to be canceled because dances are already being offered at public schools and most private schools. Sports tournaments do not draw heavy participation and are often canceled. The Sunnyvale Middle School Drop-in program serves an average of 20 students daily, with many students attending only a portion of the programs as compared with the Sunnyvale Elementary School District's grant funded after school program at Columbia Middle School serving an average of 50 students daily.

Programs that will continue to serve the Sunnyvale Middle School during the school year include Co-op Sports and youth basketball. In addition the Library Division regularly visits Sunnyvale Middle School as part of their Lunchtime Librarian program. Other new options will be explored during FY 2011/2012 that leverage the combination of the two departments to serve youth.

During the Summer both the Sunnyvale Middle School and the Columbia Middle school will continue to be supported by the department with a variety of summer camps, recreational swim, swim classes, sports camps, and Summer Express that provides arts, sports, computers and special interest classes.

### **Eliminate Senior Lunch Program**

This option would eliminate the Senior Lunch Program, which provides an average of 25 meals Mondays – Friday on-site at the Senior Center. This is a social program and is not a senior nutrition site. The direct

subsidy for this program is nearly \$29,000 annually and does not include overhead and facility costs.

The Sunnyvale Senior Center Lunch program is a duplicated program that serves the least amount of older adults daily. Within the City of Sunnyvale, there is a County supported senior nutrition site at The First United Method church (less than a mile from the Senior Center) that serves an average of 216 meals per day. Within a five mile radius of the Sunnyvale Senior Center there are two county senior nutrition sites at the Cities of Mountain View and Santa Clara Senior Centers, serving an average of 150 and 70 daily meals, respectively. Other well-established food programs in Sunnyvale, such as “Our Daily Bread” at St. Thomas Episcopal and the Second Harvest Food Bank’s Operation Brown Bag program, provide the important community service of feeding anyone that cannot afford a meal, including seniors and the homeless.

With the availability of other nutrition sites within or near Sunnyvale, the Senior Lunch Program primarily provides the participants the benefit of social interaction and the convenience to enjoy a healthy meal while participating in center activities. When considering overall priorities of Senior Center programs, the Senior Advisory Committee ranked the Senior Lunch program 3 out of 8 on a 1-8 scale with 1 being the most important.

### **Eliminate Adult Pottery and High Fire Gas Kiln Productions**

A close look has been taken at the Recreation Division’s pottery program because of its high costs and subsidy level, and because it primarily serves adults. The program offers a unique service, with only the city of Palo Alto providing a comparable program that utilizes high fire gas kilns in addition to low fire electric kilns. In FY 2009/2010, the adult program served 432 participants through its pottery classes and sold 2071 open studio passes. Providing this level of service required a subsidy of over \$82,000.

In FY 2010/2011 a 20% fee raise was implemented during the year that resulted in an increase in revenues. An additional 20% increase will be implemented in FY 2011/2012. While the two increases could reduce participation, if usage trends continue, these fee increases would result in \$32,000 in additional revenue. Operational efficiencies will also be implemented to reduce the cost of providing these services. Despite increased fees and efficiencies to reduce costs, this program will continue to require a subsidy.

If the adult pottery program, with its high fire gas kilns, were eliminated, the City could still consider having a low fire ceramics presence for youth and seniors. Low fire ceramics opportunities for adults could also be

available, but would not have the same draw as the gas kilns. Should the pottery program be eliminated, annualized equipment/infrastructure costs would be reduced, and a full-time Recreation Coordinator I position would also be eliminated, resulting in a layoff of City staff.

## **DEPARTMENT OF PUBLIC SAFETY**

### **Staff Reduction at Fire Station # 6 – Operational Considerations**

Fire Districts 5 and 6 are both north of HWY 237 and are comprised of a total of three Engines. Station #5 has one engine staffed with two personnel and Station #6 has two engines with each engine staffed with two personnel.

An analysis was conducted of all Fire Service calls for 2010. Across the City, the lowest numbers of annual calls for service occur between midnight and 7am, with the low point between 4am and 5am. The highest number of calls for service occurs between 8am and 11pm, with the peak between noon and 6pm.

The 2-Company Station (2 fire engines) with the lowest volume of calls for service annually is Station #6 at 1,082. Station #5, a 1-Company station, had 692 calls for service.

If the number of personnel at Station #6 were reduced by one, it would become a 1-Company station of three personnel; a Lieutenant and two Public Safety Officers. This would only occur in situations where all relief personnel have already been assigned and are no longer available.

Based upon the data, the most appropriate time frame to reduce staff would be during the periods of the lowest volume of calls for service. The typical method for staffing for a vacancy is the entire twenty four hour period, or for a twelve hour period such as 8am to 8pm or 8pm to 8am. In this scenario, the proposed staffing change would be from 8pm to 8am to encompass the lowest volume of calls for service.

In 2010, Fire Station #6 responded to 701 calls between 8am and 8pm of which Engine 6 was assigned 490 and E60 was assigned 211. During that same time period, Station #6 responded to 381 calls between 8pm and 8am of which Engine 6 was assigned 75 and Engine 60 was assigned 306.



**CITY OF SUNNYVALE  
OFFICE OF THE CITY MANAGER**

**October 21, 2010**

**TO:** Honorable Mayor and Councilmembers  
**FROM:** Robert Walker, Assistant City Manager  
**THROUGH:** Gary Luebbers, City Manager  
**CC:** Nancy Steward, Superintendent of Recreation  
**SUBJECT: City of Sunnyvale Swimming Pool Analysis**

---

During staff's May 20, 2010 budget presentation, Council was informed that the fiscal year 2010/2011 budget being proposed included specific reductions in the City's Recreation budget in the amount of \$200,000 for FY 2010/2011 (for example, elimination of City-organized adult softball activities). Further *unspecified* reductions, amounting to an additional \$200,000 in each of the next two fiscal years, would be required to achieve the balanced budget which Council eventually approved. One of the examples of reductions that staff indicated it would likely propose for those future years was the closing of Lakewood Pool. Council acknowledged that staff might have good reason for recommending that closure based solely on operational information, but also suggested that the Council might choose differently based on additional social and community factors.

Staff advised Council that before decisions needed to be made for the following fiscal year budgets, that it would provide staff's priority ranking of all City recreational services, so that Council could analyze that information prior to determining its own priorities. Council specifically asked that in advance of staff's prioritized list, it be provided information regarding each of the pools used by the City. The attached analysis of City pool operations includes the following components.

- Pool Agreement Summaries
- Maintenance, Operational and Staffing Costs
- Pool Usage information
- Pool Revenue
- Subsidy per product
- Benchmarking
- Swim Team information

Should Council have questions or wish additional information regarding City pools, please contact the City Manager.

**CITY OF SUNNYVALE  
DEPARTMENT OF COMMUNITY SERVICES**

Recreation Division

October 12, 2010

To: Nancy Steward, Superintendent of Recreation

From: Nancy Grove, Recreation Supervisor, Sports, Aquatics and Facilities

Subject: City of Sunnyvale Swimming Pool Analysis

## Agreement Summary

The spreadsheet outlines key components of the agreements including ownership of facilities, utility, repairs and operational cost responsibility.

Pool / Location	Ownership	Operator	Pool Maintenance	Pool Utilities	Pool Repairs	Pool Chemicals	Locker Rooms
<b>Columbia Middle School</b>	Sunnyvale Elementary School District (built on SESD land with City funds)	City SESD reimburses City for 50% of expenses	City SESD reimburses City for 50% of expenses	City SESD reimburses City for 50% of expenses	City SESD reimburses City for 50% of expenses	City SESD reimburses City for 50% of expenses	SESD City cleans the locker room during City use
<b>Fremont High School</b>	Fremont Union School District Joint use agreement with the City	California Sports Center	FUSD City reimburses FUSD for 50% of expenses	FUSD City reimburses FUSD for 50% of expenses	FUSD City reimburses FUSD for 50% of expenses	FUSD City reimburses FUSD for 50% of expenses	City Cal Sports pays the City semi-annually for water, gas and electricity for the Pool House (metered separately). CSC responsible for janitorial of Pool House.
<b>Lakewood</b>	Sunnyvale Elementary School District	City	City	City	City	City	City
<b>Sunnyvale Middle School</b>	Sunnyvale Elementary School District	City	SESD for buildings and hot water supply. City for pool maintenance.	SESD	City	City	SESD City cleans the locker room during City use
<b>Peterson Middle School</b>	Santa Clara Unified School District	SCUSD City rents the pool based on SCUSD maintenance costs (\$9,000 for 8 weeks)	SCUSD	SCUSD	SCUSD City for pool deck office structure (shed)	SCUSD	SCUSD
<b>Washington</b>	City of Sunnyvale	City	City	City	City	City	City

## Maintenance, Operational and Staffing Costs

Information based on FY10/11 Plan Report.

Pool	Infrastructure Costs* (FY 10/11)	Operational Costs & Utilities	Program Costs	Full Time Staff Costs	Seasonal Staff Costs	Total Operational (no infrastructure) Costs w/out FT staffing	Total Operational (no infrastructure) Costs with FT Staffing
Washington	\$81,289	\$35,930	\$5,002	\$56,353	\$67,540	\$108,472	\$164,825
Lakewood	\$13,150	\$28,702	\$809	\$23,598	\$9,328	\$38,839	\$62,437
Sunnyvale M.S.	\$18,318	\$7,450	\$1,963	\$47,298	\$28,279	\$37,692	\$84,990
Columbia M.S.	\$11,041	\$30,237	\$1,694	\$29,534	\$18,833	\$50,764	\$80,298
Peterson M.S.	\$0	\$9,150	\$1,979	\$9,498	\$17,005	\$28,134	\$37,632
Rentals	\$0	\$0	\$0	\$1,384	\$0	\$0	\$1,384
Fremont	\$5,500**	\$147,723	\$600	\$31,366	\$0	\$148,323	\$179,689

\*Infrastructure Costs vary year to year depending on replacement of equipment.

\*\*City portion of infrastructure costs, managed by School District. City portion is 50% of total cost.

## Usage

The following outlines who the pool serves and participant hour budget.

Pool	Swim Lessons	Recreation Swim	Adult Classes	Rentals	Budgeted Participant Hours
Washington	x	x	x		13,500
Lakewood		x		x	2,018
Sunnyvale M.S.	x	x		x	3,615
Columbia M.S.	x	x		x	3,785
Peterson M.S.	x	x	x		2,875
Fremont	x	x	x	x	111,000

## Revenue info

Pool	Total Revenue (Earned Income/Program)	Swim Lessons	Recreation Swim	Adult Classes	Additional Revenue Resource	Additional Revenue Source
Washington	\$111,372	\$85,872	\$9,500	\$16,000	\$0	n/a
Lakewood	\$768	\$0	\$768	\$0	\$0	n/a
Sunnyvale M.S.	\$34,656	\$33,306	\$1,350	\$0	\$0	n/a
Columbia M.S.	\$22,863	\$22,113	\$750	\$0	*\$34,723	50% District Reimbursement
Peterson M.S.	\$30,138	\$29,238	\$900	\$0	\$0	n/a
Rentals	\$35,327	n/a	n/a	n/a	\$0	n/a
Fremont	\$43,625	n/a	n/a	n/a	**\$18,000	Contractor operational costs portion

\*50% reimbursement of staffing, operational and infrastructure costs annually.

\*\*100% reimbursement of utilities for pool house building.

## Subsidy Per Product (for 10/11 budget)

Pool	10/11 Budget	Revenue	Net Subsidy	Product (Participant Hour)	Subsidy Per Product
Washington	\$165,183	\$111,372	\$53,811	20,976	\$4.18
Lakewood	\$62,441	\$768	\$61,673	2,018	\$30.56
Sunnyvale M.S.	\$84,994	\$34,656	\$50,338	3,615	\$13.92
SMS w/ rental*	\$84,994	\$64,656	\$20,338	3,615	\$5.62
Columbia M.S.	\$80,301	\$50,863	\$29,438	3,785	\$7.78
Peterson M.S.	\$37,634	\$30,138	\$7,496	2,875	\$2.61
Rentals	\$1,384	\$35,327	-\$33,942	**950	-\$35.73
Fremont	\$185,189	\$61,625	\$123,564	110,000	\$1.12

\*Most rentals occur at Sunnyvale Middle School (SMS). \$30,000 was added to the revenue in this line to create a more accurate accounting of the revenue achieved at SMS.

\*\*Occupancy Hour

## Benchmarking

Facility	Youth Lesson Fees (per lesson)	Rec/Open Swim Fees (Yth & Adult)	Adult Lesson Fees (per lesson)	Adult Lap Swim Fees	Masters Swim Fees	Rental Costs
City of Sunnyvale Pools	\$9.44 res \$11.66 non-res (30 mins)	\$2.00 res \$3.00 non-res	\$13.25 res \$15.75 non-res (30 mins)	N/A	N/A	Res: \$75/hr Non-res: \$90/hr plus \$20/hour per guard if guards needed
Fremont High School Pool (CSC)	\$13.33 res \$15.00 non-res (30 mins)	\$2.00 res \$3.00 non-res	\$13.33 res \$15.00 non-res (30 mins)	drop-in \$6 res \$8 non-res monthly \$50 res \$60 non-res	drop-in \$9 res \$10 non-res monthly \$56 res \$66 non-res	\$11/hr/lane, negotiable. \$1500 per day (includes 1 staff and building)
FUHSD	N/A	N/A	N/A	N/A	N/A	Lifeguard required \$450/day or \$56.25/hr to \$700/day or \$87.50/hr depending on pool (locker rooms may be extra)
City of Campbell	\$13.75 (45 mins)	\$2.00	\$13.75 (45 mins)	\$7.00	\$55/month	N/A
City of Cupertino	\$7.90 res \$9.50 non-res (30 mins)	N/A	\$12.60 res \$14.20 non-res (30 mins)	\$4.00	N/A	N/A
LGS - Los Gatos/Saratoga Recreation	\$11.19 (30 mins)	16 yrs old and up: \$5 5-15yrs: \$4 5 and under: \$3	\$11.19 (30 mins)	\$5.00	\$60/month or \$10 drop-in	\$37/hour for entire pool; locker rooms are extra
Menlo Park	\$15.00	\$5.00 res \$6.00 non-res	\$15.00	\$5.00 res \$6.00 non-res	\$71/month	N/A
City of Mountain View	\$4.00 res \$5.56 non-res (30 mins)	\$1.50 res \$3.25 non-res	\$7.50 res \$10.63 non-res (55 mins)	\$3.00 res \$4.00 non-res	N/A	N/A
City of Morgan Hill	N/A	N/A	N/A	N/A	N/A	Res: \$4/lane/hr or \$50/hr Non-res: \$10/lane/hr or \$60/hr \$1000/day for meets
Northwest YMCA	\$7.00 m'ber \$8.38 non-m'ber (30 mins)	Free with Facility Membership	\$7.75 m'ber \$9.31 non-m'ber (30 mins)	Free with Facility Membership	N/A	N/A

Facility	Youth Lesson Fees (per lesson)	Rec/Open Swim Fees (Yth & Adult)	Adult Lesson Fees (per lesson)	Adult Lap Swim Fees	Masters Swim Fees	Rental Costs
Central YMCA	\$9.88 m'ber \$19.75 non-m'ber (40 mins)	Free with Facility Membership	\$9.88 m'ber/ \$19.75 non-m'ber (40 mins)	Free with Facility Membership	Free with Facility Membership	N/A
City of Santa Clara	\$8 res \$9.90 non-res (30 mins)	\$2.25 res \$3.75 non-res	\$8 res \$9.90 non-res (30 mins)	\$3.00	\$55/month res \$60 non-res	School Dist. Rentals only; \$155 for up to 75 participants; \$185 for over 75
Rancho Rinconada (non-profit, Cupertino)	\$12.50 (35 mins)	\$2.50 res \$3.00 non-res	N/A	\$1.50 res \$2.00 non-res	N/A	\$100/hour
Laurelwood Cabana Club (Santa Clara)	\$8.13 m'ber \$10.63 non-m'ber (30 mins)	N/A	N/A	N/A	N/A	N/A
Silicon Valley JCC (Los Gatos)	\$5.50 m'ber \$7.50 non-m'ber (30 mins)	N/A	N/A	N/A	N/A	N/A
Simpkins Swim Center (Santa Cruz County)	\$8.50 res \$9.38 non-res (30 mins)	\$4.00	\$8.50 res \$9.38 non-res (30 mins)	\$6.00	\$7.00	Res: \$4.73/lane/hr or \$734.58/hr Non-res: \$5.20/lane/hr or \$807.66/hr (25% less non-profits)

## Swim Teams

Swim Team	Fees*	Additional Fee	Program Length	Practice Time	Other Information**
<b>SUNN – Sunnyvale Swim Team (seasonal program)</b>	\$375/swimmer	N/A	9-10 weeks, 3 practices per week	length depends on age and skill level	Recreational. SUNN pays City of Sunnyvale \$3/hour for pool use. They also pay for rentals at CSC and a local cabana club.
<b>SUNN – Sunnyvale Swim Team (year round)</b>	\$160/registration (includes all children in family), \$100-\$155/month depending on swim level	\$60 USA Swim Registration	Year round	3 to 17.75 hours/week, depends on age and skill level	Competitive. Discount on month dues for children in the family. SUNN pays City of Sunnyvale \$3/hour for pool use. They also pay for rentals at CSC and a local cabana club.
<b>Morgan Hill Splash Aquatics</b>	\$75/month	Membership Fee	On-Going	3-6 hours/week with optional clinics	Recreational with opportunity for competition. Operated by the City of Morgan Hill. They do not pay additional fees for the use of the facility.
<b>Morgan Hill Makos</b>	\$80-\$130/month	\$55 USA Swim Registration	On-Going	Not Advertised	Competitive. Makos pay to rent facilities for practice from the City of Morgan Hill.
<b>DACA (De Anza and Cupertino Aquatics)</b>	\$84-\$258/month	\$85 USA Swim Registration	On-Going	3-15 hours/week	Competitive. DACA rents the pool from De Anza College.
<b>City of Campbell</b>	\$40-\$65/month	\$40 Registration plus USA Swim Registration \$40-\$60	On-Going	2-20 hours/week	Recreational and Competitive. Operated by the City of Campbell. They do not pay additional fees for the use of the facility.

\* Fees paid by participants to the organization for program participation.

\*\*Organizations may be charged to use facilities to hold practices and meets. Known information regarding these fees have been noted in this section.

**CITY OF SUNNYVALE**  
**035. GENERAL FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2010 TO JUNE 30, 2021**

	ACTUAL	CURRENT	BUDGET	PLAN	FY 2010/2011 TO FY 2020/2021 TOTAL								
	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	
RESERVES/FUND BALANCE, JULY 1	77,795,636	72,245,587	64,069,023	60,830,904	61,857,513	64,344,230	63,654,327	62,725,296	62,648,895	73,872,999	73,879,462	73,586,229	72,245,587
<b>CURRENT RESOURCES:</b>													
Property Tax	43,699,859	41,937,637	42,033,969	43,709,279	45,586,327	47,547,724	49,597,393	51,588,624	53,661,602	55,819,728	58,066,547	60,405,752	549,954,583
Sales Tax	25,431,711	27,286,190	28,144,466	29,447,306	30,994,562	32,166,708	32,518,375	32,874,459	33,704,277	34,715,405	35,756,868	36,829,574	354,438,190
Public Safety Sales Tax	1,158,626	1,164,287	1,200,909	1,235,166	1,271,318	1,308,532	1,321,617	1,334,833	1,368,204	1,409,250	1,451,528	1,495,074	14,560,718
Business License Tax	1,363,638	1,450,000	1,479,000	1,508,580	1,538,752	1,569,527	1,600,917	1,632,936	1,665,594	1,698,906	1,732,884	1,767,542	17,644,637
Other Taxes	1,507,960	1,884,784	2,055,978	2,231,405	2,199,337	2,243,324	2,288,190	2,333,954	2,380,633	2,428,246	2,476,811	2,526,347	25,049,008
Transient Occupancy Tax	5,578,196	6,430,805	6,689,607	6,975,954	7,367,693	7,784,881	8,217,279	8,463,798	8,717,712	8,979,243	9,248,620	9,526,079	88,401,670
Utility Users Taxes	6,797,768	6,801,741	6,947,373	7,173,629	7,350,453	7,532,198	7,719,008	7,911,031	8,108,418	8,311,328	8,519,922	8,734,366	85,109,470
Franchises	5,979,301	6,309,686	6,398,220	6,582,354	6,762,329	6,950,610	7,141,043	7,339,991	7,541,438	7,751,823	7,964,915	8,163,179	78,905,589
Rents and Concessions	2,496,072	1,954,014	1,936,764	1,848,397	1,830,968	1,880,296	1,909,017	1,959,920	1,998,389	1,886,573	1,937,295	1,989,421	21,131,056
Federal, State & Intergovernmental Revenue	2,020,473	1,544,543	1,330,955	1,089,328	1,099,751	1,110,331	1,121,070	1,131,970	1,143,034	1,159,778	1,176,857	1,194,277	13,101,893
Permits and Licenses	4,666,794	5,544,598	5,643,631	5,770,343	5,627,260	5,739,807	5,854,298	5,971,385	6,090,814	6,212,632	6,336,886	6,463,625	65,255,277
Fines and Forfeitures	1,107,547	1,100,469	1,183,458	1,203,001	1,222,971	1,243,375	1,264,221	1,285,518	1,307,276	1,329,502	1,352,205	1,375,396	13,867,392
Service Fees	3,264,614	3,716,979	3,686,846	3,909,344	3,888,755	3,956,400	4,024,554	4,094,887	4,166,629	4,241,652	4,316,300	4,392,444	44,394,790
Interest Income	755,108	492,544	640,690	1,216,618	2,474,301	2,573,769	2,546,173	2,509,012	2,505,956	2,954,920	2,955,178	2,943,449	23,812,610
Inter-Fund Revenues	8,599,600	9,330,898	12,297,794	14,805,033	16,821,881	18,649,815	17,124,795	16,646,935	16,842,894	17,063,187	17,237,636	17,466,170	174,287,037
Miscellaneous Revenues	1,101,326	228,181	140,349	142,774	145,247	147,769	150,342	152,967	155,644	148,929	151,714	154,555	1,718,471
Sale of Property	0	0	0	0	2,130,818	0	0	0	11,474,036	0	0	0	13,604,854
In-Lieu Charges	8,899,467	9,101,032	8,747,197	9,075,101	9,374,737	9,660,363	9,917,077	10,169,611	10,368,990	10,623,654	10,885,211	11,379,425	109,302,398
Transfers From Other Funds	2,058,410	261,095	457,892	110,098	115,004	194,680	126,048	131,977	12,962	82,245	83,834	13,756	1,589,590
<b>TOTAL CURRENT RESOURCES</b>	<b>126,486,470</b>	<b>126,539,482</b>	<b>131,015,098</b>	<b>138,033,709</b>	<b>147,802,466</b>	<b>152,260,109</b>	<b>154,441,418</b>	<b>157,533,807</b>	<b>173,214,502</b>	<b>166,817,001</b>	<b>171,651,211</b>	<b>176,820,431</b>	<b>1,696,129,233</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>204,282,106</b>	<b>198,785,070</b>	<b>195,084,121</b>	<b>198,864,613</b>	<b>209,659,979</b>	<b>216,604,339</b>	<b>218,095,745</b>	<b>220,259,103</b>	<b>235,863,397</b>	<b>240,690,000</b>	<b>245,530,673</b>	<b>250,406,660</b>	<b>1,768,374,820</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment	88,241	926,546	278,379	274,565	287,994	222,677	301,458	106,341	237,861	113,680	229,984	519,904	3,499,389
Operations - Safety Salaries/Benefits	52,148,780	53,561,783	56,167,163	58,408,292	62,314,720	65,664,664	68,042,928	70,347,410	72,706,824	75,131,121	77,637,807	80,216,395	740,199,108
Operations - Misc. Salaries/Benefits	44,174,817	44,182,847	47,441,090	47,965,821	48,744,289	50,147,821	51,380,269	52,566,399	53,731,536	54,914,124	56,133,469	57,416,844	564,624,509
Operations - Other	21,567,666	21,493,561	22,212,627	22,282,617	22,824,263	23,426,507	24,044,638	24,679,073	24,918,345	25,575,673	26,250,231	26,942,576	264,650,110
Operations Transfer To Gas Tax Fund	(2,009,484)	(2,119,653)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(2,050,000)	(22,619,653)
Public Safety Recruitment Projects	1,713,996	729,000	0	0	2,253,984	3,507,432	2,105,062	2,629,149	2,747,799	2,942,802	3,467,496	2,708,178	23,090,902
Budget Supplements	0	0	22,125	0	0	0	0	0	0	0	0	0	22,125
Projects and Project Administration	2,689,093	3,020,841	322,676	198,872	136,603	229,769	370,881	138,661	184,926	464,595	427,869	226,720	5,722,412
Project Operating Costs	0	0	10,628	10,841	24,582	25,074	30,987	31,608	37,870	42,571	45,258	46,164	305,583
Lease Payments	4,001,530	3,068,322	3,209,761	3,285,881	4,057,176	4,401,573	4,052,884	3,802,385	3,843,456	3,883,080	3,960,275	4,009,681	41,574,475
Service Level Reductions	0	0	(2,000,000)	(2,073,174)	(2,160,900)	(2,249,436)	(2,319,969)	(2,388,914)	(2,452,194)	(2,523,470)	(2,596,979)	(2,672,358)	(23,437,394)
Infrastructure Investment	0	0	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	800,000	821,191	845,060	869,677	894,920	16,980,848
<b>TOTAL EXPENDITURES</b>	<b>124,374,639</b>	<b>124,863,246</b>	<b>128,164,449</b>	<b>130,853,715</b>	<b>138,982,712</b>	<b>145,876,083</b>	<b>148,509,137</b>	<b>150,662,112</b>	<b>154,727,614</b>	<b>159,339,237</b>	<b>164,375,087</b>	<b>168,259,024</b>	<b>1,614,612,416</b>

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2010 TO JUNE 30, 2021**

	ACTUAL 2009/2010	CURRENT 2010/2011	BUDGET 2011/2012	PLAN 2012/2013	PLAN 2013/2014	PLAN 2014/2015	PLAN 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	FY 2010/2011 TO FY 2020/2021 TOTAL
<b>TRANSFERS TO OTHER FUNDS:</b>													
Infrastructure Fund	678,830	1,386,355	0	0	0	0	0	0	0	0	0	0	1,386,355
Capital Projects Fund	789,757	2,790,152	0	0	0	106,121	108,243	0	112,616	114,869	0	119,509	3,351,510
Youth and Neighborhood Services Fund	550,497	532,100	524,641	563,082	562,975	579,909	594,865	610,079	625,159	639,919	655,613	671,613	6,559,956
Community Recreation Fund	4,641,720	4,471,833	4,882,119	4,881,286	5,036,368	5,204,187	5,367,137	5,525,017	5,683,711	5,849,976	6,021,210	6,200,935	59,123,777
General Services Fund	58,314	28,772	27,073	27,885	28,722	454,066	35,883	31,385	32,327	33,296	34,295	41,299	775,004
Liability and Property Insurance Fund	942,762	643,588	654,935	681,132	704,972	729,646	755,184	781,615	808,972	833,241	858,238	883,985	8,335,507
<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>7,661,880</b>	<b>9,852,800</b>	<b>6,088,768</b>	<b>6,153,385</b>	<b>6,333,037</b>	<b>7,073,930</b>	<b>6,861,312</b>	<b>6,948,096</b>	<b>7,262,784</b>	<b>7,471,301</b>	<b>7,569,356</b>	<b>7,917,341</b>	<b>79,532,110</b>
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>132,036,519</b>	<b>134,716,047</b>	<b>134,253,217</b>	<b>137,007,100</b>	<b>145,315,749</b>	<b>152,950,012</b>	<b>155,370,449</b>	<b>157,610,208</b>	<b>161,990,398</b>	<b>166,810,538</b>	<b>171,944,443</b>	<b>176,176,365</b>	<b>1,694,144,525</b>
<b>RESERVES:</b>													
Contingencies (20%)	23,176,356	23,423,708	24,870,727	25,418,879	26,449,391	27,502,926	28,335,770	28,797,115	29,542,714	30,387,016	31,257,893	32,158,908	32,158,908
Capital Improvement Projects	8,222,181	5,617,963	5,617,963	5,617,963	7,748,781	7,748,781	7,748,781	7,748,781	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817
Budget Stabilization Fund	40,847,051	35,027,352	30,342,214	30,820,671	30,146,058	28,402,620	26,640,745	26,102,999	25,107,467	24,269,629	23,105,520	22,848,570	22,848,570
<b>TOTAL RESERVES</b>	<b>72,245,587</b>	<b>64,069,023</b>	<b>60,830,904</b>	<b>61,857,513</b>	<b>64,344,230</b>	<b>63,654,327</b>	<b>62,725,296</b>	<b>62,648,895</b>	<b>73,872,999</b>	<b>73,879,462</b>	<b>73,586,229</b>	<b>74,230,295</b>	<b>74,230,295</b>
<b>FUND BALANCE, JUNE 30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Current Resources	126,486,470	126,539,482	131,015,098	138,033,709	145,671,648	152,260,109	154,441,418	157,533,807	161,740,466	166,817,001	171,651,211	176,820,431	
Total Current Requirements	132,036,519	134,716,047	134,253,217	137,007,100	145,315,749	152,950,012	155,370,449	157,610,208	161,990,398	166,810,538	171,944,443	176,176,365	
<b>DIFFERENCE</b>	<b>(5,550,049)</b>	<b>(8,176,564)</b>	<b>(3,238,119)</b>	<b>1,026,609</b>	<b>355,899</b>	<b>(689,903)</b>	<b>(929,031)</b>	<b>(76,401)</b>	<b>(249,932)</b>	<b>6,463</b>	<b>(293,233)</b>	<b>644,066</b>	

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2021 TO JUNE 30, 2031**

	PLAN	FY 2021/2022	FY 2010/2011									
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TO	TO
											FY 2030/2031	FY 2030/2031
											TOTAL	TOTAL
RESERVES/FUND BALANCE, JULY 1	74,230,295	72,625,931	74,014,612	70,331,264	67,528,908	62,247,101	60,307,220	60,344,837	59,579,302	60,708,966	74,230,295	72,245,587
<b>CURRENT RESOURCES:</b>												
Property Tax	62,968,200	65,641,157	68,429,459	71,338,155	74,372,521	77,538,063	80,840,535	84,285,944	87,880,567	91,630,958	764,925,557	1,314,880,140
Sales Tax	38,331,225	39,894,447	41,521,779	43,215,866	44,979,462	46,815,433	48,726,768	50,716,577	52,788,100	54,944,713	461,934,370	816,372,560
Public Safety Sales Tax	1,556,091	1,619,614	1,685,745	1,754,592	1,826,267	1,900,888	1,978,576	2,059,457	2,143,664	2,231,335	18,756,229	33,316,947
Business License Tax	1,820,568	1,875,185	1,931,441	1,989,384	2,049,066	2,110,537	2,173,854	2,239,069	2,306,241	2,375,429	20,870,774	38,515,411
Other Taxes	2,602,137	2,680,201	2,760,607	2,843,426	2,928,728	3,016,590	3,107,088	3,200,301	3,296,310	3,395,199	29,830,587	54,879,594
Transient Occupancy Tax	9,907,122	10,303,407	10,715,543	11,144,165	11,589,931	12,053,529	12,535,670	13,037,097	13,558,581	14,100,924	118,945,968	207,347,638
Utility Users Taxes	8,975,615	9,223,685	9,478,773	9,741,082	10,010,819	10,288,198	10,573,439	10,866,770	11,168,423	11,478,638	101,805,442	186,914,911
Franchises	8,393,578	8,643,698	8,898,796	9,165,967	9,438,584	9,724,039	10,015,445	10,320,506	10,632,068	10,958,157	96,190,838	175,096,427
Rents and Concessions	2,054,774	2,125,522	2,198,757	2,274,567	2,353,046	2,434,289	2,518,395	2,605,467	2,695,613	2,788,941	24,049,371	45,180,427
Federal, State & Intergovernmental Revenue	1,225,079	1,246,389	1,268,218	1,290,580	1,280,156	1,303,626	1,327,671	1,352,305	1,377,544	1,403,403	13,074,971	26,176,864
Permits and Licenses	6,657,656	6,859,624	7,067,741	7,282,194	7,503,178	7,730,893	7,965,543	8,207,342	8,456,508	8,713,267	76,443,946	141,699,224
Fines and Forfeitures	1,411,464	1,448,658	1,487,010	1,526,555	1,567,328	1,609,366	1,652,705	1,697,385	1,743,446	1,790,928	15,934,847	29,802,238
Service Fees	4,508,756	4,633,520	4,762,092	4,894,189	5,030,720	5,171,008	5,315,993	5,464,983	5,618,950	5,777,622	51,177,833	95,572,623
Interest Income	3,711,515	3,631,297	3,700,731	3,516,563	3,376,445	3,112,355	3,015,361	3,017,242	2,978,965	3,035,448	33,095,922	56,908,532
Inter-Fund Revenues	17,262,827	19,172,402	13,477,547	13,633,619	13,848,327	14,041,111	14,239,022	2,796,285	2,874,303	2,955,442	114,300,884	288,587,921
Miscellaneous Revenues	158,902	163,378	167,989	172,739	170,270	175,309	180,498	185,844	191,350	197,021	1,763,300	3,481,771
Sale of Property	0	0	0	0	0	0	0	0	0	0	0	13,604,854
In-Lieu Charges	11,474,875	11,596,616	11,939,493	12,292,536	12,656,044	13,030,330	13,415,712	13,812,520	14,221,093	14,641,779	129,080,998	238,383,396
Transfers From Other Funds	14,168	103,344	15,031	15,482	15,947	16,425	16,918	108,322	111,573	18,426	435,636	2,025,226
<b>TOTAL CURRENT RESOURCES</b>	<b>183,034,550</b>	<b>190,862,143</b>	<b>191,506,751</b>	<b>198,091,662</b>	<b>204,996,839</b>	<b>212,071,987</b>	<b>219,599,191</b>	<b>215,973,415</b>	<b>224,043,297</b>	<b>232,437,628</b>	<b>2,072,617,463</b>	<b>3,768,746,696</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>257,264,845</b>	<b>263,488,073</b>	<b>265,521,363</b>	<b>268,422,925</b>	<b>272,525,747</b>	<b>274,319,088</b>	<b>279,906,411</b>	<b>276,318,251</b>	<b>283,622,599</b>	<b>293,146,595</b>	<b>2,146,847,758</b>	<b>3,840,992,283</b>
<b>CURRENT REQUIREMENTS:</b>												
Equipment	377,645	278,640	241,422	278,317	550,481	221,898	346,128	100,016	351,497	519,991	3,266,035	6,765,425
Operations - Safety Salaries/Benefits	84,315,744	87,650,488	91,117,009	94,720,511	98,466,402	102,360,305	106,408,065	110,615,755	114,989,692	119,536,438	1,010,180,408	1,750,379,516
Operations - Misc. Salaries/Benefits	59,660,462	61,364,051	63,120,602	64,931,661	66,798,830	68,723,748	70,708,116	72,753,676	74,862,230	77,035,904	679,959,281	1,244,583,791
Operations - Other	27,717,804	28,515,363	29,335,897	30,180,069	31,048,562	31,942,076	32,861,332	33,807,074	34,780,066	35,781,094	315,969,336	580,619,446
Operations Transfer To Gas Tax Fund	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(12,250,000)	(34,869,653)
Public Safety Recruitment Projects	2,944,633	1,781,766	2,597,810	1,762,633	3,905,048	3,316,505	3,416,000	3,920,995	3,913,798	3,182,255	30,741,443	53,832,345
Budget Supplements	0	0	0	0	0	0	0	0	0	0	0	22,125
Projects and Project Administration	162,466	226,957	138,131	139,965	295,268	141,783	144,318	523,914	536,810	243,623	2,553,236	8,275,649
Project Operating Costs	53,704	55,315	63,504	65,409	74,299	76,528	86,173	88,758	91,421	94,163	749,274	1,054,857
Lease Payments	4,023,315	4,136,444	2,900,461	2,933,520	2,967,241	0	0	0	0	0	16,960,981	58,535,457
Service Level Reductions	(2,789,534)	(2,886,534)	(2,986,984)	(3,091,008)	(3,198,736)	(3,310,303)	(4,375,840)	(15,445,162)	(17,296,492)	(16,717,520)	(72,098,112)	(95,535,506)
Infrastructure Investment	934,160	966,643	1,000,282	1,035,117	1,071,193	1,108,555	1,147,249	1,187,323	1,228,829	1,271,818	10,951,170	27,932,018
<b>TOTAL EXPENDITURES</b>	<b>176,175,398</b>	<b>180,864,133</b>	<b>186,303,134</b>	<b>191,731,195</b>	<b>200,753,588</b>	<b>203,356,095</b>	<b>209,516,542</b>	<b>206,327,350</b>	<b>212,232,852</b>	<b>219,722,766</b>	<b>1,986,983,053</b>	<b>3,601,595,469</b>

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2021 TO JUNE 30, 2031**

	PLAN	FY 2021/2022 TO FY 2030/2031 TOTAL	FY 2010/2011 TO FY 2030/2031 TOTAL									
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031		
<b>TRANSFERS TO OTHER FUNDS:</b>												
Infrastructure Fund	294,803	303,647	312,756	322,138	401,757	1,255,039	352,009	416,132	373,446	409,533	4,441,260	5,827,615
Capital Projects Fund	123,095	0	0	0	0	0	0	0	0	0	123,095	3,474,605
Youth and Neighborhood Services Fund	692,656	715,140	738,280	761,237	785,764	811,070	836,168	863,016	890,624	918,155	8,012,110	14,572,066
Community Recreation Fund	6,396,882	6,596,217	6,801,832	7,013,929	7,232,714	7,458,400	7,691,208	7,931,367	8,179,112	8,434,685	73,736,345	132,860,123
General Services Fund	36,737	38,207	39,735	41,324	49,904	44,696	46,484	48,344	50,277	60,318	456,026	1,231,030
Liability and Property Insurance Fund	919,344	956,118	994,363	1,024,194	1,054,920	1,086,567	1,119,164	1,152,739	1,187,321	1,222,941	10,717,673	19,053,180
<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>8,463,517</b>	<b>8,609,329</b>	<b>8,886,966</b>	<b>9,162,822</b>	<b>9,525,058</b>	<b>10,655,773</b>	<b>10,045,034</b>	<b>10,411,598</b>	<b>10,680,780</b>	<b>11,045,632</b>	<b>97,486,509</b>	<b>177,018,619</b>
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>184,638,915</b>	<b>189,473,461</b>	<b>195,190,100</b>	<b>200,894,017</b>	<b>210,278,646</b>	<b>214,011,868</b>	<b>219,561,576</b>	<b>216,738,948</b>	<b>222,913,633</b>	<b>230,768,398</b>	<b>2,084,469,562</b>	<b>3,778,614,088</b>
<b>RESERVES:</b>												
Contingencies (20%)	33,733,468	34,888,065	36,085,062	37,323,352	38,607,110	39,935,182	41,122,019	40,356,485	41,486,149	43,155,379	43,155,379	43,155,379
Capital Improvement Projects	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817	19,222,817
Budget Stabilization Fund	19,669,646	19,903,730	15,023,385	10,982,739	4,417,174	1,149,221	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>72,625,931</b>	<b>74,014,612</b>	<b>70,331,264</b>	<b>67,528,908</b>	<b>62,247,101</b>	<b>60,307,220</b>	<b>60,344,837</b>	<b>59,579,302</b>	<b>60,708,966</b>	<b>62,378,196</b>	<b>62,378,196</b>	<b>62,378,196</b>
<b>FUND BALANCE, JUNE 30</b>	<b>0</b>	<b>0</b>										
Total Current Resources	183,034,550	190,862,143	191,506,751	194,575,098	201,620,394	208,959,632	216,583,830	212,956,173	221,064,332	229,402,180		
Total Current Requirements	184,638,915	189,473,461	195,190,100	200,894,017	210,278,646	214,011,868	219,561,576	216,738,948	222,913,633	230,768,398		
<b>DIFFERENCE</b>	<b>(1,604,365)</b>	<b>1,388,682</b>	<b>(3,683,349)</b>	<b>(6,318,919)</b>	<b>(8,658,252)</b>	<b>(5,052,236)</b>	<b>(2,977,746)</b>	<b>(3,782,776)</b>	<b>(1,849,301)</b>	<b>(1,366,218)</b>		