

CITY OF MOUNTAIN VIEW



FISCAL YEAR
2021-22

RECOMMENDED BUDGET

Mission Statement:

The City of Mountain View provides quality services and facilities that meet the needs of a caring and diverse community in a financially responsible manner.

THE CITY OF MOUNTAIN VIEW, CALIFORNIA OPERATING BUDGET FISCAL YEAR 2021-22

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City of Mountain View California

City Officials

City Council

Mayor – Ellen Kamei

Vice Mayor – Lucas Ramirez

Margaret Abe-Koga

Alison Hicks

Sally Lieber

Lisa Matichak

Pat Showalter

Executive Staff

City Manager – Kimbra McCarthy

City Attorney – Krishan Chopra

City Clerk – Heather Glaser

Human Resources Director – Sue Rush

Assistant City Manager/Chief Operating Officer – Audrey Seymour Ramberg

CIO/Information Technology Director – Roger R. Jensen

Finance and Administrative Services Director – Jesse Takahashi

Assistant City Manager/Community Development Director – Aarti Shrivastava

Public Works Director – Dawn Cameron

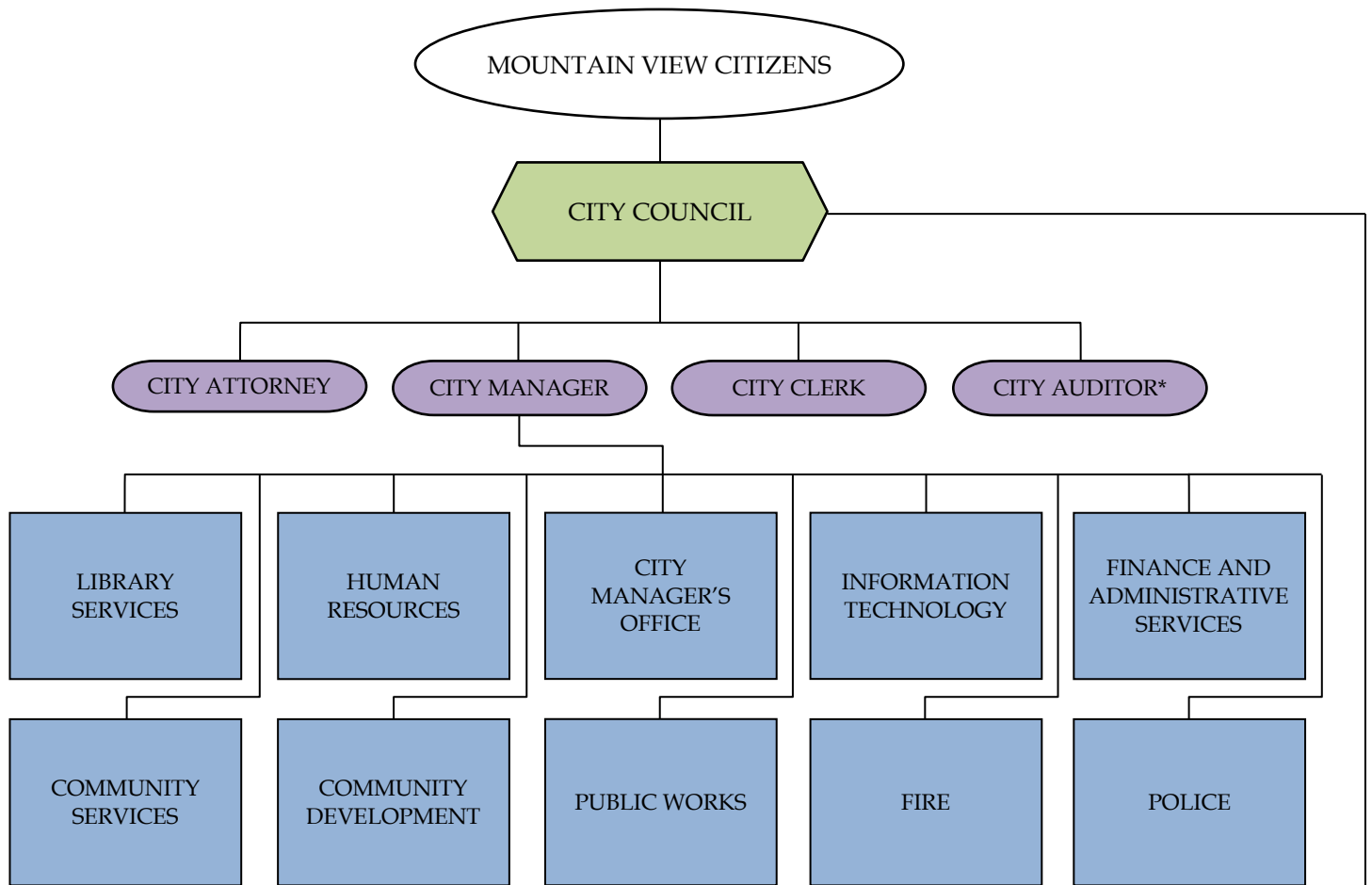
Community Services Director – John Marchant

Library Services Director – Tracy Gray

Fire Chief – Juan Diaz

Police Chief – Chris Hsiung

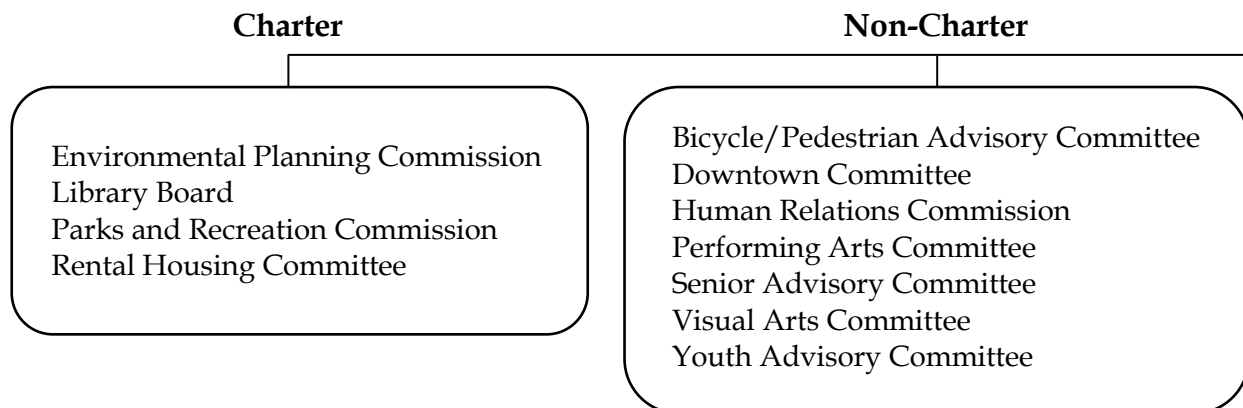
CITY GOVERNMENT ORGANIZATION



KEY:

- ELECTED
- APPOINTED BY COUNCIL
- APPOINTED BY CITY MANAGER

CITY BOARDS, COMMISSIONS, AND COMMITTEES



* Finance and Administrative Services Director serves as City Auditor.

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INTRODUCTION



OFFICE OF THE CITY MANAGER

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June 8, 2021

Honorable City Council
City of Mountain View

Honorable Mayor and Members of the City Council:

We are pleased to present for your consideration the Fiscal Year 2021-22 Recommended Operating Budget. Formal adoption of the budget is scheduled after a second public hearing on June 22, 2021. This transmittal letter summarizes the Recommended Budget.

INTRODUCTION

While the past year has been an unprecedented and challenging period in history for the City of Mountain View, the nation, and the entire world due to the impacts of the COVID-19 pandemic, it has also been a remarkable time of coming together to help those most in need and disproportionately affected by the pandemic. The City declared a local emergency on March 12, 2020, and a Countywide Shelter-In-Place order began on March 17, 2020. Over the past year, the order has been extended twice with varying degrees of restrictions and has continued until the time of this writing. However, most recently, the State of California has experienced a significant improvement in the battle to fight the pandemic with both adjusted case rates and test positivity rates declining significantly Statewide.

In Santa Clara County, cautious optimism is shared by many as the economy opens up and begins to return toward a more normal environment. On May 19, 2021, the County moved into the “yellow” (lowest restriction) tier under the State’s “Blueprint for a Safer Economy.” In addition, the County’s current COVID-19 vaccination rate for all residents over the age of 12 is climbing toward 80.0%, one of the highest vaccination rates in the nation. As a result of increased vaccinations and lower positive case rates, restrictions have been easing throughout the State and, based on the Governor’s recent announcement, Statewide Shelter-In-Place orders are anticipated to end June 15, 2021 with the reopening of the economy.

The economic impacts of COVID-19 have been significant but are slowly showing signs of improvement. In April 2020, the Statewide unemployment rate reached an extreme level of 15.5%. One year later, the first quarter of 2021 ended positively with robust employment and strong consumer spending growth. By March 2021, the Statewide

unemployment rate was 8.3% and is expected to decrease further over the next year. The unemployment rate in Mountain View was 3.5%, indicating the strength of the local and regional economy. Although many jobs were lost during the past year, the labor market has vastly improved in recent months, and jobs have returned with some exceptions for certain sectors that were harder hit and may be slower to regain past employment levels.

As has been the case with many past recessions, California is expected to be one of the leaders of the country's economic recovery. In particular, the regional economy in Silicon Valley will continue to play a key role as a major contributor in this economic growth. The UCLA Anderson School revised its 2021 forecast of gross domestic product (GDP) to 7.1%, up from 6.3% the prior quarter. Despite this brightened outlook, it is expected that the recovery will impact various populations differently. While many workers have returned to their previous jobs or found new ones, others are not so fortunate and will continue to struggle. It is expected that there will be individuals and small businesses in the Mountain View community that will need continuing financial and other assistance in order to make it through the recovery period, which could last several more years. As described below, the City has devoted considerable financial resources and designed creative programs toward COVID-19 recovery, which will continue into the next fiscal year.

COVID-19 Response and Recovery

Throughout the COVID-19 pandemic, the City pivoted quickly by enacting swift and innovative programs to assist small businesses and the most vulnerable members of our community and has demonstrated Statewide and regional leadership in responding to the crisis. In addition, the Citywide team has embraced process innovations and operational efficiencies to transform the way we do business.

Significant City efforts over this past year include:

- Continuing one of the largest rent relief programs in the Bay Area by providing almost \$4.0 million to help Mountain View renters in need during the pandemic.
- Securing State Project Homekey funding of \$12.0 million and pioneering an innovative private-public partnership with LifeMoves, the County of Santa Clara, Google, and LinkedIn to build within six months and open LifeMoves Mountain View, an interim, transitional modular housing project with over 100 units for homeless, unstably housed, and displaced residents.
- Operating three 24/7 safe parking lots with capacity for more than 101 vehicles to park to assist unstably housed residents, the largest program in the County.

- Distributing over \$900,000 in zero-interest microloans to more than 100 small businesses through the Small Business Resiliency Program, including City funding of \$400,000, a \$400,000 match from Google, and \$100,000 from LinkedIn.
- Creating the Small Business Grant Program with \$250,000 in funding to provide 50 \$5,000 grants to small businesses.
- Collaborating with the Mountain View Chamber of Commerce to develop the www.ilovemv.org online marketplace for local small businesses.
- Implementing “Outdoor Mountain View” (OMV) guidelines to allow downtown restaurants and businesses to temporarily operate outside on private property or authorized public property.
- Opening the County’s first mass COVID-19 vaccination clinic site at the Mountain View Community Center within a week, in conjunction with the County of Santa Clara, providing over 60,000 vaccines as of May 2021.
- Providing City facilities and City staff for COVID-19 testing centers in Mountain View, including launching a drive-through testing site at Shoreline Athletic Fields with Planned Parenthood and utilizing the Center for the Performing Arts in conjunction with the County of Santa Clara and El Camino Hospital.
- Deploying Fire Department staff to work at the County of Santa Clara Public Safety COVID-19 Vaccination Clinic.
- Establishing the Mountain View “Homebound” COVID-19 mobile vaccination clinic for Fire Department staff to provide in-home vaccinations to seniors and vulnerable community members.
- Redeploying Firefighter/Paramedics to two hospitals to assist with critical COVID-19 patient care during the height of the pandemic.
- Coordinating a Citywide Strategic Communications Team to provide multi-layered pandemic response information to the public, including extensive multilingual outreach in Spanish, Chinese, and Russian.
- Implementing the Castro StrEATs program to temporarily close downtown Castro Street to vehicles in support of COVID-19 recovery for downtown restaurants and businesses.

- Continuing the Mountain View Resiliency Roundtable made up of over 40 community leaders and stakeholders to collaborate on how to move forward together as a community.
- Approving equitable rent adjustments on various City leases to accommodate financial hardships to tenants caused by COVID-19.
- Providing over 15 hygiene and mobile sanitation stations around the City for homeless and unstably housed residents.
- Redeploying City staff to help nonprofit community organizations with food distribution efforts and translation services.
- Adopting an action plan to support youth mental health and wellness.
- Creating a small-business call center where employees called over 700 small businesses to provide resources and support.
- Adapting Recreation programming to virtual activities, including after-school programming, 5K/10K runs, holiday kits, and many other community programs.
- Converting City contracts to electronic review and approval.
- Implementing a new automated online bidding application, Planet Bids, to streamline the bidding process for both bidders and City staff.
- Developing an online reporting module for both non-Workers' Compensation and Workers' Compensation COVID-19 cases to enable faster reporting times.
- Implementing the Library "Grab and Go Holds" pickup program to provide access to Library materials during the pandemic.
- Launching an online Spanish language story time and a Spanish language parenting program.
- Adding new digital services and additional e-books to provide more electronic options for people to utilize the Library from anywhere.
- Revamping the Community Development permit center into both an outdoor and online permit center to respond to the closure of City Hall during the pandemic.

- Distributing *The Briefing* e-newsletter weekly to inform the community about the latest COVID-19 updates and, building upon that effort, launching the *City Hall Connection* e-newsletter to include updates about City events and projects.
- Presenting regular COVID-19 updates to the public at City Council meetings.
- Developing safe return-to-work plans for employees and facility reopening plans in line with State and local COVID-19 protocols.
- Holding regular employee Town Hall meetings to communicate to all employees about the latest COVID-19 updates and other City developments.
- Distributing a tailored weekly e-newsletter to all employees to keep staff informed about City business, COVID-19 information, and expressing coworker recognition and appreciation.
- Launching online appointment scheduling for the Community Development, Community Services, and Police Departments.
- Continuing to support over 400 employees working remotely and providing enhanced technology resources as part of that effort.

Although the City has devoted available one-time funding resources towards the aforementioned efforts, the City's revenues have been negatively impacted during the pandemic. As with most local governments, the City has experienced a loss in revenue the past fiscal year. Most notable is the loss of Transient Occupancy Tax (TOT) revenue, estimated to be \$5.2 million lower in the current fiscal year compared to Fiscal Year 2018-19, the last full fiscal year prior to the pandemic. While it is expected that increased vaccinations will increase hotel stays, it is projected that revenues will not reach the Fiscal Year 2018-19 level until Fiscal Year 2023-24. Sales Tax and Service Charge revenues were also hit hard with stores closed, the Center for the Performing Arts closed, and Recreation classes, camps, and rentals canceled.

Even though there was a loss of revenue in Fiscal Year 2020-21, the General Operating Fund (GOF) has been able to remain balanced primarily due to lower expenditures in salaries and benefits (primarily from staffing vacancies), supplies, services, and capital outlay. In addition, with the City's strong property tax base, higher property tax revenue has offset some of the revenue loss while steady lease revenue from City-owned property continues to keep the GOF revenue more stable.

It is projected that it will take time for the City's revenue sources to reach prior levels. As a result, the City faces projected deficits on the horizon followed by a period of recovery. For Fiscal Year 2021-22, there is a preliminary negative operating balance of \$4.2 million, and staff recommends utilizing Excess Education Revenue Augmentation Fund (ERAF) funding, a limited-period revenue source, to balance the budget and smooth the impacts of lost revenue due to the COVID-19 pandemic. In the Five-Year Forecast, the following two fiscal years project negative operating balances of \$4.6 million and \$1.5 million. The fourth and fifth fiscal years are balanced primarily due to revenue growth from property tax, sales tax, and TOT. More detailed information about the City's projections can be found in the City's Five-Year Financial Forecast section beginning on Page 3-1.

American Rescue Plan Act

In addition to the above local efforts, the Federal government responded to the large number of people nationwide impacted by joblessness, evictions, food insecurity, and other difficulties caused by the pandemic. The American Rescue Plan Act (ARPA) was passed by Congress and signed into law by President Joe Biden on March 11, 2021 and is expected to be a major factor in ensuring the economic recovery continues to be successful with \$1.9 trillion in Federal funding to help mitigate the impacts of the pandemic and assist individuals and communities to rebuild and get back on their feet. In this package, \$65.0 billion is allocated for local governments nationwide with an estimated \$8.0 billion earmarked for California cities.

The City of Mountain View is expected to receive approximately \$15.7 million in direct funding over two years. Receipt of the funds will be made in two equal payments spaced one year apart. The first distribution, approximately \$7.85 million, was available for draw-down in May 2021. The second distribution will occur one year later.

The City may use these funds for eligible purposes, including the following:

- Revenue replacement for lost revenue due to the pandemic;
- Negative economic impacts from the pandemic;
- Assistance to small businesses, households, hard-hit industries, and economic recovery; and
- Investments in water, sewer, or broadband infrastructure.

Notably, funds cannot be deposited into a pension fund. The Department of the Treasury recently released its "Interim Final Rule" guidance to further clarify the potential uses of

these funds and any restrictions that may be placed on how they can be spent. The funds must be fully utilized by December 2024 and will require periodic reporting to the Department of the Treasury as to how they were spent.

Out of the first payment of approximately \$7.85 million in funding, which was revised upward from initial estimates by the U.S. Treasury Department, approximately \$6.4 million is recommended to be used for the purposes noted in the table below. Since the City has until December 2024 to spend the funds, the remaining funding will be assessed in relation to the City's continuing fiscal situation, potential revenue losses over the next fiscal year, and other anticipated needs.

However, because the Treasury Department is still expected to make additional changes to its interim rules after receiving public comments over the next several months, the result may be that not all of the recommended uses below will fit squarely with the final eligibility parameters. Consequently, the City may apply the ARPA provision which allows the City to receive reimbursement for the provision of government services to the extent of a reduction in its general revenue. This provision grants the City broad authority to spend ARPA funds used for this purpose. This would allow other one-time General Fund moneys to be freed up for the purposes noted below so that all of the funding will be compliant with allowable uses.

Table 1: Recommended ARPA Funds Utilization

Recommended Uses	Amount
Community Services Agency (CSA) funding for direct assistance/rent relief/discretionary uses	\$1,000,000
Guaranteed Basic Income pilot program	1,000,000
Mountain View Solidarity Fund	1,000,000
Technology equipment, hardware, and IT contracts to support online services/remote work/Zoom conference rooms/hybrid meetings	950,000
Unpaid utility bills for residents/small business	750,000

Recommended Uses	Amount
Contract services/PPE/facility improvements for reopening City buildings and implementing required health and safety changes	600,000
Safe parking and homelessness services	250,000
Small business grants of \$5,000 for businesses who applied and did not get selected in the initial grant lottery, and additional funding for new businesses to receive grants	235,000
Economic vitality strategy	200,000
Award of funding to nonprofits who did not receive funding from CDBG/General Fund NOFA process	117,000
CHAC one-time funding	100,000
Castro StrEATs aesthetic improvements	60,000
Displacement strategy	50,000
Eviction defense fund	50,000
TOTAL RECOMMENDED USES	\$6,362,000

Of the items listed in the table, two of the uses are particularly notable. The first is the Guaranteed Basic Income pilot program, which would allocate \$1.0 million to provide a monthly payment to a specified number of Mountain View residents for a one-year period. The impact of these payments on the recipients will be monitored and reported upon to determine the success of this program. This program, which got its start in the City of Stockton, California, and has since been implemented in a number of cities around the country and in the Bay Area, is premised on how a basic income can contribute to a healthier and safer community by addressing financial instability and food insecurity, fear of eviction, and the mental stress that accompanies these situations brought on by the COVID-19 pandemic. A basic income allows these residents to be more productive members of the community by providing them with a guaranteed income source that can

alleviate some of the suffering caused by the pandemic as well as create greater opportunities to realize their economic potential. This ambitious initiative will seek to establish a pilot program that will benefit many members of our community in need of financial support.

The second initiative is allocating \$1.0 million for the Mountain View Solidarity Fund. In late 2020, the Los Altos Community Foundation (LACF) approved a fiscal sponsorship request submitted by a community-based group known as the Fondo de Solidaridad de Mountain View/Mountain View Solidarity Fund (Solidarity Fund). The Solidarity Fund represents a concept of community-based, participatory grant-making and trust-based philanthropy, in which diverse community representatives are engaged in both the design and delivery of funding to some of the most economically disadvantaged individuals and families in the City.

The Solidarity Fund uses an innovative, on-the-ground model, placing the final decision-making in the hands of community members best situated to assist. The Solidarity Fund has focused thus far on undocumented and mixed-status families in Mountain View, who are among the most impoverished in the community. These families continue to face the hardships of financial instability, food insecurity, the threat of eviction and homelessness, and high levels of stress and mental health issues. In some instances, these families are unable or unwilling to seek support from services and access points already in place.

A dedicated group of Mountain View residents have spearheaded the all-volunteer, multi-racial, and community-based collaborative. Nearly all of the program leaders are graduates of City of Mountain View's Spanish Civic Leadership Academy. The Solidarity Fund's leadership identifies and vets low-income families and individuals requesting support and makes recommendations on financial assistance. A cross-departmental team led by the City Manager's Office will work to ensure the grant remains aligned with the program goals while also ensuring administrative procedures and financial controls are met.

The other recommended uses of ARPA funds are geared toward COVID-19 recovery efforts and assisting those hardest hit by the pandemic, including continuing to support our local small businesses and focusing on the long-term economic vitality of our community, while also preparing for the City's reopening to the public and a safe return of the City workforce.

Race, Equity, and Inclusion Action Plan

Beyond the COVID-19 pandemic, this past year the nation was also faced with a critical examination of social justice matters, police reform, and racial inequities in light of the

killing of George Floyd in Minneapolis, Minnesota. Over this past year, the City has taken significant steps toward implementing measures to promote racial justice, equity, and inclusion; these efforts will continue into the next fiscal year and represent a significant part of the Recommended Budget.

An Ad Hoc Council Subcommittee on Race, Equity, and Inclusion (REI Subcommittee) was created in June 2020 to guide the City's efforts on these issues and to engage the community in meaningful dialogue and take action toward a vision of racial justice, equity, and enhanced public trust in law enforcement in Mountain View.

With input from the REI Subcommittee, the City has implemented a Race, Equity, and Inclusion Action Plan focused on three areas including: policing practices, policies, and accountability; celebration and recognition of community diversity; and review of City operations and policies, with opportunities for community engagement throughout.

1. Policing Practices and Policies and Accountability: The City of Mountain View is committed to examining Mountain View Police Department (MVPD) practices and procedures, increasing police accountability, engaging the public about their experiences with MVPD, and increasing public understanding of MVPD practices and policies.
2. Celebration and Recognition of Community Diversity: Mountain View is a diverse community with residents and visitors from around the world. Both past and present community members have contributed to making Mountain View the great city that it is. We strive to recognize, celebrate, and increase understanding of Mountain View's diversity.
3. Review of City Operations and Policies: The City acknowledges that inequity is often rooted in longstanding policies and procedures. Staff will be reviewing internal operations as well as the policies and procedures of City departments to ensure that the City is promoting diversity, equity, and inclusion.

Significant efforts made over the course of the fiscal year include:

- Collaborating with regional leaders on solutions: The City Manager participated in a cohort of six local city managers working with Stanford University to collaborate on addressing the challenges facing our region. The cohort focused on research regarding alternative mental health calls for service as well as policing best practices in three areas: data collection and standards, culture change, and independent police oversight models.

- Hiring a Ph.D. Research Fellow to analyze MVPD data and design solutions: As part of the City's efforts to better understand the MVPD contact data, the City Manager's Office and Police Department staff worked with academic leaders at Stanford University and the University of Michigan who have expertise in research and analysis in the fields of policing and race and experience applying these insights to help inform anti-bias policing practices in other jurisdictions. As part of this effort, the City took initiative and worked with our academic partners to conduct an extensive recruitment process to hire a Research Fellow in order to further explore MVPD policing data and help design solutions.
- Exploring alternative responses to mental health calls for service: The City participates in the Santa Clara County Mobile Crisis Response Team (MCRT) pilot program. This program is part of the County's Behavioral Health Services Department's crisis response system for people experiencing mental health emergencies. The Mobile Crisis Response Teams screen and assess crisis situations over the phone and intervene when a crisis is occurring. They work closely with law enforcement, the community, and families. In addition, a new County pilot program is under development for Fiscal Year 2021-22 that the City anticipates being a part of. The Community Mobile Response (CMR) Program is modeled after the CAHOOTS mental health response program in Eugene, Oregon, and would be entirely independent of law enforcement and focused heavily on prevention and family involvement for mental health calls for service.
- Engaging the community on dialogue about policing: The City's Human Relations Commission (HRC) formed a Subcommittee on Community-Police Relations to hear stories about community members' experiences interacting with Mountain View Police and held four community listening forums, collected written online submittals, and held interviews during the months of August, September, and October 2020. The forums were facilitated by the Peninsula Conflict Resolution Center (PCRC); one forum was in English, one in Spanish, one in Mandarin, and another was focused on youth.
- Launching MVPDx: Partnership for the Future of Policing: MVPD launched a listening and learning program that brings residents and Mountain View Police Officers together for 10 weeks to discuss, collectively, what next steps look like for our City when it comes to how the department protects and serves individuals in the community. The program takes place over several sessions and is a deep-dive into various themes and topics that allow community members to ask questions, foster dialogue, and increase connections with local law enforcement to build the best future possible for policing in Mountain View.

- Creating the Public Safety Advisory Board: The City Council approved the formation of a new advisory body focused on policing and public safety matters. The body is tasked with holding public forums and providing input and recommendations to the Police Chief and City Council on public safety matters, including development of community policing concepts, increasing public awareness of public safety matters, furthering MVPD engagement and transparency efforts, and identifying best practices.

The City will continue to build on these efforts over the course of the next fiscal year, along with other efforts included in the Race, Equity, and Inclusion Action Plan, which is enclosed with this Transmittal Letter. Further information about the Action Plan may be found at MountainView.Gov/REIActionPlan.

Budget Equity Lens

Notably, we also made a change to the annual budget development process by incorporating the use of an equity lens when any new budget requests were submitted by departments for consideration as part of the Recommended Budget.

The City is fortunate to have a diverse population of residents comprised of a range of multicultural and ethnic backgrounds, income levels, ages, and perspectives. While the City desires all of its residents to fully participate in, and benefit from, the economic vitality and resources in the region, we recognize that this does not always occur and that more can be done to promote equitable outcomes for all community residents. This is achievable by taking a closer look at how decisions, specifically budget decisions, impact communities of color, lower-income residents, and those that may be disadvantaged or disabled and lacking the same access to the benefits and resources that are available to others in the community.

Because this type of assessment is typically an extensive undertaking, requiring more resources than the City currently has, the City committed in this first year to ask the following questions as an “equity lens” in helping to evaluate whether budget additions, potential reductions, and/or reallocations should be recommended:

1. Does this benefit communities of color and/or low-income residents?
2. Does this burden communities of color and/or low-income residents?

The one-time and ongoing recommendations contained in the Fiscal Year 2021-22 Recommended Budget were assessed using this equity lens and were determined to benefit communities of color and low-income residents.

Building upon the City's commitment to equity, a new full-time Human Services Manager position is recommended to replace a vacant Police Officer position in the Recommended Budget. This position will serve in the City Manager's Office and will provide leadership and technical expertise on many of the aforementioned Citywide projects related to homelessness, mental health, basic income, and other efforts under way. This position will focus on continuing to build strong partnerships with regional nonprofits, private entities, community stakeholders, and local government agencies, including the County of Santa Clara, which functions as the primary provider of Countywide social service programs.

Strategic Planning and Visioning

This past fiscal year, the City began a process to develop a Strategic Roadmap that includes a vision of where the City strives to be in the next three to five years, the City's top Strategic Priorities (currently called Council Major Goals), and an achievable multi-year work plan of the critical projects to accomplish the priorities and vision (referred to as the Fiscal Years 2021-23 Strategic Roadmap Action Plan).

The City began the strategic planning process in December 2020 with a discovery phase in which the City's consultant, CivicMakers, gathered information about existing City efforts and learned about community stakeholders. Subsequently, Council held a workshop on February 6, 2021 to discuss Council's vision and priorities for the City. During February and March 2021, CivicMakers provided a variety of engagement opportunities to receive input from community members and City staff. Community input opportunities included two workshops and three focus groups (for Spanish and Mandarin speakers and business representatives) attended by a total of 108 community members. Input was also received through 31 online comment cards and numerous email communications to Council. Staff input was gathered through a survey and meetings with the department head team and other staff working groups.

CivicMakers synthesized Council's comments along with community and staff input to develop a draft vision and Strategic Priorities, which were presented to Council on March 16, 2021. During this meeting, Council provided direction on the draft vision and Strategic Priorities and discussed potential projects to accomplish the Priorities. Discussion of potential projects included Council comments on the scope of some existing projects and whether some of them should be removed from the work plan. It also included a few suggestions about potential additional projects, with careful consideration of the limits of staff capacity in light of the significant workload and demands of current priorities and the continued focus on response and recovery from the COVID-19 pandemic.

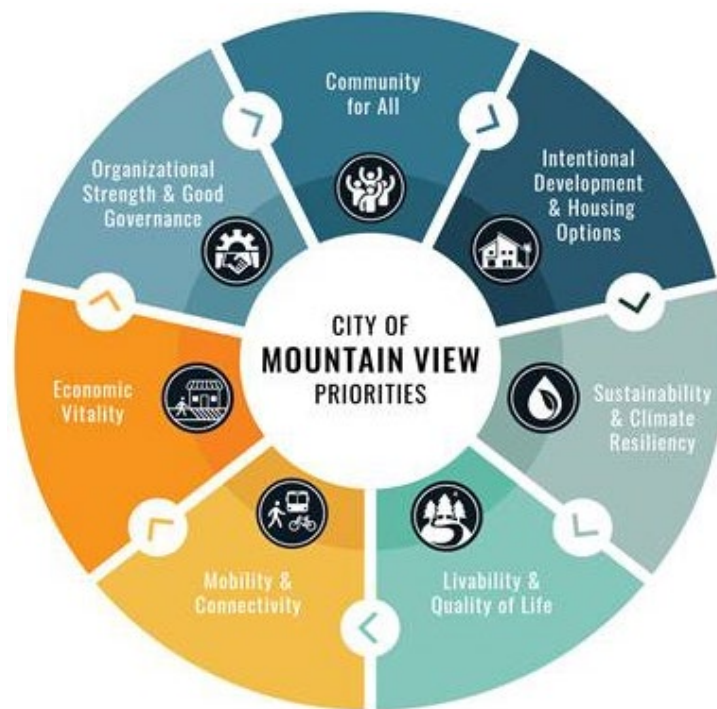
On April 27, 2021, the City Council considered a revised vision statement and Strategic Priorities as well as recommended projects for the Fiscal Years 2021-23 Strategic Roadmap Action Plan. Council will approve the Strategic Roadmap on June 8, 2021 and will adopt the Roadmap, along with the Recommended Budget, with funding appropriations on June 22, 2021.

The vision statement and Strategic Priorities are as follows:

City of Mountain View Vision

"A welcoming, vibrant city that plans intentionally and leads regionally to create livable, sustainable neighborhoods, access to nature and open spaces, and a strong, innovation-driven local economy."

City of Mountain View Strategic Priorities



- Community for All: Support Mountain View's socioeconomic and cultural diversity. Engage and protect vulnerable populations through policies that promote access to housing, transportation, and other programs and services.

- Livability and Quality of Life: Enhance Mountain View as a great place to live that values community health and well-being. Preserve Mountain View's unique character, restore wildlife habitats, and promote arts and culture. Provide parks, open space, and other key amenities.
- Intentional Development and Housing Options: Support an increase in the quantity and diversity of housing options, including assistance for the unhoused. Provide opportunities for affordable housing as well as home ownership. Plan for neighborhoods with nearby transit, jobs, and amenities that balance density with livable, green, mixed-use development.
- Mobility and Connectivity: Develop a mobility network that enhances connectivity across Mountain View and establishes green corridors. Promote transit and safe, active transportation options that reduce single-occupancy vehicle trips and traffic and increase walking and biking.
- Sustainability and Climate Resilience: Through implementation of the Sustainability Action Plan and other actions, reduce and minimize the City's greenhouse gas emissions and prepare for sea level rise. Protect and enhance local ecosystems and biodiversity through rewilding and other measures. Support residents and businesses to adopt sustainable practices and use resources wisely.
- Economic Vitality: Support a walkable, beautiful, vibrant downtown and accessible village centers that draw residents and visitors. Create an environment where small, local, diverse businesses can thrive across the City alongside large employers. Continue to work in partnership with the business community so that Mountain View remains a center for innovations with meaningful jobs for workers.
- Organizational Strength and Good Governance: Continue to innovate, collaborate, and continuously improve to deliver a high level of customer service. Recruit, develop, and retain top-notch staff. Maintain fiscal responsibility and effective intergovernmental partnerships. Communicate and engage regularly and transparently with our multilingual community.

The Strategic Roadmap Action Plan for Fiscal Years 2021-23 is enclosed with this Transmittal Letter. Links to the Council's meetings and more information about the Strategic Roadmap can be found at MountainView.gov/StrategicRoadmap.

OVERVIEW OF BUDGET DOCUMENT

The Fiscal Year 2021-22 Recommended Budget document, which includes all City funds, is divided into nine sections as follows:

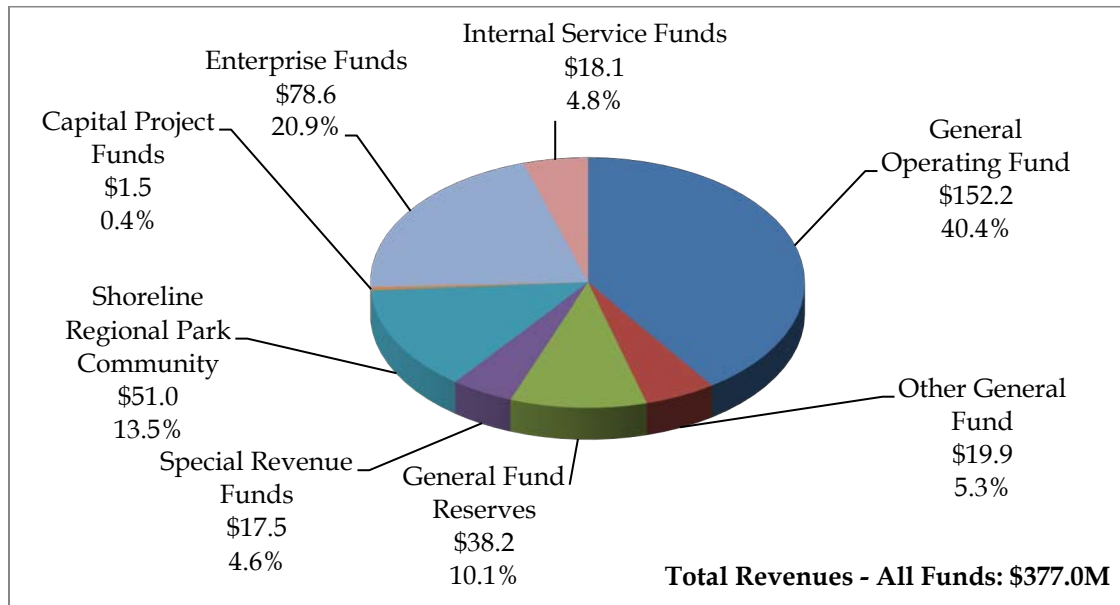
1. Introduction—Includes a summary of the City’s overall financial plan and recommended changes;
2. City and Community Information—Includes the community profile and other information about the City;
3. General Operating Fund Forecast—Includes the GOF five-year revenue and expenditure forecast;
4. Department Budgets—Includes operating plans for all City departments;
5. Fund Schedules—Includes recommended budgets for all funds;
6. Capital Improvement Projects—Includes the Proposed Capital Improvement Program (CIP) for Fiscal Year 2021-22 and the remaining years of the Five-Year CIP;
7. Miscellaneous Information—Includes description of the budget process, position listing, debt administration and payments, and other information;
8. Shoreline Regional Park Community—Includes the recommended budget for the Shoreline Regional Park Community; and
9. Glossary and Index—Includes the glossary and index for this document.

This budget has been prepared in accordance with Section 1103 of the City Charter, the State Constitutional limit on the proceeds of taxes, and all applicable regulations.

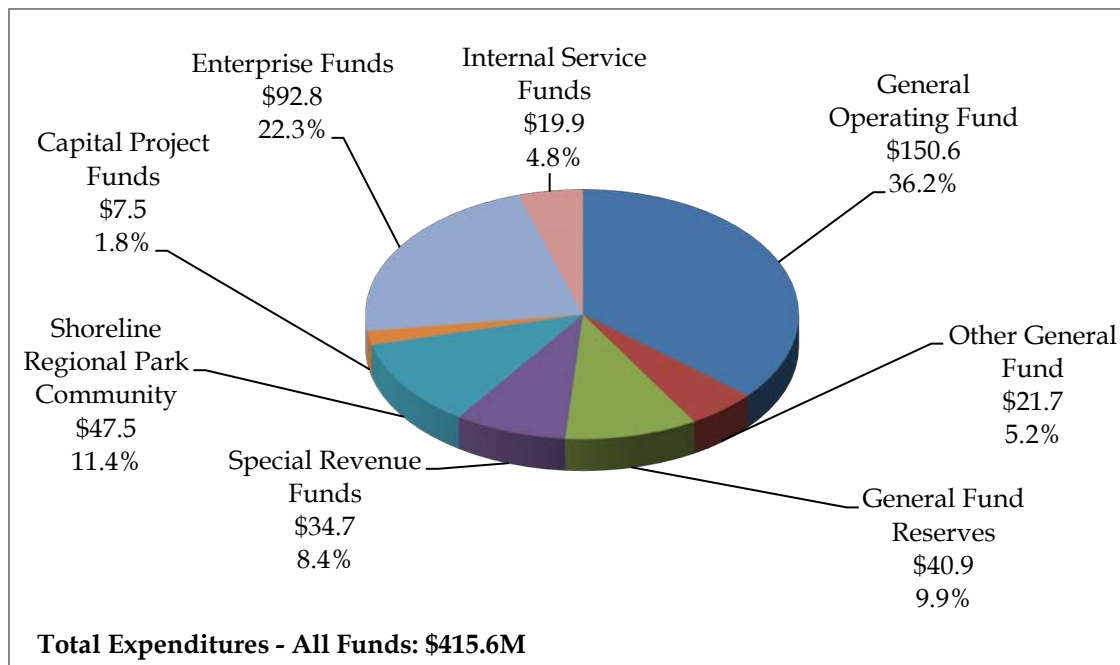
FISCAL YEAR 2021-22 BUDGET OVERVIEW

The total Recommended Budget for Fiscal Year 2021-22 is \$377.0 million in revenues and \$415.6 million in expenditures. Expenditures are greater than revenues as some expenditures, such as capital projects, are funded from existing available resources. The Fund Schedules Section of this document presents the City’s financial picture in detail.

**Total Fiscal Year 2021-22 Recommended Revenues – All Funds
(dollars in millions)**



**Total Fiscal Year 2021-22 Recommended Expenditures – All Funds
(dollars in millions)**



GENERAL OPERATING FUND

The GOF is the single largest City fund and provides funding for core services, including Police, Fire, Parks, Recreation, Library, some Planning, Public Works, Sustainability, and all City Administration functions, including the City Attorney, City Clerk, City Manager's Office, Human Resources, Finance and Administrative Services, and Information Technology. As previously stated, the GOF's financial health is shaped in large part by positive and negative economic forces beyond the City's control. Many GOF revenues are driven by the economic climate of Silicon Valley, the greater Bay Area, and the State. During the Great Recession of 2008, due primarily to declines in Property Taxes, Sales Taxes, and TOT revenues, the GOF faced structural deficits before corrective actions were taken for four consecutive fiscal years. In strategically and proactively addressing these ongoing structural deficits, the City was able to better position itself for the economic recovery in the ensuing years leading up to today. In addition, the City's sound fiscal practices and budget discipline have allowed the City to maintain its AAA credit rating for more than 10 years, a status held by only a minority of other California cities.

Staff continually monitors the General Operating Fund revenues and expenditures throughout the year. Notably, estimates included in this Recommended Budget were difficult to confidently project due to the uncertainty of the current economic climate and length of time the Shelter-in-Place order will continue, as both the short- and long-term impacts on the State and regional economies are largely unknown. For the Recommended Budget, staff used best estimates based on the latest available information.

GOF revenues most impacted by the effects of COVID-19 are Sales Tax, TOT, rents and leases income, and Recreation fees and charges. It is possible that Property Taxes revenue may be impacted in the coming years, depending on the length and severity of the impacts to property owners. The County Assessor's Office expects increases in unsubstantiated appeals due to layoffs, bad economic news, and difficulty servicing debt. The impact on investment revenue will be more significant in future years as investments mature and are replaced with lower-yielding investments.

The City maintains fiscally prudent budgeting practices of balancing ongoing revenues to ongoing expenditures and adopting structurally balanced operating budgets. For the last several fiscal years, the City experienced strong revenue growth with a larger than normal net operating balance that allowed the City to address infrastructure needs and unfunded liabilities. This situation has helped the City to weather the revenue losses experienced in Fiscal Year 2019-20. Although it is difficult to forecast revenues under this climate of extreme uncertainty, the Recommended GOF budget for Fiscal Year 2021-22 is

currently estimated to be balanced using the amount of Excess Educational Revenue Augmentation Fund (ERAF) expected to be received in Fiscal Year 2021-22.

A summary of the General Operating Fund Recommended Budget is summarized below (dollars in thousands):

Total Revenues	\$146,412
Total Expenditures	(150,634)
Operating Balance	(4,222)
Excess ERAF	<u>5,836</u>
Balance	\$ <u>1,614</u>

Based on the current available information and assumptions, the GOF is projected to finish the fiscal year with a positive balance of \$1.6 million.

While the City will not be able to address infrastructure needs and unfunded liabilities to the extent the City was able to do prior to the pandemic, a smaller contribution to the California Public Employees' Retirement System (CalPERS) unfunded liability of \$2.5 million is included in Fiscal Year 2021-22. The following chart shows Fiscal Years 2014-15 through 2019-20 actual contributions and the Fiscal Year 2021-22 recommended contribution to the City's unfunded liabilities (dollars in millions):

	Fiscal Years 2014-15 through 2016-17		Fiscal Year 2017-18		Fiscal Year 2018-19		Fiscal Year 2019-20		Fiscal Year 2021-22		Total	
	PERS	OPEB	PERS	OPEB	PERS	OPEB	PERS	OPEB	PERS	OPEB	PERS	OPEB
GOF	\$4.0 M	\$4.0 M	\$4.0 M	\$2.0 M	\$4.0 M	\$1.0 M	\$4.0 M	—	-	—	\$16.0 M	\$7.0 M
GNOF	\$3.5 M	\$2.5 M	\$6.0 M	\$2.0 M	\$2.0 M	—	\$2.0 M	—	\$2.0 M	—	\$15.5 M	\$4.5 M
Other Funds	\$1.54 M	—	\$2.35 M	—	\$1.59 M	—	\$1.59 M	—	\$0.5 M	—	\$7.57 M	—
Total	\$9.04 M	\$6.5 M	\$12.35 M	\$4.0 M	\$7.59 M	\$1.0 M	\$7.59 M	—	\$2.5 M	—	\$39.07 M	\$11.5 M

CalPERS and Post-Employment Benefits

The overall funding status of CalPERS has declined over the past decade due to a number of factors, such as the CalPERS Fund's investment losses, demographic assumption changes, and discount rate (investment rate of return) reductions. However, the City's funded status as of June 30, 2019, the date of the most recent valuation, is 71.7% combined for both safety and miscellaneous plans, up from 70.7% and 69.9% in the previous two

fiscal years. The City's unfunded liability is \$238.9 million based on the latest actuarial valuation as of June 30, 2019.

For the CalPERS pension liability, the City Council adopted a strategy to contribute a significant lump-sum contribution of \$10.0 million (General Fund) in Fiscal Year 2017-18 as well as proportionate contributions from other funds. This contribution is included in the valuation of June 30, 2018. As part of this strategy, an additional \$10.0 million General Fund payment is proposed from future Google Parking Lease revenues as well as proportionate contributions from other funds. These lease payments are on a calendar-year basis and began January 2021. Last year, staff recommended making the contribution the fiscal year after funds are received. Therefore, \$1.0 million is available to contribute to CalPERS in Fiscal Year 2021-22. Staff has also recommended making an additional lump-sum contribution to CalPERS of \$1.0 million from the available carryover balance, for a total of \$2.0 million from general funds. With other funds contributing their share, the total additional contribution to CalPERS for Fiscal Year 2021-22 is \$2.5 million, as shown in the table above.

For other post-employment benefits (OPEB), or retirees' health obligation, the City has made great strides toward funding the actuarial accrued liability (AAL). The liability was last calculated as of July 1, 2019 along with projections for five years. For Fiscal Year 2021-22, the estimated AAL is \$157.0 million using a 6.25% discount rate. It is estimated the City will be fully funded with estimated assets of \$164.4 million as of June 30, 2021. However, the liability will again be updated as of July 1, 2021 with the next actuarial update prepared during Fiscal Year 2021-22. Previously, all funds other than the GOF had contributed their full share of the unfunded AAL (UAAL), and although the City is estimated to be fully funded, the GOF share is not. Staff will be analyzing the GOF liability and possibly transferring funds back to other funds for more level funding share. As noted in the table above, to reduce the GOF share of its UAAL, a total of \$11.5 million in additional funds have been budgeted and transferred towards this liability since Fiscal Year 2014-15.

A summary of the Fiscal Year 2021-22 General Operating Fund Recommended Budget is provided below. Details of the Recommended GOF revenues and expenditures are included on Page 5-4 and in the General Operating Fund Forecast section of this document.

General Operating Fund Five-Year Financial Forecast (Forecast)

Included in this Recommended Budget document is the Forecast beginning on Page 3-1. Forecasting is an important part of a city's financial planning process. While it is challenging to accurately predict local government revenues due to the variable nature of the revenue sources and their connection to regional, State, national, and even international economic conditions, it is generally possible to identify reasonable financial trends and provide a conceptual financial picture for a multi-year period, which is useful to the City Council's decision-making. However, forecasting the impacts of COVID-19 is even more challenging, and financial trends are difficult to project with the degree of uncertainty surrounding the current economic climate that continues to impede a clear view of the future. The Forecast includes staff's best estimates for the projected fiscal outlook for the GOF (including the Fiscal Year 2021-22 Recommended Budget).

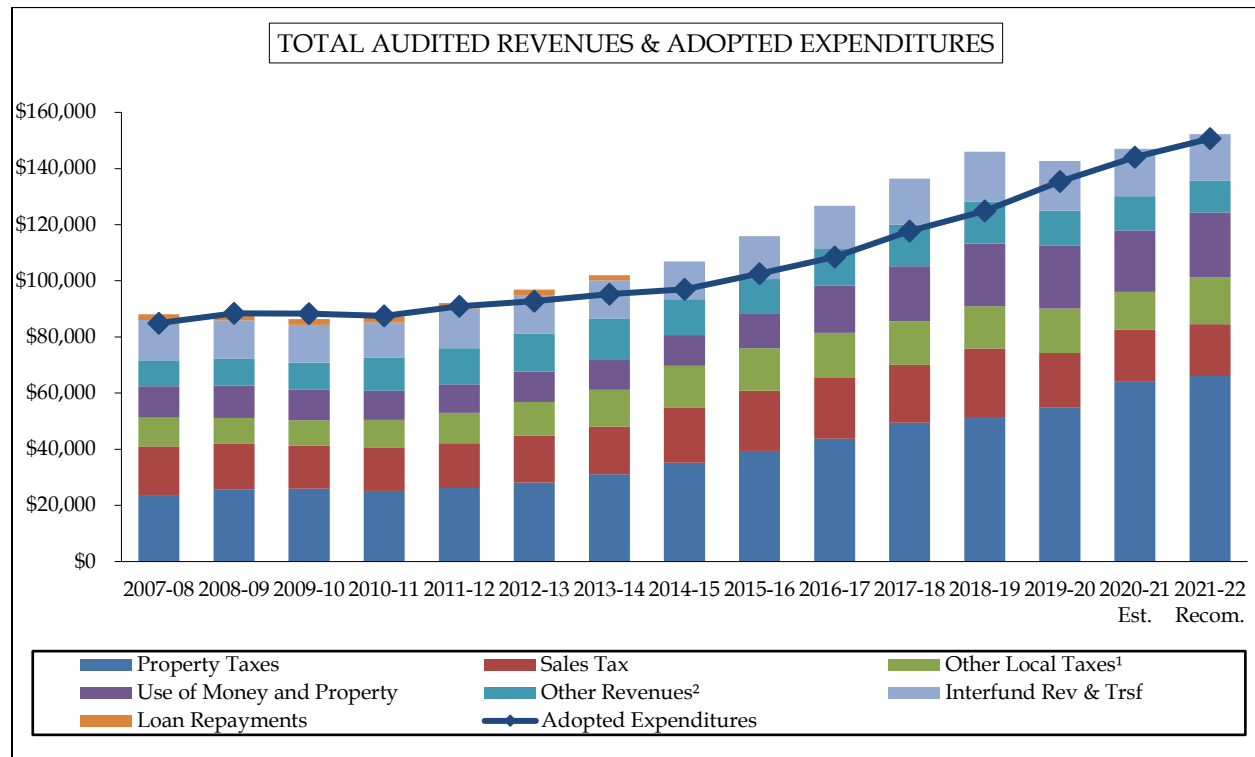
The Forecast was prepared assuming the earliest recovery period will begin this summer for certain revenue categories, such as sales tax and other local taxes, but other revenue categories are not expected to recover fully until well into the subsequent Forecast years. For Fiscal Year 2021-22, staff recommends utilizing excess ERAF funding to smooth the impacts of lost revenue due to the COVID-19 pandemic. The Forecast then indicates the City will experience budget deficits of approximately \$4.6 million in Fiscal Year 2022-23 and \$1.5 million in Fiscal Year 2023-24. The fourth Forecast year is balanced, and the fifth Forecast year is projected with a surplus of \$669,000.

Fiscal Year 2021-22 General Operating Fund

Revenues

For Fiscal Year 2021-22, GOF revenues are currently projected to grow \$2.3 million (1.6%), compared to the current fiscal year Adopted Budget, to \$146.4 million, still impacted by the effects of the COVID-19 pandemic. More detail on each revenue source can be found in the Forecast.

The City's recent revenue history and estimated revenues for the current fiscal year and projected revenues for the upcoming fiscal year are as follows (dollars in thousands):



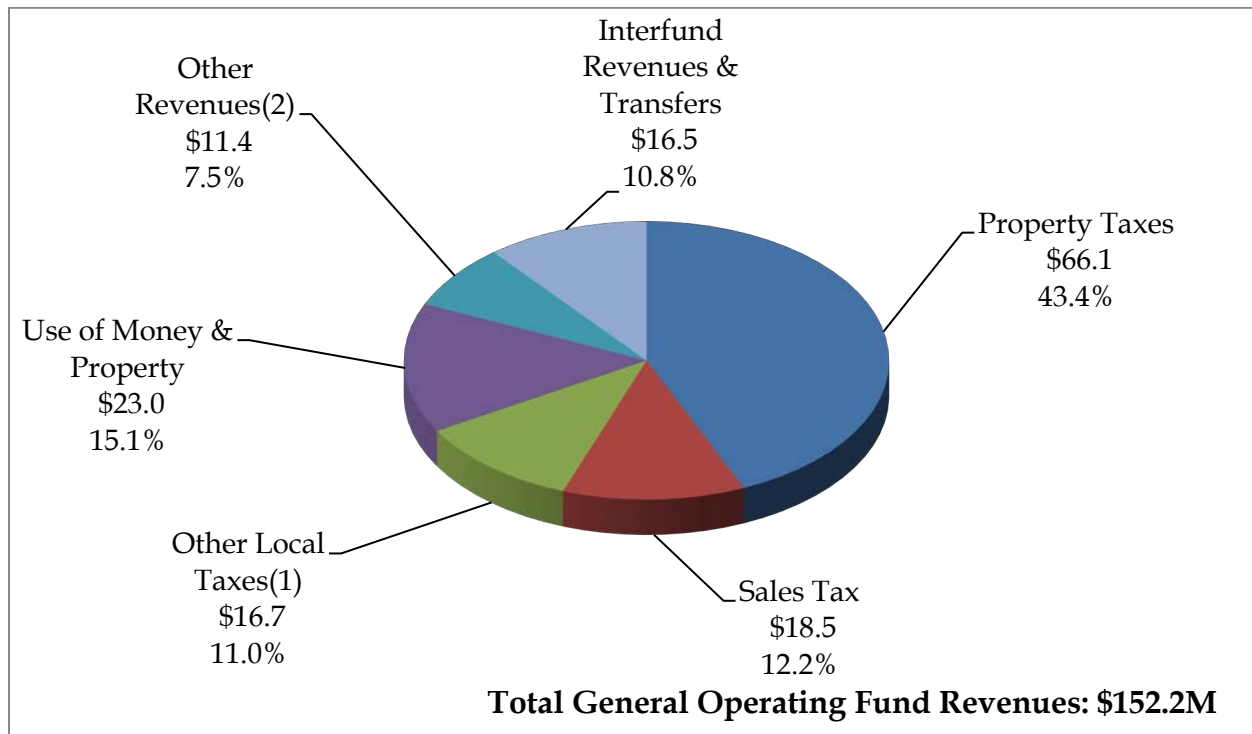
¹ Other Local Taxes consist of Transient Occupancy Tax, Business Licenses, and Utility Users Tax.

² Other Revenues consist of Licenses, Permits and Franchise Fees, Fines and Forfeitures, Intergovernmental, Charges for Services, and Miscellaneous Revenues.

This chart demonstrates the cyclical nature of the City's balance between revenues and expenditures. In recessionary years, small margins existed between GOF revenues and expenditures while that gap widens during high-revenue-growth years as we experienced the last six fiscal years. The adopted expenditures in the chart include budget savings; however, for Fiscal Years 2008-09 through 2010-11, the actual budget saving results were greater than adopted and were necessary to maintain a positive operating balance due to revenue shortfalls compared to budget. In comparison, in Fiscal Years 2011-12 through 2014-15, actual budget savings declined, but revenues were greater than adopted.

A summary of the major categories of GOF Revenues for the Fiscal Year 2021-22 Recommended Budget is as follows:

**Fiscal Year 2021-22 General Operating Fund Recommended Revenues
(dollars in millions)**



¹ Other Local Taxes consist of Transient Occupancy Tax, Business Licenses, and Utility Users Tax.

² Other Revenues consist of Licenses, Permits and Franchise Fees, Fines and Forfeitures, Intergovernmental, Charges for Services, and Miscellaneous Revenues.

Expenditures

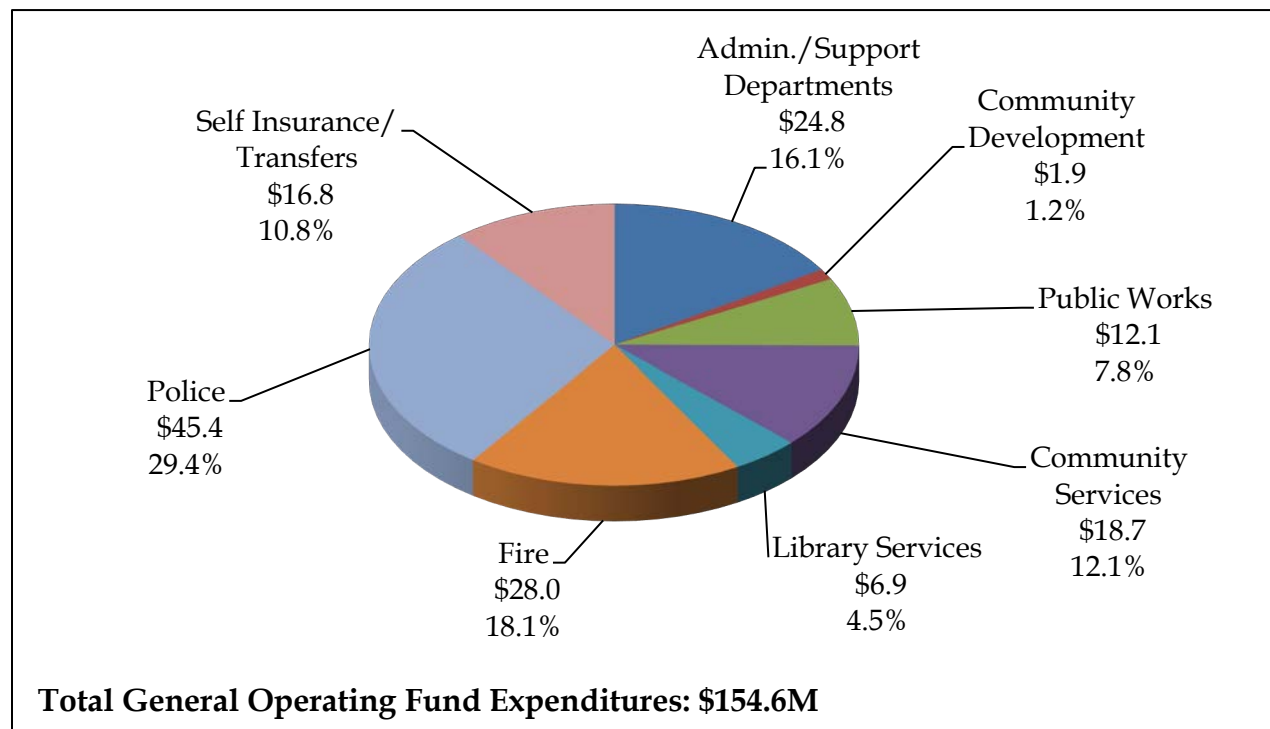
The Recommended Budget includes the addition of necessary expenditures. To address heavy workloads, some current demands for resources are being addressed through limited-period funding.

The recommended expenditures for Fiscal Year 2021-22 include the addition of \$177,600 nondiscretionary increases, which preserves current service levels, and \$953,600 net discretionary additions for resources to meet demands. In total, including increases for personnel costs, there is a recommended 4.6% increase in expenditures from the Fiscal Year 2020-21 Adopted Budget. The majority of the increase (3.0%) is related to personnel

cost increases. Included in Recommended expenditures is an estimated budget savings of \$4.0 million based on average savings over the prior five fiscal years.

The major components of GOF recommended expenditures by department are as follows:

**Fiscal Year 2021-22 General Operating Fund Recommended Expenditures
(dollars in millions)**



* Admin./Support Departments include: City Council, City Clerk, City Attorney, City Manager, Information Technology, and Finance and Administrative Services.

Note: Excludes the \$4.0 million estimated budget savings.

Fiscal Year 2021-22 Recommended Budget Changes

The following is a discussion of major recommended expenditure changes for Fiscal Year 2021-22.

Nondiscretionary Increases

For Fiscal Year 2021-22, a total of \$177,600 of nondiscretionary increases are included to fund existing and new required operational costs, such as increases in information technology costs, janitorial cost increases, and contract services. A listing of all

nondiscretionary items, \$50,000 and over, are as follows (see Page 7-7 for a complete listing of nondiscretionary items with descriptions):

- **Information Technology Services, Licenses, and Software Renewals:** \$110,000

Discretionary Expenditures

Net new expenditures totaling \$953,600 are recommended for high-priority ongoing programs; \$657,700 is related to personnel (fully loaded cost). These are included in the Fiscal Year 2021-22 Recommended Budget and future projections in the Forecast. A listing of all discretionary items, \$50,000 and over, is as follows (see Page 7-10 for a complete listing of discretionary items with descriptions):

- **Eliminate One Police Officer Position (replace with new Human Services Manager position):** (\$297,300)
- **Information Technology Applications Manager Position:** \$256,200
- **Human Services Manager Position:** \$231,400
- **Assistant City Clerk Position:** \$201,200
- **Information Technology Desktop Technician I/II Position:** \$166,300
- **Janitorial Services for Park Restrooms:** \$81,800 (\$121,800 offset by reduction in hourly wages)
- **Community Center Day Porter Services:** \$67,000
- **Fire – Entry-Level Recruitment:** \$50,000

Limited-Period Expenditures

Funding of \$3.4 million (excluding rebudgeted items) for new limited-period items is included in the Recommended Budget; \$1.4 million is related to personnel, most of which is a continuation of current staffing (notated with a *). A listing of all limited-period items, \$50,000 and over, is as follows (see Page 7-16 for a complete listing of limited-period items with descriptions):

- **Police Officer Position – Community Outreach*:** \$297,300
- **COVID-19 Emergency Expenses:** \$250,000

- **Frontline Employee Development Technology Fund:** \$221,900
- **Human Resources Analyst I/II Position*:** \$201,300
- **Management Fellow Position*:** \$169,400
- **Public Works Hourly Staff to Support the Traffic Section:** \$150,000
- **Professional Information Technology Services:** \$120,000
- **City Council Strategic Priority Project – Potential TOT Ballot Measure:** \$120,000
- **Fire Training and Education Overtime:** \$120,000 (plus rebudget)
- **Community Services Department – Communications Coordinator Position (0.50)*:** \$113,600
- **Website Coordinator Position (0.5 FTE):** \$108,900
- **Fire Operations Training:** \$103,700 (plus rebudget)
- **City Council Strategic Priority Project – Legislative Advocacy:** \$100,000
- **Employee Relations Consultants:** \$100,000
- **Information Technology Desktop Technician Temporary Help:** \$100,000
- **Employee Relations/Labor Negotiations Attorney Services:** \$95,000
- **Citywide Succession Planning:** \$92,700
- **Janitorial Services for Pool Buildings:** \$90,100
- **Cyber Attack Monitoring Services:** \$90,000 (plus rebudget)
- **City Council Strategic Priority Project – Homeless Response Strategy:** \$75,000
- **City Council Strategic Priority Project-Community Workforce Agreement:** \$75,000
- **Program for Sidewalk Ramping, Grinding, and Inspecting:** \$75,000
- **Human Resources Analyst Wages:** \$65,000

- **Public Works Hourly Staff to Support the Capital Projects Section:** \$60,000
- **Sustainability Fellow Contract:** \$55,000
- **Survey Monument Preservation:** \$50,000

* Represents a continuing limited-period position.

General Fund Carryover Available for Allocation

The Fiscal Year 2020-21 estimated GOF operating balance carryover (subject to changes in assets and liabilities and grants/donations carryovers) and prior fiscal year unallocated balance of \$7.8 million provides an available balance of \$13.7 million and is recommended to fund the following items included in the Recommended Budget:

- \$3.8 million for limited-period expenditures—\$3.4 million as noted above plus \$430,000 capital outlay (excluding rebudgeted items);
- \$2.7 million Compensated Absences Reserve;
- \$2.0 million Capital Improvement Reserve;
- \$2.0 million Strategic Property Acquisition Reserve;
- \$1.3 million General Fund Reserve (to bring to minimum policy level of 20.0%); and
- \$1.0 million CalPERS Contribution.

Staff will return to Council after the conclusion of the fiscal year-end audit with any modifications and final balances available for allocation.

OTHER MAJOR FUNDS

Other General Funds

Development Services Fund

Development Services is a General Fund program separated from the GOF in order to facilitate better tracking and accounting. This separation was established to allow for an effective way to match revenues and expenditures. Initially created for Building Services, this fund was expanded for Fiscal Year 2014-15 to more fully encompass all development activity.

Fiscal Year 2021-22 total projected operating revenues are \$15.3 million, \$160,000 (1.1%) higher than current fiscal year adopted, approximately \$852,000 higher than estimated. Total recommended operating expenditures are \$17.6 million. This includes nondiscretionary and discretionary increases of \$177,100 and new limited-period items of \$2.2 million primarily targeted to addressing workload related to development activity. In addition, there is an estimated \$800,000 for Land Use Document Fees, a transfer of \$160,000 to the Compensated Absences Reserve, CalPERS contribution of \$177,000 proportionate to the GOF share, and \$25,000 for capital projects. The Development Services Fund is projected to end the fiscal year with a Land Use Document Reserve of \$10.5 million and ending balance of \$8.9 million. This balance is necessary due to the timing of development-related revenues and expenditures. Revenues on development activity are collected in advance of the services provided and corresponding expenditures. A significant balance should be maintained in the fund for these prepaid services and to continue operations during the next slowdown in development activity.

Shoreline Golf Links and Michaels at Shoreline Restaurant Fund

Shoreline Golf Links and Michaels at Shoreline Restaurant closed operations with the initial Shelter-in-Place order. Significant revenue losses occurred in Fiscal Year 2019-20, and the Fund had an estimated deficit requiring a transfer from the General Non-Operating Fund to remain balanced. Shoreline Golf Links was able to reopen, with modifications, and has since been thriving as a popular outdoor activity during Shelter-in-Place. Unfortunately, the same cannot be said for the restaurant, which has only been able to provide food to go and limited outdoor seating. For Fiscal Year 2021-22, revenues are projected at \$3.8 million, and expenditures are recommended at \$3.6 million, leaving a surplus that can generate a \$150,000 transfer to the GOF.

Special Funds

Shoreline Regional Park Community Fund (Shoreline Community)

The Shoreline Community was created by legislation in 1969, known as the Shoreline Regional Park Community Act (Act), for the development and support of the Shoreline at Mountain View Regional Park (Shoreline Park) and to economically and environmentally enhance the surrounding North Bayshore Area. In accordance with the Act, all tax revenues received by the Shoreline Community are deposited into a special fund and used to pay the principal of and interest on loans, advances, and other indebtedness of the Shoreline Community. The Act prescribes the powers of the Shoreline Community, including the construction and replacement of the infrastructure needed to serve the Shoreline Community, such as streets, curbs, gutters, parking lots, sidewalks, water and sewer services, lighting, waste disposal, power and communications, and housing and levees as well as operations and maintenance of Shoreline Park. The Shoreline Community is a separate legal entity with its own budget and financial statements but is considered a blended component unit of the City, and financial activities are reported with the City's financial documents. A separate budget for the Shoreline Community is adopted by the Board of the Shoreline Community and is included in a separate section of this Proposed Budget document.

For Fiscal Year 2021-22, operating revenues are projected at \$51.0 million, \$2.2 million higher than the Fiscal Year 2020-21 Adopted. This is primarily due to higher property tax revenues. Operating expenditures are recommended at \$33.9 million, \$1.3 million higher than Fiscal Year 2020-21 Adopted, primarily due to payments to the County and school districts increasing by \$1.1 million. No ongoing changes are recommended, and there are limited-period expenditures of \$214,700. In addition, there is an \$89,000 transfer to the Compensated Absences Reserve, a CalPERS contribution of \$71,000 proportionate to the GOF share, and capital projects of \$13.4 million, of which \$2.8 million is funded from the Development Impact Fee. The General Reserve, based on 25.0% of operating expenditures (similar to other reserves) net of intergovernmental payments, is \$5.4 million; the Landfill Reserve is increasing from \$9.0 million to \$10.0 million (incrementally increased in case of a catastrophic event); the Sea Level Rise Reserve is increasing \$3.0 million (as part of a plan to fund \$3.0 million annually for 10 years); the Development Impact Fee Reserve is estimated at \$173,000; and the reserve for bond proceeds is estimated at \$30,000. The remaining balance available is projected to be \$30.1 million.

Utility Funds

The City's enterprise utility funds are fully funded by the rates charged to customers; there is no General Fund support to the utility funds. Utility rates charged by governmental entities for water, sewer, and trash and recycling services are considered property-related fees and are subject to the procedural requirements of Proposition 218, Article XIII, of the California Constitution. Proposition 218 requires governmental agencies to conduct a majority protest hearing prior to adopting any changes in utility rates. A notice is required to be mailed no later than 45 days prior to the public hearing and is required to include the proposed rate adjustment, the calculation methodology, and describe the process for submitting a protest vote. The legislation also provides for future rate increases within prescribed limits to be approved without holding a hearing each year for up to an additional four years.

A Proposition 218 hearing will be held on June 22, 2021 for the recommended rate increases for Fiscal Year 2021-22, and a notice was mailed on or before May 7, 2021.

Water Fund

For Fiscal Year 2021-22, the San Francisco Public Utilities Commission (SFPUC) proposed a zero-percent (0.0%) wholesale water rate increase. The Santa Clara Valley Water District (SCVWD) adopted a 9.1% increase for groundwater (well production) and a 9.5% increase for treated water (the treated water surcharge was increased from \$100 to \$115 more per acre-foot than groundwater) at SCVWD's May 11 meeting. For the City, a 1.0% rate increase for the average cost of water and meter rates is recommended due to SCVWD increases and City operating cost increases.

The recycled water rate is also recommended with a 1.0% increase, and the rate will be 28.8% lower than the potable uniform water rate. If recycled water consumption increases or decreases, the rate increases recommended will be modified correspondingly. Staff continues efforts to convert customers from potable water to recycled water when possible.

Fiscal Year 2021-22 projected operating revenues, with the recommended rate adjustments, are \$37.3 million, and recommended operating expenditures are \$34.8 million (after eliminating the budget effect of depreciation expense). Included in expenditures are the rate adjustments to wholesale water costs as provided and the minimum water purchase from SFPUC. There is an operating balance of \$2.5 million, less than the \$3.1 million annual level of capital projects included in the rate calculation.

For Fiscal Year 2021-22, there is a CalPERS contribution of \$116,000 proportionate to the GOF share, capital projects of \$2.4 million funded from the rate, and additional capital projects of \$1.6 million funded by capacity fees. There are projected Fiscal Year 2021-22 reserve balances of \$20.2 million, which includes the water transfer reserve, the balance of capacity and development impact fee revenues received, and the interest earned on the balance as well as the full reserve requirement for the fund. The projected ending balance for this fund is \$9.9 million, and the cash available goal is \$4.4 million or 10.0% of total expenditures. There is \$5.5 million being used to fund capital projects in Fiscal Year 2022-23 that will use some of this balance.

Wastewater Fund

For Fiscal Year 2020-21, costs for the Palo Alto Regional Water Quality Control Plant (Treatment Plant) are proposed to increase 7.0%. A 6.0% overall rate increase is recommended: 4.0% due to Treatment Plant and City operating cost increases; and 2.0% for the eighth year of the phase-in of planned Treatment Plant capital costs.

The majority of the City's sanitary sewer trunk main infrastructure was installed in the 1950s and 1960s. Staff has previously indicated through the budget and CIP process that there are major City sewer main replacement projects necessary over the next 10 years. As identified previously, capacity and development impact fees have provided a source of funding for some projects; however, the fees received are not sufficient to fund all projects, and staff recommended issuing debt to secure additional funds. On October 23, 2018, the City Council approved a \$10.1 million loan financing for Wastewater infrastructure projects, and the proceeds have funded multiple capital projects allocated over three fiscal years. The financing structure includes the ability to draw funds as needed for the first 18 months, lowering interest cost, and the ability to prepay 10.0% of the outstanding balance each year and all of the outstanding balance after 10 years without penalty. All funds have been fully drawn, and annual payments will be approximately \$852,800 henceforth.

There are infrastructure capital projects beyond the annual capital projects included in the rate. In addition to the \$10.1 million loan noted above to fund infrastructure capital projects, Capacity and other Development Fees have provided an additional source of funding for some of these infrastructure capital projects where allowed. Over the past few years, staff has deferred infrastructure projects to the extent possible until sufficient funding is available. While funding is available for the recommended infrastructure projects in the Fiscal Year 2021-22 and planned projects in the Fiscal Year 2022-23 CIP, projects will have to be deferred again beginning in Fiscal Year 2023-24 unless sufficient fund balance is available or more capacity and/or development impact fees are received.

Available funding for capital projects is forecasted to be deficient by approximately \$7.0 million.

With an overall 6.0% rate increase, operating revenues for Fiscal Year 2021-22 are projected at \$25.9 million (including \$2.7 million in revenue generated by the rate increases for planned Treatment Plant capital costs that is being reserved), and operating expenditures are recommended at \$24.0 million (after eliminating the budget effect of depreciation expense), resulting in an operating balance of \$1.9 million. This is less than the \$2.4 million annual level of capital projects included in the rate calculation and \$2.3 million in revenue generated by the rate increases for planned Treatment Plant capital costs that is being reserved. For Fiscal Year 2021-22, there is a CalPERS contribution of \$70,000 proportionate to the GOF share, \$4.1 million for capital projects funded by rates and available balance, and \$2.0 million in capital projects funded by capacity fees. There are projected Fiscal Year 2021-22 reserve balances of \$24.0 million, which includes the Treatment Plant reserve, the balance of capacity and development impact fee revenues received, and the interest earned on the balance as well as the full reserve requirement for the fund. The projected ending balance for Fiscal Year 2021-22 is \$5.1 million (\$4.5 million lower than the current fiscal year adopted), and the cash available goal is \$2.9 million.

Solid Waste Management Fund

The new agreement with Recology provides for a 7.7% increase due to service level changes. The City's net share of SMaRT® Station costs is currently proposed to increase 4.8%. These provider increases as well as increases in the cost of City programs result in an overall average rate increase of almost 6.0%. However, this fund is in a stable financial condition, and an overall rate increase of 4.0% is recommended for Fiscal Year 2021-22.

Operating revenues for Fiscal Year 2021-22 are projected at \$15.4 million (\$35.7 million, including Recology), and operating expenditures are recommended at \$16.0 million (\$36.3 million, including Recology, and after eliminating the budget effect of depreciation expense). The operating balance is projected to be a negative \$617,000, and there is a CalPERS contribution of \$48,000 proportionate to the GOF share and \$290,000 for capital projects. This fund is projected to draw from fund balance to fund ongoing expenditures and capital projects. The fund is projected to end the 2021-22 fiscal year with a reserve at the policy level of \$4.0 million, and the reserve for future facility equipment of \$2.2 million. The projected ending balance for Fiscal Year 2021-22 is \$7.7 million, and the cash available goal is \$1.7 million. This fund has benefited over the last few years from higher debris box revenue related to construction activity.

Reserves

Most reserves are established pursuant to Council Policy A-11, Financial and Budgetary Policy, and others have been approved as needed by Council (see summary in Miscellaneous Section, Page 7-77). Reserves can be classified as those uncommitted but designated for a specific purpose and those created to fund liabilities. With the recommendations from the General Non-Operating Fund available balance to supplement the General Fund Reserve and the Compensated Absences Reserve, reserves are at or higher than the target or policy balance. Any remaining GOF carryover balance will be transferred to the General Non-Operating Fund.

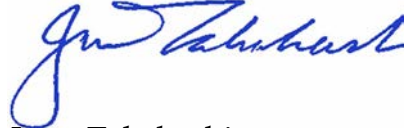
SUMMARY AND CONCLUSION

The City has spent a tremendous amount of effort and funding to address the COVID-19 pandemic during the past year for vulnerable and disadvantaged residents by implementing programs and working with community nonprofit agencies in the area of rent relief, safe parking, sheltering and homeless services, eviction moratorium, small business assistance grants, utility relief, and a host of other financial and nonfinancial assistance for the benefit of the community at large. The Fiscal Year 2021-22 Recommended Budget continues many of these programs and will make further increases to programs necessary to improve the welfare for those of lower income and most impacted during the pandemic. Benefitting from the improved economic conditions that we are now seeing, along with the infusion of Federal funding from ARPA, the City is well-positioned to continue its fiscal recovery while assisting the community financially and through a revised vision for racial equity and inclusion that will bring the City and our residents together by recognizing and building upon our collective diversity and working toward making Mountain View a community for all.

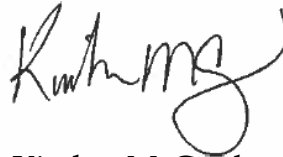
We would like to express our appreciation to the City Council and to staff in all the departments for their cooperation and assistance in the development of this budget. In particular, we want to thank the department heads and Budget Review Team, with special thanks to Assistant Finance and Administrative Services Director Suzy Niederhofer and Senior Financial Analyst Ann Trinh for their assistance with the Operating Budget; Purchasing and Support Services Manager Ann Mehta, Recreation Manager Kristine Crosby, and Police Captain Michael Canfield for their assistance with

the capital outlay process; and the Document Processing Center and Copy Center staff for their invaluable support in the preparation of this document.

Respectfully submitted,



Jesse Takahashi
Finance and Administrative
Services Director



Kimbra McCarthy
City Manager

JT-KMC/SN/6/FIN
541-06-08-21L

Enclosures: 1. Race, Equity, and Inclusion Action Plan
 2. Strategic Roadmap Action Plan for Fiscal Years 2021-23

**RACE, EQUITY AND INCLUSION ACTION PLAN**

The City of Mountain View is fully committed to racial equity and justice as we strive to create a welcoming, safe and inclusive community for all. While recent national events have created an urgent cry for policing reform across the country, the City recognizes that systemic racism is far-reaching and long-standing and requires a comprehensive approach of reflection, engagement and action.

In June 2020, Mayor Abe-Koga appointed a Council Subcommittee on Race, Equity and Inclusion (REI Subcommittee) and the first meeting was held on June 30, 2020. With input from the REI Subcommittee, the City is implementing a Race, Equity and Inclusion Action Plan focused on policing practices, policies and accountability, celebration and recognition of community diversity, and review of City operations and policies, with opportunities for community engagement throughout. In December 2020, the City Council received a [comprehensive update on the REI Action Plan](#) accomplishments.

In April 2021, Mayor Ellen Kamei convened the REI Subcommittee to discuss recent efforts to address the increase in xenophobia and anti-Asian American and Pacific Islander sentiment both locally and across the country. As part of the REI Action Plan, the City will implement programs to raise community awareness and provide resources to prevent hate crimes and discrimination and recognize the contributions of Asian Americans to Mountain View's history.

Assessing Police Practices and Policies and Increasing Police Accountability

The City of Mountain View is committed to examining Mountain View Police Department (MVPD) practices and procedures, increasing police accountability, engaging the public about their experiences with MVPD, and increasing public understanding of MVPD practices and policies.

- **Conduct community listening sessions**, hosted by the Human Relations Commission, to hear community members' stories about their experience with policing in Mountain View and help inform future police policies and programs.
- **Compile and evaluate data on policing activity** to identify the impact on people of color and develop approaches to address any disproportionate findings.
- **Hold interactive MVPD educational forums** to promote dialogue and mutual understanding of MVPD policies and practices and community needs, ideas, and concerns.
- **Review and revise MVPD use of force policies** to align with the 8 Can't Wait campaign and the California Attorney General's recommendations to ensure appropriate policies

are implemented to maintain police officer safety and reduce the likelihood that police interactions result in excessive use of force.

- **Examine models of public police oversight** to identify potential approaches for Mountain View.
- **Assess alternative police service delivery models** to determine ways that MVPD can respond to mental health-related calls for service with regional collaboration.

Recognize and Celebrate Mountain View's Diversity

Mountain View is a diverse community with residents and visitors from around the world. Both past and present community members have contributed to making Mountain View the great city that it is. We strive to recognize, celebrate, and increase understanding of Mountain View's diversity.

- **Conduct forums to promote dialogue on race and a safe, welcoming community for all** to increase community members' understanding of each other and promote unity.
- **Provide advisory body driven events and activities** to produce community-inspired diversity celebrations and highlights.

Assess City of Mountain View Operations and Policies Under an Equity Lens

The City acknowledges that inequity is often rooted in longstanding policies and procedures. Staff will be reviewing internal operations as well as the policies and procedures of City departments to ensure that the City is promoting diversity, equity, and inclusion.

- **Provide culturally sensitive outreach and engagement** to promote access and participation in City programs and government (continue Spanish and launch Mandarin language civic leadership academies, explore Mountain View language access policy, update translation and interpretation protocol, inform the public about the Multilingual Engagement Program language services).
- **Apply equity based lens in budget development and engage the community during the budget process** in considering the allocation of resources.
- **Explore the impact of historical zoning, land use planning, and redlining on communities of color** in Mountain View to ensure that future planning efforts are equitable and address any existing barriers.
- **Assess and ensure equity in sustainability planning and program design**, implementation and community engagement
- **Assess and update personnel policies and programs and engage City employees** to ensure that the City has a diverse and inclusive workforce that provides equitable

programs and services and interacts with colleagues and community members with cultural humility.

Maintain Transparency Regarding the City's Racial Equity and Justice Action Plan

Communication and accountability are key factors to ensuring that this action plan is effective. The City will **provide relevant and timely information to the public on the City's racial equity and justice efforts** through mechanisms including the City's website and external and internal newsletters to ensure that the public and City staff remains informed of the REJ Action Plan and the City's progress.

COMPLETED ACTION ITEMS

<u>Assessing Police Practices and Policies and Increasing Police Accountability</u>	
<u>Objective</u>	<u>Action(s)</u>
Compile and evaluate data on policing activity	The City hired a University of California Berkeley PhD Research Fellow as part of a collaboration with academic leaders from Stanford University and the University of Michigan to analyze MVPD police contact data, provide recommendations for better methods to track and report police data, and identify possible changes in policing programs and policies.
Hold interactive MVPD educational forums	The police department launched <i>MVPDx Partnership for the Future of Policing</i> , a ten week program for community members to learn about and share input on MVPD.
Review and revise MVPD use of force policies	The police department use of force policies are aligned with the California Attorney General's recommendations and are close to those advanced by 8 Can't Wait. The use of force policies are explained on the City's website.
Examine models of public police oversight	Following examination of various public police oversight models, the City Council established a Public Safety Advisory Board (PSAB) to advise and make recommendations to the City Council, City Manager and Police Chief on public safety matters.
<u>Assessing Police Practices and Policies and Increasing Police Accountability</u>	
<u>Objective</u>	<u>Action(s)</u>
Conduct community listening sessions	The HRC hosted 4 listening forums on local policing. This included a general forum, a youth

	focused forum, and forums in Mandarin and Spanish languages. The PSAB will consider input from the forums and may make recommendations on next steps.
<u>Recognize and Celebrate Mountain View's Diversity</u>	
Conduct forums to promote dialogue on race and a safe, welcoming community for all to increase community members' understanding of each other and promote unity.	The Library and other City departments have hosted and continue to host events exploring implicit bias, race, activism, women's rights and other topics.
Provide advisory body driven events and activities	Advisory bodies have organized and led multiple events, including a Civility Roundtable on Implicit Bias hosted by the Human Relations Commission hosted, and a Strength in Diversity event hosted by the Youth Advisory Committee.
<u>Assess City of Mountain View Operations and Policies Under an Equity Lens</u>	
Provide culturally sensitive outreach and engagement	The Multilingual Engagement Program continues to provide and enhance the City's multilingual outreach and engagement efforts.
Apply equity based lens in budget development and engage the community during the budget process	The Fiscal Year 2021-22 Budget was prepared with equity based budgeting concepts. The City will continue to refine its approach to equity based budgeting.
Assess and update personnel policies and programs and engage City employees	The City has launched a series of trainings on organization culture, diversity, cultural humility, personal identification, assumptions, as well as understanding of and strategies to reduce explicit and implicit bias.

STRATEGIC ROADMAP ACTION PLAN

Fiscal Years 2021-22 and 2022-23

The City of Mountain View Strategic Roadmap, developed through careful deliberation by the City Council with input from the community and City staff, sets forth a vision and seven strategic priorities that will shape the future of the City. The two-year Strategic Roadmap Action Plan establishes the top projects to help accomplish the vision and strategic priorities during Fiscal Years 2021-22 and 2022-23.

Focus groups, public meetings, Council meetings, and a communitywide survey offered opportunities for community members to weigh in throughout the process. By outlining a shared vision and an actionable way to get there, we can build a future that supports our vibrant community together.

PRIORITY I: COMMUNITY FOR ALL: SUPPORT MOUNTAIN VIEW'S SOCIOECONOMIC AND CULTURAL DIVERSITY. ENGAGE AND PROTECT VULNERABLE POPULATIONS THROUGH POLICIES THAT PROMOTE ACCESS TO HOUSING, TRANSPORTATION, AND OTHER PROGRAMS AND SERVICES.

Action Plan Projects

- Develop and launch a Universal Basic Income pilot program.
- Develop an ordinance for responsible construction.
- Develop an ordinance to address wage theft.
- Develop a Community Workforce Agreement.
- Develop a mobile home rent stabilization ordinance adopted by Council and administered by the Rental Housing Committee.
- Explore the feasibility of alternative mental health crisis response methods.
- Develop a comprehensive Homelessness Response Strategy that includes housing, services, and an expenditure and funding plan.
- Expand access to broadband across communities.

PRIORITY II: INTENTIONAL DEVELOPMENT AND HOUSING OPTIONS: SUPPORT AN INCREASE IN THE QUANTITY AND DIVERSITY OF HOUSING OPTIONS, INCLUDING ASSISTANCE FOR THE UNHOUSED. PROVIDE OPPORTUNITIES FOR AFFORDABLE HOUSING AS WELL AS HOME OWNERSHIP. PLAN FOR NEIGHBORHOODS WITH NEARBY TRANSIT, JOBS, AND AMENITIES THAT BALANCE DENSITY WITH LIVABLE, GREEN, MIXED-USE DEVELOPMENT.

Action Plan Projects

- Hold a Study Session on a displacement response strategy and net loss and develop a work plan for any desired follow-up actions.
- Review and propose revisions to the R3 Zone standards that consider form-based zoning, incentivizing stacked flats, and updated rowhouse guidelines.
- Work with the Mountain View Los Altos Union High School District to explore the possibility of the District acquiring the Shenandoah property and the opportunity for shared uses and affordable housing on the site.
- Develop strategies for middle-income persons to afford different housing types.
- Facilitate the development of affordable housing at the Santa Clara Valley Transportation Authority (VTA) Evelyn Avenue Site.
- Facilitate the planning/entitlement and building permit process for Lot 12.
- Conduct a review of parcels with existing units that exceed the density currently allowed by the Zoning Ordinance/General Plan and hold a Council Study Session to discuss a recommended approach.
- Partner with the County to explore the potential conversion of the Crestview Hotel to housing for people who are unstably housed.
- Continue work on the Housing Element for the 2023-31 Regional Housing Needs Assessment period.

PRIORITY III: MOBILITY AND CONNECTIVITY: DEVELOP A MOBILITY NETWORK THAT ENHANCES CONNECTIVITY ACROSS MOUNTAIN VIEW AND ESTABLISHES GREEN CORRIDORS. PROMOTE TRANSIT AND SAFE ACTIVE TRANSPORTATION OPTIONS THAT REDUCE SINGLE-OCCUPANCY VEHICLE TRIPS AND TRAFFIC AND INCREASE WALKING AND BIKING.

Action Plan Projects

- Develop a Citywide Transportation Demand Management Ordinance.
- Complete the Castro Pedestrian Mall Feasibility Study.
- Continue to implement the Transit Center Master Plan.
- Prepare the Citywide Travel Demand Update (including the Greenhouse Gas Reduction Program).
- Develop a City Active Transportation Plan (combining pedestrian and bicycle master plans).

PRIORITY IV: SUSTAINABILITY AND CLIMATE RESILIENCY: THROUGH IMPLEMENTATION OF THE SUSTAINABILITY ACTION PLAN AND OTHER ACTIONS, REDUCE AND MINIMIZE THE CITY'S GREENHOUSE GAS EMISSIONS AND PREPARE FOR SEA LEVEL RISE. PROTECT AND ENHANCE LOCAL ECOSYSTEMS AND BIODIVERSITY THROUGH REWILDING AND OTHER MEASURES. SUPPORT RESIDENTS AND BUSINESSES TO ADOPT SUSTAINABLE PRACTICES AND USE RESOURCES WISELY.

Action Plan Projects

- Update the Community Tree Master Plan and review existing guiding policies and ordinances in coordination with the update.
- Consolidate and update existing plans into a comprehensive Shoreline Wildlife Management Plan.
- Work through Sustainability Action Plan projects.
- Continue to participate in the South Bay Salt Ponds project in conjunction with the California State Coastal Commission.
- Define biodiversity requirements for landscaping in Mountain View.

PRIORITY V: LIVABILITY AND QUALITY OF LIFE: ENHANCE MOUNTAIN VIEW AS A GREAT PLACE TO LIVE THAT VALUES COMMUNITY HEALTH AND WELL-BEING. PRESERVE MOUNTAIN VIEW’S UNIQUE CHARACTER, RESTORE WILDLIFE HABITATS, AND PROMOTE ARTS AND CULTURE. PROVIDE PARKS, OPEN SPACE, AND OTHER KEY AMENITIES.

Action Plan Projects

- Review and consider minor amendments to Downtown Precise Plan Areas A, G, and H with the work phased to prioritize preserving the character of the downtown core and preventing, to the extent possible, preemption by State legislation.
- Review and update the Historic Preservation Ordinance.
- Continue to work with the Visual Arts Committee to encourage public art.
- Update the City/School District Joint-Use Master Agreement.
- Develop a Parks and Recreation Strategic Plan.
- Hold a Study Session to explore consideration of a Moffett Boulevard Precise Plan.
- Develop a Safe Storage for Firearms Ordinance.

PRIORITY VI: ECONOMIC VITALITY: SUPPORT A WALKABLE, BEAUTIFUL, VIBRANT DOWNTOWN AND ACCESSIBLE VILLAGE CENTERS THAT DRAW RESIDENTS AND VISITORS. CREATE AN ENVIRONMENT WHERE SMALL, LOCAL, DIVERSE BUSINESSES CAN THRIVE ACROSS THE CITY ALONGSIDE LARGE EMPLOYERS. CONTINUE TO WORK IN PARTNERSHIP WITH THE BUSINESS COMMUNITY SO THAT MOUNTAIN VIEW REMAINS A CENTER FOR INNOVATION WITH MEANINGFUL JOBS FOR WORKERS.

Action Plan Projects

- Plan, coordinate, and oversee COVID-19 recovery efforts to support community relief and resilience.
- Develop an Economic Vitality Strategy (including strategies to support small businesses).

PRIORITY VII: ORGANIZATIONAL STRENGTH AND GOOD GOVERNANCE: CONTINUE TO INNOVATE, COLLABORATE, AND CONTINUOUSLY IMPROVE TO DELIVER A HIGH LEVEL OF CUSTOMER SERVICE. RECRUIT, DEVELOP, AND RETAIN TOP-NOTCH STAFF. MAINTAIN FISCAL RESPONSIBILITY AND EFFECTIVE INTERGOVERNMENTAL PARTNERSHIPS. COMMUNICATE AND ENGAGE REGULARLY AND TRANSPARENTLY WITH OUR MULTILINGUAL COMMUNITY.

Action Plan Projects

- Implement the Public Services Study actions, including population updates and Fire Community Risk Assessment.
- Develop and implement an enhanced legislative program.
- Plan, coordinate, and oversee COVID-19 recovery efforts for the City workforce and facilities.
- Conduct a City Buildings Workspace Study.
- Update the Campaign Disclosure in Advertisements Ordinance.
- Study and develop a revenue measure to increase the City's Transient Occupancy Tax.

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Revenue and Expenditure Tables for All Funds

TOTAL FUND REVENUES

	AUDITED ACTUAL 2019-20	ADOPTED BUDGET 2020-21	ESTIMATED 2020-21	RECOM. BUDGET 2021-22
GENERAL OPERATING ⁽¹⁾	\$ 142,667,193	144,162,250	147,050,632	152,248,350
GF - DEVELOPMENT SERVICES	16,263,793	15,899,800	15,694,549	16,059,800
GF - SHRLN GOLF /RESTAURANT	3,482,096	4,228,000	2,904,452	3,802,000
GF RESERVES	38,151,438	11,775,463	28,222,376	38,204,567
GAS TAX	3,376,511	3,421,600	3,343,500	3,769,200
OTHER STREETS & TRANSPORTATION	598,275	5,798,006	600,342	2,492,804
CONSTRUCTION/CONVEYANCE TAX	8,868,027	4,634,700	7,434,752	4,490,200
PUBLIC BENEFIT IN LIEU	4,710,947	345,900	698,246	270,900
OTHER TRANSPORTATION DEV FEES	180,093	48,100	131,731	36,200
HOUSING	14,594,423	2,194,410	11,276,863	1,860,300
CSFRA/RENTAL HOUSING COMMITTEE	1,493,672	1,278,500	1,136,641	1,543,000
SUCCESSOR HOUSING AGENCY	47,797	32,700	35,522	22,200
DOWNTOWN BENEFIT ASSMT DIST	3,815,400	2,056,200	2,008,327	1,755,500
GENERAL SPECIAL PURPOSE	139,838	56,700	49,600	58,500
SUPPLEMENTAL LAW ENFRMNT SRVCS	193,585	175,000	187,329	175,000
COMMUNITY DEV BLOCK GRANT	1,352,652	865,921	2,607,898	872,267
CABLE TELEVISION	202,756	200,000	181,033	180,000
SHORELINE REGIONAL PARK COMM	55,516,947	48,819,800	54,599,905	50,970,700
STORM DRAIN CONSTRUCTION	176,654	25,100	187,576	23,100
PARK LAND DEDICATION	39,476,963	1,265,000	32,263,000	1,459,500
WATER	41,714,101	37,301,800	40,273,983	37,326,100
WASTEWATER	39,161,416	25,460,100	25,897,001	25,916,200
SOLID WASTE MANAGEMENT	16,111,323	15,020,500	14,874,006	15,390,400
EQUIPMENT MAINT & REPLACMNT	6,596,057	7,118,615	7,340,005	6,868,960
WORKERS' COMPENSATION SELF-INS	2,506,403	2,332,500	2,287,256	2,372,000
UNEMPLOYMENT SELF-INS	60,317	61,300	58,300	58,200
LIABILITY INSURANCE	3,309,898	2,086,600	2,127,913	2,907,600
RETIREEES' HEALTH INSURANCE	7,124,982	5,667,527	5,688,740	5,776,590
EMPLOYEE BENEFITS SELF-INS	85,862	93,700	75,700	72,500
OTHER ⁽²⁾	457,628	0	4,520	0
TOTAL	\$ 452,437,047	342,425,792	409,241,698	376,982,638

(1) Fiscal Years 2020-21 and 2021-22 includes Excess ERAF Revenue.

(2) Revenues received mid-year but not budgeted, such as Police Asset Forfeitures and Grants.

TOTAL FUND EXPENDITURES

	AUDITED ACTUAL 2019-20	ADOPTED BUDGET 2020-21	ESTIMATED 2020-21	RECOM. BUDGET 2021-22
GENERAL OPERATING	\$ 136,911,097	144,021,218	141,171,069	150,634,181
GF - DEVELOPMENT SERVICES	18,405,801	17,603,260	19,084,006	17,949,440
GF - SHRLN GOLF /RESTAURANT	3,346,551	4,212,885	2,904,822	3,792,900
GF RESERVES	35,064,714	15,747,157	18,099,570	40,909,248
GAS TAX	3,010,200	3,695,400	4,055,400	2,937,700
OTHER STREETS & TRANSPORTATION	410,000	3,982,904	1,708,981	2,506,904
CONSTRUCTION/CONVEYANCE TAX	13,093,000	6,204,000	8,262,000	6,303,000
PUBLIC BENEFIT IN LIEU	84,789	0	44,639	7,800,000
OTHER TRANSPORTATION DEV FEES	0	156,000	156,000	0
HOUSING	16,141,660	1,861,410	9,436,658	5,473,273
CSFRA/RENTAL HOUSING COMMITTEE	1,115,206	1,910,571	1,301,471	2,098,926
SUCCESSOR HOUSING AGENCY	298,266	250,000	32,346	250,000
DOWNTOWN BENEFIT ASSMT DIST	654,690	847,759	777,911	755,616
GENERAL SPECIAL PURPOSE	4,557	106,307	37,515	118,056
SUPPLEMENTAL LAW ENFRMNT SRVCS	268,585	175,000	187,329	175,000
COMMUNITY DEV BLOCK GRANT	1,624,737	875,921	1,375,269	6,122,129
CABLE TELEVISION	132,476	195,000	264,169	200,000
SHORELINE REGIONAL PARK COMM	118,221,435	36,858,247	37,434,409	47,447,157
STORM DRAIN CONSTRUCTION	31,000	32,000	32,000	32,000
PARK LAND DEDICATION	43,177,000	4,091,000	9,642,751	7,478,000
WATER	47,817,034	42,515,889	41,545,173	43,626,457
WASTEWATER	29,733,563	26,289,892	24,947,162	32,333,368
SOLID WASTE MANAGEMENT	15,438,649	16,327,078	14,952,760	16,828,659
EQUIPMENT MAINT & REPLACMNT	4,339,713	7,895,247	5,243,908	8,560,532
WORKERS' COMPENSATION SELF-INS	3,076,834	2,383,500	1,973,700	2,442,500
UNEMPLOYMENT SELF-INS	32,203	127,250	191,402	127,250
LIABILITY INSURANCE	2,060,282	2,086,550	2,598,034	2,828,550
RETIREE'S HEALTH INSURANCE	7,134,294	5,650,627	5,688,590	5,798,490
EMPLOYEE BENEFITS SELF-INS	46,028	114,500	45,435	114,500
OTHER ⁽¹⁾	101,230	0	33,141	0
TOTAL	\$ 501,775,594	346,216,572	353,227,620	415,643,836

(1) Expenditures from mid-year appropriations in funds such as Police Asset Forfeitures and Grants.

GENERAL OPERATING FUND REVENUES

<u>FISCAL YEAR</u>	<u>OPERATING REVENUES</u>	<u>% CHANGE FROM PRIOR FISCAL YEAR</u>
2012-13	\$96,811,000	5.2%
2013-14	\$102,045,000	5.4%
2014-15	\$106,940,000 (1)	4.8%
2015-16	\$115,911,000	8.4%
2016-17	\$126,689,000	9.3%
2017-18	\$136,377,000	7.6%
2018-19	\$146,010,000	7.1%
2019-20	\$142,667,000	(2.3%)
2020-21 *	\$147,051,000 (2)	3.1%
2021-22 **	\$152,248,000 (2)	3.5%

* Estimated

** Recommended

(1) Effective July 1, 2014, all development related activities are consolidated into the Development Services Fund to more accurately align development related revenues and expenditures.

(2) Fiscal Years 2020-21 and 2021-22 include Excess ERAF revenue of \$4.9 million and \$5.8 million, respectively.

GENERAL OPERATING FUND EXPENDITURES

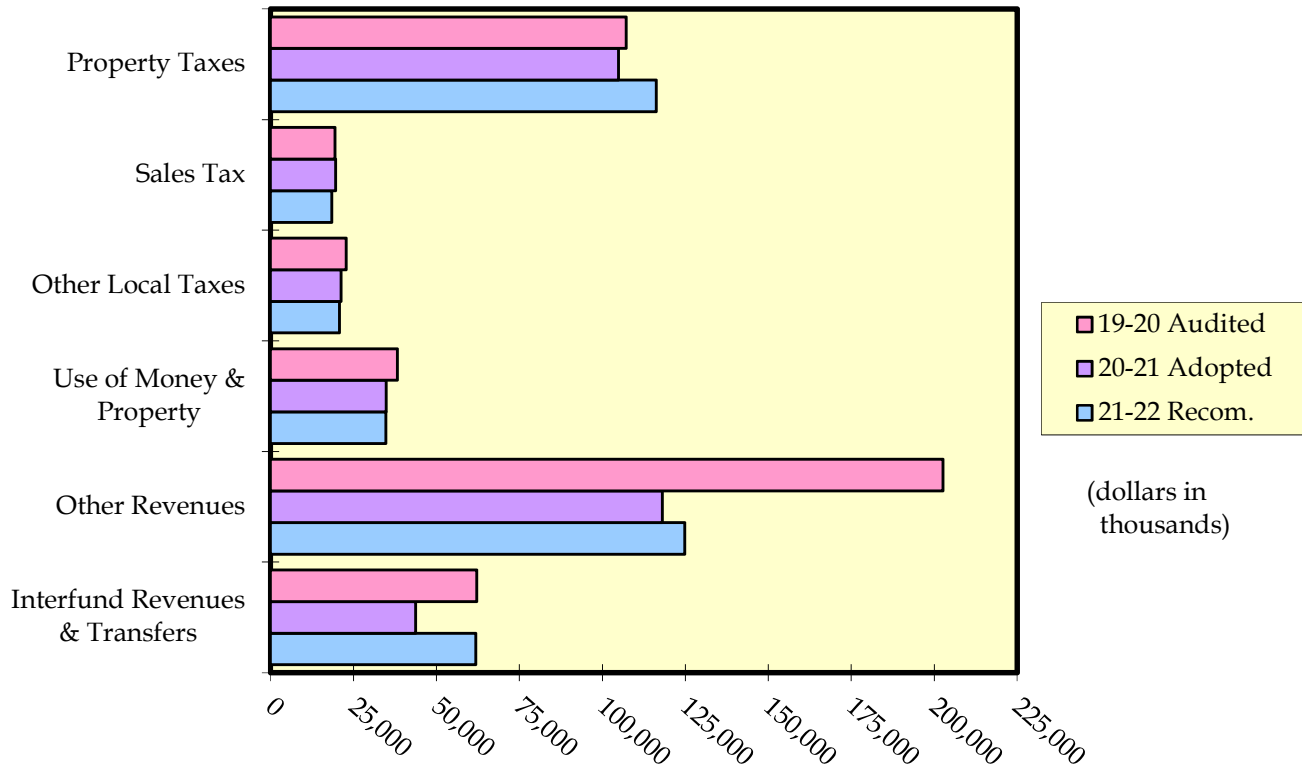
<u>FISCAL YEAR</u>	<u>OPERATING EXPENDITURES</u>	<u>% CHANGE FROM PRIOR FISCAL YEAR</u>
2012-13	\$93,041,000	2.7%
2013-14	\$94,933,000	2.0%
2014-15	\$97,677,000 (1)	2.9%
2015-16	\$102,590,000 (2)	5.0%
2016-17	\$110,936,000 (3)	8.1%
2017-18	\$121,682,000 (4)	9.7%
2018-19	\$137,279,000 (5)	12.8%
2019-20	\$136,911,000 (6)	(0.3%)
2020-21 *	\$141,171,000	3.1%
2021-22 **	\$150,634,000	6.7%

* Estimated

** Recommended

- (1) Effective July 1, 2014, all development related activities are consolidated into the Development Services Fund to more accurately align development related revenues and expenditures. Fiscal Year 2014-15 includes an additional contribution of \$1.0 million towards the OPEB liability.
- (2) Fiscal Year 2015-16 includes additional contributions of \$2.0 million towards the CalPERS liability and \$1.0 million towards the OPEB liability.
- (3) Fiscal Year 2016-17 includes additional contributions of \$2.0 million towards both the CalPERS and OPEB liabilities, and transfers of \$2.0 million to the Strategic Property Acquisition Reserve (SPAR) and \$500,000 to the General Non-Operating Fund (GNOF).
- (4) Fiscal Year 2017-18 includes additional contributions of \$4.0 million and \$2.0 million towards the CalPERS and OPEB liabilities, respectively, and a transfer of \$2.0 million to SPAR.
- (5) Fiscal Year 2018-19 includes additional contributions of \$4.0 million and \$1.0 million towards the CalPERS and OPEB liabilities, respectively, and transfers of \$6.5 million to the GNOF for the Sustainability CIP, \$2.0 million each to the Capital Improvement and Transportation Reserves, and \$1.0 million to the General Fund Reserve.
- (6) Fiscal Year 2019-20 includes an additional contribution of \$4.0 million towards the CalPERS liability, and transfers of \$1.0 million to the GNOF for the Sustainability CIP and \$2.0 million to the General Fund Reserve.

TOTAL FUND REVENUES



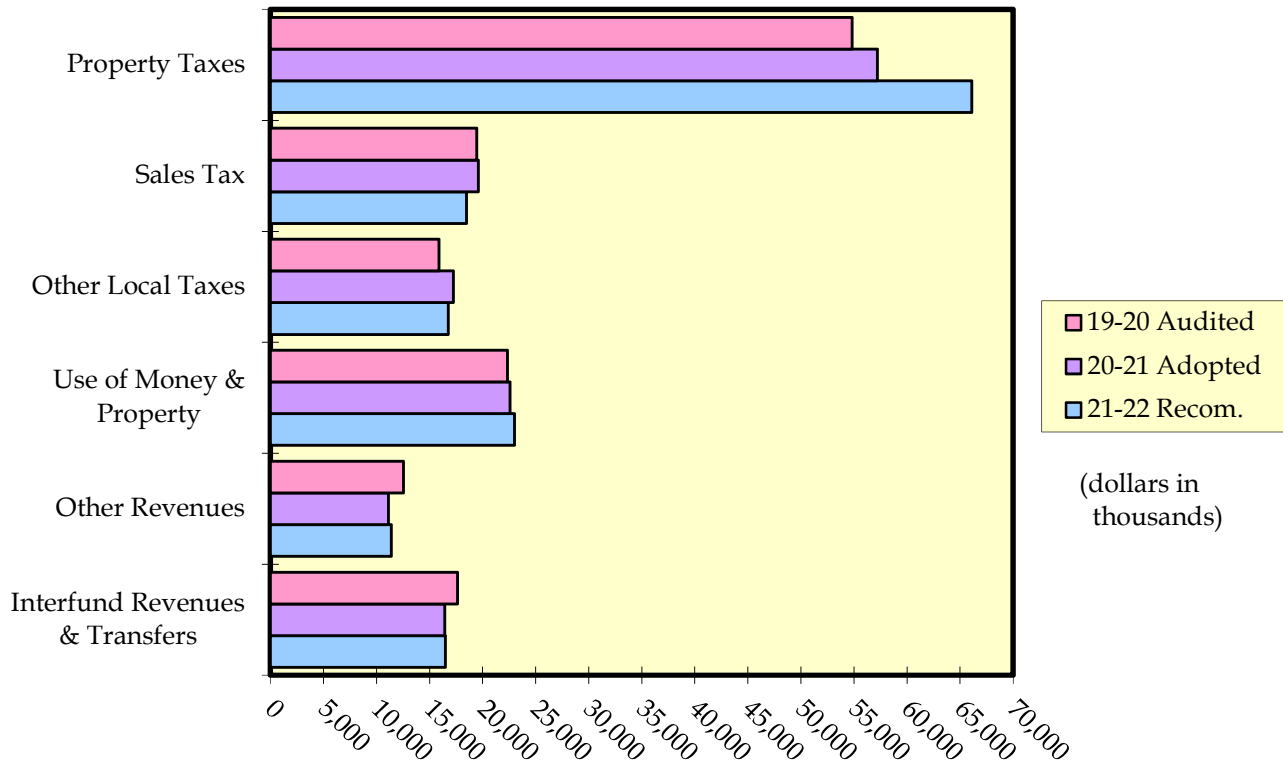
<u>Revenue Category</u>	<u>Audited Actual 2019-20</u>	<u>Adopted Budget 2020-21</u>	<u>Recom. Budget 2021-22</u>	<u>Percent Change *</u>
Property Taxes	\$ 107,191,805	104,872,800	116,281,100	10.9%
Sales Tax	19,452,148	19,604,000	18,477,000	(5.7%)
Other Local Taxes	22,788,942	21,241,300	20,778,600	(2.2%)
Use of Money & Property	38,209,972	34,833,951	34,720,611	(0.3%)
Other Revenues:				
Licenses, Permits & Franchise Fees/				
Fines & Forfeitures	13,742,658	14,811,850	15,488,350	4.6%
Intergovernmental	6,354,957	10,988,927	15,908,511	44.8%
Charges for Services ⁽¹⁾	163,510,783	89,619,700	90,871,800	1.4%
Miscellaneous Revenues ⁽²⁾	19,021,519	2,690,200	2,589,500	(3.7%)
Interfund Revenues & Transfers	<u>62,164,264</u>	<u>43,763,064</u>	<u>61,867,166</u>	41.4%
TOTAL	\$ <u>452,437,047</u>	<u>342,425,792</u>	<u>376,982,638</u>	10.1%

* Percent Change From Prior Year Adopted to Current Year Recommended Budget.

(1) Includes Developer Fees and Contributions.

(2) FY 2019-20 Miscellaneous Revenues include loan proceeds.

GENERAL OPERATING FUND REVENUES

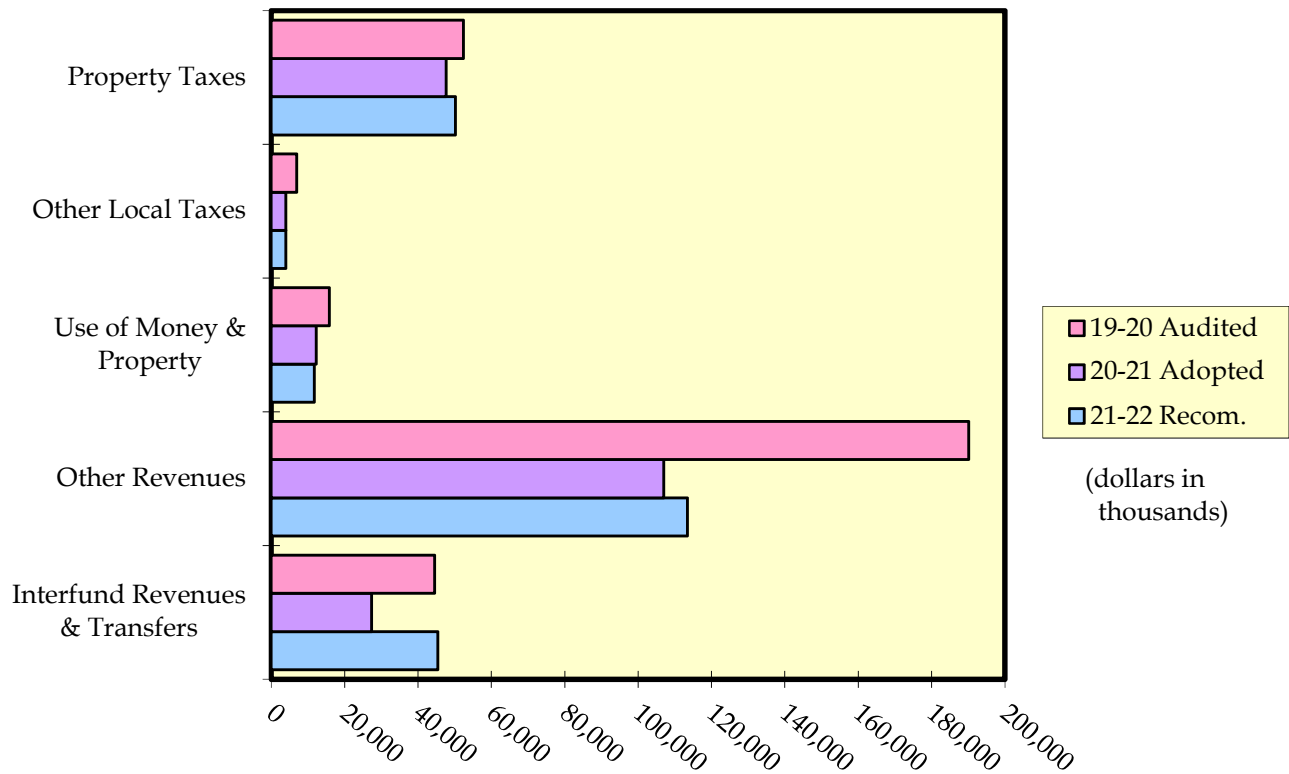


<u>Revenue Category</u>	<u>Audited Actual 2019-20</u>	<u>Adopted Budget 2020-21</u>	<u>Recom. Budget 2021-22</u>	<u>Percent Change *</u>
Property Taxes ⁽¹⁾	\$ 54,839,123	57,206,600	66,108,200	15.6%
Sales Tax	19,452,148	19,604,000	18,477,000	(5.7%)
Other Local Taxes	15,879,776	17,237,300	16,774,600	(2.7%)
Use of Money & Property	22,345,322	22,571,300	23,014,300	2.0%
Other Revenues:				
Licenses, Permits & Franchise Fees/				
Fines & Forfeitures	6,364,176	6,231,750	6,767,250	8.6%
Intergovernmental	794,631	702,600	738,500	5.1%
Charges for Services	2,093,926	2,314,900	2,098,600	(9.3%)
Miscellaneous Revenue	3,273,391	1,872,000	1,780,500	(4.9%)
Interfund Revenues & Transfers	17,624,700	16,421,800	16,489,400	0.4%
TOTAL	\$ 142,667,193	144,162,250	152,248,350	5.6%

* Percent Change From Prior Year Adopted to Current Year Recommended Budget.

(1) FY 21-22 includes \$5.8 million of excess ERAF revenue.

OTHER FUND REVENUES



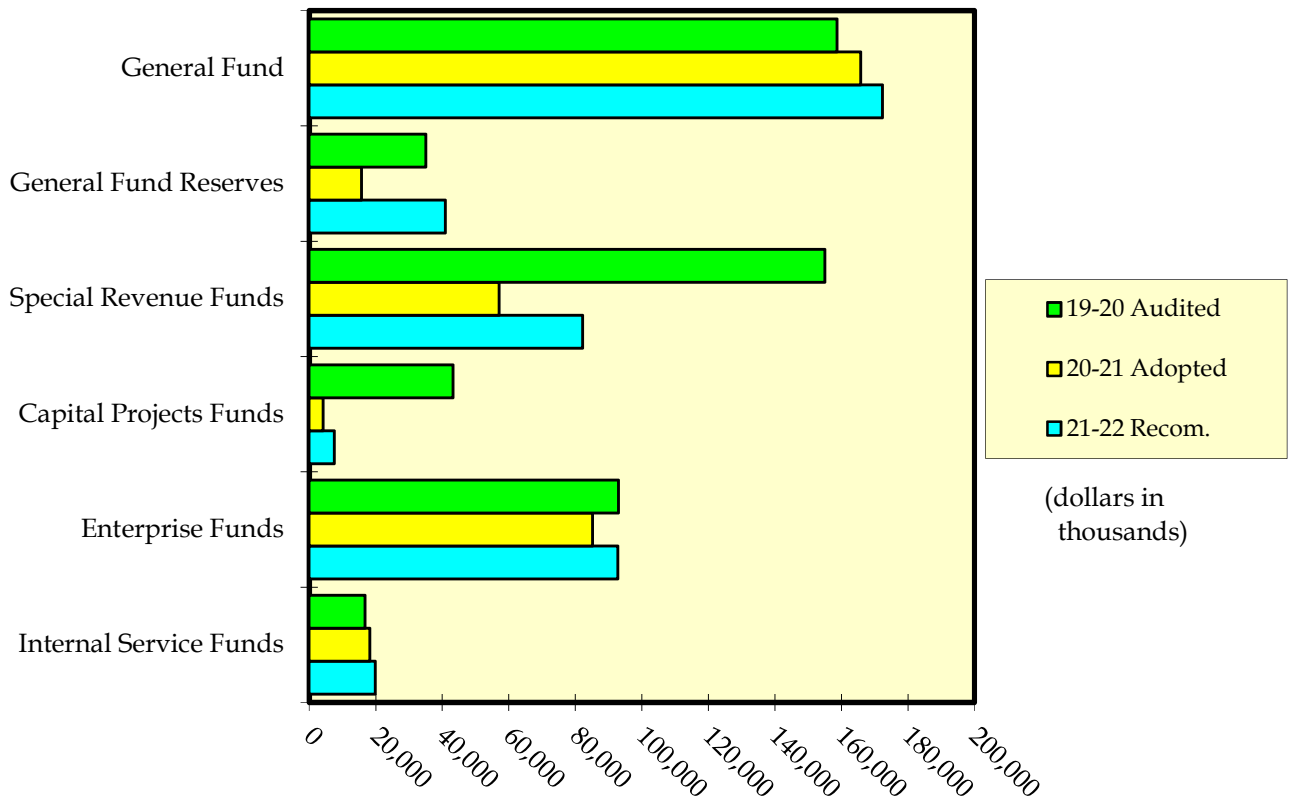
Revenue Category	Audited Actual 2019-20	Adopted Budget 2020-21	Recom. Budget 2021-22	Percent Change *
Property Taxes	\$ 52,352,682	47,666,200	50,172,900	5.3%
Other Local Taxes	6,909,166	4,004,000	4,004,000	0.0%
Use of Money & Property	15,864,650	12,262,651	11,706,311	(4.5%)
Other Revenues:				
Licenses, Permits & Franchise Fees/				
Fines & Forfeitures	7,378,482	8,580,100	8,721,100	1.6%
Intergovernmental	5,560,326	10,286,327	15,170,011	47.5%
Charges for Services ⁽¹⁾	161,416,857	87,304,800	88,773,200	1.7%
Miscellaneous Revenues ⁽²⁾	15,748,128	818,200	809,000	(1.1%)
Interfund Revenues & Transfers	44,539,564	27,341,264	45,377,766	66.0%
TOTAL	\$ 309,769,854	198,263,542	224,734,288	13.4%

* Percent Change From Prior Year Adopted to Current Year Recommended Budget.

(1) Includes Developer Fees and Contributions.

(2) FY 2019-20 Miscellaneous Revenues include loan proceeds.

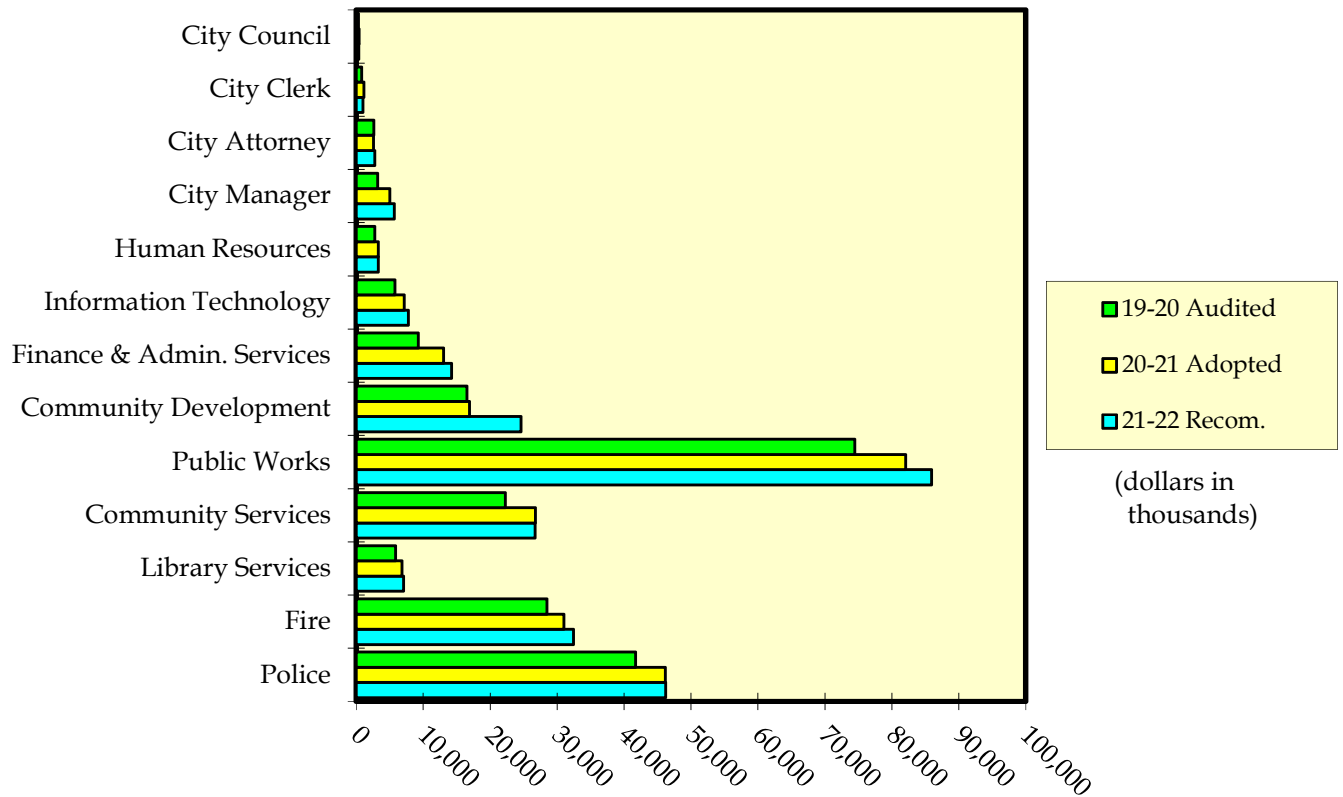
TOTAL EXPENDITURES BY FUND TYPE



<u>Fund Type</u>	<u>Audited Actual 2019-20</u>	<u>Adopted Budget 2020-21</u>	<u>Recom. Budget 2021-22</u>	<u>Percent Change *</u>
General Fund	\$ 158,663,449	165,837,363	172,376,521	3.9%
General Fund Reserves	35,064,714	15,747,157	40,909,248	159.8%
Special Revenue Funds	155,059,601	57,118,519	82,187,761	43.9%
Capital Projects Funds	43,208,000	4,123,000	7,510,000	82.1%
Enterprise Funds	92,989,246	85,132,859	92,788,484	9.0%
Internal Service Funds	16,790,584	18,257,674	19,871,822	8.8%
TOTAL	\$ 501,775,594	346,216,572	415,643,836	20.1%

* Percent Change From Prior Year Adopted to Current Year Recommended Budget.

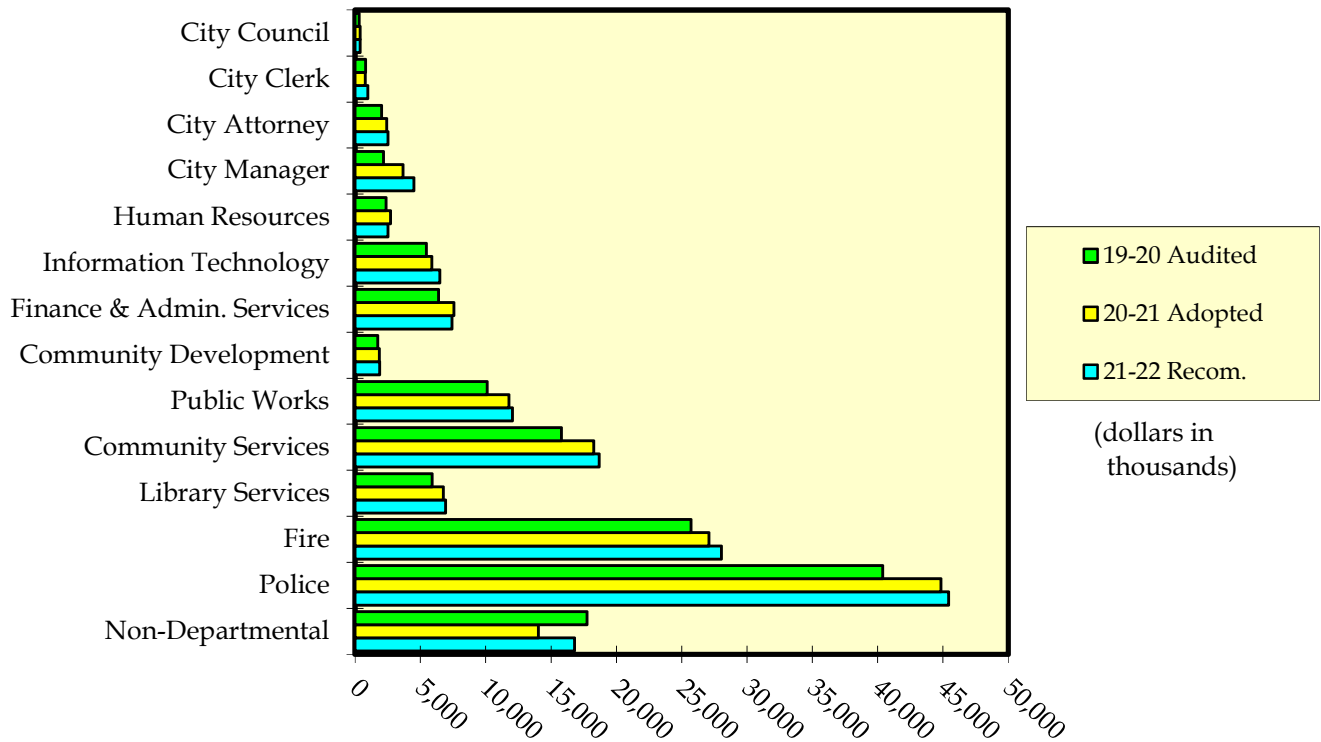
TOTAL DEPARTMENT EXPENDITURES



Department	Audited Actual 2019-20	Adopted Budget 2020-21	Recom. Budget 2021-22	Percent Change *
City Council	\$ 306,033	407,831	386,770	(5.2%)
City Clerk	795,524	1,113,458	985,826	(11.5%)
City Attorney	2,623,546	2,587,385	2,770,681	7.1%
City Manager	3,198,648	4,984,864	5,695,764	14.3%
Human Resources	2,751,469	3,268,808	3,310,096	1.3%
Information Technology	5,787,071	7,152,145	7,772,138	8.7%
Finance and Admin Svcs	9,250,699	13,038,172	14,240,690	9.2%
Community Development	16,538,115	16,913,659	24,592,882	45.4%
Public Works	74,438,719	82,071,329	85,916,628	4.7%
Community Services	22,242,153	26,778,334	26,704,700	(0.3%)
Library Services	5,890,108	6,800,293	7,080,546	4.1%
Fire	28,488,060	31,026,296	32,459,455	4.6%
Police	41,728,020	46,152,014	46,234,015	0.2%
TOTAL	\$ 214,038,165	242,294,588	258,150,191	6.5%

* Percent Change From Prior Year Adopted to Current Year Recommended Budget.

GENERAL OPERATING FUND EXPENDITURES



Department	Audited Actual 2019-20	Adopted Budget 2020-21	Recom. Budget 2021-22	Percent Change *
City Council	\$ 303,738	385,131	386,770	0.4%
City Clerk	795,524	782,858	985,826	25.9%
City Attorney	2,036,295	2,422,185	2,522,881	4.2%
City Manager	2,167,694	3,674,964	4,511,564	22.8%
Human Resources	2,382,034	2,721,708	2,520,246	(7.4%)
Information Technology	5,460,613	5,873,391	6,490,856	10.5%
Finance and Admin Svcs	6,388,869	7,561,076	7,425,768	(1.8%)
Community Development	1,723,149	1,846,888	1,872,165	1.4%
Public Works	10,122,566	11,768,602	12,045,376	2.4%
Community Services	15,801,559	18,273,421	18,687,791	2.3%
Library Services	5,890,108	6,759,631	6,924,646	2.4%
Fire	25,711,359	27,087,720	28,028,062	3.5%
Police	40,386,024	44,839,765	45,431,492	1.3%
Non-Departmental	17,741,565 **	14,023,878 **	16,800,738 **	19.8%
Projected Budget Savings	Included	(4,000,000)	(4,000,000)	0.0%
TOTAL	\$ 136,911,097	144,021,218	150,634,181	4.6%

* Percent Change From Prior Year Adopted to Current Year Recommended Budget.

** FY 19-20 includes an additional \$4.0 million towards CalPERS Liability, and transfers of \$1.0 to the General Non-Operating Fund for the Sustainability CIP, \$2.0 million to the General Fund Reserve, and \$3.0 million to the Capital Improvement Reserve. FY 20-21 and FY 21-22 do not include any additional transfers.

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**CITY &
COMMUNITY
INFO**

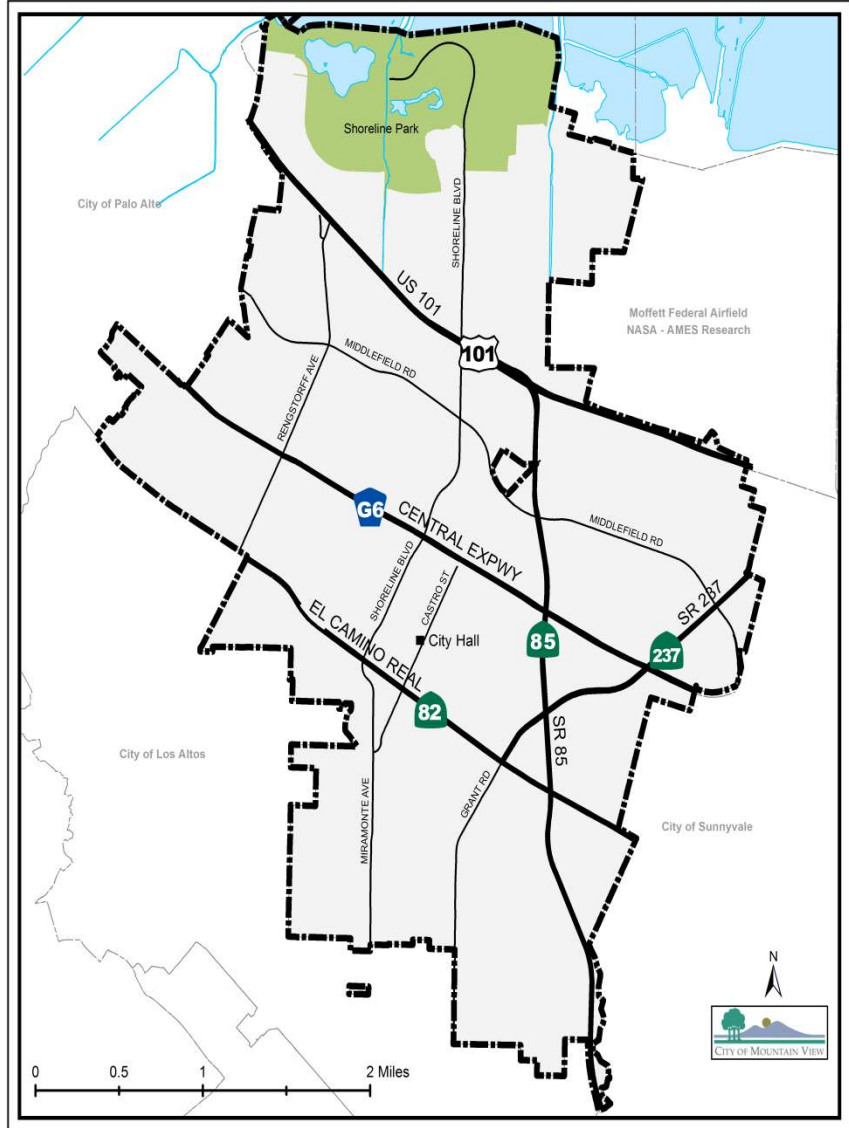
City of Mountain View, California Community Profile

The City of the Mountain View's mission is to provide quality services and facilities that meet the needs of a caring and diverse community in a financially responsible manner.

State of California



City of Mountain View



Location

Located in Silicon Valley, the City occupies 12.2 square miles in Santa Clara County and is approximately 36 miles southeast of the City of San Francisco and 15 miles northwest of the City of San Jose (the County seat).

City of Mountain View, California
Community Profile
(Continued)

History

Mountain View began as a stagecoach stop and an agricultural center for the lush Santa Clara Valley. The town was incorporated in 1902 with a population of fewer than 1,000 people. Once covered in orchards and vineyards, by 1960 with the growth of the electronic and aerospace industries, the City of Mountain View's (City) population had exploded to over 30,000. As of January 1, 2021, the population is 82,814.



Castro Street, 1904

Today

Mountain View is a modern, high-tech city that retains quiet neighborhoods and a historic downtown core. While Mountain View is keeping pace with new ideas and innovations, the City is also committed to the traditional values of strong neighborhoods and resident involvement. Mountain View is comprised of a variety of distinct, locally organized neighborhood and homeowners associations which help identify the community's needs and shape the City's future. In 2016, Mountain View was honored as City of the Year by California veterans for its significant programs and activities in the City related to veterans. In 2018, Livability.com ranked Mountain View in "2018 Top 100 Best Places to Live" of small to mid-sized cities in the United States. In 2020 and 2021, Niche ranked Mountain View fifth and third, respectively, in "Best Suburbs to Live in California".



Mountain View Veterans Memorial

In recent years, the City has developed some of the finest recreation and community facilities the San Francisco Bay Area has to offer. The City's extensive park system not only provides an outstanding array of neighborhood parks, but also includes an innovative regional park built on reclaimed landfill. Shoreline at Mountain View, adjacent to the San Francisco Bay, features an 18-hole golf course, professionally managed concert venue, a sailing lake and wild life preservation areas. The Civic Center,

City of Mountain View, California
Community Profile
(Continued)



Utility Box
Public Art
Project



built around downtown's Pioneer Park, has one of the finest theater facilities in Northern California as well as a 60,000 square foot state-of-the-art library. Stevens Creek Trail has been undergoing phases of extensions since 1991 and is currently a 5.14 mile section of paved all-weather pathway for pedestrians and cyclists. Dialogue continues to extend the trail to neighboring cities.

Downtown Mountain View is the “heartbeat” of the City. This vibrant and active center offers a tremendous array of restaurants, as well as shops, the Center for Performing Arts, sidewalk cafes, clubs, businesses and the civic center. Downtown Mountain View is known for its festivals, parades, cultural events, the weekly farmers’ market, summer concerts and a variety of unique celebrations throughout the year. Hundreds of thousands of people come to downtown Mountain View each year to enjoy the events, and the character of downtown keeps them coming back.



Downtown – Castro Street

City Government

The City of Mountain View, incorporated on November 7, 1902, became a charter city on January 15, 1952. The City operates under a council-manager form of government. The City Council is the legislative body, sets policy and directs the course for the City. Seven City Council members are elected at large for four-year terms that are staggered so three or four seats are filled at the general municipal election in November of every even-numbered year. Service on the City Council is limited to two consecutive terms. Each year in January, the City Council elects one of its members as Mayor and another as Vice Mayor.



City of Mountain View, California
Community Profile
(Continued)

City at a Glance

The climate is mild, with average temperatures during the summer months in the mid-70's and in the high 50's during the winter.

Population

1960 Census	30,889
1970 Census	54,132
1980 Census	58,722
1990 Census	67,460
2000 Census	71,369
2010 Census	74,066
2011	75,039
2012	75,905
2013	76,739
2014	77,052
2015	78,564
2016	79,429
2017	79,966
2018	80,104
2019	80,986
2020	81,302
2021	82,814
2024 Forecast	93,380



At the time of incorporation in 1902, there were approximately 611 residents in the City. Fast forward 100 years to the celebration of the City's Centennial, the population had grown to 71,610.

*Source: U.S. Census Bureau (1960-2010)
City of Mountain View (2024, Based on unbuilt approved projects through 1/1/2021)
California State Department of Finance (CA DOF) (all other years are provisional estimates as of January 1, revised annually)*

2019 ACS Population Breakdown	
White	43.9%
Asian	30.8%
Hispanic or Latino	19.5%
Black or African American	1.6%
American Indian and Alaska Native	0.3%
Two or More Races	3.8%
Other Race	0.1%

2019 ACS Age Distribution	
<5	5.2%
5-19	14.5%
20-24	5.4%
25-34	25.2%
35-44	15.8%
45-54	13.1%
55-64	9.4%
65+	11.4%

Source: U.S. Census Bureau, 2019 American Community Survey (ACS) 1-year estimates

City of Mountain View, California
Community Profile
(Continued)

Parks, Recreation, and Performing Arts

- 18-hole golf course
- Boathouse & Sailing Lake
- Center for the Performing Arts
- 22,000 Seat Amphitheatre
- Community Center
- Senior Center
- Teen Center
- 41 Parks
- 5 Trails
- 2 Pools
- 3 Community Gardens
- 2 Sports Centers
- 2 Athletic Fields Complexes
- Deer Hollow Farm



Shoreline Athletic Fields



Castro Street Green Bike Lane



Teen Center

Transportation

- Highway 101 and Interstate 280
- State Routes 82, 85, and 237
- Central and Foothill Expressways
- Downtown Transit Center
 - Caltrain
 - Valley Transportation Authority
- 16 miles of Class I shared-use bicycle/pedestrian paths along the Hetch-Hetchy, Permanente Creek, Stevens Creek, and Whisman Trails and 2 miles of San Francisco Bay Trail.
- 42 miles of Class II striped bicycle lanes on roadways.
- 16 miles of Class III signed bicycle routes where cyclist share and travel on lanes with motorists.
- 1 mile of Class IV protected bikeways on roadways.
- Mountain View Community Shuttle
- MVgo Shuttle Services

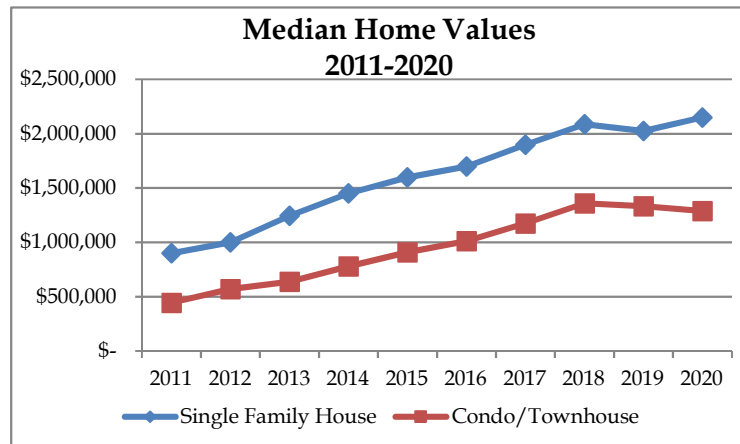


Downtown Transit Center

City of Mountain View, California Community Profile (Continued)

Housing

- 37,820 housing units*, including 1,492 affordable housing units existing and 172 under construction
- Median Home Values (end of 2020)
 - Single-family home \$2,150,000
 - Condo/townhouse \$1,290,000
- 39.9% owner-occupied**
- 60.1% renter-occupied**
- 10.9% Vacancy Rate**



Recently approved by City Council: 950 West El Camino Real

The City's goal is to create, preserve and improve a range of housing opportunities serving an economically diverse community. Through development fees, the City funds and supports an inventory of affordable rental housing developments for families, seniors, and developmentally disabled adults. There are 1,492 affordable housing units in the City. Currently there are 8 affordable

housing projects in various stages of development, which would add 630 units to the City's affordable housing inventory.

Education

The City is located within reach of some of the best universities in the country: Stanford University, Santa Clara University, San Jose State University, Carnegie Mellon University Silicon Valley, and Universities of California at Berkeley and Santa Cruz. Mountain View also has several elementary and secondary schools that maintain high standards and keep pace with the increasing demands for the requirements of higher education in the working world. The City is served by the Mountain View Whisman School District, Los Altos School District and Mountain View-Los Altos Union High School District.

- 9 Public Elementary Schools
- 2 Public Middle Schools
- 3 Public High Schools
- Higher Education Statistics:
 - 71.9% age 25 and over have a bachelor's degree or higher**
 - 39.7% age 25 and over have a graduate or professional degree**

Sources: * CA DOF, 1/1/2021 City/County Population and Housing Estimates

** U.S. Census Bureau, 2019 American Community Survey (ACS) 1-year estimate

City of Mountain View, California
Community Profile
(Continued)

Sustainability

The City is committed to promoting environmental and social sustainability to protect the natural environment, address climate change, meet water conservation and zero waste goals, plan for increased flooding and sea level rise to safeguard the health and well-being of residents and businesses, and ensure that members of our diverse community are integrated into our policy-making and planning processes.

The following are a few of the City's sustainability achievements.



Community Center EV Charger

- Committed to becoming a Carbon Neutral city by 2045.
- Reduced carbon emissions from City operations 51% and community-wide 14% since 2005.
- Adopted building “Reach Codes” requiring new development to be all-electric and include electric vehicle charging infrastructure.
- Adopted a Zero Waste goal and developed zero waste action plans for municipal operations and the community.
- On track to have 65 publicly-accessible electric vehicle chargers at City facilities by fall 2021.
- A founding member of Silicon Valley Clean Energy, which provides carbon-free electricity to >97% of Mountain View.
- Installed “purple pipe” throughout the North Bayshore area to supply recycled water for landscape irrigation.
- Divested City investments from fossil fuel companies.

Land Use Distribution

	<u>Estimated Total Acres</u>	<u>Percentage of Total</u>
Residential	2,862	44.4%
Commercial	579	9.0%
Industrial	979	15.2%
Other	2,016	31.2%
Vacant	<u>15</u>	<u>0.2%</u>
Total	6,451	100.0%

City of Mountain View, California Community Profile (Continued)

Income

Based on the U.S. Census Bureau, 2019 American Community Survey (ACS) estimate, the median household income in Mountain View is \$148,000 (in 2019 inflation-adjusted dollars). This is higher than the median household income of \$133,000 in Santa Clara County and \$66,000 in the United States.



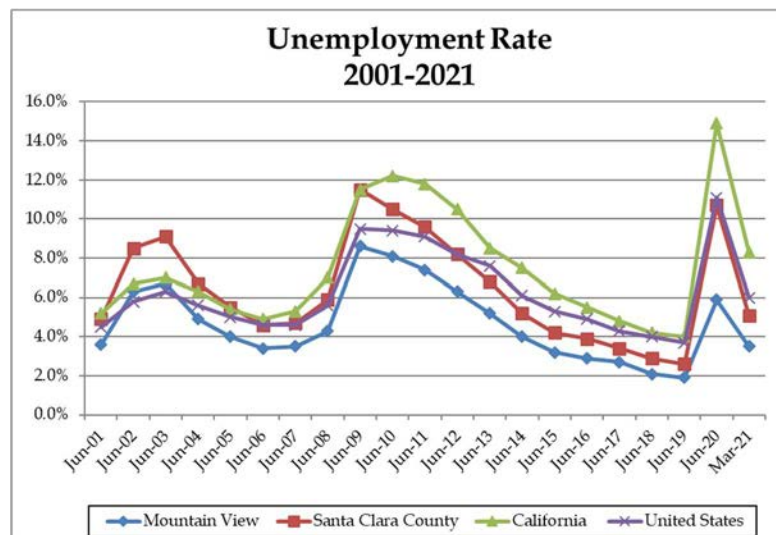
The Census Bureau establishes an income threshold for poverty every year. Below is a summary of the City's poverty level compared to Santa Clara County and the United States.

2019 ACS Estimated Poverty Status - Percentage Below Poverty Level		
Entity	Total Population	Under 18 Years
City of Mountain View	4.5%	0.0%
Santa Clara County	6.1%	5.1%
United States	12.3%	16.8%

Employment

Unemployment rates as of March 2021 (preliminary):

- 3.5% in Mountain View
- 5.1% in Santa Clara County
- 8.3% in California
- 6.0% in U.S.



Health Care



The 2019 ACS estimates 4.0 percent of Mountain View residents are uninsured. About one third of Mountain View residents can access a major medical facility within 30 minutes using public transit. El Camino Hospital is the primary hospital in Mountain View and one of the prominent hospitals in the Bay Area. Community health centers such as MayView Community Health Center (which offers services to low-income families and immigrants regardless of status), Kaiser Permanente, and Palo Alto Medical Foundation are also available. Carbon Health is an urgent care clinic and an alternative to an emergency room.

City of Mountain View, California
Community Profile
(Continued)

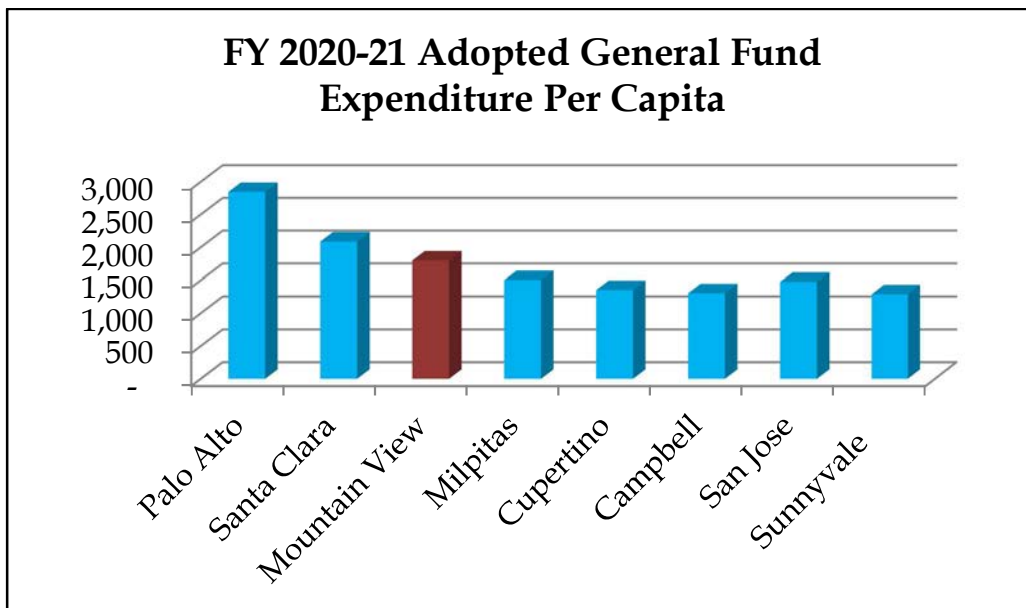
Fiscal Year 2020-21 Financial Status Comparisons - Selected Santa Clara County Cities

City	Population ⁽¹⁾	Adopted General Fund Revenues	Adopted General Fund Appropriations	Adopted Total Budget	General Fund Expenditure Per Capita
Campbell	42,288	\$ 53,827,394	\$ 55,134,232	\$ 88,347,750	\$1,304
Cupertino	59,549	79,060,125	80,528,492	110,591,225	1,352
Milpitas	77,961	112,574,729	117,049,988	220,317,510	1,501
Mountain View	82,272	144,162,250	148,021,218⁽²⁾	346,216,572	1,799
Palo Alto	69,226	196,973,000	196,973,000	796,759,000	2,845
San Jose	1,049,187	1,307,828,378	1,547,689,229	4,785,836,682	1,475
Santa Clara	129,104	257,268,380	269,399,009	1,254,779,519	2,087
Sunnyvale	156,503	195,128,729	201,696,040	597,454,835	1,289

Source: Revenues, Appropriations and Budget obtained from respective cities

⁽¹⁾ Estimates as of 1/1/20, obtained from the CA DOF.

⁽²⁾ Does not include projected budget savings.



City of Mountain View, California
Community Profile
(Continued)

Major Employers*

(In alphabetical order)

<u>Employer</u>	<u>Type of Business</u>
City of Mountain View	Government
El Camino Hospital	Health Care
Google LLC	R&D, Software Development
Intuit Inc.	Software Development
LinkedIn Corporation	Business Information
Microsoft Corporation	Research and Development
Mountain View Whisman School District	Education
Palo Alto Medical Foundation	Health Care
Pure Storage Inc.	Information Technology
Samsung Research America Inc.	R&D, Software Development
Shoreline Amphitheatre (Live Nation)	Entertainment
Synopsys, Inc.	Software Development
Waymo LLC	Autonomous Driving Technology

Sources: *City of Mountain View Business License Data*
Silicon Valley Business Journal
Company Representatives

* Based on number of employees (over 500 employees)

City of Mountain View, California
Community Profile
(Continued)

Top 25 Sales Tax Producers
As of December 31, 2020
(In alphabetical order)

Allison BMW
Bemo USA Corporation
Best Buy
Bon Appetit
Costco
Financial Services Vehicle Trust
Google
Kiwi Co
Loon LLC
Marshalls
Mountain View Shell
Nuro Inc
Omnicell
Project Fi by Google
REI
Rose International Market
Safeway
Siemens Medical Solutions
Target
Total Wine & More
Valley Oil
Viewray Incorporated
Walmart
Waymo
Zones

Source: HdL Companies

FISCAL YEAR 2020-21

Top Ten Property Taxpayers
(dollars in thousands)

<u>OWNER</u>	<u>AGENCY</u>	<u>PRIMARY USE</u>	<u>NET ASSESSED VALUATION</u>	<u>PERCENTAGE OF TOTAL NET ASSESSED VALUATION</u>
Google Inc.	City/SRPC	Industrial/ Unsecured	\$ 5,234,051	15.0%
Nor Cal Plymouth Realty LLC	SRPC	Commercial	218,877	0.6%
Sobrato Interests	City/SRPC	Commercial/ Unsecured	339,765	1.0%
Baccarat Shoreline LLC	SRPC	Industrial	120,589	0.3%
P A Charleston Road LLC	SRPC	Commercial	116,525	0.3%
Intuit Inc.	City/SRPC	Industrial/ Unsecured	227,899	0.7%
Richard T. Peery Trustee	SRPC	Commercial	103,000	0.3%
Microsoft Corporation	City/SRPC	Industrial/ Unsecured	90,713	0.3%
MGP IX SAC II Properties LLC	City	Commercial	408,743	1.2%
Charleston Properties	City/SRPC	Industrial	<u>64,041</u>	<u>0.2%</u>
Total			\$ <u><u>6,924,203</u></u>	19.9%

Fiscal Year 2020-21 Total Net Assessed Valuation \$34,775,792

Source: Santa Clara County Assessor Fiscal Year 2020-21 Combined Tax Rolls (as of July 1, 2020).
Ranking based on Tax Revenue.

City: City of Mountain View (General Operating Fund)

SRPC: Shoreline Regional Park Community

**GENERAL
OPERATING
FUND

FIVE-YEAR
FINANCIAL
FORECAST**

GENERAL OPERATING FUND FIVE-YEAR FINANCIAL FORECAST

INTRODUCTION

Forecasting is an important part of a city's financial planning process. Even in ordinary times, it is difficult to predict local government revenues due to the variable nature of the revenue sources and their connection to regional, State, national, and even international economic conditions, but it is possible to identify reasonable financial trends and provide a conceptual financial picture for a multi-year period, which is useful for City Council decision-making. However, the unprecedented impact of COVID-19 has made forecasting very challenging, and financial trends are difficult to project with the degree of uncertainty surrounding the current economic climate that continues to impede a clear view of the future.

A Five-Year Financial Forecast is prepared annually and a longer-range 10-year Financial Forecast is prepared periodically and presented to the City Council during the budget process. This report is a Five-Year Financial Forecast (Forecast) for the time period of Fiscal Years 2021-22 through 2025-26. The last 10-year Financial Forecast was completed for Fiscal Years 2019-2028.

Generally, a financial forecast, even with fluctuating economic variables, can assist with identification of long-term financial trends, causes of fiscal imbalances, future fiscal challenges, opportunities, and potential requirements, all of which may assist in keeping the City on a continuing path of fiscal sustainability. The Forecast is for the General Operating Fund (GOF), which provides funding for the majority of City services, including Police, Fire, Parks, Recreation, Library, and administrative functions necessary for ongoing City operations. The GOF is also the fund that is most significantly influenced by economic conditions. The Forecast demonstrates staff's best estimates to the projected fiscal outlook for the GOF at this point in time.

BACKGROUND

The Forecast is based on reasonable assumptions utilizing available information from a wide variety of sources. These sources generally include reviewing the City's historical trends, gathering information from economists that specialize in the regional economics of Silicon Valley, reviewing various indicators (e.g., unemployment data, etc.), networking with staff of neighboring agencies, reviewing State of California (State) and national economic trends, and factoring in known Mountain View conditions, such as lease terms and economic and property development. However, projecting revenues during this unprecedented time has proven to be extremely difficult. There are still many unknowns surrounding the pandemic and the extent of continuing Shelter-in-Place (SIP) restrictions. The Forecast assumes that most of the general public will be vaccinated by

fall 2021, but it is still uncertain how long it will take the economy to fully recover from the pandemic. The level of City services, staffing, and cost of operations projected for Fiscal Year 2021-22 is the base year for subsequent fiscal years' expenditures in the Forecast. Confidence levels in the Forecast assumptions become less certain with each subsequent fiscal year, and actual future revenues and expenditures will vary from the Forecast. The Forecast is not intended to predict precisely GOF revenues and expenditures but, rather, an indication of what the financial picture might look like.

Historically, recessions have generally occurred between three and nine years, post-World War II, with the longest period of expansion being the most recent lasting more than 11-1/2 years, from June 2009 to February 2020. A table of previous recessions is as follows:

Name	Period Range	Duration (months)	Time Since Previous Recession (years)
1949 Recession	Nov. 1948 to Oct. 1949	11	3.1
1953 Recession	Jul. 1953 to May 1954	10	3.8
1958 Recession	Aug. 1957 to Apr. 1958	8	3.3
1960-1961 Recession	Apr. 1960 to Feb. 1961	10	2.0
1969-1970 Recession	Dec. 1969 to Nov. 1970	11	8.8
1973-1975 Recession	Nov. 1973 to Mar. 1975	16	3.0
1980 Recession	Jan. 1980 to Jul. 1980	6	4.8
1981-1982 Recession	Jul. 1981 to Nov. 1982	16	1.0
Early 1990s Recession	Jul. 1990 to Mar. 1991	8	7.7
Early 2000s Recession	Mar. 2001 to Nov. 2001	8	10.0
Great Recession	Dec. 2007 to Jun. 2009	18	6.1
COVID-19 Recession	Feb. 2020 to ongoing		

The various GOF revenue sources are impacted by different economic events. Sales Tax and Transient Occupancy Tax (TOT) revenues are most impacted by the COVID-19 pandemic, and both revenues declined almost immediately when the Shelter-in-Place order began, while other revenues, such as property taxes, will lag behind. The Forecast assumes the earliest recovery period will start this summer for certain categories, such as sales tax and other local taxes, but other revenue categories are not expected to recover until well into the following fiscal year. The Forecast projects a \$1.6 million balance in the initial forecast year utilizing limited-period funds, explained later on, operating deficits in the next two fiscal years, then a balanced budget in the fourth fiscal year, and a modest surplus in the fifth fiscal year. These projections may change as more information becomes available.

Influencing Factors

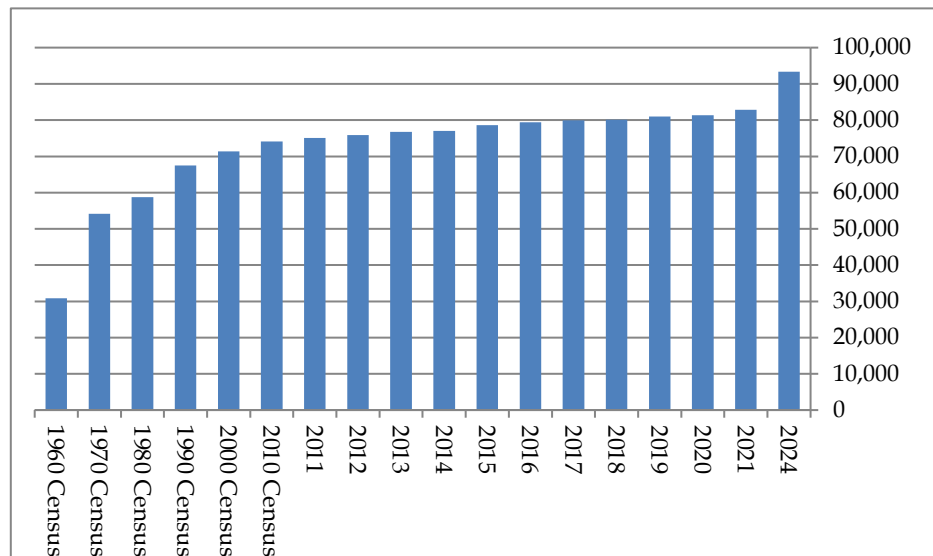
There are factors which influence each individual revenue source, some of which have broad ranges affecting multiple revenues, and some are specific to an individual revenue source. The Forecast includes a discussion of these factors below.

Population

The following chart shows historical population annually for the past 10 years and each U.S. Census year back to 1960. From the 2000 Census to the 2010 Census, the City of Mountain View population grew by 2,697 (3.8%). According to the California State Department of Finance (CA DOF), the City's population estimate as of January 1, 2021 is 82,814, an 11.8% growth since the last census. With the current pace of housing development and potential for housing in the North Bayshore Area, staff has estimated a population of 93,380 for 2024 based on projects approved through January 2021. After 2021, it is expected population will grow more rapidly.

Population

1960 Census	30,889
1970 Census	54,132
1980 Census	58,722
1990 Census	67,460
2000 Census	71,369
2010 Census	74,066
2011	75,039
2012	75,905
2013	76,739
2014	77,052
2015	78,564
2016	79,429
2017	79,966
2018	80,104
2019	80,986
2020	81,302
2021	82,814
2024 Forecast	93,380



Sources: U.S. Census Bureau (1960-2010)

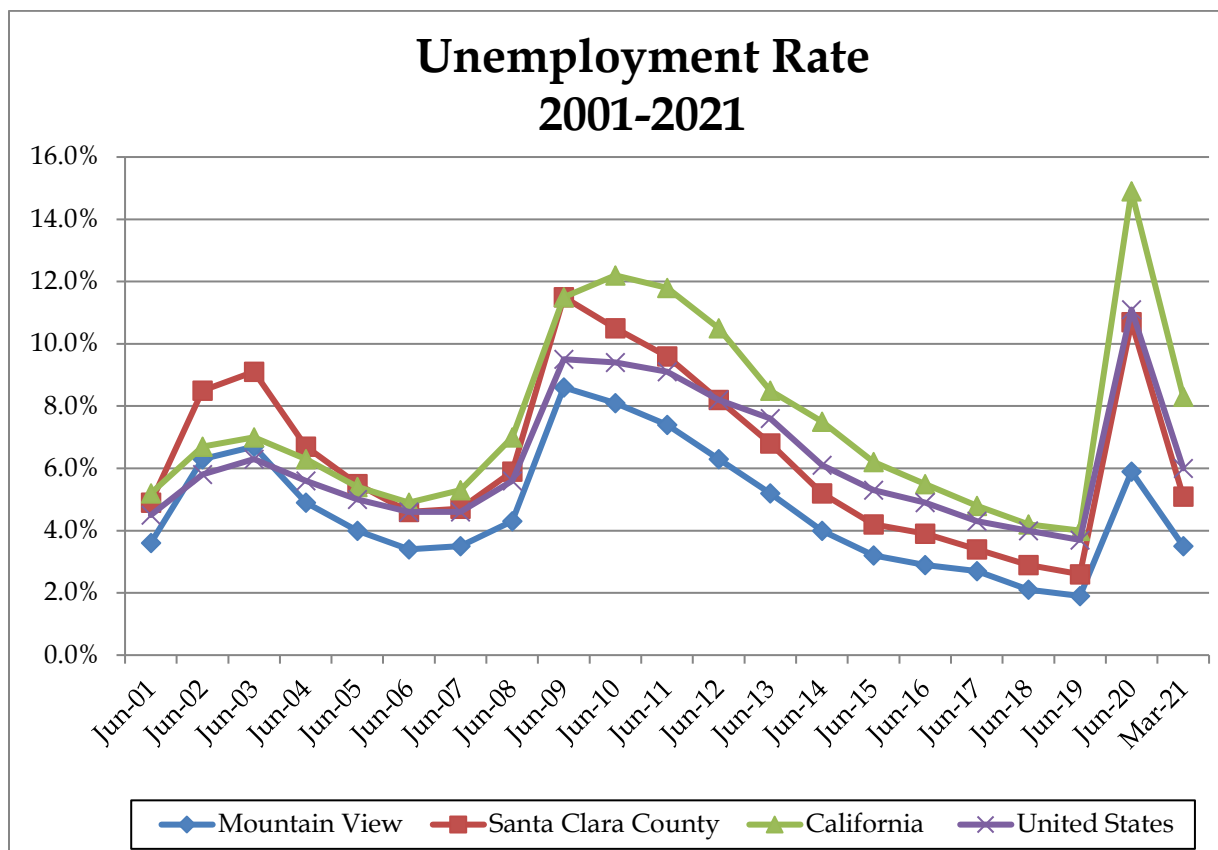
City of Mountain View (2024, based on unbuilt approved projects through January 1, 2021)

California State Department of Finance (all other years are provisional estimates as of January 1, revised annually)

Unemployment

As detailed in the chart below, Mountain View's unemployment level has been below the County of Santa Clara (County), State, and nation levels, except during the recession of the early 2000s, which hit Silicon Valley the hardest. With the current COVID-19

pandemic, the Bureau of Labor Statistics (BLS) has reported the preliminary unemployment rate as of March 2021 in the City at 3.5%, well below the County (5.1%), the State (8.3%), and the nation (6.0%).



State of California

The May revision of the Governor's Fiscal Year 2021-22 Proposed Budget is coming back strong from the impact of the COVID-19 pandemic and differs greatly from the initial January proposal that showed a budget deficit \$7.6 billion in Fiscal Year 2022-23, which was expected to reach over \$11.0 billion in two years. Although the risks to the State's long-term fiscal health continue to mount due to the uncertain effects of COVID-19, Federal policies, global risks, rising costs, and volatility of the stock market, California is now projecting a \$75.7 billion budget surplus. Additionally, the State's updated forecast does not anticipate large structural deficits in subsequent years.

ANALYSIS

Revenue and Expenditure Overview

In order to maintain a base level of services in the City, revenue growth is necessary. If the existing revenue base cannot generate sufficient revenues to fund the cost of operations, the economic base must be enhanced or operating costs reduced. Fiscal Year 2021-22 revenues are projected to increase \$2.3 million (1.6%) compared to Fiscal Year 2020-21 adopted revenues and \$4.2 million (3.0%) compared to Fiscal Year 2020-21 estimated revenues. A majority of the net increases are related to the third year phase-in of the new Business License Tax structure approved by voters November 2018, property tax growth, and TOT. The City Council has earmarked by resolution 80.0% of business license funds for transportation and 10.0% for affordable housing; however, this is general-purpose revenue, and the Council could choose to adopt a new resolution to dedicate any future revenue towards other operating programs, if needed.

Since March 2020, the City, as well as the global economy, has faced an unprecedented time due to COVID-19. The economic impacts of COVID-19 to the Federal, State, and regional economies have been unparalleled and continue to remain uncertain. The City's financial position since Fiscal Year 2014-15 had remained strong with annual surpluses allocated for CalPERS and OPEB unfunded liabilities, enhancing reserves, and funding the Sustainability Capital Improvement Program (CIP).

As with most local governments, the City has experienced a loss in revenue due to the impacts of the COVID-19 pandemic. Most notable is the loss of TOT revenue estimated \$5.2 million lower in the current fiscal year compared to Fiscal Year 2018-19, the last full fiscal year prior to the pandemic. While it is expected that increased vaccinations will increase hotel stays, it is projected revenues will not reach the Fiscal Year 2018-19 level until Fiscal Year 2023-24. Sales Tax and Service Charge revenues were also hit hard with stores closed, the Center for the Performing Arts closed, and Recreation classes, camps, and rentals cancelled. Again, it is projected that it will take time for these revenue sources to reach prior levels. Therefore, the City is experiencing a weaker financial position with a deficit projected for the first three fiscal years of this Forecast. For Fiscal Year 2021-22, there is a preliminary negative operating balance of \$4.2 million, and staff recommends utilizing Excess Education Revenue Augmentation Fund (ERAF) funding, a limited-period revenue source, to smooth the impacts of lost revenue due to the COVID-19 pandemic. The following two fiscal years project negative operating balances of \$4.6 million and \$1.5 million. The fourth fiscal year is balanced, and the last fiscal year of the Forecast currently indicates a positive balance of \$669,000, primarily due to revenue growth from property tax, sales tax, and TOT.

All employee group labor agreements will expire on June 30, 2021. The City is currently in the negotiations process to extend the labor agreements for one year, through June 30,

2022. The Forecast includes cost-of-living adjustments (COLAs) and other pay and benefit changes estimated to be included in the new labor agreements for Fiscal Year 2021-22. Modest COLAs are included in the remaining Forecast years in addition to step and merit increases. Projected budget savings of \$4.0 million, based on average savings over the prior five fiscal years, is included throughout the Forecast.

Fiscal Year 2021-22 recommended expenditures are \$6.6 million (4.6%) higher compared to the Fiscal Year 2020-21 adopted expenditures. The increases in expenditures are primarily related to personnel costs as approximately 80.0% of the budget is for the cost of employees to provide services. New ongoing expenditures of \$1.1 million are included to address needs. The operating balance is projected to be \$1.6 million (after the projected budget savings of \$4.0 million and \$5.8 million Excess ERAF revenue) for Fiscal Year 2021-22, which represents approximately 1.1% of GOF-projected revenues.

Staff and Council previously recognized the opportunity to take advantage of the City's healthy financial position to reduce unfunded pension liabilities for CalPERS and Other Postretirement Employee Benefits (OPEB). For Fiscal Years 2014-15 through 2016-17, the City Council approved allocations of \$9.0 million toward the CalPERS pension liability and \$6.5 million toward the OPEB liability. For Fiscal Year 2017-18, the City Council approved allocations of \$12.4 million towards the CalPERS pension liability, as part of the CalPERS Discount Rate Change Funding Strategy, and \$4.0 million towards the OPEB liability. For Fiscal Year 2018-19, the City Council approved additional allocations of \$7.6 million toward the CalPERS pension liability and \$1.0 million toward the OPEB liability. For Fiscal Year 2019-20, the City Council approved additional allocations of \$7.6 million toward the CalPERS liability.

The following chart shows the contributions to the City's unfunded liabilities for Fiscal Years 2014-15 through 2021-22 recommended (dollars in millions):

	Fiscal Years 2014-15 through 2016-17		Fiscal Year 2017-18		Fiscal Year 2018-19		Fiscal Year 2019-20		Fiscal Year 2021-22		Total	
	PERS	OPEB	PERS	OPEB	PERS	OPEB	PERS	OPEB	PERS	OPEB	PERS	OPEB
GOF	\$4.0 M	\$4.0 M	\$4.0 M	\$2.0 M	\$4.0 M	\$1.0 M	\$4.0 M	—	—	—	\$16.0 M	\$7.0 M
GNOF	\$3.5 M	\$2.5 M	\$6.0 M	\$2.0 M	\$2.0 M	—	\$2.0 M	—	\$2.0M	—	\$15.5 M	\$4.5 M
Other Funds	\$1.54 M	—	\$2.35 M	—	\$1.59 M	—	\$1.59 M	—	\$0.5M	—	\$7.57 M	—
Total	\$9.04 M	\$6.5 M	\$12.35 M	\$4.0 M	\$7.59 M	\$1.0 M	\$7.59 M	—	\$2.5M	—	\$39.07 M	\$11.5 M

The overall funded status of CalPERS has declined over the past decade due to a number of factors such as the CalPERS Fund's investment losses, demographic assumption changes, and discount rate reductions. The City's funded status as of June 30, 2019, the

date of the valuation for Fiscal Year 2021-22 rates, is 71.7% combined for both safety and miscellaneous plans, up from 70.7% and 69.9% in the previous two fiscal years. The unfunded liability is \$238.9 million, based on the actuarial valuation as of June 30, 2019.

For the CalPERS pension liability, the City Council adopted a strategy to contribute a significant lump-sum contribution of \$10.0 million (General Fund) in Fiscal Year 2017-18, as well as proportionate contributions from other funds. This contribution is included in the valuation of June 30, 2018. As part of this strategy, an additional \$10.0 million General Fund payment is proposed from future Google Parking Lease revenues, as well as proportionate contributions from other funds. These lease payments are on a calendar-year basis and began January 2021 with \$1.0 million available to contribute to CalPERS in Fiscal Year 2020-21; however, based on staff's recommendation last fiscal year, the City will make the contribution the fiscal year after funds are received. Therefore the \$1.0 million in lease payments received in Fiscal Year 2020-21 will be budgeted as a CalPERS contribution in Fiscal Year 2021-22. Staff has recommended making additional lump-sum payments to CalPERS when possible to address this unfunded liability, and for Fiscal Year 2021-22, staff is recommending an additional contribution of \$1.0 million from the Fiscal Year 2020-21 carryover. This results in a total \$2.0 million contribution to CalPERS from the General Non-Operating Fund, as well as proportional shares from other funds.

For other post-employment benefits (OPEB), or retirees' health obligation, the City has made great strides toward funding the actuarial accrued liability (AAL). The liability was last calculated as of July 1, 2019 along with projections for five years. For Fiscal Year 2021-22, the estimated actuarial accrued liability (AAL) is \$157.0 million using a 6.25% discount rate. It is estimated the City will be fully funded with estimated assets as of June 30, 2021 of \$164.6 million. However, the liability will again be updated as of July 1, 2021 with the next actuarial update prepared during Fiscal Year 2021-22. Previously, all funds other than the GOF had contributed their full share of the unfunded AAL (UAAL), and although in total the City is estimated to be fully funded, the GOF share is not. Staff will be analyzing the GOF liability and possibly transferring funds back to other funds for more level funding share. As noted in the table above, to reduce the GOF share of its UAAL, a total of \$11.5 million in additional funds have been budgeted and transferred towards this liability since Fiscal Year 2014-15.

The following table includes the projected revenues and recommended expenditures by category for Fiscal Year 2021-22 and projections for the subsequent Forecast years. As stated previously, this Forecast was prepared assuming the earliest recovery period will start this summer for certain categories, such as sales tax and other local taxes, but other revenue categories are not expected to recover fully until well into the subsequent Forecast years.

GENERAL OPERATING FUND FORECAST
(dollars in thousands)

	2020-21 <u>ADOPTED</u>	2020-21 <u>ESTIMATED</u>	2021-22 <u>RECOM.</u>	2022-23 <u>FORECAST</u>	2023-24 <u>FORECAST</u>	2024-25 <u>FORECAST</u>	2025-26 <u>FORECAST</u>
REVENUES:							
Property Taxes	\$ 57,207	\$ 59,417	\$ 60,272	\$ 63,076	\$ 66,661	\$ 70,874	\$ 74,150
Sales Tax	19,604	18,361	18,477	20,445	21,336	22,182	22,963
Other Local Taxes ¹	17,237	13,408	16,775	18,297	21,144	22,667	23,551
Use of Money and Property	22,571	21,921	23,014	23,983	24,723	25,549	25,944
Other Revenues ²	<u>27,543</u>	<u>29,080</u>	<u>27,874</u>	<u>29,135</u>	<u>29,571</u>	<u>30,016</u>	<u>30,449</u>
TOTAL REVENUES	<u>144,162</u>	<u>142,187</u>	<u>146,412</u>	<u>154,936</u>	<u>163,435</u>	<u>171,288</u>	<u>177,057</u>
EXPENDITURES:							
Salaries and All Pays	71,000	67,919	72,395	75,338	77,480	80,068	82,178
Retirement	24,668	23,896	25,799	27,870	29,222	30,815	31,696
Health Benefits	11,213	9,067	11,799	12,442	13,192	14,115	14,983
All Other Benefits	<u>7,416</u>	<u>6,887</u>	<u>7,756</u>	<u>8,003</u>	<u>8,222</u>	<u>8,467</u>	<u>8,690</u>
Salaries and Benefits	114,297	107,769	117,749	123,653	128,116	133,465	137,547
Supplies and Services	19,575	20,059	20,049	20,650	21,270	21,908	22,565
Capital Outlay/ Equipment Repl.	2,820	3,220	2,745	3,777	3,875	3,976	4,081
Interfund Expenditures and Transfers	10,329	10,123	13,091	11,138	11,381	11,634	11,895
Debt Service	<u>1,000</u>	<u>-0-</u>	<u>1,000</u>	<u>4,300</u>	<u>4,300</u>	<u>4,300</u>	<u>4,300</u>
Total Operating Exp	148,021	141,171	154,634	163,518	168,942	175,283	180,388
Budget Savings	<u>(4,000)</u>	<u>Included</u>	<u>(4,000)</u>	<u>(4,000)</u>	<u>(4,000)</u>	<u>(4,000)</u>	<u>(4,000)</u>
NET EXPENDITURES	<u>144,021</u>	<u>141,171</u>	<u>150,634</u>	<u>159,518</u>	<u>164,942</u>	<u>171,283</u>	<u>176,388</u>
Excess ERAF Contribution	<u>-0-</u>	<u>4,864</u>	<u>5,836</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
OPERATING BALANCE/(DEFICIT) ³	\$ <u>141</u>	\$ <u>5,880</u>	\$ <u>1,614</u>	\$ <u>(4,582)</u>	\$ <u>(1,507)</u>	\$ <u>5</u>	\$ <u>669</u>

¹ Other Local Taxes consist of Transient Occupancy Tax, Business Licenses, and Utility Users Tax.

² Other Revenue consist of License, Permits & Franchise Fees, Fines & Forfeitures, Intergovernmental, Charges for Services, Miscellaneous Revenues, and Interfund Revenues & Transfers.

³ Balance is prior to the change in assets and liabilities, encumbrances, and rebudgets for grants and donations.

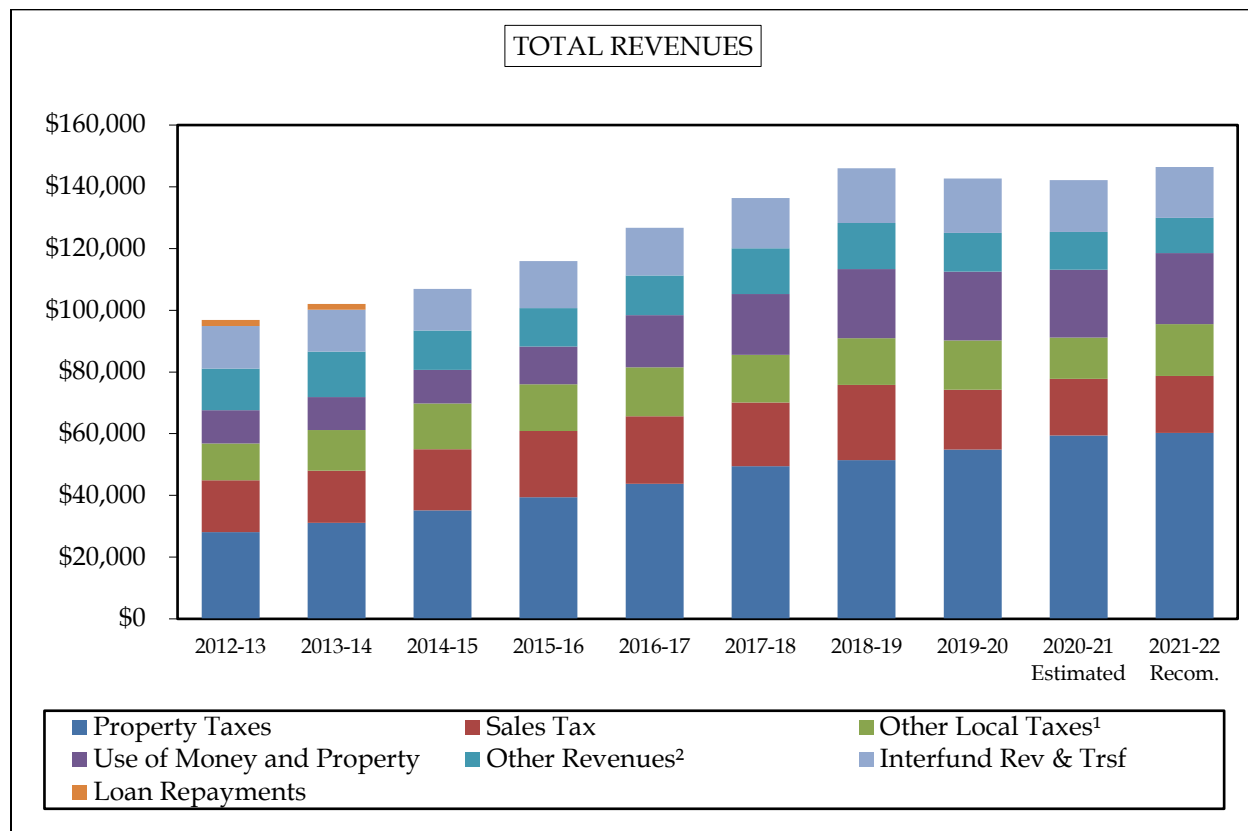
Revenue and Expenditure Background

Revenues

Historical experience demonstrates Mountain View had a relatively volatile revenue base, primarily related to sales tax, with substantial variation in the amount of revenues collected over time (see Exhibit A for revenue and expenditure history). In addition to the overarching factors described in the Impacting Factors Section, the City's revenue volatility is continually affected by local factors. In the past decade, however, other revenue sources, such as property taxes and lease revenues, have led to a more stable and predictable overall revenue base.

For Fiscal Year 2021-22 GOF Revenues are projected \$2.3 million (1.6%) higher than the Fiscal Year 2020-21 Adopted Budget, and continue to be impacted by the effects of the COVID-19 pandemic. Additional discussion of individual revenue sources can be found later in this Forecast.

A history of total GOF Revenues is as follows (dollars in thousands):



¹ Other Local Taxes consist of Transient Occupancy Tax, Business Licenses, and Utility Users Tax.

² Other Revenues consist of Licenses, Permits & Franchise Fees, Fines & Forfeitures, Intergovernmental, Charges for Services, and Miscellaneous Revenues.

Expenditures

During Fiscal Years 2009-10 through 2012-13, there were projected structural deficits ranging from \$1.1 million to \$6.0 million: through a combination of operating efficiencies and expenditure reductions (totaling \$7.4 million), modest revenue enhancements, and employee cost containment (totaling \$2.2 million), the City was able to balance those budgets and weather the Great Recession. Revenues recovered sufficiently and no budget restructuring was necessary beginning in Fiscal Year 2013-14. Since then, the economic health of the City continued to improve, resulting in a higher level of demand for services to support significant commercial and residential development, as well as to support other community priorities such as affordable housing, transportation, and sustainability.

From the peak in Fiscal Year 2001-02 through Fiscal Year 2012-13, the GOF employee count was reduced by more than 70.0 positions (over 14.0%). Although there have been positions added in recent years, overall, the City's GOF continues to operate at a staff level less than the prerecessionary level. This is further exacerbated by the high level of demand for services in City departments. The Fiscal Year 2020-21 budget includes additional regular and continuing limited-period and overhire positions to address the most critical workload demands.

The Forecast expenditures are calculated in the same manner as the annual budget and include the full cost of each existing position (salary and benefits). For Fiscal Year 2021-22, estimated COLAs are included and modest COLAs are included in each of the remaining Forecast years. Also included are multi-year assumptions related to the remaining cost components (e.g., steps, merits, retirement, health care, etc.) throughout the Forecast period. The factors for future health benefit costs are based on health-care trends and historical experience. The CalPERS rates for Fiscal Years 2021-22 through 2025-26 were provided by CalPERS with staff's estimated impact of CalPERS investment losses for the fiscal year ended June 30, 2020, which will be reported in the actuarial for Fiscal Year 2022-23 rates.

For Supplies and Services and the remaining categories, a base level of expenditures is calculated and then adjusted based on the multi-year assumptions related to each component of cost (e.g., City utilities, equipment maintenance, self-insurance funding, etc.).

Based on past experience, it is typical to underspend the budget due to vacant positions and savings in Supplies and Services accounts. Beginning in Fiscal Year 2009-10, a budget savings amount was assumed. It has ranged between \$1.8 million and \$2.8 million. In Fiscal Year 2017-18, it was increased to \$2.3 million to reflect a current five-year average.

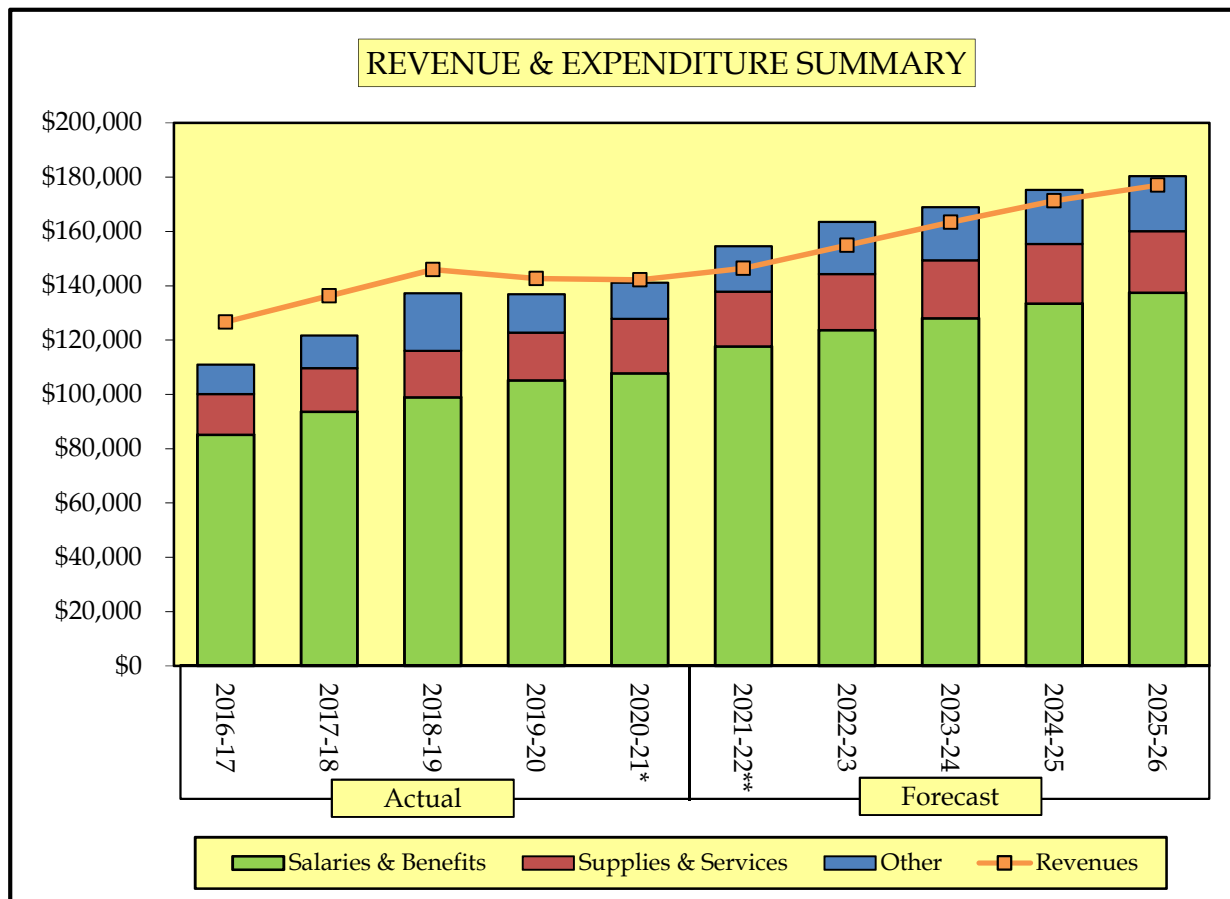
For Fiscal Year 2020-21 it was increased to \$4.0 million to reflect the then five-year average and is \$4.0 million throughout the Forecast period.

SUMMARY

This last year has been an unprecedented time for the City of Mountain View, the nation, and the entire world, due to COVID-19. The economic impacts of COVID-19 to the Federal, State, and regional economies have been unparalleled, and continue to remain uncertain. This Forecast represents staff's best projections at this point in time.

The Forecast projects a balanced budget by utilizing the Excess ERAF funding to offset lost revenue due to the pandemic for Fiscal Year 2021-22. The remaining Forecast is reliant on continued vaccinations and reductions in the number of COVID-19 cases by fall 2021 and assumes the earliest recovery period will start this summer for certain categories, such as sales tax and other local taxes. Excess ERAF is not projected for the remaining forecast years as it is yet unknown whether the City will continue to receive funding past Fiscal Year 2021-22. Therefore, future financial stability will be dependent upon the recovery of the economy and continued fiscal restraint.

Following is a detailed and graphic presentation of the Forecast, summarizing the assumptions and resulting revenues and expenditures.



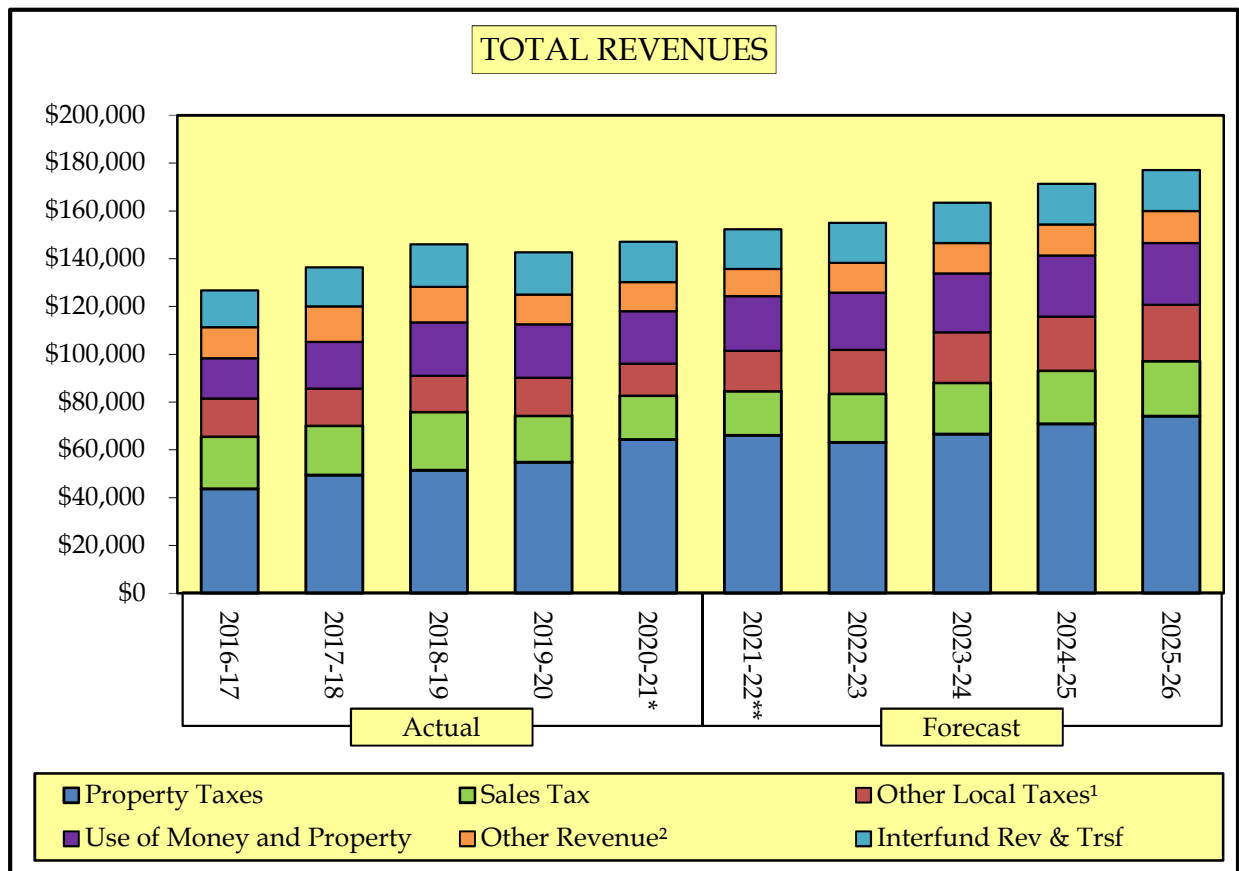
<u>Fiscal Year</u>	<u>Revenues</u>	<u>Expenditures</u>
2016-17	126,689	110,936
2017-18	136,377	121,682
2018-19	146,010	137,279
2019-20	142,667	136,911
2020-21 *	142,187	141,171
2021-22 **	146,412	154,634
2022-23	154,936	163,518
2023-24	163,435	168,942
2024-25	171,288	175,283
2025-26	177,057	180,388

* Estimated

** Recommended

(dollars in thousands)

The Fiscal Year 2021-22 recommended expenditures and all forecast years do not include the projected operating budget savings.



<u>Fiscal Year</u>	<u>Total Revenues</u>	<u>% Change</u>
2016-17	126,689	9.3%
2017-18	136,377	7.6%
2018-19	146,010	7.1%
2019-20	142,667	(2.3%)
2020-21 *	147,051	3.1%
2021-22 **	152,248	3.5%
2022-23	154,936	1.8%
2023-24	163,435	5.5%
2024-25	171,288	4.8%
2025-26	177,057	3.4%

* Estimated

** Recommended

(dollars in thousands)

¹ Includes Transient Occupancy Tax, Business Licenses, and Utility Users Tax.

² Includes Licenses, Permits & Franchise Fees, Fines & Forfeitures, Intergovernmental, Charges for Services, and Miscellaneous Revenues.

Fiscal Years 2020-21 and 2021-22 include Excess ERAF revenue of \$4.9 million and \$5.8 million, respectively.

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PROPERTY TAXES

Property Taxes include the revenue generated from the City's share of the 1.0% levy assessed on the taxable value of real and personal property located within the City limits. The assessed value (AV) of secured real property that does not experience a change in ownership or is not subject to new construction is increased annually at a rate not to exceed the California Consumer Price Index (CCPI) or 2.0%, whichever is lower. However, if a property changes ownership, it is reassessed (up or down) at the current market value and new construction is initially valued at the cost of the construction. In addition, the County Assessor has the authority to proactively adjust the AV of properties downward to market value during periods of declining property values. Unsecured tax on personal property, such as computers and other equipment, is assessed on the value of the property as self-reported annually to the County.

SOURCES

- Property tax assessed on secured real property.
- Property tax assessed on unsecured personal property.
- Property tax assessed on leased property.

ECONOMIC FACTORS

- General economic conditions.
- Proposition 13 – determines methodology of tax application, limits the annual AV increase, and sets the tax rate.
- California Consumer Price Index (CCPI – October through October).
- New development.
- Property demand, sales, and values.
- County processing time for new development and ownership transfers and inclusion on the tax roll.
- Assessment appeals and proactive assessment reductions by the County Assessor.
- Availability of credit.
- State legislation regarding tax allocation.

HISTORY

In 1992, as a way of solving its own budget shortfall, the State enacted legislation that shifted partial financial responsibility for funding education to local government. Property tax revenues belonging to cities, counties, and special districts were shifted to the Education Revenue Augmentation Fund (ERAF). The net cumulative loss to the GOF resulting from all ERAF shifts through Fiscal Year 2020-21 exceeds \$129.1 million (\$132.9 million for the entire City).

For the past two decades, housing activity has remained strong with short periods of uncertainty or declines related to the availability of housing stock, interest rates, and the overall economy. During Fiscal Year 2008-09, the housing market collapsed and assessed values across the County suffered and caused some properties to be appraised at less than the outstanding debt on the property. During that time, foreclosures nationwide increased dramatically as homeowners defaulted on their mortgages, and California was the epicenter of the foreclosure crisis. Mountain View experienced foreclosures, but not as severely as other parts of the State. For calendar 2020, there were a total of 51 foreclosures in the County. Mountain View had two foreclosures.

Beginning Fiscal Year 2008-09, the County began processing Proposition 8 (Prop 8) reductions for residential and commercial properties. The majority of the lost value for residential Prop 8 reductions in the City was recaptured by Fiscal Year 2015-16. Also, while the new home prices declined during 2019, there has been an increase of those median prices in 2020 even with fewer homes coming to market. These temporary Prop 8 reductions will likely be restored in the next year or two.

In the time period since the beginning of the recession and continuing into the recovery and expansion, commercial property owners have submitted applications for value reductions. The number of appeals submitted Countywide as of April 2021 is higher than the same time frame in 2020 due to the pandemic and cancellation of appeal hearings from SIP. As of April 2021, the County had approximately 7,500 active appeals compared to 5,100 the previous year. Because of the variable nature of commercial properties, the process of reviewing and valuing them is lengthy and more complicated. The County processes Countywide AV roll reductions (primarily the result of resolved appeals) and corrections throughout the year which total a net \$3.0 billion in reductions for Fiscal Year 2020-21. The General Fund's share of this property tax revenue loss is approximately \$298,000.

Tracking of property sales activity, including new developments, was initiated in 2007 and the most recent 12 years of history is detailed below. The highest number of sales transactions for all types of properties and the largest increase in AV resulting from changes in ownership (CIO) occurred in 2018. For the first time since tracking began, the increase in AV related to sales exceeded \$1.0 billion. There has been growth in the median

price of single-family homes (SFH) experiencing a CIO every year from 2010 to 2018. In 2019, the median prices of all properties showed a slight decline. In 2020, the median price for condos/townhomes showed another decline while single-family homes once again showed an increase.

Median Price Statistics (Mountain View Residential Properties with a CIO)

<u>Year</u>	<u>Single-Family Home (SFH)</u>	<u>Number of SFH CIO</u>	<u>Condo/Townhome</u>	<u>Number of Condo/Townhome CIO</u>
2009	\$845,000	182	\$535,000	179
2010	\$892,000	267	\$572,500	268
2011	\$900,750	306	\$445,000	241
2012	\$1,000,000	341	\$570,000	299
2013	\$1,245,000	297	\$639,000	356
2014	\$1,450,000	255	\$781,000	322
2015	\$1,600,000	274	\$910,000	312
2016	\$1,700,000	253	\$1,013,000	345
2017	\$1,900,000	278	\$1,175,000	387
2018	\$2,100,000	343	\$1,360,000	417
2019	\$2,027,000	282	\$1,334,000	370
2020	\$2,150,000	297	\$1,290,000	307

Also impacting the growth in Property Taxes is the CCPI. Over the past 12 fiscal years (2009-10 to 2020-21), five years have had annual CCPI increases less than the maximum 2.0% allowed, and one of those five years was a negative CCPI.

In total, Fiscal Year 2020-21 estimated Property Tax revenues of \$59.4 million is expected to exceed the Fiscal Year 2019-20 Audited of \$54.8 million by 8.3% and the Fiscal Year 2020-21 Adopted Budget of \$57.2 million by 3.9%.

FORECAST

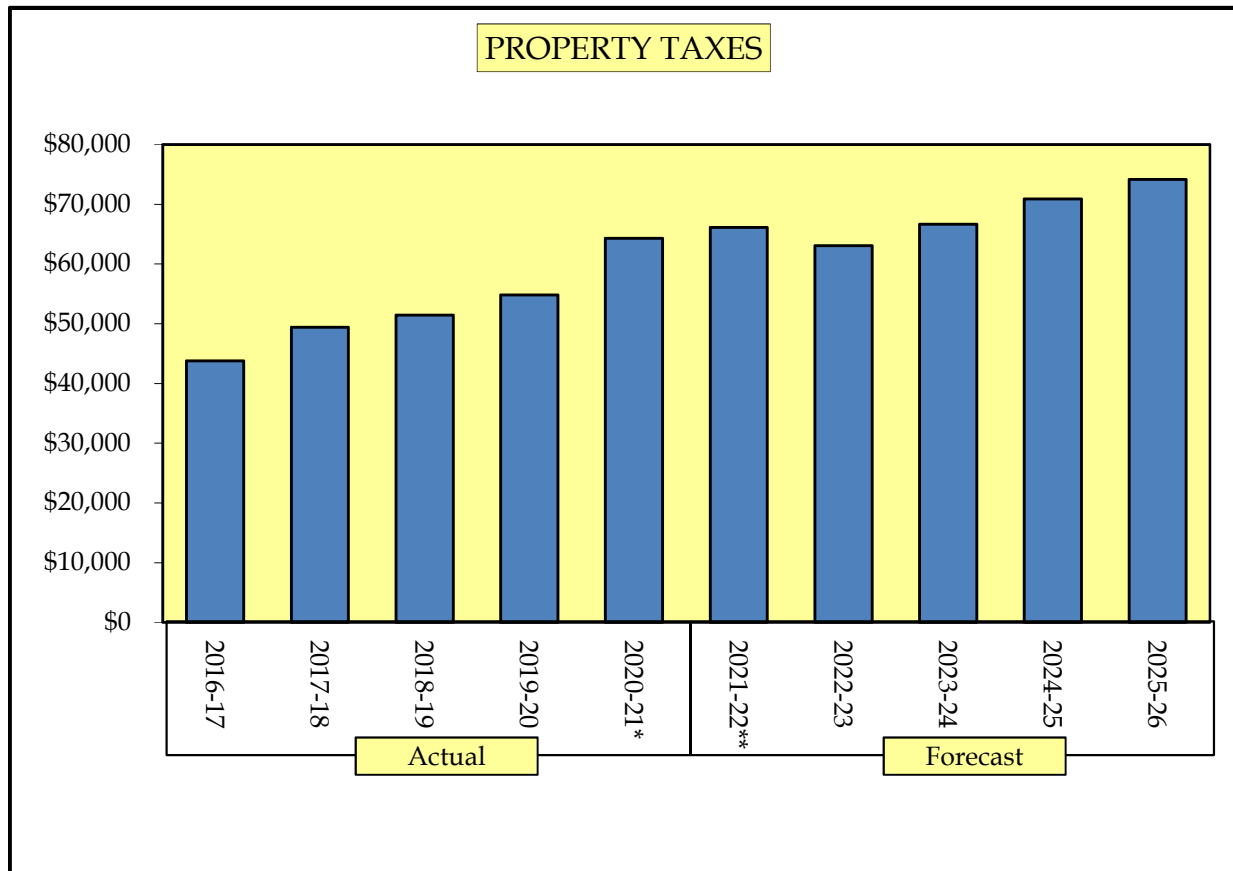
The Fiscal Year 2021-22 projected secured property tax revenue is based on the July 1, 2020 tax roll adjusted for the following:

- A 1.036% CCPI increase to the AV of all eligible residential and commercial property;
- Projected AV loss from resolution of pending appeals and projected new appeals;

- AV changes related to property transfers and sales prior to the January 1 lien date; and
- Projected AV increase related to new development, tenant improvements, and remodels.

As mentioned earlier, the County has approximately 7,500 active appeals. The Fiscal Year 2021-22 revenue includes a projected tax loss based on the historic resolution of appeals. For the remaining Forecast years, total secured property tax is projected with net annual increases ranging from 4.6% to 6.3% and an annual change in AV based on a 2.0% CCPI. In addition, increased AV is projected for Fiscal Years 2021-22 through 2025-26 as a result of new development projects under construction and in the pipeline (including numerous housing, hotel, corporate campus, and office developments), and anticipated growth from CIO and remodeling. The Forecast assumes appeals will continue to be filed annually and a portion will be resolved resulting in an AV loss. In addition, the Forecast normally does not include a projection of Excess ERAF property tax to be distributed to the City as this revenue is not ongoing and may end after Fiscal Year 2021-22 depending on whether there are legislative changes. Staff is recommending an exception for Fiscal Year 2021-22 in order to smooth the impacts of lost revenue due to the pandemic.

Unsecured property tax revenue is projected to decline by 11.4% for Fiscal Year 2021-22, and grow for the remainder of the Forecast period.



<u>Fiscal Year</u>	<u>Property Taxes</u>	<u>% Change</u>
2016-17	43,774	10.9%
2017-18	49,419	12.9%
2018-19	51,451	4.1%
2019-20	54,839	6.6%
2020-21 *	64,281	17.2%
2021-22 **	66,108	2.8%
2022-23	63,076	(4.6%)
2023-24	66,661	5.7%
2024-25	70,874	6.3%
2025-26	74,150	4.6%

* Estimated

** Recommended

(dollars in thousands)

Fiscal Years 2020-21 and 2021-22 include Excess ERAF revenue of \$4.9 million and \$5.8 million, respectively.

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SALES TAX

Sales Tax revenue is currently the third largest single revenue source of the GOF and also the most volatile. The City of Mountain View is allocated 1.0% of every sales dollar subject to sales tax. In the late 1990s, sales tax from commercial/industrial businesses generated a greater amount of sales tax than retail businesses, an approximate 1.5:1.0 ratio. During the current decade, as a result of relocations, recession, growth of the service economy (nontaxable products), and California Department of Tax and Fee Administration (CDTFA) reporting changes, retail contributes a greater share, and the ratio for Fiscal Year 2019-20 is 1.0:4.4.

SOURCES

- Retail sales of tangible personal property to individuals and other businesses.
- Use tax on business consumption of personal property.
- State and County pooled sales tax allocated by the City's share of the Countywide tax on point-of-sale transactions.

ECONOMIC FACTORS

- Business expansion, reduction, or relocation.
- State of the economy.
- Purchasing patterns.
- CDTFA allocation decisions.
- Level of business-to-business sales.
- Technology changes.

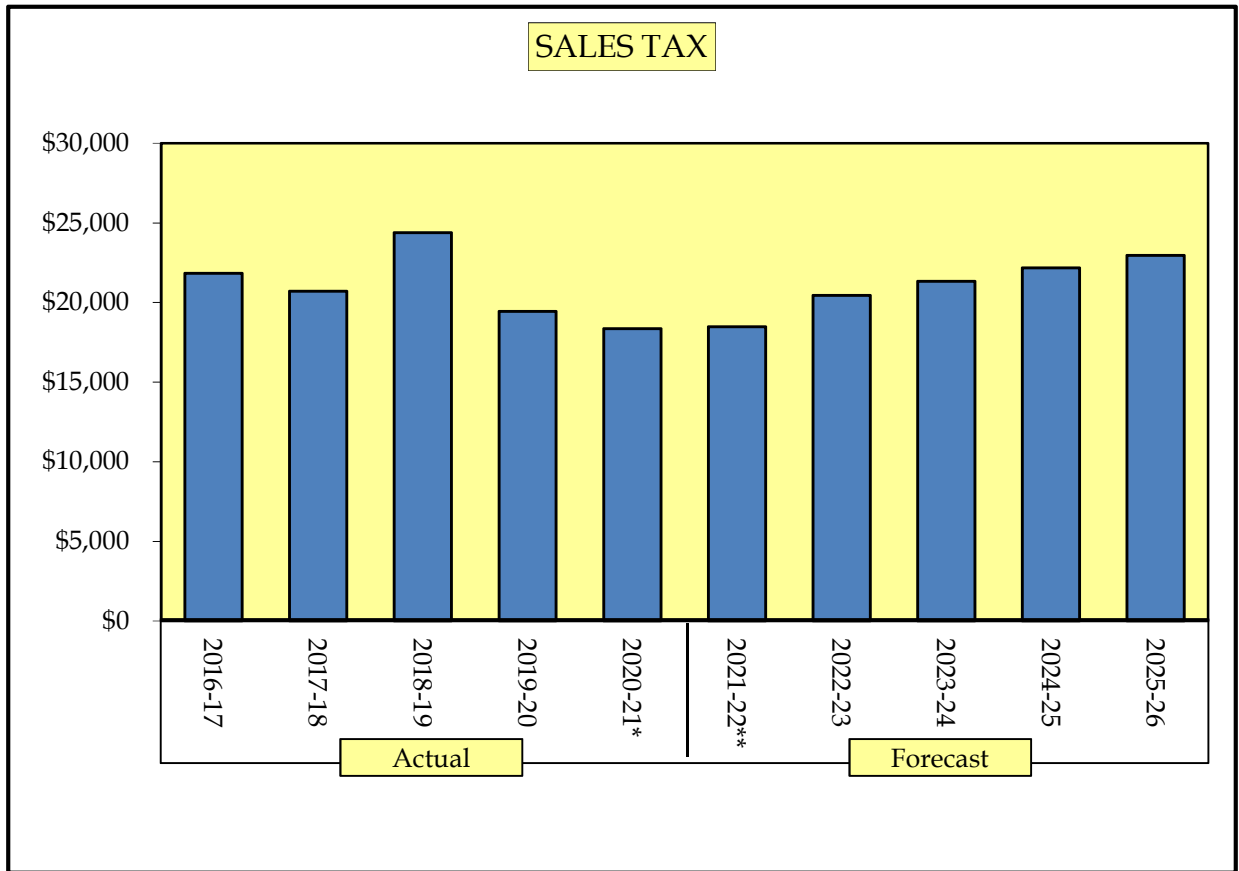
HISTORY

Since the early 1990s, sales tax has been an extremely volatile revenue source, reaching a record high of \$24.1 million in Fiscal Year 2000-01, primarily resulting from high-tech businesses. A precipitous decline to \$14.2 million occurred in Fiscal Year 2003-04 followed by steady growth through Fiscal Year 2007-08 to \$17.3 million. These variations typically occur as businesses move in and out of the City, companies modify reporting and/or sales methods, and the economy changes. Fundamentally, as the service economy grows, less manufacturing is done locally, resulting in a smaller commercial tax base as sales tax is not applicable to most technology company sales. As a result of the Great Recession, Sales Tax revenue fell in excess of \$2.0 million (11.8%) to \$15.2 million

in Fiscal Year 2009-10. Subsequently, sales tax revenue grew steadily through Fiscal Year 2015-16, but, since then, has either seen little growth or has declined. In Fiscal Year 2017-18, the CDTFA experienced issues with its new software system which delayed payments to local agencies. Approximately \$1.6 million received in Fiscal Year 2018-19 has been identified as late payments for Fiscal Year 2017-18. After adjusting for these late payments, total sales tax revenue for Fiscal Year 2017-18 would be \$22.3 million instead of the \$20.7 million audited, and total sales tax revenue for Fiscal Year 2018-19 would be \$22.8 million instead of the \$24.4 million audited. For Fiscal Year 2019-20, audited sales tax revenue is \$19.5 million. Fiscal Year 2021-22 sales tax revenue is currently estimated at \$18.4 million, \$1.2 million (6.3%) below budget, entirely related to the impact of COVID-19. The estimate includes \$1.2 million additional sales tax the City received for the second quarter of 2020, which was not accrued at 2019-20 fiscal year-end. After adjusting to exclude the unanticipated prior fiscal year additional taxes, the adjusted current estimate is at \$17.2 million, \$2.4 million (12.7%) below budget.

FORECAST

Fiscal Year 2021-22 sales tax revenue is projected at \$18.5 million, \$1.3 million (7.9%) higher than the current adjusted estimate and \$1.1 million (5.7%) below the current fiscal year Adopted Budget. The remaining Forecast years project 3.5% to 10.7% increases in anticipation of recovery from the impacts of COVID-19.



<u>Fiscal Year</u>	<u>Sales Tax</u>	<u>% Change</u>
2016-17	21,828	2.0%
2017-18	20,713	(5.1%)
2018-19	24,390	17.8%
2019-20	19,452	(20.2%)
2020-21 *	18,361	(5.6%)
2021-22 **	18,477	0.6%
2022-23	20,445	10.7%
2023-24	21,336	4.4%
2024-25	22,182	4.0%
2025-26	22,963	3.5%

* Estimated

** Recommended

(dollars in thousands)

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OTHER LOCAL TAXES

Other Local Taxes is comprised of Transient Occupancy Tax (TOT), Business License Tax, and Utility Users Tax (UUT).

SOURCES

- TOT is a 10.0% tax assessed on hotel and motel occupancies. Any occupancy by a government employee while on government business, or a stay exceeding 30 consecutive days, is exempt from the tax. This tax is self-reported on a quarterly basis by hotels and motels within the City limits, and a compliance audit is performed on a periodic basis. On November 13, 2018, the City Council adopted an ordinance related to the short-term rental (STR) of residential property. These rentals will be subject to the City's 10.0% TOT.
- Business License Tax is assessed on all businesses known to be operating in Mountain View and billed annually. Currently, there are approximately 4,600 active businesses licensed. Prior to Measure P, approved by Mountain View voters in November 2018, the tax rate was generally \$30 per year for most businesses (73.0%), but reached \$250 for certain types of businesses. The Business License Tax structure changed effective January 1, 2020, whereby the tax is assessed on a structure of tiered number of employees. The change is phased in over a three-year period for businesses with more than 50 employees. The City Council earmarked by resolution 80.0% of additional revenue generated from the restructured tax to transportation and 10.0% to affordable housing.
- UUT is a 3.0% tax assessed on the consumption of all telecommunication (2.5% tax on purchases of Mobile Telephony Services (MTS)), electricity, and gas services. Companies providing taxable utility services remit UUT payments monthly, and a compliance audit is performed on a periodic basis.

ECONOMIC FACTORS

- TOT: Number of hotel rooms and STR properties, room rate, occupancy rate, and number of exemptions.
- Business License Tax: Number and types of businesses licensed by the City, number of employees, and the applicable tax rate.
- UUT: Customer base, level of consumption, and price of the commodity.

HISTORY

TOT: The current tax rate of 10.0% was last modified in June 1991 from 8.0%. Occupancy and room rates in the City typically grow in nonrecessionary times. The impacts of economic downturns or disruptions are immediately reflected in TOT revenue as demonstrated by the 52.1% decline resulting from the dot-com bust and the 26.6% decline during the Great Recession. TOT revenues began to recover from the Great Recession in spring 2010 and growth continued through Fiscal Year 2016-17 with Fiscal Years 2017-18 and 2018-19 revenue being relatively flat. Fiscal Year 2019-20 audited revenue was significantly impacted by the Shelter-in-Place restrictions due to COVID-19, with revenues at \$5.6 million, \$1.4 million (20.5%) lower than prior fiscal year audited. Fiscal Year 2020-21 revenue is estimated at \$1.8 million, another significant drop of \$3.8 million (67.6%) compared to the prior year audited. With the continued SIP restrictions, even with the easing over the summer, travel is significantly impacted, affecting hotel stays and related revenue. Revenues have not been this low since the 1990s.

Business License Tax: Prior to the approval of Measure P, this revenue did not change significantly from year to year as the tax rate has remained essentially unchanged since June 1954 (excluding two business types updated in 1985). Any fluctuation in the number of businesses did not significantly change annual revenue because of the low annual tax rate.

As mentioned previously, in November 2018, Mountain View voters approved Measure P, which restructured the Business License Tax. The new structure is an incremental, progressive tax based on a tiered number of employees. Persons operating businesses with 50 employees or more shall pay a phased-in tax over a three-year period, with the first phase of the new tax rates effective January 1, 2020. Revenue for Fiscal Year 2019-20 audited rose to \$2.4 million, \$2.2 million higher than the prior year audited for the first year phase-in. Fiscal Year 2020-21 is estimated at \$4.1 million, an increase of \$1.7 million for the second year phase-in.

UUT: The tax is calculated on the consumer cost of the energy (gas and electricity) and telecommunication services utilized. The tax revenue fluctuates with the cost, customer usage, and/or customer base and is negatively impacted by economic downturns as a result of business closures and reduction in usage by both residential and commercial customers. In November 2010, the voters approved a ballot measure which broadened the base to include all telecommunications services in order to treat all customers equally and the amended ordinance became effective March 2011. As a result, UUT generated from telecommunications increased.

An audit of telecommunications providers was completed in January 2014 and resulted in a \$1.1 million settlement and one-time assessment. In addition, during Fiscal Year 2014-15, staff worked to bring another telecommunications provider into compliance,

resulting in a payment of the amount due for that fiscal year and a \$1.6 million payment for a prior time period. Both of these companies are remitting monthly UUT payments, contributing to ongoing revenue.

The Agreement between the CDTFA and the City for prepaid phone cards was executed in December 2015, and the City received the first quarterly payment in September 2016. In addition, direct providers of prepaid phone cards began remitting UUT payments in July 2016. UUT revenue from telecommunications has been declining since Fiscal Year 2015-16 as more customers “cut the cord” on services. Payments from a major telecommunications provider have been steadily declining since Fiscal Year 2015-16, and the pervasive use of cell phones has eliminated the necessity and cost of a landline for many people, and it is not uncommon for a cell phone to be utilized for both personal and professional uses. The City began receiving UUT payments from Silicon Valley Clean Energy (SVCE) in the beginning of Fiscal Year 2017-18, offset by lower payments from PG&E resulting from customer migration. Fiscal Year 2020-21 revenue is estimated to be lower than both the prior audited and the current fiscal year adopted, 4.5% and 2.8%, respectively. This is primarily due to lower telecommunications and SVCE revenue.

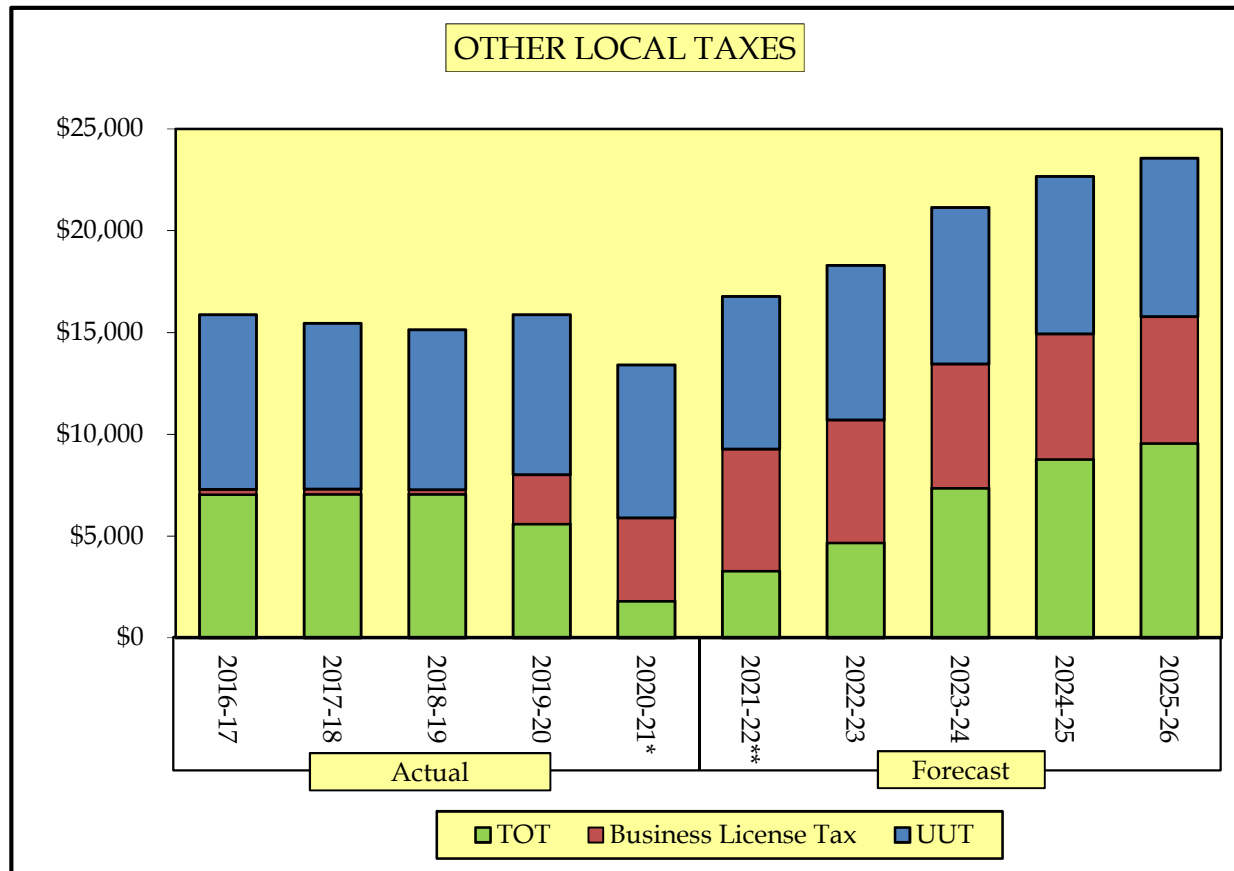
FORECAST

TOT: Fiscal Year 2021-22 revenue is projected \$1.5 million (26.3%) higher than the Fiscal Year 2020-21 Estimated. The projection assumes that hotel occupancies should begin to increase by fall 2021, when most of the general public is expected to be vaccinated. In addition, the Shashi Hotel just opened recently, and the Moffett Gateway Hotel is expected to open toward the end of 2021. Fiscal Year 2022-23 includes the opening of the Hampton Inn and Holiday Inn Express. Fiscal Year 2023-24 includes the opening of the Hotel on the Hope Street Lot development. The remaining Forecast years reflect a gradual recovery from the impacts of COVID-19.

Business License Tax: Fiscal Year 2021-22 business license tax revenue reflects the third year of the phase-in of the new business license tax structure and is projected at \$6.0 million, \$1.9 million higher compared to the prior year audited. The City Council earmarked by resolution 80.0% of the increased tax revenue for transportation and 10.0% for affordable housing, resulting in a net revenue gain to the GOF of approximately \$823,000. Transfers to the Transportation Reserve and General Housing Fund are included in the Forecast and discussed later in the expenditures section.

Because the Business License Tax revenue has been earmarked for and transferred to transportation and housing, net revenue to the GOF is not significantly impacted by impacts of the pandemic.

UUT: Fiscal Year 2021-22 total projected UUT revenue is essentially the same as the Fiscal Year 2020-21 Estimated. The remaining Forecast years reflect incremental growth plus UUT generated from development anticipated in the Shoreline Regional Park Community as identified in the North Bayshore Precise Plan Fiscal Impact Analysis.



Fiscal Year	Transient Occupancy Tax	Business License Tax	Utility Users Tax	Total Other Local Taxes	% Change
2016-17	7,043	251	8,572	15,866	4.8%
2017-18	7,057	251	8,136	15,444	(2.7%)
2018-19	7,050	231	7,850	15,131	(2.0%)
2019-20	5,602	2,408	7,870	15,880	5.0%
2020-21 *	1,814	4,077	7,517	13,408	(15.6%)
2021-22 **	3,289	5,981	7,505	16,775	25.1%
2022-23	4,662	6,041	7,594	18,297	9.1%
2023-24	7,359	6,101	7,684	21,144	15.6%
2024-25	8,775	6,162	7,730	22,667	7.2%
2025-26	9,550	6,224	7,777	23,551	3.9%

* Estimated

** Recommended

(dollars in thousands)

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USE OF MONEY AND PROPERTY

Use of Money and Property is comprised of investment earnings and revenue from rents and leases of City-owned property. Investment Earnings are generated from the General Fund's share of the City's pooled investment portfolio. Rents and Leases revenue is generated from rental properties and lease agreements. This combined category is now the second largest revenue source of the GOF.

SOURCES

- Monthly interest allocation generated by the City's pooled investment portfolio.
- Leased and rented properties, including:
 - North Charleston, Crittenden, and Charleston East ground leases
 - Shoreline Amphitheatre
 - Ameswell
 - Recology
 - Center for the Performing Arts
 - Michaels at Shoreline Restaurant
 - Community School of Music and Arts (CSMA)
 - CVS (parking structure, retail space)
 - Historic Adobe Building, Community Center, and Senior Center
 - Bean Scene Café, Olympus Caffé, and Savvy Cellar Wines, Inc.
 - Bank of America (ATM)
 - Hope Street Office and Hotel Development
 - Wireless Telecommunication Providers (GTE Mobilnet, Metro PCS, Sprint)
 - Various construction staging sites

ECONOMIC FACTORS

- Economy.
- Federal Reserve policy and interest rates.
- Portfolio balance.
- City Investment Policy.
- Rental revenues received and lease agreements.

HISTORY

Investment Earnings: Over the past decade, part of the City's financial strategy was to build reserves in anticipation of budget constraints in order to generate additional revenue in the form of investment earnings and to maintain sufficient funds to weather any further significant declines in revenues. The Federal Reserve aggressively managed short-term interest rates between late 2007 and 2008 in an effort to combat the ripple effect of the subprime lending crisis and support the economic recovery by reducing the Federal funds rate from 5.25% to a target of 0.25%. This significantly impacted the City's interest earnings for numerous years. Between December 2015 and December 2018, the Federal Open Market Committee (FOMC) increased the benchmark interest rate nine times for a total 225-basis-point increase. This significantly improved the City's interest earnings. Since then, the FOMC reduced the benchmark interest rate five times, the most significant reduction being 150 basis points in March 2020 to a target benchmark of 0.0% to 0.25%. This has negatively impacted the City's interest earnings and Fiscal Year 2020-21 investment earnings are estimated at \$3.0 million, \$397,000 (11.8%) lower than the prior fiscal year audited and exceeds budget by \$84,000. The City has a practice of laddering the portfolio so the impact of the reduced Federal funds rate will have a greater impact on future fiscal years as higher-yielding securities mature and are replaced with lower-yielding securities.

Rents and Leases: Over time, the City has strategically developed City-owned properties and negotiated lease agreements that generate long-term revenue for the GOF. These leases and the revenue generated become even more important during economic downturns as they generally do not immediately fluctuate with the economy, and most include annual inflationary increases.

In 1995, 1996, and 2008, the City first negotiated and signed ground lease agreements for the North Charleston, Crittenden, and Charleston East sites, respectively. As allowed in the ground leases, the rent includes fixed annual increases and is revalued every 10 years to market. The decennial revaluation of the North Charleston lease was effective April 1, 2016, resulted in a 141.0% rent increase (\$3.3 million for a full year) and will continue to escalate 4.0% annually. The decennial revaluation of the Crittenden lease was effective January 1, 2017, resulted in a 104.8% rent increase (\$3.1 million for a full year) and will continue to escalate 4.0% annually.

The first decennial revaluation for the Charleston East (Lot 1) lease between the City and Google LLC (Google) was effective February 1, 2018. This lease includes a cap on the revalued rent that is not included in the other two land leases. The cap is 165.0% of the monthly rent payable during the initial year of the prior 10-year period. In this case, the rent for the period beginning February 1, 2018 is capped at 165.0% of the rent paid in February 2008. The total annualized revalued rent is \$1.9 million, an increase of \$387,000

(26.5%) compared to the prior year annualized rent and will continue to escalate 3.0% annually.

In late Fiscal Year 2005-06, Council approved the amended and restated lease between the City and SFX Entertainment, Inc. (SFX – operating company of Live Nation, Inc.), for the lease of the Shoreline Amphitheatre. The terms of the lease eliminated the percentage rent structure and replaced it with a fixed amount of \$200,000 per month for the concert season (nine months), a total of \$1.8 million annually. The first annual contractual increase of 2.0% went into effect March 2018. The estimated Fiscal Year 2020-21 payment is \$1.3 million, essentially the same as budgeted. The City received approximately \$955,000 less than the annual agreement resulting from rent forgiveness due to the 2020 concert season being cancelled.

In September 2007, CVS opened in the Bryant Street parking structure and began paying the City the negotiated monthly lease rent. The parking structure was partially funded with former Revitalization Authority funds and, based on the Compensation Agreement, any revenues generated from the parking structures are shared with the taxing entities in the same proportion of the Authority's contribution to the structures. The Compensation Agreement was effective July 1, 2014, resulting in annual lease revenue of \$165,000 to the GOF, a loss of \$78,000 annually. The CVS lease agreement provides for an 11.9% increase that is effective September 2017 through September 2022.

In May 2010, Savvy Cellars opened to the public at the Centennial Plaza Train Depot and, in accordance with the lease, the annual revenue to the City for the first five years was \$29,700. The first annual increase was effective December 2014, and there have been annual increases effective each subsequent December. In addition, there are various other rentals of City-owned property as listed previously in the Sources section which contribute revenue to the GOF.

On December 11, 2018, staff updated the City Council on the Police/Fire Administration Building Expansion Study and confirmed most of the revenue generated from the Ameswell development is earmarked for debt service related to this facility. The City Council authorized staff to issue a request for proposal (RFP) to prepare a preliminary design for a renovation/addition as well as evaluation of a new building.

As stated above, rents and leases revenue generally do not immediately fluctuate with the economy during economic downturns. However, these revenues have been impacted by the Shelter-in-Place restrictions from COVID-19. Concerts at Shoreline Amphitheatre have been cancelled, nonessential businesses are closed, and rental of City facilities has ceased. Consequently, the City has been asked to waive or defer rent payments. For Fiscal Year 2020-21 estimated, rents and leases revenue is \$18.9 million, \$734,000 (3.7%) lower than adopted and essentially the same as the prior fiscal year audited.

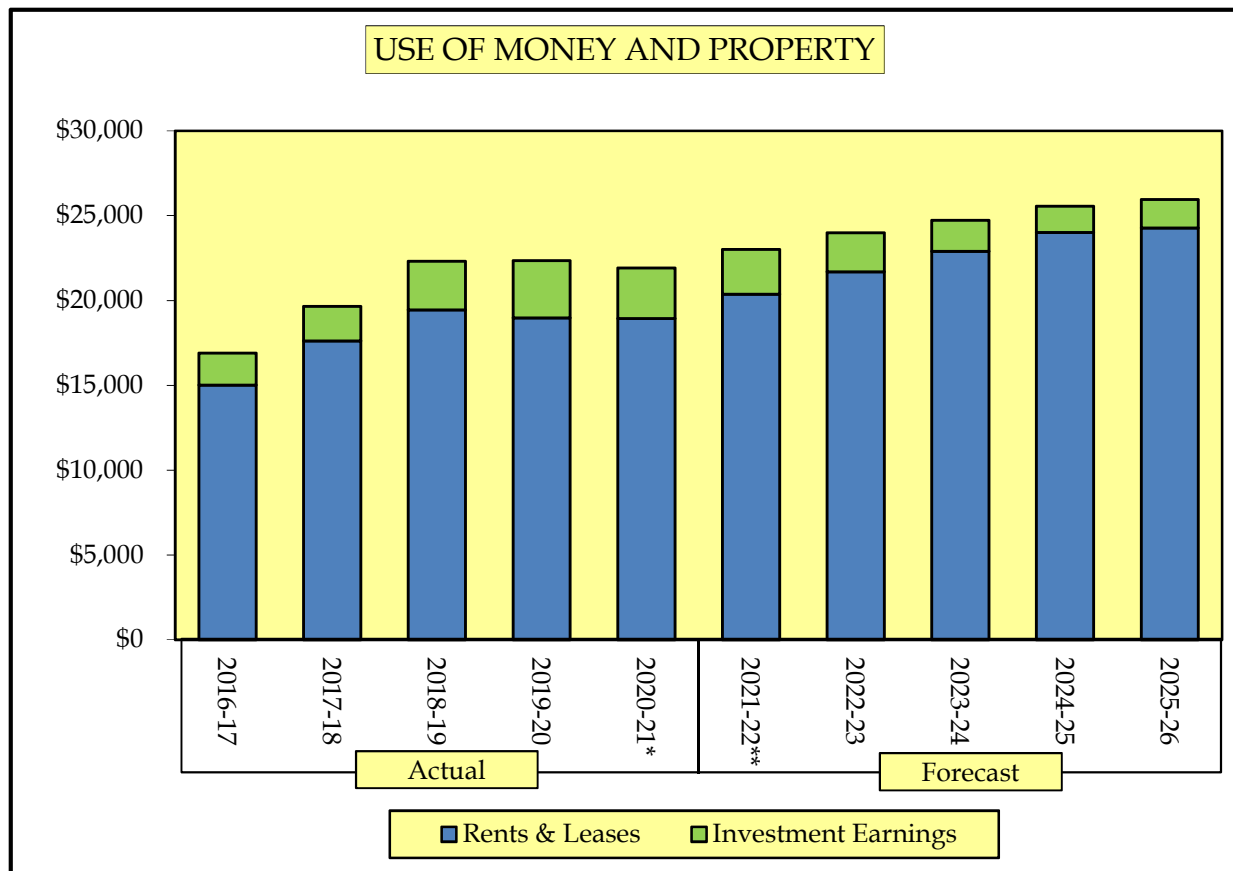
FORECAST

Investment Earnings: The Fiscal Year 2021-22 projection is based on the assumption that as instruments mature, the funds will be reinvested at rates lower than those available prior the FOMC actions stated above, resulting in a projected average portfolio yield of 1.44% for Fiscal Year 2021-22. The City's average portfolio yield is anticipated to continue falling through the end of the Forecast period with an incremental increase the last year.

Rents and Leases: Fiscal Year 2021-22 revenues are projected at \$20.4 million, \$1.4 million (7.6%) higher than the prior fiscal year audited. As SIP restrictions are eased on gatherings and the general public are vaccinated, rental revenue is projected to increase and continue throughout the Forecast.

The Ameswell rent of \$1.4 million will continue to be transferred to the Budget Contingency Reserve to be utilized for funding of limited-period items until the proposed debt service related to the Police/Fire Administration Building remodel and expansion begins in Fiscal Year 2022-23. The Forecast for the three long-term ground leases includes annual increases. During Fiscal Year 2022-23, the monthly CVS rent increases 12.0% in accordance with the lease. For the remaining leases and rental agreements, the Forecast period includes annual contractual increases and assumes renewal options will be exercised or extended.

As previously discussed with the City Council, Google paid the City \$600,000 for extending the sublease of Parking Lots C and D from SFX through December 31, 2020. In addition, Google agreed to lease the parking lots from the City for an additional five years (January 2021 to December 2025) and will pay over \$2.0 million annually, unless the lease is terminated early. As these payments are limited-period in nature, they will not flow through the GOF. As discussed with the City Council during the Fiscal Year 2017-18 budget process, the \$2.0 million annual payments (\$10.0 million over the 5-year period) will be recorded as one-time GF revenues and then contributed to CalPERS toward the City's unfunded pension liability, and both the annual earned portion of the \$600,000 and the annual rent in excess of the \$2.0 million will be transferred to the Capital Improvement Reserve.



Fiscal Year	Rents & Leases	Investment Earnings	Total Use of Money and Property	% Change
2016-17	15,020	1,876	16,896	38.3%
2017-18	17,618	2,041	19,659	16.4%
2018-19	19,443	2,873	22,316	13.5%
2019-20	18,970	3,375	22,345	0.1%
2020-21 *	18,943	2,978	21,921	(1.9%)
2021-22 **	20,377	2,637	23,014	5.0%
2022-23	21,680	2,303	23,983	4.2%
2023-24	22,897	1,826	24,723	3.1%
2024-25	24,008	1,541	25,549	3.3%
2025-26	24,267	1,677	25,944	1.5%

* Estimated

** Recommended

(dollars in thousands)

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LICENSES, PERMITS, AND FRANCHISE FEES/FINES AND FORFEITURES

This revenue category is comprised of Licenses, Permits, Franchise Fees, and Fines and Forfeitures.

SOURCES

- Licenses and Permits revenues are generated from businesses requiring specific City permits such as Police business permits.
- Franchisees are required to pay Franchise Fees as compensation to the City for the use of City property while providing a commercial service to Mountain View businesses and residents. The City has franchise agreements with Recology; Pacific Gas and Electric; Comcast and AT&T Cable; and California Water Service.
- Fines and Forfeitures are generated from Library fines and citations issued by the City Police Department and the California Highway Patrol.

ECONOMIC FACTORS

- State of the economy.
- Franchise agreements and revenues generated by franchisees.
- State and Federal regulations, legislation, and funded programs.

HISTORY

Licenses, Permits, and Franchise Fees: Historically, Licenses and Permits revenue tended to fluctuate with the development cycle. In Fiscal Year 2006-07, Building Services was separated from the GOF to better facilitate tracking and accounting. In order to provide a more comprehensive picture of the development process and to more accurately align all development-related revenues and expenditures, Council approved the consolidation of all development-related functions within the City into a Development Services Fund for Fiscal Year 2014-15. Development-related revenues and expenditures were moved from the GOF to the Development Services Fund, which decreased revenues in several categories, including this one, and eliminated the effect of development. Fiscal Year 2020-21 estimated Licenses and Permits revenue is \$155,000 and \$27,000 lower than the Fiscal Year 2020-21 Adopted and Fiscal Year 2019-20 Audited, respectively. The large discrepancy compared to the budget is due to the assumption the City would have issued cannabis permits as early as Fiscal Year 2020-21. Projections have been revised and the City expects permits to be issued in Fiscal Years 2021-22 and 2022-23.

Franchise Fee revenue generated from gas and electricity usage has historically increased as a result of significant commercial and residential development and declined during economic downturns as a result of commercial office vacancies and conservation by residential and commercial customers.

In accordance with the agreement between the City and the City's trash and recycling collector, Recology, a monthly service fee is owed to the City. This fee includes a portion for the exclusive right to perform this activity and a portion is attributable to the City providing billing and collection services. This revenue has fluctuated over the past decade as a result of conservation efforts, migration to smaller-size containers, the amount of construction debris discarded, and increases in trash and recycling service charges in addition to the economic factors listed above.

Beginning in Fiscal Year 2011-12, Cable Franchise revenues were budgeted directly as General Fund Franchise revenue in lieu of a transfer from the Cable Fund. This revenue grew through Fiscal Year 2015-16, but has been declining since.

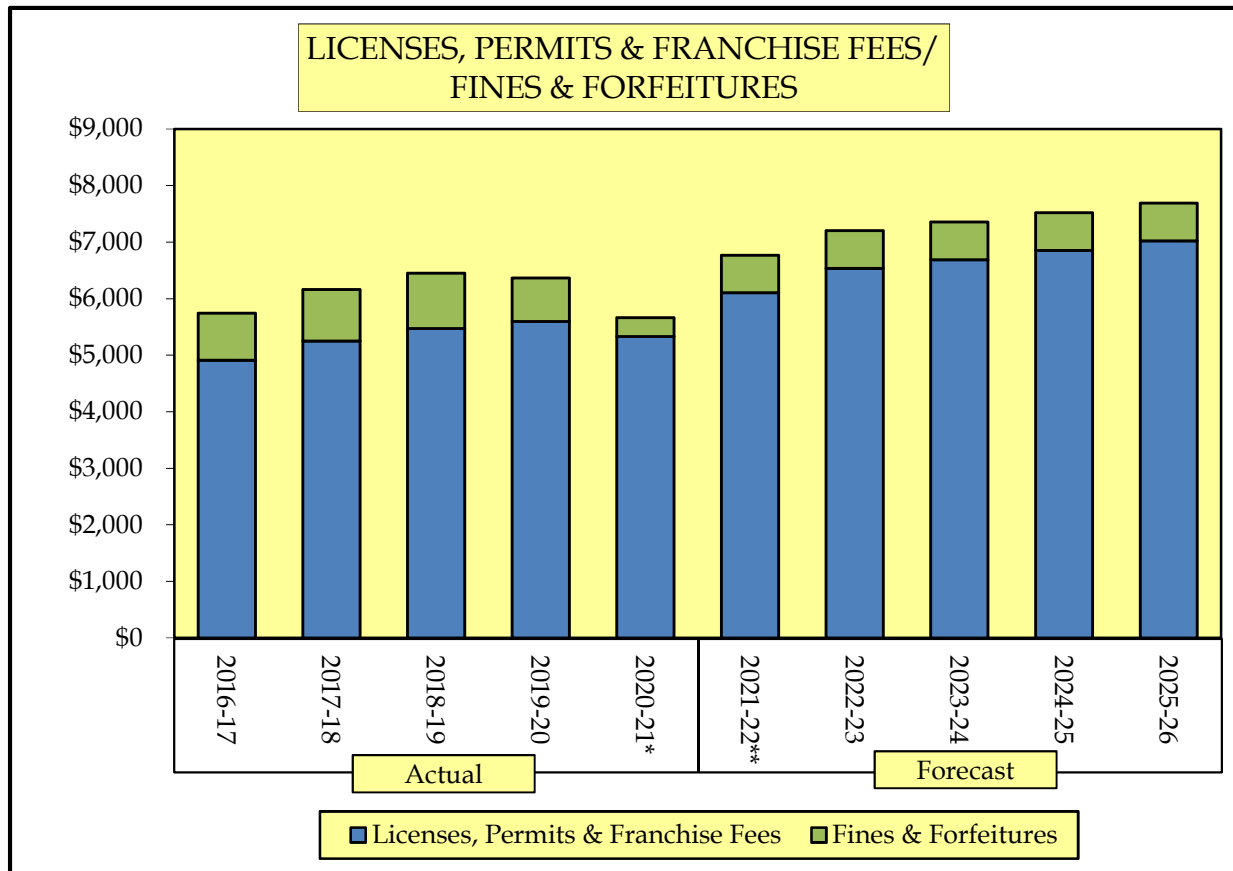
Fiscal Year 2019-20 Franchise Fee revenues are estimated essentially the same as the Fiscal Year 2020-21 Adopted and \$241,000 below the Fiscal Year 2019-20 Audited.

Fines and Forfeitures: This revenue source includes false alarm response fees, bail/fine payments from the County, Library fines, and parking violation payments. Overall, the Fiscal Year 2020-21 estimated Fines and Forfeitures revenue sources are lower than budget and Fiscal Year 2019-20 Audited, primarily due to less parking violations and decreased vehicle fines and false alarm fees.

FORECAST

Licenses, Permits, and Franchise Fees: Revenue is projected to increase \$775,000 (14.5%) in Fiscal Year 2021-22 from the current fiscal year Estimate, primarily from the approval of one cannabis permit and the Recology franchise fee. Revenues are projected to increase in the remaining Forecast years as the economy is projected to recover and with the opening of two additional cannabis businesses.

Fines and Forfeitures: Fiscal Year 2021-22 is projected to be \$331,000 (98.9%) higher than the Fiscal Year 2020-21 Estimated. The projection assumes higher vehicle and parking fines reflecting more vehicles back on the road and parking downtown. This revenue is essentially the same level throughout the Forecast period.



Fiscal Year	Licenss, Permits & Franchise Fees	Fines & Forfeitures	Total Licenss, Permits & Franchise Fees/ Fines & Forf	% Change
2016-17	4,913	830	5,743	3.2%
2017-18	5,249	912	6,161	7.3%
2018-19	5,470	978	6,448	4.7%
2019-20	5,596	768	6,364	(1.3%)
2020-21 *	5,328	334	5,662	(11.0%)
2021-22 **	6,102	665	6,767	19.5%
2022-23	6,535	665	7,200	6.4%
2023-24	6,688	665	7,353	2.1%
2024-25	6,853	665	7,518	2.2%
2025-26	7,024	665	7,689	2.3%

* Estimated

** Recommended

(dollars in thousands)

INTERGOVERNMENTAL

Intergovernmental revenue is remitted or allocated to the City by other governmental agencies.

SOURCES

- Other governmental agencies—Santa Clara County, State of California, U.S. government, and local government.

ECONOMIC FACTORS

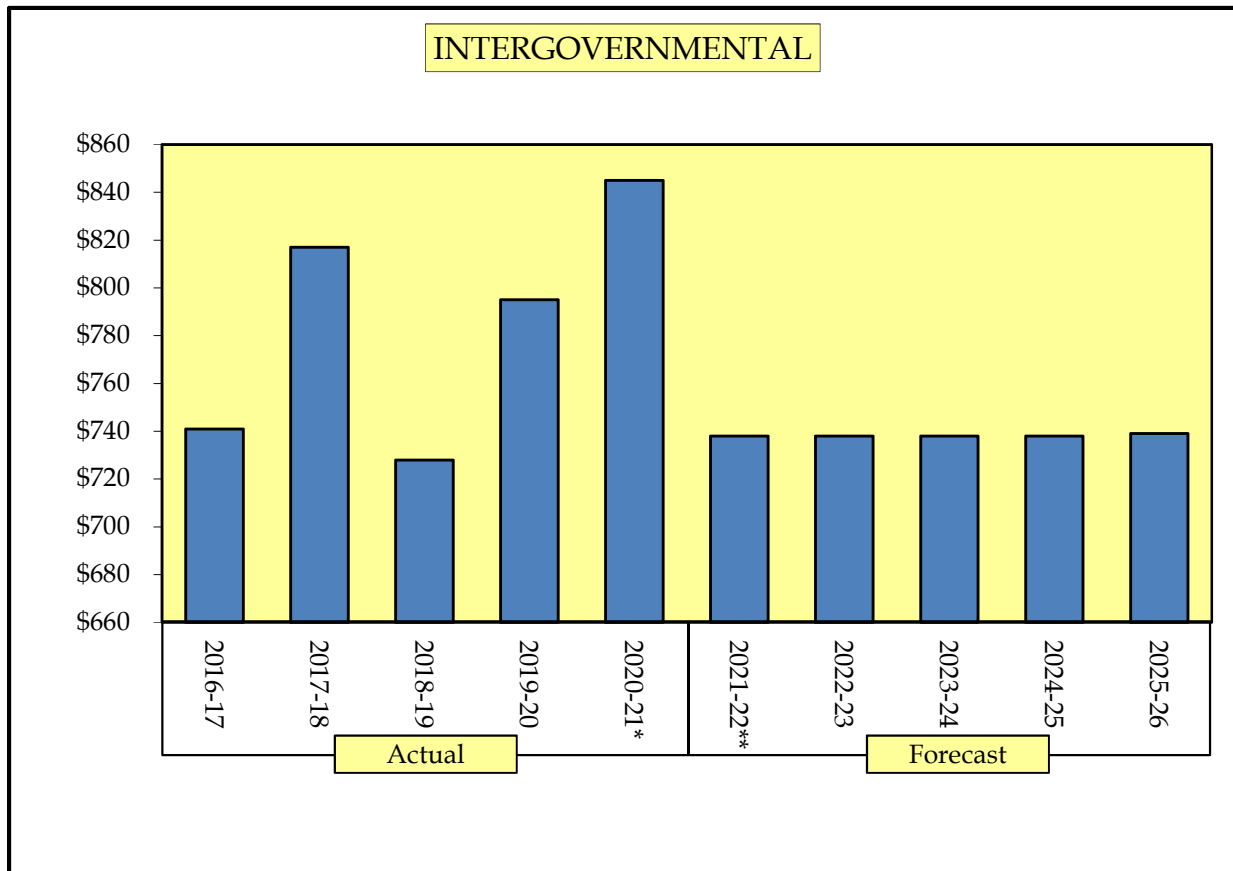
- Actions by the State Legislature.
- State and Federal regulations, legislation, and funded programs.

HISTORY

For more than a decade, many revenues from the State have been reduced or eliminated, including Vehicle License Fees (VLF), Community-Oriented Policing Services (COPS), Public Library Funds, Rapid Enforcement Allied Computer Team (REACT), SB 90 mandate reimbursement, and other programs. Fiscal Year 2020-21 is estimated with a net revenue gain compared to the Fiscal Year 2020-21 Adopted Budget due to SB 90 and County reimbursements; funding received that was not budgeted. This revenue is \$50,000 (6.3%) more than the Fiscal Year 2019-20 Audited, largely due to a reimbursement we received for prior year services.

FORECAST

Fiscal Year 2020-21 is projected \$36,000 (5.1%) higher than Fiscal Year 2020-21 Adopted as the City anticipates higher County reimbursements for REACT. The remaining Forecast years are at essentially the same level.



<u>Fiscal Year</u>	<u>Intergovernmental</u>	<u>% Change</u>
2016-17	741	(36.0%)
2017-18	817	10.3%
2018-19	728	(10.9%)
2019-20	795	9.2%
2020-21 *	845	6.3%
2021-22 **	738	(12.7%)
2022-23	738	0.0%
2023-24	738	0.0%
2024-25	738	0.0%
2025-26	739	0.1%

* Estimated

** Recommended

(dollars in thousands)

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CHARGES FOR SERVICES

Charges for Services revenue is comprised of revenue from fees for services provided by various City departments, primarily related to recreation and development activities.

SOURCES

- City Recreation programs.
- City sports facility use.
- Reimbursement of administrative costs related to private development activity.
- Center for the Performing Arts facility use and ticket services.

ECONOMIC FACTORS

- State of the economy.
- Level of participation in City Recreation programs.
- Level of attendance at Center for the Performing Arts (CPA) programs.
- Level of development activity.

HISTORY

In order to ensure appropriate pricing for services, during Fiscal Year 2009-10, staff initiated a Police services cost-of-service study, and the City Council approved a Recreation Cost Recovery Policy (Policy). As a result of these actions, increased recovery levels for services provided by other departments, and new or increased service fees were adopted. Subsequent to approval of the Policy, staff completed an analysis of participation levels, revenues, and changes in programming related to Recreation services. There was an indication that participation levels decreased in some programs, and the utilization of the fee waiver program increased (likely as a result of the struggling economy at that time). Therefore, the number of programs and classes was reduced as attendance did not achieve the minimum requirement authorized in the Policy, and new revenue sources, such as sponsorships, were approved.

As noted earlier, effective with the Fiscal Year 2014-15 Adopted Budget, Development Services was separated from the GOF in order to facilitate better tracking and accounting and allow for an effective way to match revenues and expenditures. The separation caused a significant decline in actual revenue from Fiscal Year 2013-14 to Fiscal Year 2014-15. The remaining development-related revenue is for Heritage tree

applications and reimbursement to the GOF for administrative support provided to development projects.

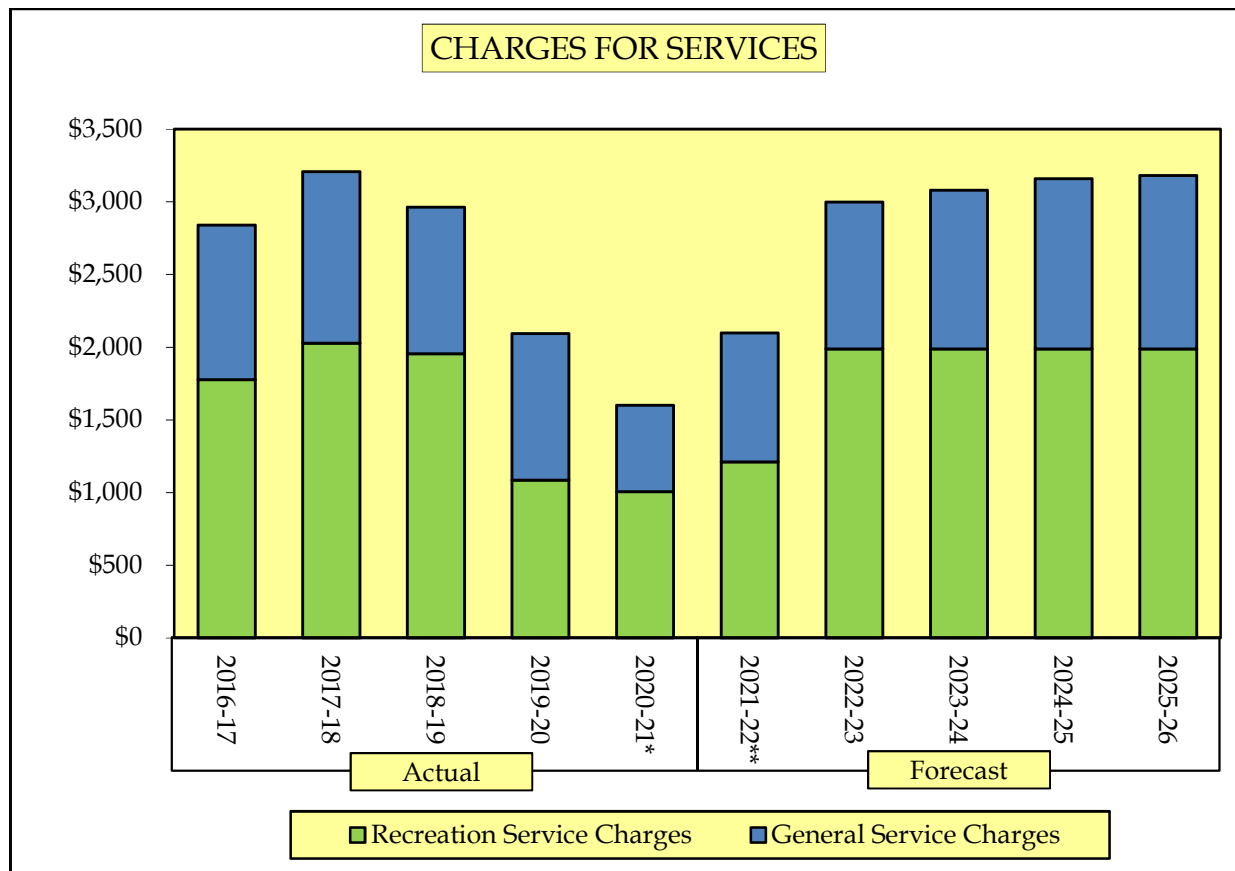
Staff continually reviews programming and pricing, adjusts as appropriate, and Recreation-related Service Charge revenue has continued to improve. Effective with the Fiscal Year 2015-16 Adopted Budget, some Charges for Services revenue was determined to be rental income and was moved to the appropriate revenue category.

On December 13, 2016, Council approved revision of the Recreation Financial Assistance Program (FAP) to a two-tier system which was implemented in September 2017. In addition, the City Council authorized staff to make future amendments to the FAP as part of the City's annual budget process and update the relevant information in the Master Fee Schedule.

Total Service Charge revenue for Fiscal Year 2020-21 is estimated at \$1.6 million, \$715,000 (30.9%) lower than the Adopted Budget, primarily due to the impacts of the Shelter-in-Place restrictions. Recreation classes and camps have been significantly impacted by SIP restrictions, and the Center for the Performing Arts (CPA) has been closed since March 2020. The Adopted Budget did not include such a significant impact on both Recreation and CPA revenues. In addition, Short-Term Rental (STR) registration revenue is estimated to be \$145,000 lower than budget.

FORECAST

Total Service Charge revenue for Fiscal Year 2021-22 is projected to be \$499,000 (31.2%) higher than Fiscal Year 2020-21 Estimated. Registrations for summer camps and classes are promising but will depend on continued easing of SIP restrictions. The projection assumes that by fall 2021, CPA events and Recreation classes and camps will be able to resume after a transition period to ramp up services. The remaining Forecast years are projected with increases reflecting an economic recovery.



<u>Fiscal Year</u>	<u>Recreation Service Charges</u>	<u>General Service Charges</u>	<u>Total Charges for Services</u>	<u>% Change</u>
2016-17	1,776	1,064	2,840	(4.1%)
2017-18	2,027	1,181	3,208	13.0%
2018-19	1,956	1,007	2,963	(7.6%)
2019-20	1,086	1,008	2,094	(29.3%)
2020-21 *	1,006	594	1,600	(23.6%)
2021-22 **	1,211	888	2,099	31.2%
2022-23	1,988	1,011	2,999	42.9%
2023-24	1,988	1,093	3,081	2.7%
2024-25	1,989	1,171	3,160	2.6%
2025-26	1,989	1,193	3,182	0.7%

* Estimated

** Recommended

(dollars in thousands)

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MISCELLANEOUS REVENUES

Miscellaneous Revenues is comprised of a variety of reimbursed services and nonspecific revenues.

SOURCES

- Donations and grants.
- Reimbursements for services provided by the City.
- Miscellaneous.

ECONOMIC FACTORS

- State of the economy.
- Grant availability, City applications, and grants awarded to the City.
- Services provided to businesses, school districts, and other agencies.

HISTORY

The City receives numerous donations and grants for a variety of City programs and services, many of which are not budgeted. Appropriations are increased when a grant or donation is approved or the funds are received by the City.

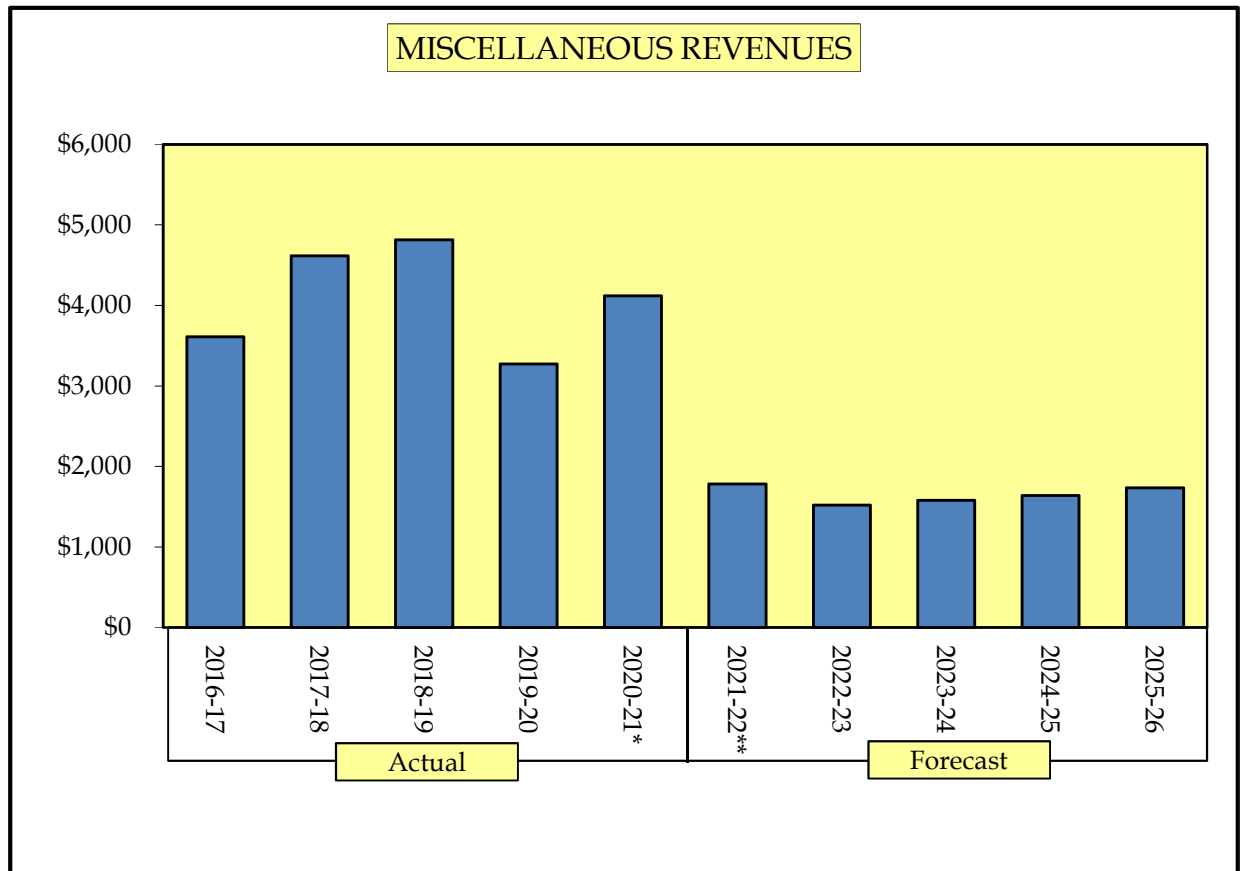
Some reimbursement for services provided in Fiscal Year 2020-21 and prior fiscal years are budgeted as they are ongoing in nature. Other reimbursements are one-time in nature and are not budgeted. The City provides the following categories of services:

- Maintenance services to the school districts for Graham Athletic Field, Whisman Sports Complex, and Mountain View Sports Pavilion.
- Mutual-aid fire support to other cities and the State of California which are later reimbursed by the State and Federal government.
- Public safety dispatch to the Midpeninsula Regional Open Space District (MROSD).
- Contractual first responder for Rural Metro.
- Staffing and other support for some Shoreline Amphitheatre events and other special events.

Total annual Miscellaneous Revenues vary, but over the past 10 years has averaged approximately \$3.3 million annually.

FORECAST

Fiscal Year 2021-22 Miscellaneous Revenues are projected to be \$91,000 (4.9%) lower than the Fiscal Year 2020-21 Adopted Budget and, as discussed earlier, lower than the Fiscal Year 2020-21 Estimated as a result of grants, donations, and reimbursements not budgeted. Beginning Fiscal Year 2022-23 is projected to be essentially the same with the exception of a decrease resulting from the City's agreement with Santa Clara County to provide first responder support to Rural Metro expiring June 30, 2022. The decrease is anticipated to be offset by increased CPA revenues as the City recovers from the pandemic.



<u>Fiscal Year</u>	<u>Miscellaneous Revenues</u>	<u>% Change</u>
2016-17	3,611	31.0%
2017-18	4,616	27.8%
2018-19	4,817	4.4%
2019-20	3,273	(32.1%)
2020-21 *	4,119	25.8%
2021-22 **	1,781	(56.8%)
2022-23	1,520	(14.7%)
2023-24	1,580	3.9%
2024-25	1,640	3.8%
2025-26	1,736	5.9%

* Estimated

** Recommended

(dollars in thousands)

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INTERFUND REVENUES AND TRANSFERS

Interfund Revenues result from internal charges for staff time, building space, and maintenance services provided to other funds and capital projects by the GOF. The cost of this internal support provided to other funds is calculated in the City's Full Cost Allocation Plan (Plan). Interfund Transfers include transfers from a variety of other funds.

SOURCES

- Interfund Revenues are reimbursements to the GOF for internal support services provided to other funds and capital improvement projects.
- Interfund Transfers are transfers from other City funds.

ECONOMIC FACTORS

- Level and cost of services provided by GOF staff to other funds and capital improvement projects.

HISTORY

Interfund Revenues: In the early 1990s, with the assistance of a cost plan consultant, the City began preparing and utilizing a full cost plan allocation for reimbursement to the GOF. The Plan has been updated approximately every two to four years, most recently during Fiscal Year 2014-15 and the results incorporated for Fiscal Year 2015-16. Fiscal Year 2020-21 revenue is estimated to be higher than budget as capital improvement project expenditures have been higher, generating a higher level of reimbursement.

Interfund Transfers: These vary from year to year and are both, ongoing and one-time/limited-period in nature. Fiscal Year 2020-21 Estimated includes the annual transfers from the Gas Tax and Parking District funds, and net operating income from Shoreline Golf Links and Michaels at Shoreline Restaurant.

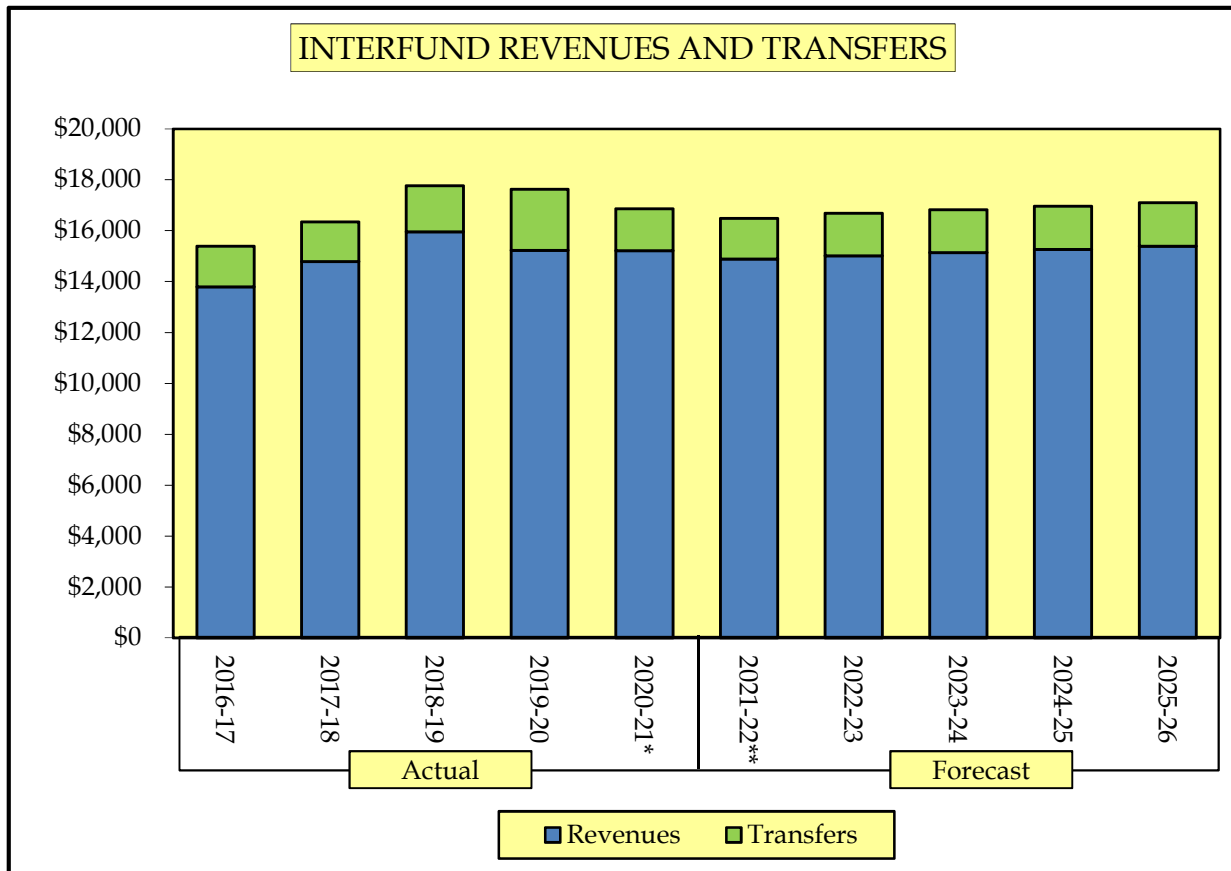
In April 2011, the City executed a long-term (52 years) ground lease with Google Inc. (Google) for the other portion of the Charleston East site which became effective in June 2011. Google remitted \$30.0 million in prepaid rent to the City which is invested and generates annual investment earnings. The \$30.0 million of prepaid rent was received from Google for the Charleston East site when the portfolio yield was above 2.5% and the average annual rate was projected at 3.5% for the 52 years. However, due to the previous recession, the FOMC reduced interest rates (and subsequently increased the benchmark rate and decreased the benchmark rate back to levels of the previous recession) and the actual investment yields have been significantly lower than the 3.5% originally projected.

This low interest rate environment has lasted longer than anticipated; therefore, in order to preserve the principal amount of the prepaid rent, beginning in Fiscal Year 2014-15, Council agreed to defer transfers until interest rates regain prior levels and revenues can be reevaluated.

FORECAST

Interfund Revenues: Fiscal Year 2021-22 Interfund Revenues include reimbursement from various funds which receive support from the GOF. The remaining Forecast period includes annual increases of less than 1.0%.

Interfund Transfers: For Fiscal Year 2021-22, Interfund Transfers include \$1.3 million of reimbursement from the Gas Tax Fund, \$150,000 of net operating income from Shoreline Golf Links and Michaels at Shoreline Restaurant, and \$108,000 of reimbursement from the Parking District. As discussed previously, the transfer from the Lease Reserve continues to be deferred. The remaining Forecast period projects an increase of \$50,000 from the net operating income from Shoreline Golf Links and Michaels at Shoreline Restaurant while the remaining transfers are either level or increasing slightly.



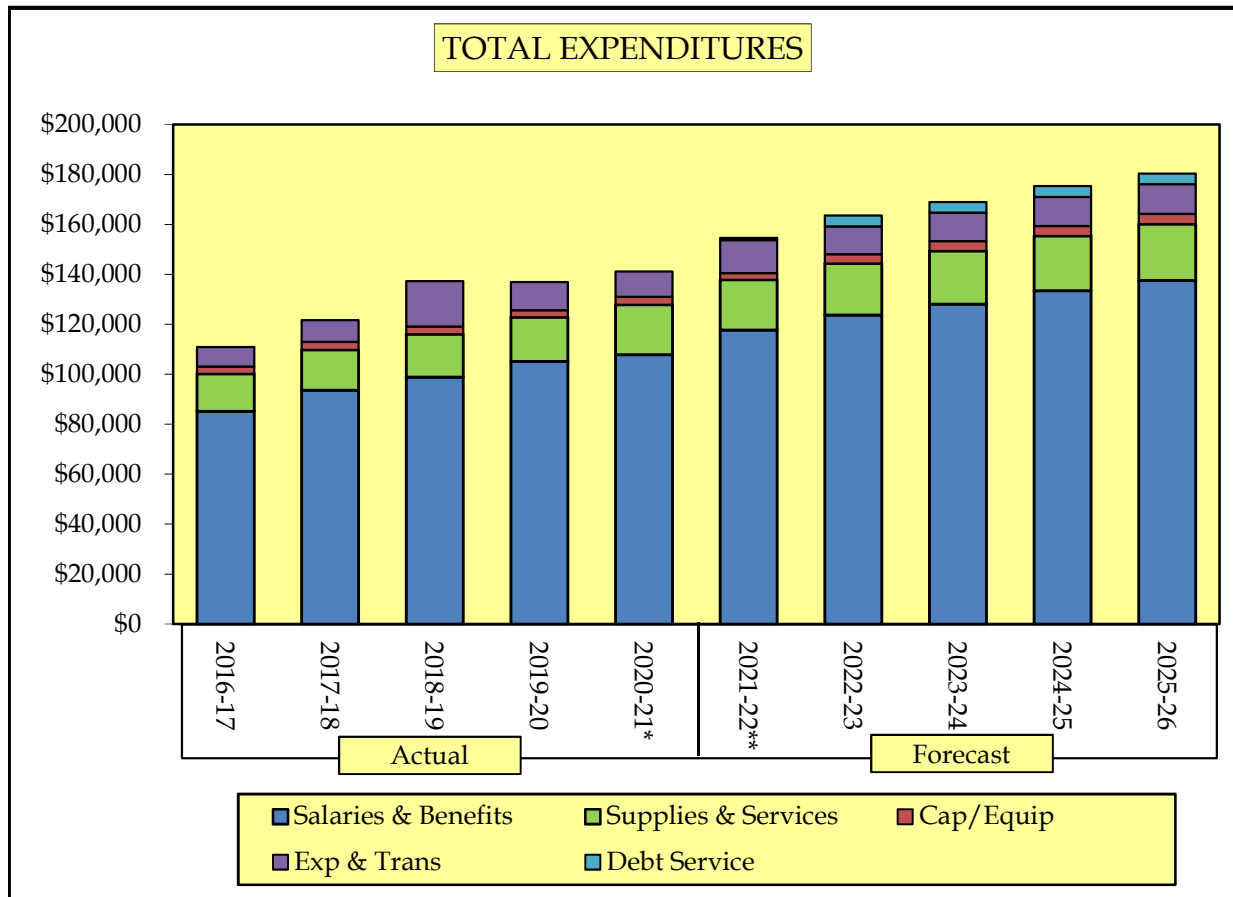
Fiscal Year	Interfund Revenues	Interfund Transfers	Total Interfund Rev & Trans	% Change
2016-17	13,795	1,595	15,390	0.9%
2017-18	14,790	1,550	16,340	6.2%
2018-19	15,958	1,808	17,766	8.7%
2019-20	15,221	2,404	17,625	(0.8%)
2020-21 *	15,212	1,642	16,854	(4.4%)
2021-22 **	14,884	1,605	16,489	(2.2%)
2022-23	15,010	1,668	16,678	1.1%
2023-24	15,137	1,682	16,819	0.8%
2024-25	15,264	1,696	16,960	0.8%
2025-26	15,393	1,710	17,103	0.8%

* Estimated

** Recommended

(dollars in thousands)

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<u>Fiscal Year</u>	<u>Total Expenditures</u>	<u>% Change</u>
2016-17	110,936	8.1%
2017-18	121,682	9.7%
2018-19	137,279	12.8%
2019-20	136,911	(0.3%)
2020-21 *	141,171	3.1%
2021-22 **	154,634	9.5%
2022-23	163,518	5.7%
2023-24	168,942	3.3%
2024-25	175,283	3.8%
2025-26	180,388	2.9%

* Estimated
 ** Recommended
 (dollars in thousands)

The Fiscal Year 2021-22 recommended expenditures and all forecast years do not include the projected operating budget savings.

SALARIES AND BENEFITS

The Salaries and Benefits category makes up the largest component of GOF expenditures and represents all personnel-related costs.

CATEGORIES

- Salaries.
- Wages.
- Overtime.
- Other Pays (e.g., holiday-in-lieu, out-of-class, etc.).
- Health Benefits.
- Retirees' Health.
- California Public Employees Retirement System (CalPERS).
- Workers' Compensation.
- Unemployment Insurance.
- Other Benefits (e.g., life insurance, long-term disability, FICA, etc.).

HISTORY

The City is primarily a service organization, based on the efforts of our employees. The City is obligated by law to meet and confer with bargaining units and also meets with other employees on matters of employee compensation. There are four recognized bargaining groups in the City: the Police Officers Association (POA sworn and nonsworn), the Mountain View Professional Firefighters Union (MVFF Local 1965), the Service Employees International Union (SEIU Local 715), and the EAGLES (Management, Professional, and certain Front-Line positions). The remaining employees include certain unrepresented Management, Professional, Confidential, and Front-Line positions. The outcome of negotiations with each group is a major factor in salary and benefit costs.

Since Fiscal Year 2000-01, there have been two downturns in the economy resulting in a net reduction of approximately 70.0 positions and other employee compensation cost containment. From Fiscal Year 2009-10 to Fiscal Year 2013-14, a salary freeze was in effect for two to four years, depending on the employee group. During Fiscal Year 2011-12, the City negotiated three-year contracts with all employee groups that expired June 30, 2015, then two-year contracts were negotiated with all employee groups that expired June 30, 2017, then three-year contracts were negotiated with all employee groups that expired

June 30, 2020, then one-year contract were negotiated with all employee groups that will expire June 30, 2021. Staff is currently working with employee groups to extend the current contracts for another one year through June 30, 2022. Additional cost-containment measures that became effective for Fiscal Year 2012-13 for all or some of the employee groups included maximum vacation accruals, modified sick-leave incentive program, HMO medical plan copay, option of new high-deductible health plans, improved alignment of dental and vision plans between groups, and Retirees' Health Trust contributions.

Pension costs have increased dramatically since 2000, when pension costs were \$2.9 million (4.7% of GOF expenditures), compared to \$24.7 million (16.7% of GOF expenditures) adopted for Fiscal Year 2020-21. Pension costs continue to increase and, in many cities, the employer pays some or all of the employee contribution. Mountain View employees not only pay the full employee contribution, but they also pay a portion of the employer contribution. This was an unusual and progressive arrangement when instituted in Mountain View and reflects the collaborative approach of our employees. For Fiscal Year 2020-21, cost shares range from 10.5% to 17.4%, depending on the employee group.

In 2012, structural changes were adopted Statewide with the Public Employees' Pension Reform Act (PEPRA). For new employees hired on January 1, 2013 and thereafter, reduced benefit formulas and increased retirement ages became effective. However, the changes resulting from pension reform will likely not be realized for 15 years or more, until there are a majority of employees under the new formula.

As a result of the significant financial losses to CalPERS during the last recession and the resulting impacts to the financial sustainability of the pension plans, many changes in the way CalPERS rates are calculated have been adopted in the past several years, as detailed below:

- In March 2012, the CalPERS Board approved the reduction of 0.25% in the discount rate used to calculate the pension liability and corresponding employer contribution rates. The impact was a 0.92% and 1.4% employer rate increase for miscellaneous employees and a 2.56% and 1.6% employer rate increase for safety employees for Fiscal Years 2013-14 and 2014-15, respectively. For Mountain View, this resulted in an increase to pension costs of \$1.3 million (net of additional cost share) phased in over two years.
- On April 17, 2013, the CalPERS Board adopted recommendations of the Chief Actuary that changed the methodology for the amortization and smoothing of rates. Overall, the methods were expected to result in higher volatility in employer rates in normal years, but less volatility in employer rates in years where extreme events occur (e.g., significant investment losses). The method was expected to result in

increased employer rates over time, but was also expected to result in improved funding levels. This change was reflected in the employer rates beginning in Fiscal Year 2015-16.

- On February 18, 2014, the CalPERS Board adopted changes as a result of the demographic study. The study resulted in increased rates as life expectancy continues to rise. Generational mortality tables were also incorporated in the actuarial assumptions. The demographic changes were anticipated to raise rates by 4.5% and 7.05% over five years, for miscellaneous and public safety, respectively. This impact was reflected in the employer rates beginning in Fiscal Year 2016-17.
- On November 18, 2015, the CalPERS Board adopted an approach to mitigate future rate volatility. The Funding Risk Mitigation Policy included attributes of the flexible glide path methodology, a lowering of the discount rate, and expected investment volatility following a great investment return with reviews to allow the ongoing monitoring and assessing of the progress toward reducing risk and investment volatility in the funding of the pension system.
- On December 21, 2016, the CalPERS Board approved lowering the discount rate from 7.5% to 7.0%. The reduction was phased in over three years beginning in Fiscal Year 2018-19 for local governments with the full impact reached in Year 7 (Fiscal Year 2024-25) due to the five-year ramp-up and ramp-down methodology previously adopted. CalPERS initially indicated the reduction would result in employer normal costs rate increases between 1.0% and 3.0% of payroll for most miscellaneous plans and increases of 2.0% to 5.0% for most safety plans. In addition, CalPERS estimated increases of 30.0% to 40.0% in unfunded accrued liability (UAL) annual payments. Rates provided in the June 30, 2016 actuarial valuation showed the impact to the rates were not as drastic as CalPERS originally indicated: 1.9% and 3.1% for Miscellaneous and Safety normal cost, respectively, and 11.5% and 14.2% for Miscellaneous and Safety UAL, respectively.
- On February 14, 2018, the CalPERS Board adopted changes to the Amortization Policy to shorten the amortization period from 30 years to 20 years for new gains and losses and remove the ramp-up and ramp-down effects attributable to assumption, noninvestment, and investment gains and losses. The policy changes were effective June 30, 2019.

These actions have been adopted to maintain the financial sustainability of the pension fund; however, these actions resulted in higher rates for the City. The City Council approved additional contributions (including the CalPERS Discount Rate Change Funding Strategy proposed by staff to pay down the unfunded CalPERS liability) from the General Fund totaling \$29.5 million from a combination of carryover funds and budgets since Fiscal Year 2014-15 through Fiscal Year 2019-20. The GOF represents

approximately 80.0% of the total CalPERS contribution; therefore, additional contributions from the Other Funds, proportional to the GOF contribution, were also included in Fiscal Years 2015-16 through 2019-20.

FORECAST

The discussion below includes information regarding COLAs and medical rates and comparisons of projected costs.

All labor agreements will expire June 30, 2021. Fiscal Year 2021-22 includes an estimated COLA, and a modest COLA is included in all of the remaining Forecast years. All Forecast years also include step and merit increases.

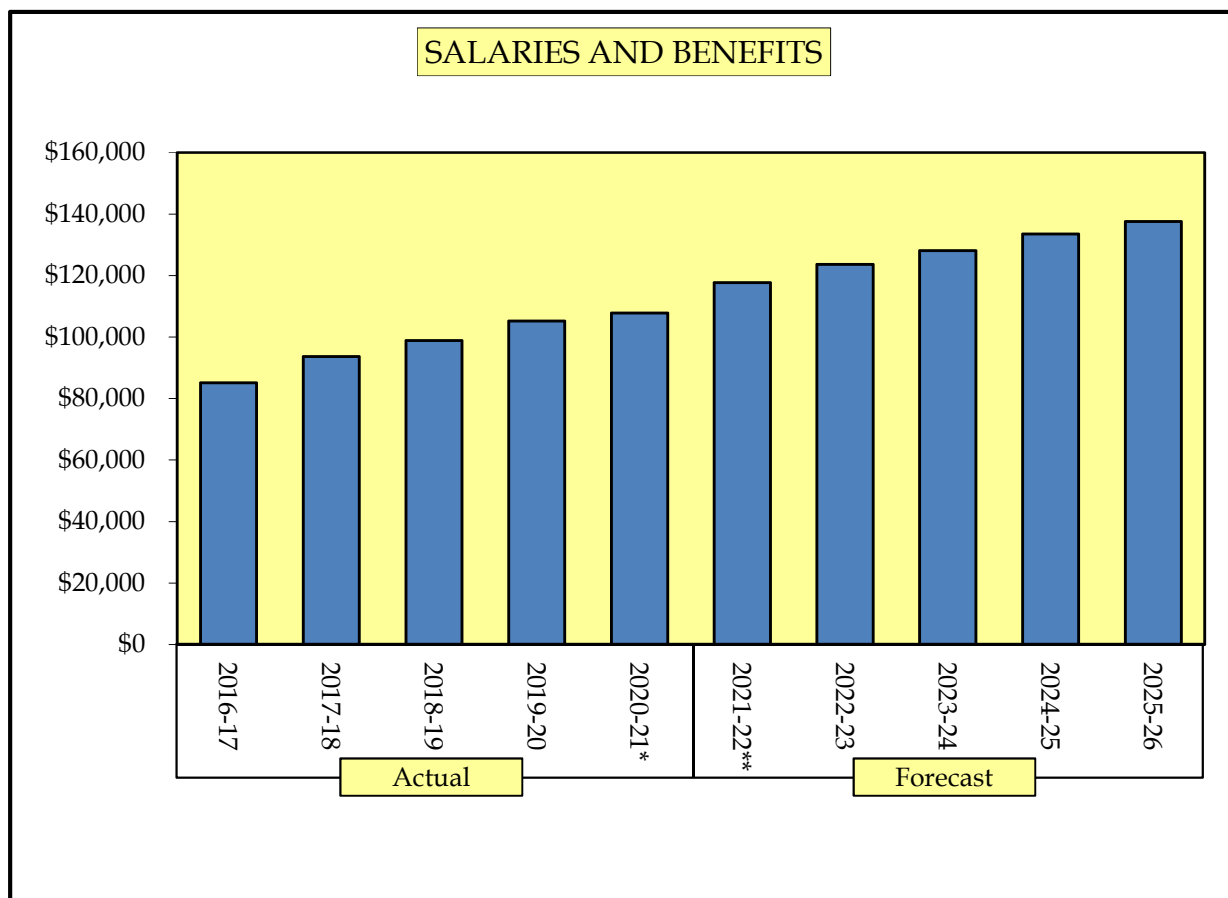
Fiscal Year 2021-22 medical insurance rates are projected to increase 5.0% to 9.0% (depending on the health plan), for the second half of the fiscal year and dental rates are projected to increase 2.0%. The remaining Forecast years assume medical rates will increase 5.0% to 9.0% annually (depending on the health plan) and dental rates will continue to increase by 2.0% annually.

For Fiscal Year 2020-21, retirement benefit costs, overall (excluding the cost for new positions), are projected to increase 4.0% compared to the Fiscal Year 2020-21 Adopted Budget. The Forecast years include the rates provided in the June 30, 2019 CalPERS actuarial valuation that provides the rates for Fiscal Year 2021-22. In addition, staff has estimated the potential impact to rates from anticipated CalPERS investment losses for the fiscal year ending June 30, 2020 which will impact rates beginning Fiscal Year 2022-23. Retirement costs are impacted by salary increases (COLAs, steps, and merits) and CalPERS rates which include the impact of the discount rate change. The Forecast no longer includes additional funding from the GOF to pay down the unfunded CalPERS pension obligation with additional contributions as the City had been able to do for the prior six fiscal years. However, additional funding is recommended from the GOF carryover. The table in the Revenue and Expenditure Overview Section of the Forecast provides detailed amounts for each fiscal year.

Beginning with the June 30, 2015 CalPERS valuation report (rates for Fiscal Year 2017-18), CalPERS provides a rate for the normal cost component and a flat dollar payment for the UAL. Staff then converts the flat-dollar UAL payment into a rate based on estimated payroll provided in the CalPERS actuarial report in order to distribute the cost to all funds through payroll. Below are the projected employer rates provided in the June 30, 2019 CalPERS actuarial valuations (the valuation for Fiscal Year 2021-22 rates and estimates

through Fiscal Year 2026-27). It should be noted that these rates do not include the potential impact from CalPERS investment losses for the fiscal year ending June 30, 2020.

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Miscellaneous	34.988	35.738	35.879	36.180	35.846	35.440
Safety	51.980	53.449	54.081	54.792	54.611	54.316



<u>Fiscal Year</u>	<u>Salaries and Benefits</u>	<u>% Change</u>
2016-17	85,156	3.8%
2017-18	93,624	9.9%
2018-19	98,894	5.6%
2019-20	105,185	6.4%
2020-21 *	107,769	2.5%
2021-22 **	117,749	9.3%
2022-23	123,653	5.0%
2023-24	128,116	3.6%
2024-25	133,465	4.2%
2025-26	137,547	3.1%

* Estimated

** Recommended

(dollars in thousands)

Fiscal Year 2016-17 includes an additional \$2.0M CalPERS contribution and Fiscal Years 2017-18 through 2019-20 include an additional \$4.0M CalPERS contribution.

SUPPLIES AND SERVICES

The Supplies and Services category makes up the second largest component of GOF expenditures and represents costs of operations.

CATEGORIES

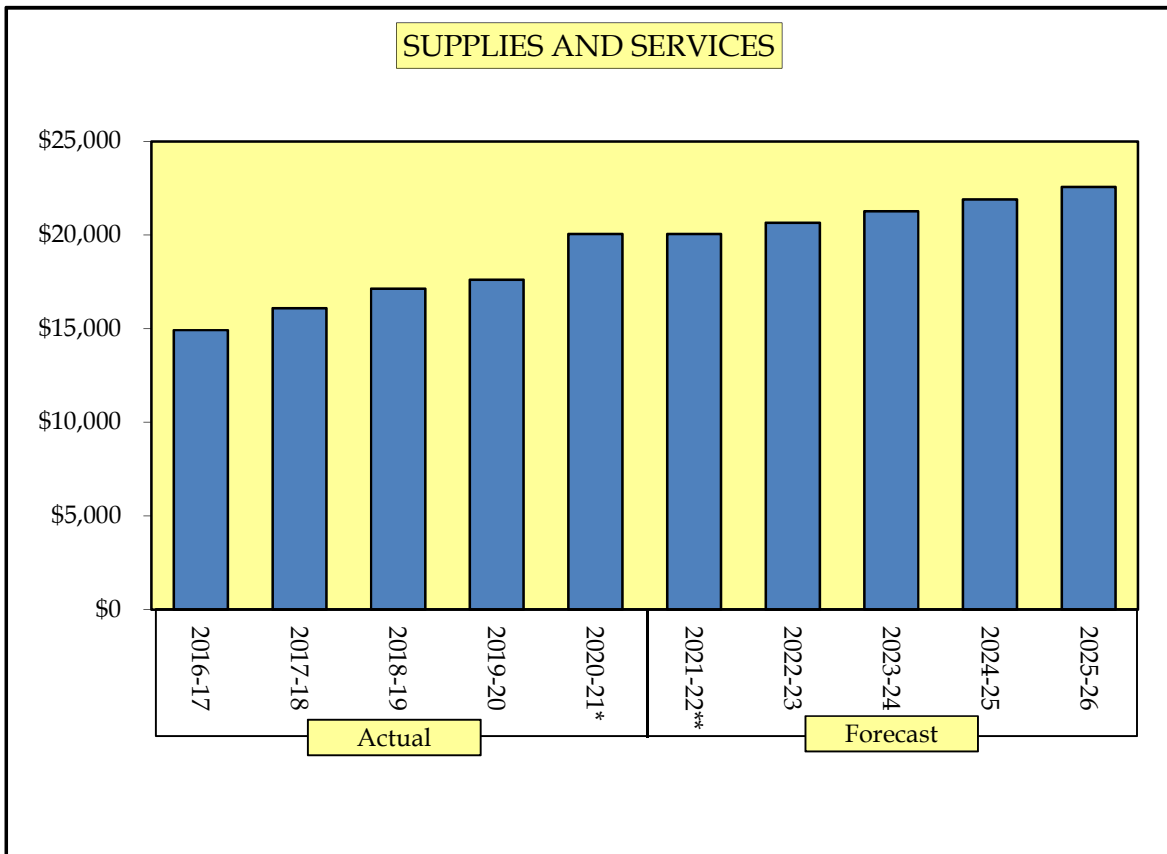
- Materials and Supplies.
- Maintenance and Operations.
- Utilities.
- Professional/Technical Services.
- Training, Conference, and Travel.
- Miscellaneous Expenditures.

HISTORY

The budget for Supplies and Services has fluctuated depending on economic conditions impacting the GOF, and staff has worked diligently to contain costs, particularly during recessionary times.

FORECAST

Fiscal Year 2021-22 (including recommended discretionary and nondiscretionary increases) is increasing \$474,000 (2.4%) compared to the Fiscal Year 2020-21 Adopted. The increase is primarily related to janitorial cost increases, IT services/licenses/software renewals, public safety services/supplies, maintenance for Recreation, and inspection services for CPA. The remainder of the Forecast period includes average annual changes of 3.0%.



<u>Fiscal Year</u>	<u>Supplies and Services</u>	<u>% Change</u>
2016-17	14,926	6.9%
2017-18	16,089	7.8%
2018-19	17,128	6.5%
2019-20	17,611	2.8%
2020-21 *	20,059	13.9%
2021-22 **	20,049	(0.0%)
2022-23	20,650	3.0%
2023-24	21,270	3.0%
2024-25	21,908	3.0%
2025-26	22,565	3.0%

* Estimated

** Recommended

(dollars in thousands)

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CAPITAL OUTLAY AND EQUIPMENT REPLACEMENT

The Capital Outlay and Equipment Replacement category represents the new and replacement equipment needs of the City. Although Capital Outlay is one-time in nature, the City includes this category in the Operating Budget to reflect capital needs on an annual basis. In addition, annual contributions to the Equipment Replacement Fund are made by other funds as appropriate, based on the equipment used by each of those operations. Equipment replacement expenses are accounted for in the Equipment Replacement Reserve Fund.

CATEGORIES

- Capital Outlay.
- Equipment Replacement.

HISTORY

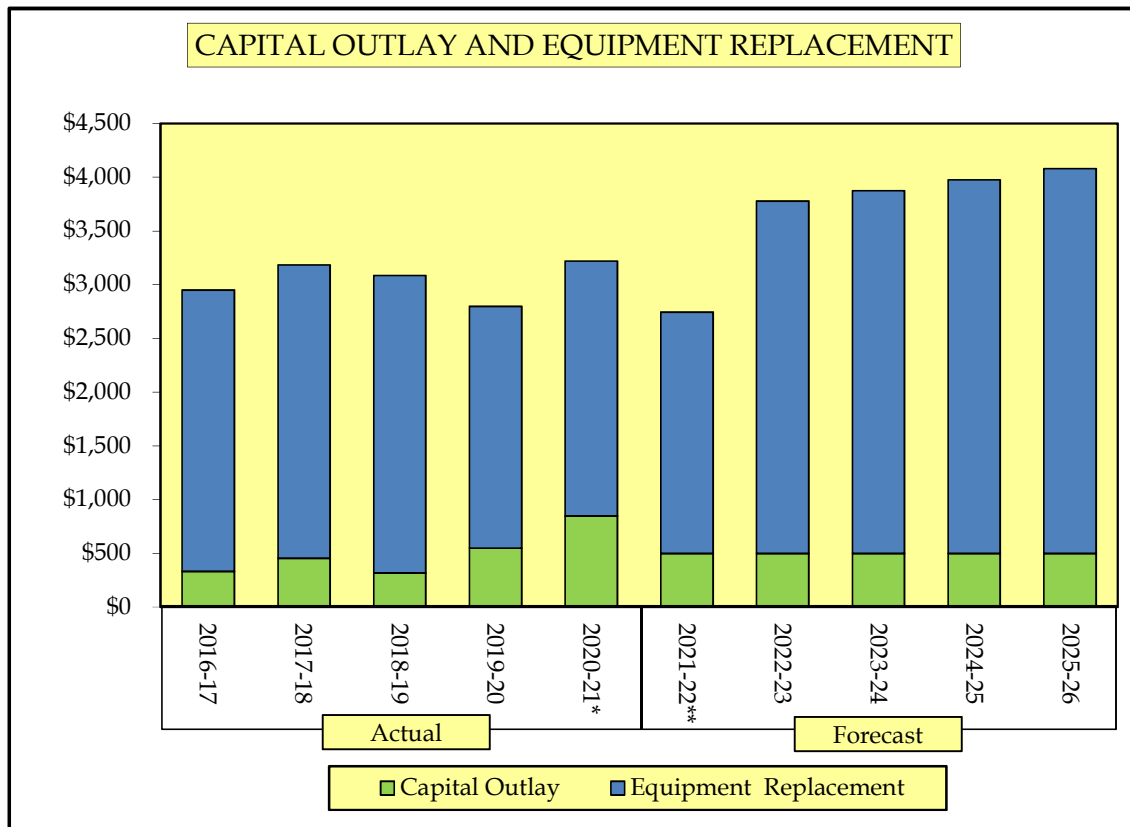
Capital Outlay: Since Fiscal Year 1993-94, annual expenditures have grown as a result of an increased level of technology and related equipment, an increase in the number and quality of safety vehicles, and the addition of hybrid vehicles to the fleet. This category is also influenced by the economic condition impacting the GOF and has experienced fluctuations over the past 10 fiscal years. For the past decade, annual budgeted expenditures for Capital Outlay have ranged between \$200,000 and \$525,000. For Fiscal Year 2020-21, Capital Outlay was funded at \$447,500.

Equipment Replacement: The Equipment Replacement Reserve was funded with year-end General Fund carryover in Fiscal Years 1992-93 and 1993-94. Subsequently, appropriations were gradually increased until the GOF was fully funding its share in Fiscal Year 2001-02. Then, after several years of reduced contributions, a review of cost methodologies, useful life assumptions, and annual contributions was completed in Fiscal Year 2005-06 and staff concluded annual funding would need to be restored in order to financially sustain the replacement schedule. This was accomplished through a combination of increasing operating budget contributions supplemented by General Fund carryover. Beginning in Fiscal Year 2009-10, the full share of funding is budgeted in the GOF. The Fiscal Year 2020-21 contribution to Equipment Replacement was adopted at \$2.4 million. Both Fiscal Years 2019-20 and 2020-21 were lower than the prior fiscal years due to no annual funding needed for certain pieces of equipment that have reached their life expectancy but were not recommended for replacement as they are still in good operating condition. This is a one-time reduction as when this equipment is replaced, the full annual funding will be required again.

FORECAST

Capital Outlay: For Fiscal Year 2021-22 and the remainder of the Forecast period, capital outlay items total \$500,000.

Equipment Replacement: The GOF contribution for Fiscal Year 2021-22 is decreasing 5.4% to \$2.2 million due to a net of inflation for replacement cost and some adjustments to quantity of items and life expectancy offset by no annual funding needed for certain pieces of equipment that have reached their life expectancy but are not recommended for replacement as they are still in good operating condition. This is a one-time lower level of funding as when this equipment is replaced, the full annual funding will be required again. Fiscal Year 2022-23 is increasing 46.0% to \$3.3 million with the assumption that the delayed replacement of the equipment in the prior fiscal year will be replaced. The remaining Forecast period includes annual increases of 3.0%, continuing full funding of the GOF's share of equipment replacement.



Fiscal Year	Capital Outlay	Equipment Replacement	Total Capital Outlay & Equip. Replcmnt.	% Change
2016-17	331	2,619	2,950	9.4%
2017-18	456	2,728	3,184	7.9%
2018-19	318	2,768	3,086	(3.1%)
2019-20	549	2,248	2,797	(9.4%)
2020-21 *	847	2,373	3,220	15.1%
2021-22 **	500	2,245	2,745	(14.8%)
2022-23	500	3,277	3,777	37.6%
2023-24	500	3,375	3,875	2.6%
2024-25	500	3,476	3,976	2.6%
2025-26	500	3,581	4,081	2.6%

* Estimated

** Recommended

(dollars in thousands)

INTERFUND EXPENDITURES AND TRANSFERS

This category includes Self-Insurance funding and Interfund Transfers. Self-Insurance represents the GOF's share of insurance costs accounted for in the Internal Service Funds such as General Liability, Retirees' Health, and Vision Care. Special Funds and the Enterprise Funds also contribute to self-insurance. Interfund Transfers includes any transfers from the GOF to another fund (with the exception of the Equipment Replacement Transfer).

CATEGORIES

- General Liability.
- Vision Care.
- Retirees' Health Program.
- Housing.
- Limited-Period Needs.
- Capital Improvements.
- Strategic Property Acquisition.

HISTORY

General Liability: In Fiscal Year 1993-94, the City joined a liability insurance pool (ACCEL) with other select medium-sized cities for the provision of coverage in excess of the \$1.0 million self-insured retention (SIR). Beginning in Fiscal Year 2001-02, funding of liability insurance was spread to all funds which receive a benefit from this insurance coverage. Previously, the cost was funded entirely by the GOF.

Vision Care: Vision care claims for employees and retirees with the City's Health Net medical coverage and safety employees and retirees who are covered by the CalPERS health insurance program (PEMHCA), and reimbursement for safety glasses submitted by current employees are paid for by the Employee Benefits Fund. The annual cost of this program is allocated to other funds as appropriate.

Retirees' Health Insurance Program: The medical premiums for eligible retirees are paid by the Retirees' Health Fund. Council began allocating funds to this reserve beginning in Fiscal Year 1992-93, although the City is not required to fund this liability.

In 2004, the Government Accounting Standards Board (GASB) published Statement No. 45 – *Accounting and Financial Reporting by Employers for Postemployment Benefits Other*

Than Pensions (OPEB) – which required the City report the annual cost of this liability in the City’s Comprehensive Annual Financial Report (CAFR) beginning in Fiscal Year 2007-08. The Retirees Health program encompasses annual funding of the normal cost (NC), annual self-insurance funding of the unfunded actuarial accrued liability (UAAL) and periodically includes additional funding transfers from the GOF. An actuarial report was completed and beginning in Fiscal Year 2006-07, the calculated NC portion for current employees has been budgeted in all the affected funds. In addition, for Fiscal Year 2006-07, Council approved contributions from other funds for their proportionate share of the UAAL. The combined NC and the amortization of the UAAL represents the annual required contribution (ARC). The City has committed to contributing the ARC on an annual basis. The actuarial valuation is required to be updated every two years and was most recently updated as of July 1, 2019.

In February 2008, Council approved an agreement authorizing the City’s participation in the CalPERS-administered CERBT Fund, and in February 2009, the City began depositing funds into the CERBT. The balance in the CERBT is estimated to be \$164.6 million as of June 30, 2021. All funds except the GOF had previously contributed their full share of the actuarial accrued liability. However, changes such as the option to choose the Defined Contribution plan has added volatility to calculating the actuarial accrued liability for each fund. Staff will continue to work towards all other funds contributing their full share as valuations are updated. The City Council has approved additional General Fund contributions totaling \$11.5 million from Fiscal Years 2014-15 through 2018-19. As part of the agreement for Public Safety to move to the CalPERS Health Care system, Public Safety employees are contributing an ongoing 1.2% of salary towards the OPEB liability.

GASB Statement No. 75, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other than Pensions*, is effective with the fiscal year ending June 30, 2018. The new OPEB standard parallels the pension standard issued with GASB Statement No. 68, *Financial Reporting for Pension Plans*, which essentially requires the City to report the unfunded liability on the face of the City’s financial statements and enhances the note disclosures and required supplementary information (RSI) the City’s OPEB liability.

Housing: As a result of the dissolution of the former Revitalization Authority (RDA), the GOF now receives its share of the former RDA property taxes. For Fiscal Years 2014-15 and 2015-16, 20.0% of the GOF share has been appropriated for low- and moderate-income housing as limited-period funding in the General Non-Operating Fund. As directed by Council, beginning Fiscal Year 2016-17, the budget includes an annual transfer of these property taxes, in the amount of \$51,000, to the General Housing Fund. In addition, the Fiscal Year 2016-17 Adopted Budget included a transfer from the General Non-Operating Fund to the General Housing Fund for the balance of prior fiscal year funds.

As discussed previously in this document, in November 2018, Mountain View voters approved Measure P, which restructured the City's Business License Tax. The new structure is an incremental, progressive, tax based on a tiered number of employees. Businesses with 50 employees or more pay a phased-in tax over a three-year period, with the first phase of the new tax rates effective January 1, 2020. The City Council previously earmarked by resolution 80.0% of the increased tax revenue for transportation and 10.0% for housing. Fiscal Year 2020-21 Estimated includes a transfer of \$382,700 representing 10.0% of the increased Business License Tax revenue.

General Non-Operating Fund (GNOF): As directed by the City Council at the Fiscal Year 2016-17 budget public hearing, the Adopted Budget included a transfer of \$500,000 to the GNOF to fund a one-time employee bonus, recruitment strategies and employee engagement activities, and a new limited-term Communications Training Supervisor position. At the April 30, 2019 Study Session, the City Council directed staff to allocate funding of \$7.5 million for sustainability efforts. This allocation is made up of \$4.5 million from the GOF carryover for Fiscal Year 2018-19, \$2.0 million originally designated for the SPAR in Fiscal Year 2018-19, and \$1.0 million from the GOF in Fiscal Year 2019-20. A Sustainability CIP is included in Fiscal Year 2019-20 with all funding sources transferred to the GNOF and the total \$7.5 million transferred to the Sustainability CIP.

General Fund Reserve: For Fiscal Years 2018-19 and 2019-20, transfers of \$1.0 million and \$2.0 million, respectively, from the General Fund are included to bring this reserve above the 20.0% minimum level.

GF Budget Contingency Reserve: The full projected annual revenue from the Ameswell property after a few years of operations is estimated at over \$3.5 million. The majority of this revenue is currently earmarked for debt service to fund the Police/Fire Administration Building Remodel and Expansion (see Debt Service section).

During the Fiscal Year 2017-18 budget process, a strategy was adopted for the Ameswell property revenue received in the fiscal years prior to the beginning of debt service to be transferred to this reserve and used for a limited-period need. The Fiscal Year 2017-18 Adopted Budget included a transfer of \$755,400 to the Budget Contingency Reserve; however, only \$35,000 was transferred as the project was delayed and the building permit was not issued until June 2018. The Fiscal Year 2018-19 Adopted Budget included a transfer of \$1.4 million, which reflected a full year of office base rent. Fiscal Year 2019-20 included a total transfer of \$1.6 million, which was a combination of office base rent and property taxes. The Fiscal Year 2020-21 Estimated will transfer an additional \$1.6 million.

GF Transportation Reserve: A number of priority transportation projects were identified, and a new Transportation Reserve was established Fiscal Year 2018-19 with \$2.0 million initial funding from the Fiscal Year 2017-18 GF carryover and \$2.0 million funding from

the Fiscal Year 2018-19 GOF. Fiscal Year 2019-20 included a transfer of \$1.7 million for 80.0% of the increased business license tax revenue. Fiscal Year 2020-21 includes a transfer of \$3.1 million from the business license tax.

GF Capital Improvement Reserve: By mid-Fiscal Year 2017-18, the decennial revaluation process had been completed for the three City-owned land leases between the City and Google. Based on the revaluations of the three sites, annualized rent payments increased approximately \$6.8 million. It is probable that during the time span before the next decennial adjustment in April 2026, there will be at least one economic downturn, and if a downturn occurs when a revaluation occurs, the lease revenues to the City could decline. Staff reviewed the changes in AV for the past 13 years and identified a potential 15.0% loss in secured AV in the event of an economic downturn. Therefore, to reduce dependency on these revenues, staff recommended, and the City Council adopted, a strategy to set aside 10.0% of this potential decline in lease revenues (“at-risk” lease revenue) to fund future capital projects. In Fiscal Year 2017-18, a potential 10.0% decline in revenues, calculated at \$1.2 million, was transferred to the Capital Improvement Reserve to fund projects in Fiscal Year 2018-19 or later. In Fiscal Year 2018-19, a total \$3.4 million was transferred; \$1.4 million in “at-risk” lease revenue, and an additional \$2.0 million from GOF balance for potential debt service to fund the Police/Fire Administration Building Remodel and Expansion project should the City Council desire to fund the project sooner than revenues from the Ameswell development will be received. Fiscal Year 2019-20 included \$1.5 million in “at-risk” revenue and an additional \$3.0 million allocation for potential debt service to fund the Police/Fire Administration Building Remodel and Expansion project; however, with the impact of COVID-19 on GOF revenues, this \$3.0 million transfer was reversed midyear. Fiscal Year 2020-21 includes \$1.6 million in “at-risk” revenue.

GF Strategic Property Acquisition Reserve (SPAR): The City has successfully leveraged City-owned property for ongoing revenues, and setting aside available resources in the SPAR could assist in obtaining future strategic properties. The Fiscal Years 2016-17 and 2017-18 Adopted Budgets included transfers of \$2.0 million each in order to increase the available funding for future property investment. For Fiscal Year 2018-19, the budget included a transfer of \$2.0 million to the SPAR; however, as stated above, at the April 30, 2019 Study Session, the City Council directed staff to, instead, use the \$2.0 million for sustainability efforts.

FORECAST

General Liability: The Fiscal Years 2021-22 through 2025-26 projections are based on maintaining the minimum policy level for reserve balances. The City currently has a \$1.0 million SIR. For Fiscal Year 2021-22, the GOF is contributing \$2.1 million for the cost of claims and administering the program, a 40.6% increase from Fiscal Year 2020-21 Adopted. The remaining Forecast period includes 3.0% annual increases.

Vision Care: The cost of the self-funded vision plan has gone down based on usage and, thus, the GOF's share of funding has decreased for Fiscal Year 2021-22.

Retirees' Health Insurance Program: Fiscal Year 2021-22 includes \$2.0 million for the UAAL amortization. The remaining Forecast years use projections based on information provided in the July 1, 2019 valuation for the UAAL amortization.

The City has made great strides toward funding the AAL of \$157.0 million (projected for Fiscal Year 2021-22 at a discount rate of 6.25%), with estimated assets of \$164.6 million as of June 30, 2021. The actuarial valuation was updated as of July 1, 2019 and showed significant improvement from the prior valuation with an AAL for Fiscal Year 2019-20 of \$145.0 million compared to \$163.3 million projected in the prior valuation. The actuarial valuation will be updated as of July 1, 2021 during Fiscal Year 2021-22.

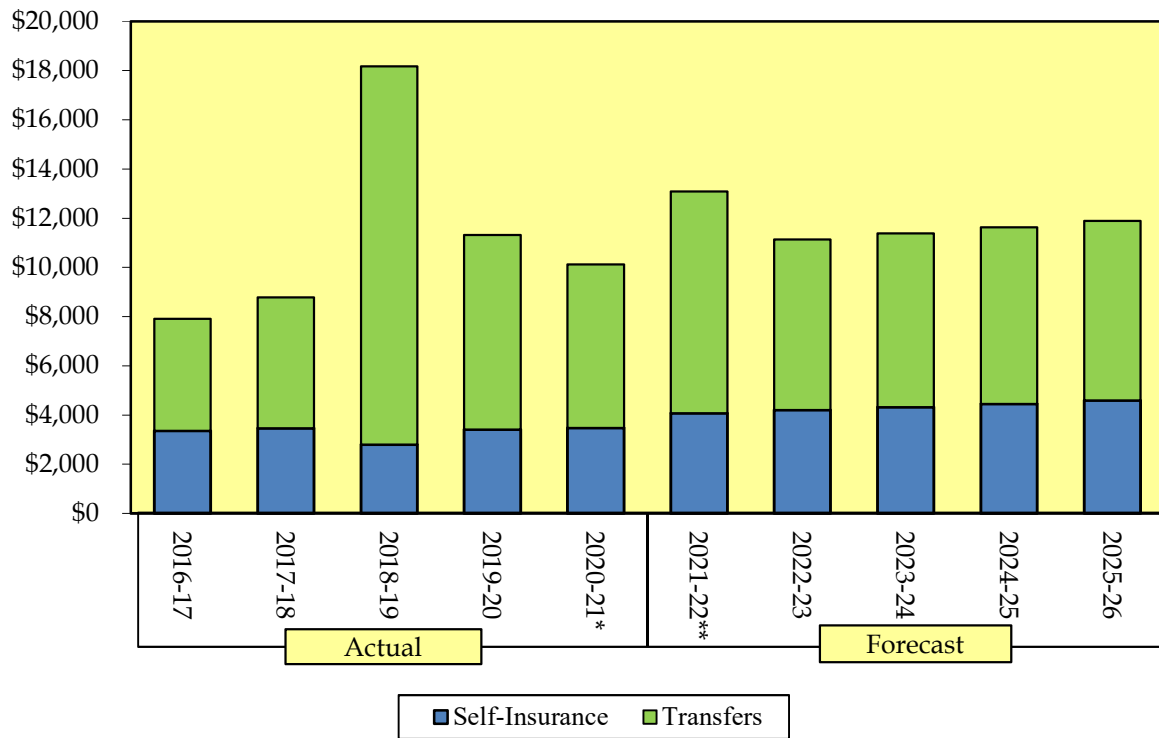
Housing: As a result of the dissolution of the former Revitalization Authority (RDA), the GOF now receives its share of the former RDA property taxes. An annual transfer of these property taxes, in the amount of \$51,000, to the Housing Fund is included for the remaining Forecast period. As a result of the restructured Business License Tax and the City Council's earmarking 10.0% for housing, the Forecast reflects 10.0% of the increased Business License Tax revenue estimated at \$573,100 for Fiscal Year 2021-22, growing to \$597,400 in the last year of the Forecast period.

GF Budget Contingency Reserve: As discussed above, revenue from the Ameswell development began late Fiscal Year 2017-18 and by the end of the Forecast period is projected over \$3.5 million annually. This revenue is earmarked for debt service payments related to the Police/Fire Administration Building Remodel and Expansion project (see Debt Service section). It is anticipated the debt will be issued in Fiscal Year 2022-23 and, in the interim, Fiscal Year 2021-22 includes a transfer of \$2.2 million to the Budget Contingency Reserve.

GF Transportation Reserve: The Forecast reflects 80.0% of the increased business license tax revenue, estimated at \$4.6 million for Fiscal Year 2021-22 and growing to \$4.8 million in the last year of the Forecast period.

GF Capital Improvement Reserve: As mentioned in the History section above, in order to reduce the dependency on the long-term lease revenues, \$1.6 million is included to be transferred to the Capital Improvement Reserve for Fiscal Year 2021-22. For the remaining Forecast period, this amount is increased by the annual rent escalation factors referenced in the lease agreements.

INTERFUND EXPENDITURES AND TRANSFERS



Fiscal Year	Self Insurance	Transfers	Total SI & Transfers	% Change
2016-17	3,353	4,551	7,904	105.2%
2017-18	3,457	5,328	8,785	11.1%
2018-19	2,792	15,379	18,171	106.8%
2019-20	3,404	7,914	11,318	(37.7%)
2020-21 *	3,476	6,647	10,123	(10.6%)
2021-22 **	4,075	9,016	13,091	29.3%
2022-23	4,198	6,940	11,138	(14.9%)
2023-24	4,323	7,058	11,381	2.2%
2024-25	4,453	7,181	11,634	2.2%
2025-26	4,587	7,308	11,895	2.2%

* Estimated

** Recommended

(dollars in thousands)

DEBT SERVICE

The Debt Service category represents the GOF's debt payment obligations.

CATEGORIES

- Police/Fire Administration Building.

HISTORY

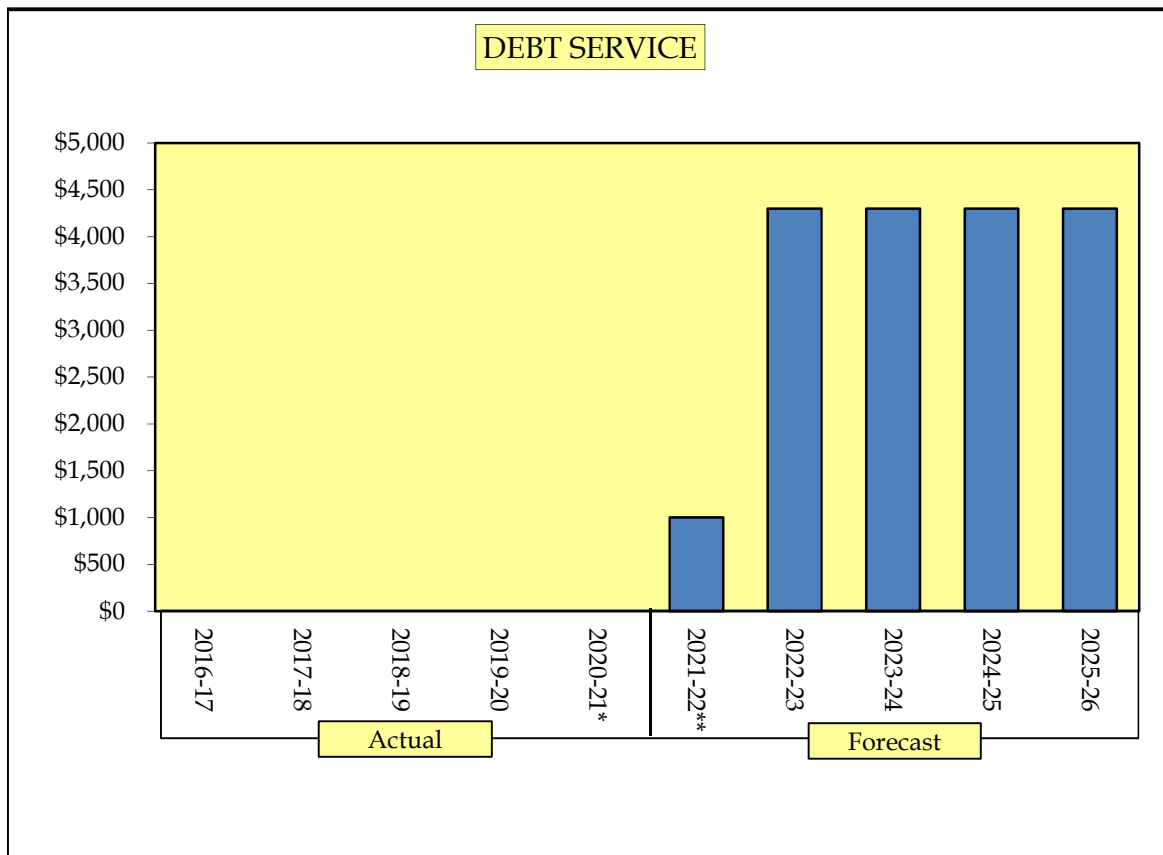
The GOF has had no debt obligations since prior to Fiscal Year 2009-10, when the City Hall/Center for the Performing Arts debt repayment was transferred to Construction/Conveyance Tax funding. This debt was fully retired in Fiscal Year 2015-16.

FORECAST

Police/Fire Administration Building: The Forecast assumes revenue generated from the Ameswell development is earmarked for the Police/Fire Administration Building Remodel and Expansion. It is assumed debt will be issued for the project and annual debt service payments of approximately \$3.3 million have been included as a placeholder beginning in Fiscal Year 2022-23.

Hope Street Parking: Fiscal Year 2021-22 includes projected annual debt service payments of \$1.0 million for a \$12.0 million debt issue that staff will be working on this next fiscal year.

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<u>Fiscal Year</u>	<u>Debt Service</u>	<u>% Change</u>
2016-17	0	0.0%
2017-18	0	0.0%
2018-19	0	0.0%
2019-20	0	0.0%
2020-21 *	0	0.0%
2021-22 **	1,000	100.0%
2022-23	4,300	330.0%
2023-24	4,300	0.0%
2024-25	4,300	0.0%
2025-26	4,300	0.0%

* Estimated
 ** Recommended
 (dollars in thousands)

EXHIBIT A

GENERAL OPERATING FUND HISTORY
(dollars in thousands)

	<u>2010-11</u> <u>AUDITED</u>	<u>2011-12</u> <u>AUDITED</u>	<u>2012-13</u> <u>AUDITED</u>	<u>2013-14</u> <u>AUDITED</u>	<u>2014-15</u> <u>AUDITED</u>
REVENUES:					
Property Taxes	\$25,142	\$26,216	\$28,122	\$ 31,120	\$ 35,173
Sales Tax	15,502	15,940	16,744	16,936	19,773
Other Local Taxes ¹	9,870	10,774	12,015	13,089	14,805
Use of Money and Property	10,290	10,138	10,783	10,690	10,928
Other Revenues ²	24,361	27,079	27,253	28,316	26,261
Loan Repayments	<u>2,075</u>	<u>1,894</u>	<u>1,894</u>	<u>1,894</u>	<u>-0-</u>
TOTAL REVENUES	<u>87,240</u>	<u>92,041</u>	<u>96,811</u>	<u>102,045</u>	<u>106,940</u>
EXPENDITURES:					
Salaries and All Pays	50,187	50,445	51,252	52,379	52,231
Retirement	7,286	10,028	10,856	11,219	11,799
Health Benefits	7,055	7,701	8,086	8,215	7,886
All Other Benefits	<u>4,479</u>	<u>4,363</u>	<u>4,367</u>	<u>4,385</u>	<u>4,791</u>
Salaries and Benefits	69,007	72,537	74,561	76,198	76,707
Supplies and Services	12,226	12,910	13,414	13,608	14,386
Capital Outlay/ Equipment Replc.	2,253	2,282	2,315	2,562	2,582
Interfund Expenditures and Transfers	2,674	2,876	2,751	2,565	3,002
Debt Service	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTAL EXPENDITURES	<u>86,160</u>	<u>90,605</u>	<u>93,041</u>	<u>94,933</u>	<u>96,677</u>
Transfer to GNOF	-0-	-0-	-0-	-0-	-0-
Transfer to GF Reserve	-0-	-0-	-0-	-0-	-0-
Transfer to Trans Res	-0-	-0-	-0-	-0-	-0-
Transfer to Cap Impr Res	-0-	-0-	-0-	-0-	-0-
Transfer to SPAR	-0-	-0-	-0-	-0-	-0-
CalPERS Contrib.	-0-	-0-	-0-	-0-	-0-
OPEB Contrib.	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>(1,000)</u>
OPERATING BALANCE ³	<u>\$ 1,080</u>	<u>\$ 1,436</u>	<u>\$ 3,770</u>	<u>\$ 7,112</u>	<u>\$ 9,263</u>

¹ Other Local Taxes consist of Transient Occupancy Tax, Business Licenses, and Utility Users Tax.

² Other Revenues consist of Licenses, Permits & Franchise Fees, Fines & Forfeitures, Intergovernmental, Charges for Services, Miscellaneous Revenues, and Interfund Revenues & Transfers.

³ Balance prior to changes in assets and liabilities, encumbrances, and rebudgets for grants and donations, net transferred to General Non-Operating Fund and General Fund Reserve.

GENERAL OPERATING FUND HISTORY
(dollars in thousands)

	<u>2015-16</u> <u>AUDITED</u>	<u>2016-17</u> <u>AUDITED</u>	<u>2017-18</u> <u>AUDITED</u>	<u>2018-19</u> <u>AUDITED</u>	<u>2019-20</u> <u>AUDITED</u>
REVENUES:					
Property Taxes	\$ 39,461	\$ 43,774	\$ 49,419	\$ 51,451	\$ 54,839
Sales Tax	21,401	21,828	20,713	24,390	19,452
Other Local Taxes ¹	15,137	15,866	15,444	15,131	15,880
Use of Money and Property	12,219	16,896	19,659	22,316	22,345
Other Revenues ²	27,693	28,325	31,142	32,722	30,151
Loan Repayments	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTAL REVENUES	<u>115,911</u>	<u>126,689</u>	<u>136,377</u>	<u>146,010</u>	<u>142,667</u>
EXPENDITURES:					
Salaries and All Pays	54,024	55,262	59,483	62,949	64,899
Retirement	12,575	13,606	15,360	16,723	20,247
Health Benefits	8,102	8,320	8,527	8,675	8,963
All Other Benefits	<u>5,372</u>	<u>5,968</u>	<u>6,254</u>	<u>6,547</u>	<u>7,076</u>
Salaries and Benefits	80,073	83,156	89,624	94,894	101,185
Supplies and Services	13,969	14,926	16,089	17,128	17,611
Capital Outlay/ Equipment Replc.	2,696	2,950	3,184	3,086	2,797
Interfund Expenditures and Transfers	2,852	3,404	4,785	5,671	8,318
Debt Service	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTAL EXPENDITURES	<u>99,590</u>	<u>104,436</u>	<u>113,682</u>	<u>120,779</u>	<u>129,911</u>
Transfer to GNOF	-0-	(500)	-0-	(6,500)	(1,000)
Transfer to GF Reserve	-0-	-0-	-0-	(1,000)	(2,000)
Transfer to Trans Res	-0-	-0-	-0-	(2,000)	-0-
Transfer to Cap Impr Res	-0-	-0-	-0-	(2,000)	-0-
Transfer to SPAR	-0-	(2,000)	(2,000)	-0-	-0-
CalPERS Contrib.	(2,000)	(2,000)	(4,000)	(4,000)	(4,000)
OPEB Contrib.	<u>(1,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>	<u>(1,000)</u>	<u>-0-</u>
OPERATING BALANCE ³	<u>\$ 13,321</u>	<u>\$ 15,753</u>	<u>\$ 14,695</u>	<u>\$ 8,731</u>	<u>\$ 5,756</u>

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DEPARTMENT BUDGETS

GENERAL NOTES

These notes explain the format and conventions used for each Department Summary that appear in the following section of this document.

A. Organizational Charts

Included for each department is the organizational structure of the department. A City-wide organizational chart is included prior to the Introduction Section of this document.

B. Text Pages

1. Centered at the top of the page is a title identifying the Department or Division name and if it is the Department Summary or a Division Summary.
2. The Department or Division Manager is identified.
3. The Department mission statement and an overview of the functions and responsibilities of the Department and Divisions are provided.
4. The Department's functions are listed on the Department Summary only. Functions are the key ongoing responsibilities of the Department and are tied to performance measures.
5. The Department's major goals/projects/initiatives for Fiscal Year 2021-22 and 2022-23 are listed on the Department Summary. Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects. Major Department Goals/Projects/Initiatives are short-term in nature.
6. Major Division Changes are new funding items and are identified by fund on the Division Summary pages or the Department Summary if there are no Divisions for the Department.
7. Performance measures are listed on Department Summary pages only. Performance/Workload Measures are related to Department Functions. If a Department Function has a Performance/Workload Measure tied to it, it is noted in parenthesis with an "M" and the Performance/Workload Measure number(s) following (e.g. M 1, 2, 3). The long-term goals are listed as Department Functions and directly tied to Performance/Workload Measures.

GENERAL NOTES

(Continued)

C. Numerical Pages

1. The listed number of positions for each Department or Division represents the maximum number of regular authorized positions that can be filled. "Part-Time Hourly" positions identify the number of full-time equivalent positions budgeted to be filled by hourly personnel. Limited-Period and contract personnel are not included in this listing.
2. Positions listed in the "2019-20 Adjusted" column are those positions actually approved in the adopted budget that year plus any adjustments made midyear. Positions listed in the "2020-21 Adopted" column are those positions adopted in Fiscal Year 2020-21. Positions listed in the "2021-22 Recommended" column are those positions in the "2020-21 Adopted" column plus any amendments or adjustments made midyear and any changes recommended for Fiscal Year 2021-22.
3. Salaries for regular positions are calculated using the employees' actual salary plus any agreed to COLA and potential merit increases for the upcoming budget year. Vacant positions are budgeted at fifth step or control point. Hourly positions are calculated using the minimum/maximum range of the position classification. In general, hourly positions are budgeted at the higher end of the range; seasonal hourly positions are generally budgeted at mid-range.

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FISCAL YEAR 2021-22 RECOMMENDED BUDGET APPROPRIATIONS MATRIX

	City Council	City Clerk's Office	City Attorney's Office	City Manager's Office	Human Resources	Information Technology
<u>GENERAL FUND</u>						
General Operating	\$ 386,770	985,826	2,522,881	4,511,564	2,520,246	6,490,856
Development Services	0	0	0	0	0	0
Shoreline Golf Links/Restaurant	0	0	0	0	0	0
TOTAL	\$ 386,770	985,826	2,522,881	4,511,564	2,520,246	6,490,856
<u>SPECIAL REVENUE</u>						
Below-Market-Rate Housing	\$ 0	0	0	0	0	0
Housing Impact	0	0	0	0	0	0
CSFRA/Rental Housing Committee	0	0	0	0	0	0
Downtown Benefit Assmt Districts	0	0	0	0	0	0
Supplemental Law Enforcement Services	0	0	0	0	0	0
CDBG	0	0	0	0	0	0
Cable Television	0	0	0	200,000	0	0
Shoreline Regional Park Community	0	0	10,000	0	0	0
TOTAL	\$ 0	0	10,000	200,000	0	0
<u>ENTERPRISE</u>						
Water	\$ 0	0	0	0	0	641,282
Wastewater	0	0	0	0	0	0
Solid Waste Management	0	0	0	0	0	0
TOTAL	\$ 0	0	0	0	0	641,282
<u>INTERNAL SERVICE</u>						
Equipment Maint & Replacmnt	\$ 0	0	0	0	0	0
Workers' Compensation	0	0	0	0	0	0
Unemployment	0	0	0	0	0	0
Liability	0	0	130,000	0	0	0
Employee Benefits	0	0	0	0	14,000	0
TOTAL	\$ 0	0	130,000	0	14,000	0
<u>GENERAL FUND RESERVES</u>						
General Non-Operating	\$ 0	0	107,800	984,200	775,850	640,000
TOTAL	\$ 0	0	107,800	984,200	775,850	640,000
GRAND TOTAL	\$ 386,770	985,826	2,770,681	5,695,764	3,310,096	7,772,138

Finance and Administrative Services	Community Development	Public Works	Community Services	Library Services	Fire	Police	Total
7,425,768	1,872,165	12,045,376	18,687,791	6,924,646	28,028,062	45,431,492	137,833,443
0	9,650,108	4,880,462	0	0	859,060	0	15,389,630
0	0	0	3,309,860	0	0	0	3,309,860
7,425,768	11,522,273	16,925,838	21,997,651	6,924,646	28,887,122	45,431,492	156,532,933
0	3,606,193	0	0	0	0	0	3,606,193
0	289,406	0	0	0	0	0	289,406
0	1,803,656	0	0	0	0	0	1,803,656
0	660,576	0	0	0	0	0	660,576
0	0	0	0	0	0	175,000	175,000
0	6,122,129	0	0	0	0	0	6,122,129
0	0	0	0	0	0	0	200,000
32,500	544,649	1,372,634	4,503,349	0	230,978	40,000	6,734,110
32,500	13,026,609	1,372,634	4,503,349	0	230,978	215,000	19,591,070
665,122	0	30,439,976	0	0	0	0	31,746,380
0	0	18,997,955	0	0	2,062,855	147,405	21,208,215
0	0	14,812,579	0	0	0	0	14,812,579
665,122	0	64,250,510	0	0	2,062,855	147,405	67,767,174
0	0	2,887,646	0	0	0	0	2,887,646
2,442,500	0	0	0	0	0	0	2,442,500
127,250	0	0	0	0	0	0	127,250
2,698,550	0	0	0	0	0	0	2,828,550
0	0	0	0	0	0	0	14,000
5,268,300	0	2,887,646	0	0	0	0	8,299,946
849,000	44,000	480,000	203,700	155,900	1,278,500	440,118	5,959,068
849,000	44,000	480,000	203,700	155,900	1,278,500	440,118	5,959,068
14,240,690	24,592,882	85,916,628	26,704,700	7,080,546	32,459,455	46,234,015	258,150,191

NOTES

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CITY COUNCIL

CITY COUNCIL

Councilmembers	Term Expires
Ellen Kamei, Mayor	01/2023
Lucas Ramirez, Vice Mayor	01/2023
Margaret Abe-Koga	01/2025
Alison Hicks	01/2023
Sally J. Lieber	01/2025
Lisa Matichak	01/2025
Pat Showalter	01/2025

STANDING COMMITTEES

Appointments Review Committee (CARC)

Kamei, Chair
Abe-Koga
Ramirez

Finance Committee (CFC)/Investment Review Committee (IRC)*

Matichak, Chair
Lieber
Ramirez

Neighborhoods Committee (CNC)

Showalter, Chair
Lieber
Ramirez

NOFA Review Committee

Ramirez, Chair
Hicks
Showalter

Policy and Procedures Committee (CPPC)

Matichak, Chair
Hicks
Ramirez

Sustainability Committee (CSC)

Hicks, Chair
Abe-Koga
Showalter

Transportation Committee (CTC)

Lieber, Chair
Kamei
Matichak

Youth Services Committee (CYSC)

Kamei, Chair
Abe-Koga
Hicks

AD HOC SUBCOMMITTEE

Race, Equity, and Inclusion

Kamei, Chair
Abe-Koga
Ramirez

* The IRC consists of the members of the CFC and two members of the public.

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CITY COUNCIL DEPARTMENT SUMMARY

DEPARTMENT MISSION STATEMENT

To set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community.

DEPARTMENT OVERVIEW

The City Council is the legislative and policy-making body for the City, having responsibility for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to staff.

There are eight standing City Council committees, each with three members. From time to time, ad hoc committees are also formed. There is currently one ad hoc subcommittee with three members. In addition, Councilmembers represent the City and serve on numerous regional agencies and organizations.

The City Council holds Regular Meetings at 6:30 p.m. on the second and fourth Tuesday of each month in the Council Chambers located in City Hall, 500 Castro Street. Additional Special Meetings are scheduled as needed. The times and places of City Council committee meetings and the meetings of outside agencies on which Councilmembers serve can be obtained from the City Clerk's Office.

DEPARTMENT FUNCTIONS

- Serve as Board of Directors for the Mountain View Shoreline Regional Park Community and the City of Mountain View Capital Improvements Financing Authority.
- Participate in regional boards and agencies which directly affect the City of Mountain View and the needs and interests of the citizens.
- Adopt the annual budget and Capital Improvement Program.
- Meet annually in Study Sessions with each advisory board commission/committee.
- Participate in the City's Corporate Visitation Program.

CITY COUNCIL DEPARTMENT SUMMARY

MOUNTAIN VIEW STRATEGIC ROADMAP

VISION:

A welcoming, vibrant city that plans intentionally and leads regionally to create livable, sustainable neighborhoods, access to nature and open spaces, and a strong, innovation-driven local economy.

STRATEGIC PRIORITIES FOR FISCAL YEARS 2021-22 AND 2022-23:

- **Community for All:** Support Mountain View's socioeconomic and cultural diversity. Engage and protect vulnerable populations through policies that promote access to housing, transportation, and other programs and services.
- **Livability and Quality of Life:** Enhance Mountain View as a great place to live that values community health and well-being. Preserve Mountain View's unique character, restore wildlife habitats, and promote arts and culture. Provide parks, open space, and other key amenities.
- **Intentional Development and Housing Options:** Support an increase in the quantity and diversity of housing options, including assistance for the unhoused. Provide opportunities for affordable housing as well as home ownership. Plan for neighborhoods with nearby transit, jobs, and amenities that balance density with livable, green, mixed-use development.
- **Mobility and Connectivity:** Develop a mobility network that enhances connectivity across Mountain View and establishes green corridors. Promote transit and safe active transportation options that reduce single-occupancy vehicle trips and traffic, and increase walking and biking.
- **Sustainability and Climate Resilience:** Through implementation of the Sustainability Action Plan and other actions, reduce and minimize the City's greenhouse gas emissions and prepare for sea level rise. Protect and enhance local ecosystems and biodiversity through rewilding and other measures. Support residents and businesses to adopt sustainable practices and use resources wisely.
- **Economic Vitality:** Support a walkable, beautiful, vibrant downtown and accessible village centers that draw residents and visitors. Create an environment where small, local, diverse businesses can thrive across the City alongside large employers. Continue to work in partnership with the business community so that Mountain View remains a center for innovations with meaningful jobs for workers.
- **Organizational Strength and Good Governance:** Continue to innovate, collaborate, and continuously improve to deliver a high level of customer service. Recruit, develop, and retain top-notch staff. Maintain fiscal responsibility and effective intergovernmental partnerships. Communicate and engage regularly and transparently with our multilingual community.

BUD/LHP-001-01 FY2021-22

**CITY COUNCIL
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Mayor	1	1	1
Councilmember	6	6	6
TOTAL REGULAR	7	7	7
TOTAL PART-TIME HOURLY	0	0	0
TOTAL POSITIONS	7	7	7
EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 238,354	293,651	295,290
Supplies and Other Services	67,679	114,180	91,480
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 306,033	407,831	386,770
FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 303,738	385,131	386,770
General Non-Operating	2,295	22,700	0
TOTAL FUNDING	\$ 306,033	407,831	386,770
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 100,729	105,495	104,845
Wages	0	0	0
Benefits	137,625	188,156	190,445
TOTAL PERSONNEL	238,354	293,651	295,290
Materials and Supplies	13,939 *1	26,400 *2	11,200
Maintenance and Operations	0	0	0
Utilities	6,275	12,780 *3	12,780
Professional/Technical Services	2,500	7,500 *4	0
Other Expenses	44,965	67,500 *5	67,500
TOTAL SUPPLIES AND SERVICES	67,679	114,180	91,480
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 306,033	407,831	386,770

*1 Includes limited-period expenditures for per-term Council allowance.

*2 Includes limited-period funding of \$15,200 for per-term Council allowance.

*3 Includes increased funding of \$400 for phone allowance.

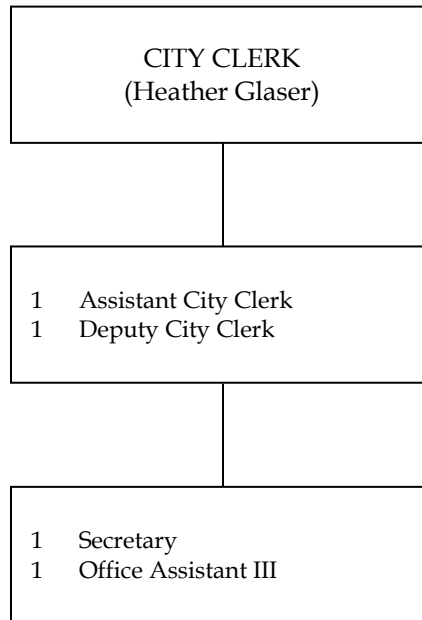
*4 Includes limited-period funding of \$7,500 for Council team building.

*5 Includes reduced funding of \$22,100 for training, conference, and travel reserve.

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CITY CLERK'S OFFICE



FISCAL YEAR 2021-22 POSITION TOTALS: 5.0 Full-Time

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CITY CLERK'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER – CITY CLERK

DEPARTMENT MISSION STATEMENT

To maintain official records, administer elections, and provide administrative support to the City Council.

DEPARTMENT OVERVIEW

The City Clerk is appointed by the City Council. The Clerk is responsible for facilitating the conduct of business by the City Council and fulfilling legal requirements as set forth in the City Charter, City Code, and State law. The City Clerk's Office administers City elections and campaign and financial disclosure laws.

The City Clerk's Office maintains a record of all proceedings of the City Council; meets all requirements regarding public postings, legal advertising, recordations, and mailing of public hearing notices; processes assessment districts, annexations, deeds, tax cancellations, appeals, and initiative petitions; administers the selection process for Council appointment of members to the City board, commissions, and committees; and provides support for Sister City activities.

The City Clerk's Office provides administrative assistance to the Council, maintains the City Code and City Charter, is custodian of the City Seal, administers oaths or affirmations, and maintains the official record of City contracts and agreements. The office also maintains official City records, administers the Public Records Act request process, and provides information to the public regarding the legislative operations of government.

DEPARTMENT FUNCTIONS

- Administer City elections. (M 1)
- Maintain the City Code and City Charter.
- Administer campaign disclosures, financial disclosures, and oaths.
- Coordinate, prepare, and distribute Council agenda materials and minutes. (M 3, 4)
- Maintain official City records and provide records management support services for all departments.
- Notice legal documents and process annexation and assessment district proceedings, deeds, appeals, initiative petitions, and ordinances. (M 4)
- Provide administrative support to the City Council. (M 5)
- Manage coordination of the Council meeting agenda preparation process.
- Administer Public Records Act request process.

CITY CLERK'S OFFICE DEPARTMENT SUMMARY

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Conducted a City Council election for four Council seats and one Measure, met with candidates and onboarded Council elected officials in compliance with all COVID-19 regulations and Shelter-in-Place Governor's Order.
- Transitioned to virtual public meetings (in conjunction with the Information Technology Department).
- In collaboration with the City Manager's Office, implemented a new process for Council correspondence, better meeting Council's needs for receiving and ensuring appropriate response to constituent emails.
- Responded to 304 Public Records Act Requests (as of March 30, 2021).
- Tracked and logged 136 Statement of Economic Interests – Form 700 filers.
- Supported 30 Council Meetings, including Closed Sessions and a City Team-Building Council retreat.
- Planned, recruited, and onboarded (on behalf of the City Council) for three Advisory Body recruitments (including announcements/outreach, application completeness checking, Registrar of Voters address check, and scheduling all interviews for Zoom interviews).
- Coordinated attendance and prepared 21 proclamations and 40 certificates of recognition for City Council meetings' Presentations or sent to requestors directly (as of March 30, 2021).
- Processed 56 resolutions, eight ordinances, and assisted with publication of 11 public hearings (as of March 30, 2021).

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

- Review and update City Council policies as appropriate.
- Implement Public Records Act tracking system in conjunction with the Information Technology Department.
- Review procedures and systems to maximize efficiencies.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Assistant City Clerk Position:

\$201,200

Provides funding for an Assistant City Clerk position. This position will provide a high-level review of records responsive to Public Records Act requests before final review by the City Clerk and oversee the administration of the records retention schedule, including coordinating the retention and destruction of records, training

CITY CLERK'S OFFICE DEPARTMENT SUMMARY

departments Citywide to properly manage destruction of records, and managing off-site records storage. This position is needed to assist the City Clerk with implementing and maintaining more efficient processes in the City Clerk's Office and will act as the City Clerk in the City Clerk's absence.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Elections:					
1. Percentage of official election notices published without errors and on time	100%	100%	100%	100%	100%
Legislative:					
2. Percentage of agenda packets prepared and distributed five days before a Council meeting	100%	91 % ^(A)	100%	100%	Discontinue
3. Percentage of minutes prepared for a City Council meeting without relevant errors of fact ^(B)	97% ^(C)	91 % ^(D)	>98%	100%	>98%
4. Percentage of legal hearing notices published and mailed within legal deadlines and per the City's noticing guidelines	96% ^(E)	100%	100%	100%	100%
Administrative/Support to Council:					
5. Percentage of Council service requests responded to within one working day of receipt	100%	100%	100%	100%	100%

^(A) Two agenda packets were delayed due to late agenda items; one due to the late addition of an agenda item related to the existence of a local emergency. (Note: Special Meetings were held on March 27, 2020 and May 29, 2020, and the agendas were posted within 24 hours per Brown Act requirements and were not included in this calculation.)

^(B) Measure updated for Fiscal Year 2020-21 from "Percentage of minutes prepared for a City Council meeting without errors of fact."

^(C) Draft minutes were prepared for 32 City Council meetings. The draft minutes of one City Council meeting included errors of fact, which were corrected at the time of City Council approval.

^(D) Draft minutes were prepared for 21 City Council meetings. The draft minutes of two City Council meetings included errors of fact, which were corrected at the time of City Council approval.

^(E) Two hearing notices were not noticed in a timely manner. They were renoticed for new hearing dates.

BUD/LHP-428-01 FY2021-22

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
City Clerk	1	1	1
Assistant City Clerk	0	0	1 *1
Deputy City Clerk	1	1	1
Secretary	1	1	1
Office Assistant III	1	1	1
TOTAL REGULAR	4	4	5
TOTAL PART-TIME HOURLY	0	0	0
TOTAL POSITIONS	4	4	5

*1 Addition of an Assistant City Clerk position.

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 618,894	741,798	944,766
Supplies and Other Services	176,630	371,660	41,060
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 795,524	1,113,458	985,826

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 795,524	782,858	985,826
General Non-Operating	0	330,600	0
TOTAL FUNDING	\$ 795,524	1,113,458	985,826

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Service Charges	\$ 399	0	0
Miscellaneous Revenue	256	0	0
Interfund Revenue Transfer	136,600 *1	0	0
TOTAL REVENUES	\$ 137,255	0	0

*1 Midyear transfer from the General Operating Fund Reserve for the City-initiated ballot measure to amend CSFRA.

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

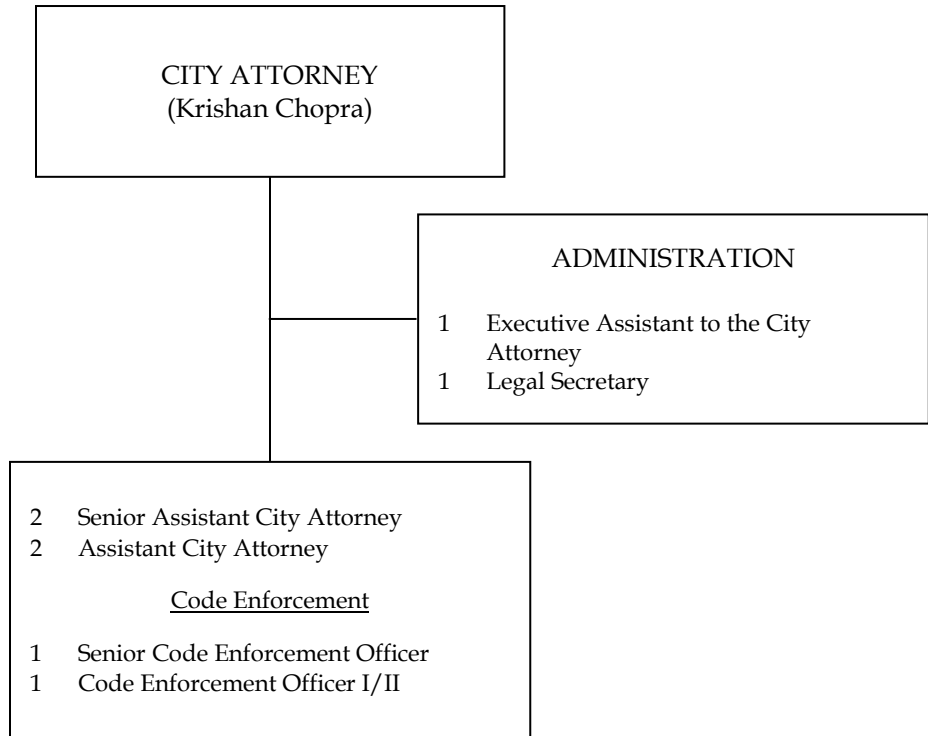
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 378,496	456,679	586,757
Wages	25,253	8,000	8,000
Benefits	215,145	277,119	350,009
TOTAL PERSONNEL	618,894	741,798	944,766
Materials and Supplies	13,851	20,595 *1	10,595
Maintenance and Operations	860	1,475	1,475
Utilities	239	290	290
Professional/Technical Services	152,943	332,130 *1	11,530
Other Expenses	8,737	17,170	17,170
TOTAL SUPPLIES AND SERVICES	176,630	371,660	41,060
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 795,524	1,113,458	985,826

*1 Includes limited-period fundings of \$325,600 for the November 2020 General Municipal Election and \$5,000 for microfilm digitizing service (rebudget balance).

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CITY ATTORNEY'S OFFICE



FISCAL YEAR 2021-22 POSITION TOTALS: 9.0 Full-Time

CITY ATTORNEY'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER – CITY ATTORNEY

DEPARTMENT MISSION STATEMENT

To provide legal services and counsel to the City Council, boards, and commissions and participate as a member of the management team in support of City departments.

DEPARTMENT OVERVIEW

The City Attorney is appointed by the City Council as the Attorney for the City and legal advisor to the City Council. The City Attorney hires subordinate attorneys to assist in the discharge of assigned responsibilities. The City Attorney's Office defends and prosecutes or retains counsel to defend and prosecute all civil actions and proceedings to which the City is a party and prosecutes all criminal actions involving the City Code. The City Attorney's Office represents and advises the City Council, boards, commissions, departments, and all City officials in matters of law related to the conduct of City business.

The City Attorney's Office drafts necessary legal documents, ordinances, resolutions, contracts, and other documents pertaining to the City's business and handles claims against the City. The Office is also responsible for providing legal services in connection with the Shoreline Regional Park Community (North Bayshore).

The Code Enforcement Section is responsible for enforcing the City Code provisions relating to zoning, neighborhood preservation, vehicles on private property, and other Code sections as necessary.

DEPARTMENT FUNCTIONS

- Prosecute and defend legal proceedings involving the City. (M 1, 2)
- Coordinate and monitor outside legal service providers retained to represent the City in the City's ongoing operations. (M 1)
- Process and track claims filed against the City. (M 2)
- Represent and advise City officials and City staff in legal matters.
- Draft and/or review ordinances, resolutions, contracts, and other legal documents. (M 3, 4)
- Supervise and administer the Code Enforcement Division, including prosecution of City Code violations. (M 5)
- Work with the Community Development Department to draft, finalize, and execute agreements as needed for developments.
- Update and revise Council policies, administrative policies, and personnel policies in accordance with new regulations such as new Fair Political Practices Commission (FPPC) regulations and initiatives of the Council Policy and Procedures Committee.

CITY ATTORNEY'S OFFICE DEPARTMENT SUMMARY

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Extended eviction protections for rental tenants and assisted with clarifying the impact of the Statewide eviction moratorium.
- Assisted with orderly rollout and expansion of outdoor business regulations as a result of COVID-19.
- Facilitated equitable rent adjustments to City leases to accommodate financial hardships caused by COVID-19.
- Supported development and rollout of Project Homekey and safe parking programs.
- Drafted a gun safety ordinance to prohibit the possession of firearms on City property.
- Assisted in drafting an ordinance amendment to prohibit smoking in multi-unit residences.
- Assisted with amendments to the Density Bonus Ordinance and Park Land Dedication Ordinance.
- Successfully prosecuted an environmental crime for illegal dumping into the storm drain system to judgment and received monetary restitution to the City.
- Investigated alleged campaign disclosure violations in connection with the November 2020 election and issued compliance determinations.
- Assisted the Community Development Department with several large development project entitlements, including 1555 West Middlefield, 465 Fairchild Drive, 2645 Fayette Drive, Google Landings, and Google Preliminary Master Plan.
- Ensured legal compliance with elections code for the Measure C referendum.
- Successfully completed eminent domain proceeding for Shoreline Boulevard widening project.
- Timely processed 341 contracts for all City departments, processed 22 claims filed under the Government Tort Claims Act, and assisted the City Clerk with responding to 306 complex Public Records Act requests (as of March 31, 2021).
- Successfully defended against writ of mandate challenging the City's response to a Public Records Act request withholding confidential arrestee information.
- Litigated seven petitions to confiscate firearms and other deadly weapons from dangerous persons who posed a risk to themselves and/or others.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Develop a mobile home rent stabilization ordinance adopted by Council and administered by the Rental Housing Committee, in conjunction with the Community Development Department.**
- **Develop a Safe Storage for Firearms Ordinance.**

CITY ATTORNEY'S OFFICE DEPARTMENT SUMMARY

- **Update the Campaign Disclosure in Advertisements Ordinance.**
- **Update the City/School District Joint-Use Master Agreement, in conjunction with the City Manager's Office and Community Services Department.**
- Provide legal support to update Precise Plans to implement the General Plan.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Reclassification of the Senior Deputy City Attorney Position to Assistant City Attorney: \$47,500

Provides funding to reclassify the Senior Deputy City Attorney position to Assistant City Attorney. This reclassification will help support the high volume and complex work in the City Attorney's Office.

Books and Memberships: \$6,300

Provides increased funding for books and memberships.
- General Non-Operating Fund:

City Council Strategic Priority Project – Mobile Home Park Space Rents (rebudget balance): \$57,800

Rebudgets the balance of funding to develop a mobile home rent control ordinance and related work.

Legal Services (rebudget): \$50,000

Provides funding for outside legal counsel.
- General Liability Insurance Fund:

Legal Services: \$15,000

Provides increased funding for outside legal counsel for general liability issues.

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
City Attorney's Office:					
1. Total cost of legal services, in-house and outside counsel, as a percentage of the General Operating Fund expenditures.	1.4%	1.3%	<2%	1.2%	<2%
2. Percentage of claims entered into the claim reporting system, reported to ACCEL, and directed to appropriate departments for response within five working days of receipt of the claim.	100%	100%	>90%	100%	>90%
3. Percentage of standard contracts reviewed within two working days.	99%	90%	>85%	97%	>85%
4. Percentage of complex contracts reviewed within 20 working days.	100%	100%	>80%	99%	>80%
5. Percentage of code enforcement cases responded to within five working days of receipt of complaint or observation of violation.	99%	95%	>95%	97%	>95%

BUD/LHP-011-01 FY2021-22

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
City Attorney	1	1	1
Senior Assistant City Attorney	2	2	2
Assistant City Attorney	1	1	2 *1
Senior Deputy City Attorney	1	1	0 *1
Senior Code Enforcement Officer	1	1	1
Code Enforcement Officer I/II	1	1	1
Exec Asst to the City Attorney	1	1	1
Legal Secretary	1	1	1
TOTAL REGULAR	9	9	9
TOTAL PART-TIME HOURLY	0	0	0
TOTAL POSITIONS	9	9	9

*1 Reclassification of the Senior Deputy City Attorney position to Assistant City Attorney.

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 1,905,226	2,287,895	2,382,291
Supplies and Other Services	716,112	291,490	380,390
Capital Outlay	0	0	0
Interfund Expenditures	2,208	8,000	8,000
TOTAL EXPENDITURES	\$ 2,623,546	2,587,385	2,770,681

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 2,036,295	2,422,185	2,522,881
General Non-Operating	20,057	125,200	107,800
Shoreline Regional Park Community	0	10,000	10,000
Liability Self-Insurance	567,194	30,000	130,000
TOTAL FUNDING	\$ 2,623,546	2,587,385	2,770,681

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fines and Forfeitures	\$ 23,304	23,750	23,750
Miscellaneous Revenue	4,366	2,000	2,000
Interfund Revenue Transfers	50,000 *1	0	0
TOTAL REVENUES	\$ 77,670	25,750	25,750

*1 Midyear transfer from the General Operating Fund Reserve for the City-initiated ballot measure to amend CSFRA.

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,188,920	1,548,459	1,609,137
Wages	80,603	0	0
Benefits	635,703	739,436	773,154
TOTAL PERSONNEL	1,905,226	2,287,895	2,382,291
Materials and Supplies	31,897 *1	31,660	36,660 *3
Maintenance and Operations	21,591	1,200	1,200
Utilities	1,055	3,350	3,350
Professional/Technical Services	652,851 *1	231,100 *2	313,700 *4
Other Expenses	8,718	24,180	25,480 *3
TOTAL SUPPLIES AND SERVICES	716,112	291,490	380,390
Capital Outlay	0	0	0
Interfund Expenditures	2,208	8,000	8,000
TOTAL EXPENDITURES	\$ 2,623,546	2,587,385	2,770,681

*1 Includes limited-period expenditures for City Council Major Goals Work Plan - Mobile home park space rents.

*2 Includes increased funding of \$25,000 for legal services and limited-period fundings of \$75,200 for City Council Major Goals Work Plan - Mobile home park space rents (rebudget balance) and \$50,000 for legal services.

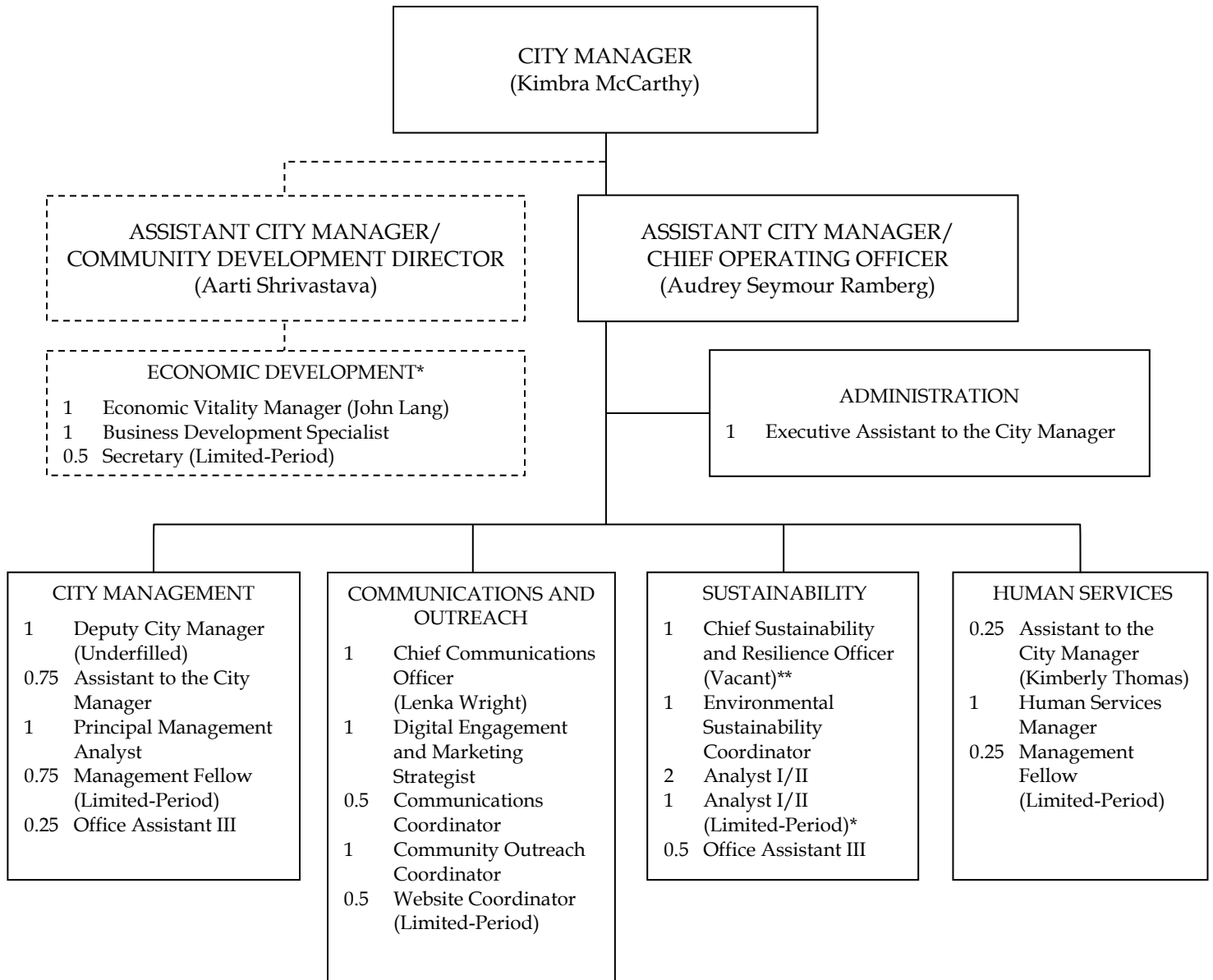
*3 Includes increased funding of \$6,300 for books and memberships.

*4 Includes budget of \$85,000 moved from the Finance and Administrative Services Department and increased funding of \$15,000 for legal services related to general liability. Also includes limited-period fundings of \$57,800 for City Council Strategic Priority Project - Mobile home park space rents (rebudget balance) and \$50,000 for legal services (rebudget).

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CITY MANAGER'S OFFICE



FISCAL YEAR 2021-22 POSITION TOTALS: 14.75 Full-Time
0.5 Regular Part-Time
2.5 Limited-Period

* Funded by the Sustainability CIP through Fiscal Year 2022-23.

** Funded by the Sustainability CIP through Fiscal Year 2023-24.

NOTE: The City's Economic Development function is budgeted in the Community Development Department. It is also shown in the City Manager's Office organization chart to signify the importance of this function and its close connection to the City Manager's Office. The FTE count for this function is not included in the above for the City Manager's Office.

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CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER – ASSISTANT CITY MANAGER/ CHIEF OPERATING OFFICER

DEPARTMENT MISSION STATEMENT

To support the City Council in the development and execution of the City Council's goals and policies; to provide leadership and guidance to City departments in the delivery of City services; to inform and engage the community through a range of outreach, communication, and marketing activities; to develop and implement homelessness response strategies and other human services for vulnerable populations in collaboration with community and regional partners; and to collaborate with City departments, the community, and other partners to achieve a thriving, sustainable community.

DEPARTMENT OVERVIEW

The City Manager is appointed by the City Council. The City Manager's Office consists of four divisions: City Management, Communications and Outreach, Sustainability, and Human Services. In addition, the Economic Development Division, while officially a part of the Community Development Department budget, reports to the City Manager through the Assistant City Manager/Community Development Director. Through these divisions, the Office: provides professional leadership in the administration of all City services, activities, and facilities; directs the execution of policies and objectives adopted by the City Council; develops and presents to the City Council recommendations and strategies in response to community issues; plans and executes programs to meet the current and future needs of the City of Mountain View; provides strategic communication and marketing services and conducts outreach and engagement in a variety of languages and formats to maximize access to information, services, and opportunities for input; develops and implements strategies and programs to address homelessness and other human service needs for vulnerable populations; plans and implements strategies to support the Mountain View economy and businesses; and plans and coordinates a wide range of sustainability and resiliency policies and programs. NOTE: The Fiscal Year 2021-22 budget reflects two changes that became effective last fiscal year: the transition of the Human Resources Division to be reestablished as a separate department and the creation of the Communications Division. It also reflects the creation of a new Human Services Division.

DEPARTMENT FUNCTIONS

- Develop and present to the City Council solutions and strategies in response to community issues.
- Provide leadership to City departments in the execution of policies, objectives, and programs adopted by the City Council. (M 1)
- Respond to all City Council and resident inquiries received by the City Manager's Office in a timely manner.
- Manage customer/resident relationship management (CRM) "Ask Mountain View" web- and mobile-based systems. (M 5)
- Assist the City Council in setting strategic priorities and track departments' progress in achieving Citywide goals.

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

- Develop and submit an annual balanced City budget to the City Council and support City Council efforts in long-term financial planning.
- Develop, lead, and execute the City's legislative advocacy and intergovernmental relations efforts. (M 2)
- Coordinate specific interdepartmental and intergovernmental compliance issues.
- Manage complex, cross-departmental projects.
- Develop, execute, and lead the City's external and internal communication and outreach strategy using a broad range of communication channels and Citywide communication initiatives.
- Provide information to the community through public forums, publications, and government access programming to expand visibility and awareness of emerging issues, programs, priorities, and progress on City goals and initiatives. (M 5)
- Enhance and promote the City's overarching identity and manage the marketing function in a manner consistent with the City's vision, organizational values, Code of Ethics, and cultural ideals.
- Serve as the City's Public Information Officer and manage media relations. (M 6, 7, 8)
- Manage the Multicultural Engagement Program to provide clear, timely, and meaningful information and opportunities for input to a diverse and multilingual community. (M 3, 4, 5)
- Develop and oversee outreach strategies to enhance civic engagement using a range of social media and other platforms to enable proactive and positive interactions.
- Provide staff support to the Human Relations Commission.
- Act as City liaison to and coordinate with various community groups, nonprofit organizations, and intergovernmental partners to maintain effective relationships to assess and address the needs of the most vulnerable Mountain View residents.
- Develop policy recommendations and response strategies to work collaboratively with local and regional partners to address homelessness and the human service needs of vulnerable Mountain View residents.
- Administer budgets, agreements, and grants to provide safe parking, outreach, housing support services, basic human services, and other associated programs.
- Convene cross-departmental teams to plan and coordinate City services and initiatives for homeless, unstably housed, and other vulnerable residents.
- Track, analyze, and report data and outcomes associated with programs and services associated with homeless, unstably housed, and other vulnerable residents.
- Provide staff support to the Council Sustainability Committee (CSC) and Council Policy and Procedures Committee (CPPC).

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

- Coordinate cross-departmental sustainability and resiliency strategic planning and policy-making.
- Develop and oversee implementation of sustainability and resiliency initiatives. (M 9)
- Provide information and resources to encourage the community to undertake sustainability actions. (M 10, 11, 12, 13)
- Develop partnerships with regional agencies, neighboring jurisdictions, and local employers to coordinate and maximize the impact of sustainability and resiliency solutions.
- Identify and seek grant funding to support sustainability and resiliency efforts.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Implemented three 24/7 safe parking lots, resulting in capacity for more than 101 vehicles in Mountain View.
- Provided extensive, ongoing outreach to vulnerable populations to connect them with COVID-19 pandemic relief resources.
- Provided essential need services for homeless, unstably housed, and vulnerable residents (hygiene stations, showers, food cards, mobile medical services, PPE distribution, etc.).
- Provided a comprehensive update to the Council and community on the City's initiatives to address homelessness.
- Collaborated with community partners to secure State Project Homekey funding and build 100 transitional modular housing units to help homeless, unstably housed, and displaced residents transition to permanent housing (in conjunction with the Community Development Department).
- Incorporated use of an equity lens in the budget process (in conjunction with the Finance and Administrative Services Department).
- Collaborated with community partners to create the #TogetherMV campaign and donation portal.
- Funded and implemented small business loan programs, providing \$927,000 in funding to 133 local businesses (in conjunction with the Community Development Department).
- Developed and implemented an enhanced Citywide communications and outreach program and hired a Chief Communications Officer.
- Coordinated a Citywide Strategic Communications Team to provide pandemic response information to the public, including extensive multilingual outreach.
- Presented regular COVID-19 updates to the public at City Council meetings.
- Conducted regular Citywide employee Town Hall meetings.
- Launched a biweekly City Hall Connection e-newsletter.

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

- Enhanced media relations, increased social media engagement, and expanded strategic communication planning to raise awareness about City services, policies, and initiatives.
- Enhanced multilingual community outreach efforts through the Multicultural Engagement Program Team and provided live translations during City Council meetings and numerous community workshops and events.
- Continued to support the Mayor's Resiliency Roundtable to share information and coordinate across agencies and stakeholders in support of community recovery from the COVID-19 pandemic.
- Coordinated across City departments to develop a safe return-to-work plan and facility reopening plans in line with State and local COVID-19 protocols (in conjunction with the Human Resources Department).
- Promoted participation in the 2020 Census to achieve a complete count, reaching a participation rate of 75.7%.
- Supported the Council's Race, Equity, and Inclusion Subcommittee and coordinated development and implementation of a Race, Equity, and Inclusion Action Plan.
- Worked with the Human Relations Commission to plan and conduct community engagement sessions related to local policing.
- Hired a University of California, Berkeley, Ph.D. Research Fellow as part of a collaboration with Stanford University and the University of Michigan to examine police contact data, provide recommendations for better methods to track and report police data, and identify possible changes in policing programs and policies (in conjunction with the Police Department).
- Launched a Public Safety Advisory Board (in conjunction with the Police Department).
- Began exploration of an alternative mental health crisis response program in coordination with regional partners.
- Planned events and activities to raise awareness and address xenophobia and anti-Asian and Pacific Islander sentiment.
- Completed a planning process to develop a Strategic Roadmap for the City with updated vision, strategic priorities, and projects.
- Planned a range of virtual events and resources in celebration of Earth Day.
- Launched the Cool Block program to support neighborhood-based sustainability, emergency preparedness, and community-building.
- Continued work to expand EV charging stations in downtown City parking structures and lots.
- Increased coordination and communication with Mountain View's State and Federal elected representatives and legislative tracking and advocacy efforts.
- Held a Budget 101 workshop for the community (in conjunction with the Finance and Administrative Services Department).

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- Develop and launch a Universal Basic Income pilot program, in conjunction with the Community Development Department.
- Expand access to broadband across communities, in conjunction with the Information Technology and Public Works Departments.
- Explore the feasibility of alternative mental health crisis response methods, in conjunction with the Police Department.
- Develop a comprehensive Homelessness Response Strategy that includes housing, services, and an expenditure and funding plan, in conjunction with the Community Development Department.
- Develop an ordinance to address wage theft, in conjunction with the Public Works Department.
- Develop an ordinance for responsible construction, in conjunction with the Public Works Department.
- Develop a Community Workforce Agreement, in conjunction with the Public Works Department.
- Work with the Mountain View Los Altos Union High School District to explore the possibility of the District acquiring the Shenandoah property and the opportunity for shared uses and affordable housing on the site in conjunction with the Community Development Department.
- Work through Sustainability Action Plan projects.
- Plan, coordinate, and oversee COVID-19 recovery efforts to support community relief and resilience, in conjunction with the Community Development Department.
- Implement the Public Services Study actions, including population updates and Fire Community Risk Assessment, in conjunction with the Fire Department.
- Develop and implement an enhanced legislative program.
- Plan, coordinate, and oversee COVID-19 recovery efforts for the City workforce and facilities, in conjunction with the Human Resources and Public Works Departments.
- Update the City/School District Joint-Use Master Agreement, in conjunction with the City Attorney's Office and Community Services Department.
- Study and develop a revenue measure to increase the City's Transient Occupancy Tax (TOT), in conjunction with the Finance and Administrative Services Department.
- Partner with the County to explore the potential conversion of the Crestview Hotel to housing for people who are unstably housed in conjunction with the Community Development Department.

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

- Redesign the City's website to improve the community's access to information, refresh the look and feel of the site, and reflect the vision and priorities established through the strategic planning process.
- Continue implementation of the City's Race, Equity, and Inclusion Action Plan, including providing staff support for the newly established Public Safety Advisory Board and development of the Board's work plan for Council approval.
- Oversee and coordinate implementation of the City Council's Strategic Roadmap.
- Continue to oversee collaboration with the school districts on matters of shared interest for the benefit of the community.
- Continue to coordinate a City of Mountain View Americans with Disabilities Act (ADA) assessment and transition plan for City facilities, communications, and programs.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
City Management Division:					
1. Percentage of City Manager's Office cost as a percent of the General Operating Fund expenditures. ^(A)	1.7%	1.5%	<2%	1.8%	<2%
2. Number of communications regarding the City's position on legislation or legislative issues made annually to the State Legislature, Congress, and other branches of government.	13	11	9	Reported Annually	9
Communications and Outreach Division:					
3. Number of outreach and support activities the Multicultural Engagement Program conducted to support City initiatives (in-person and virtual attendance at special events, community, and resident meetings; and interpretation requests fulfilled).	62	67	60	112 ^(B)	80
4. Number of written translation requests the Multicultural Engagement Program fulfilled to support City initiatives.				New for FY21-22	60
5. Number of Community Information and Outreach Program products provided (newsletters, press releases, Internet postings, media contacts, etc.).	799	1,380 ^(C)	900	730 New for FY21-22	900
6. Number of media inquiries.					120
7. Engagement rate of City's social media channels for:					
• Twitter (@MtnViewCityHall)				New for FY21-22	0.75%
• Facebook					5.0%

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months New for FY21-22	2021-22 Target
8. Number of film permits and inquiries. Sustainability Division:					25
9. Percentage of Sustainability Division "Sustainability Action Plan" items completed.		New for FY20-21	>80%	Reported Annually	>80%
10. Increase in the number of community engagement points of contact.		New for FY20-21	150	225	150
11. Increase in the number of people "Informed or "Engaged" through Collaborate Mountain View.		New for FY20-21	150	107	150
12. Increase in the number of people who participate in at least one program/event.		New for FY20-21	100	105	100
13. Percentage of event attendee survey respondents who reported increased knowledge.		New for FY20-21	>75%	100%	>75%

(A) Percentage is for the City Management Division only.

(B) Due to COVID-19, outreach activities increased and many were conducted virtually.

(C) Higher volume of outreach products released due to COVID-19.

BUD/LHP-610-01 FY2021-22

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.	
City Manager	1	1	1	
Assistant City Manager/Chief Operating Officer	0.50	0.50	1	*5
Deputy City Manager	1	1	1	
Assistant to the City Manager	1	1	1	
Chief Communications Officer	1	1	1	
Chief Sustainability and Resilience Officer	1	1	1	
Digital Engagement and Marketing Strategist	0	1 *2	1	
Human Services Manager	0	0	1	*6
Principal Management Analyst	1	1	1	
Environmental Sustainability Coordinator	1	1	1	
Analyst I/II	2	2	2	
Communications Coordinator	0.50	0.50	0.50	
Community Outreach Coordinator	0.50	1 *3	1	
Exec Asst to the City Manager	1	1	1	
Office Assistant III	0.75	0.75	0.75	
TOTAL REGULAR	12.25	13.75	15.25	
TOTAL PART-TIME HOURLY	0	0	0	
TOTAL POSITIONS	12.25 *1	13.75 *4	15.25 *7	

*1 In addition there are the following limited-period positions: Management Fellow, 0.10 FTE Communications Coordinator, 0.50 FTE Community Outreach Coordinator, and an Analyst I/II (funded by the Sustainability CIP through Fiscal Year 2021-22).

*2 Added a Digital Engagement and Marketing Strategist position.

*3 Added 0.50 FTE to an existing 0.50 FTE Community Outreach Coordinator position.

*4 In addition there are the following limited-period positions: Management Fellow and an Analyst I/II (funded by the Sustainability CIP through Fiscal Year 2021-22).

*5 Previously split between the City Manager's Office and Human Resources.

*6 Added a Human Services Manager position.

*7 In addition there are the following limited-period positions: Management Fellow, 0.5 Website Coordinator, and an Analyst I/II (funded by the Sustainability CIP through Fiscal Year 2021-22).

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.	
City Management	\$ 2,758,750	4,226,523	3,121,888	
Communications and Outreach	0	0	1,067,491	*1
Sustainability	439,898	758,341	765,939	
Human Services	0	0	740,446	*1
TOTAL EXPENDITURES	\$ 3,198,648	4,984,864	5,695,764	

*1 New Division created for Fiscal Year 2021-22

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 2,229,493	3,354,158	3,961,651
Supplies and Other Services	969,155	1,630,706	1,734,113
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 3,198,648	4,984,864	5,695,764

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 2,167,694	3,674,964	4,511,564
General Non-Operating	898,478	1,114,900	984,200
Cable Television	132,476	195,000	200,000
TOTAL FUNDING	\$ 3,198,648	4,984,864	5,695,764

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 217,756	200,000	180,000
TOTAL REVENUES	\$ 217,756	200,000	180,000

NOTES

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CITY MANAGER’S OFFICE – CITY MANAGEMENT DIVISION SUMMARY

DIVISION MANAGER – DEPUTY CITY MANAGER

DIVISION OVERVIEW

The City Management Division supports the City Council policy-making process through the preparation of City Council meeting and Study Session agendas and reports; plans, facilitates goal-setting, and tracks progress on Council priority projects and Citywide strategic plans; coordinates cross-departmental projects; provides oversight and support to all City services, activities, and facilities; serves as a liaison for intergovernmental relations; develops, executes, and leads the City’s external and internal communication strategy using a broad range of communication channels and Citywide communication initiatives; manages the Multilingual Community Outreach Program to provide clear, timely, and meaningful information and opportunities for input to a diverse and multilingual community; provides staff support to the Human Relations Commission; and promotes the City’s best interests in interactions with other levels of government.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Americans with Disabilities Act (ADA) Consultant (rebudget):	\$200,000
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Rebudgets funding for a consultant to prepare an ADA assessment and transition plan for City facilities, website, and public programs (streets, sidewalks, etc.).

Organizational Analysis (rebudget):	\$200,000
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Rebudgets funding to support an analysis of the City’s Administrative functions, procedures, and resources to help streamline and modernize these functions to provide superior, customer-driven, and cost-effective services to both external and internal customers.

Management Fellow Position (0.75 FTE) (limited-period):	\$127,000
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Provides continued funding for a Management Fellow position. The other 0.25 FTE is in the new Human Services Division. The objective of this position is to provide increased capacity and an increased level of analytical rigor for important department and Citywide projects.

City Council Strategic Priority – Legislative Advocacy (limited-period):	\$100,000
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Provides funding to engage the services of a legislative advocacy consultant to support the City’s legislative priorities at a State and Federal level to include assistance with legislative tracking and updates, analysis, development of a legislative strategy and advocacy plan, and assist with establishing interagency relationships, regional advocacy, and stakeholder engagement.

CITY MANAGER'S OFFICE – CITY MANAGEMENT DIVISION SUMMARY

- Cable Fund:

Audio/Visual Equipment (limited-period):	\$5,000
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Provides funding for audio/visual equipment for staff or freelance photographers to use for City video productions that would be shown on Mountain View City television and social media platforms, including YouTube.

BUD/LHP-610-02 FY2021-22

CITY MANAGER'S OFFICE - CITY MANAGEMENT DIVISION SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	7.75	9.25 *2	6 *4
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	7.75 *1	9.25 *3	6 *3

*1 In addition there are the following limited-period positions: Management Fellow, 0.10 FTE Communications Coordinator, and 0.50 FTE Community Outreach Coordinator.

*2 Added a Communications Manager position midyear, reclassified to a Chief Communications Officer position, added a Digital Engagement and Marketing Strategist position, and 0.50 FTE Community Outreach Coordinator position.

*3 In addition there is 0.75 of a limited-period Management Fellow position.

*4 Moved 3.5 positions to the new Communications and Outreach Division, 0.25 position to the new Human Services Division, and 0.5 Assistant City Manager/Chief Operating Officer position no longer split with Human Resources.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,218,318 *1	1,801,794 *4	1,385,957 *4
Wages	34,995 *1	41,700	26,400
Benefits	549,192	865,823	602,596
TOTAL PERSONNEL	1,802,505	2,709,317	2,014,953
Materials and Supplies	45,876 *2	52,260	38,760
Maintenance and Operations	553	0	0
Utilities	657	100,720 *5	720
Professional/Technical Services	882,068 *3	1,344,596 *6	1,043,250 *7
Other Expenses	27,091 *2	19,630	24,205 *8
TOTAL SUPPLIES AND SERVICES	956,245	1,517,206	1,106,935
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,758,750	4,226,523	3,121,888 *9

*1 Includes expenditures for limited-period positions.

*2 Includes limited-period expenditures for MCOP supplies.

*3 Includes limited-period expenditures for homeless enforcement initiatives, Know-Your-Rights Workshops, Rent Relief Program, Small Landlord Assistance Program, Safe Parking Program, and food vouchers.

*4 Includes limited-period funding for a Management Fellow.

*5 Includes limited-period funding of \$100,000 for Utility Bill Relief Program (rebudget balance).

*6 Includes increased fundings of \$200,000 for strategic planning and innovation and \$5,000 for minimum wage contract services. Also includes limited-period fundings of \$250,000 for safe parking program, \$200,000 for organizational analysis, \$200,000 for ADA consultant (rebudget), \$60,900 for homeless enforcement initiatives (rebudget balance), and \$50,000 for mobile sanitation and hygiene services (rebudget balance).

*7 Includes limited-period fundings of \$200,000 for \$200,000 for ADA consultant (rebudget), organizational analysis (rebudget), and \$100,000 for legislative advocacy.

*8 Includes limited-period funding of \$5,000 for cable audio/visual equipment.

*9 Budget of \$69,700 moved to the new Communications and Outreach Division.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 217,756	200,000 *1	180,000 *1
TOTAL REVENUES	\$ 217,756	200,000	180,000

*1 Includes reduced revenue due to lower Public, Education and Government (PEG) fees collected by the cable providers.

CITY MANAGER’S OFFICE – COMMUNICATIONS AND OUTREACH DIVISION SUMMARY

DIVISION MANAGER – CHIEF COMMUNICATIONS OFFICER

DIVISION OVERVIEW

The Communications and Outreach Division leads the City’s communication strategy using a broad range of communication channels and outreach methods to provide clear, timely, and meaningful information, access to City services, and opportunities for input to Mountain View’s diverse and multilingual community. The Division serves as the central point of contact for the news media; drives the use of technology and digital media to further enhance community and stakeholder relationships; and oversees internal employee communications. The Division provides a unique and robust Multicultural Engagement Program (formerly called the Multilingual Community Outreach Program) to provide translation and interpretation in Spanish, Chinese/Mandarin, and Russian; coordinate leadership development and networking in the community; and conduct outreach to share information about City services and meetings. As the hub of Citywide communications, the Division strives to build deeper connections with the community, deliver clear communications that enhance transparency and exemplify the City’s values and identity, and use technology and outreach to enhance community engagement.

MAJOR DIVISION CHANGES

- General Operating Fund:

Communications Software Tools/Media Monitoring, Training, and Memberships: \$49,800

Provides funding for various software tools and media monitoring platform to support communications and outreach. Provides increased funding for training and memberships for the Communications and Outreach Division staff.

Multicultural Engagement Program Wages: \$15,000

Provides increased funding for wages to accommodate increased demand for translations and interpretations along with language access training. Expanding the City’s ability to engage with Spanish-, Chinese-, and Russian-speaking residents has a direct benefit for communities of color in Mountain View.

Postage for *The View*: \$9,000

Provides increased funding for postage for *The View*.

- General Non-Operating Fund:

Website Coordinator Position (limited-period): \$108,900

Provides funding for a half-time Website Coordinator position. This position will support the transition to a new website and intranet design; apply web best practices, including ADA accessibility; make recommendations for site navigation, support departments on web publishing processes, identify and resolve problems with web content and links; analyze data for search engine optimization; monitor and report on analytics and recommend changes to enhance site accessibility and effectiveness; and promote uniform fonts, formatting, and design.

**CITY MANAGER'S OFFICE - COMMUNICATIONS AND OUTREACH
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular			3.50 *1
Total Part-Time Hourly			0
TOTAL POSITIONS			3.50 *2

*1 The Chief Communications Officer, Digital Engagement and Marketing Strategist, 0.5 Communications Coordinator and Community Outreach Coordinator positions moved from the City Management Division.

*2 In addition, there is a limited-period 0.5 Website Coordinator position.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$		642,296 *1
Wages			30,300 *2
Benefits			281,724
TOTAL PERSONNEL			954,320
Materials and Supplies			22,500 *3
Maintenance and Operations			43,800 *4
Utilities			0
Professional/Technical Services			40,446
Other Expenses			6,425 *4
TOTAL SUPPLIES AND SERVICES			113,171
Capital Outlay			0
Interfund Expenditures			0
TOTAL EXPENDITURES	\$		1,067,491 *5

*1 Includes limited-period funding for 0.5 Website Coordinator position.

*2 Includes increased funding of \$15,000 for Multicultural Engagement Program wages.

*3 Includes increased funding of \$9,000 for postage for The View.

*4 Includes increased funding of \$49,800 for communications software tools/media monitoring, training and memberships.

*5 Budget of \$69,700 moved from the City Management Division.

CITY MANAGER’S OFFICE – SUSTAINABILITY DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT CITY MANAGER/ CHIEF OPERATING OFFICER

DIVISION OVERVIEW

The Sustainability Division oversees the City’s sustainability activities both from a communitywide and municipal operations perspective. This includes formulating strategies and policies and implementing programs and projects based on broad stakeholder engagement with residents, businesses, and City employees and direction from the City Council. The Division addresses environmental, social equity, and economic considerations, seeking to create a more resilient, safe, and livable Mountain View for all community members by: (1) optimizing land use, transportation, energy, water, waste, and ecosystem resources; (2) mitigating and adapting to the effects of climate change through outreach, education, and action; and (3) increasing the efficiency of City operations to reduce expenses.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Sustainability Fellow Contract (limited-period):	\$55,000
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Provides continued funding for a professional services agreement for a Sustainability Fellow to support the implementation of Sustainability Action Plan 4 (SAP-4) with a focus on community outreach and engagement.

Sustainability Outreach and Engagement Program (limited-period):	\$40,000
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Provides continued funding for the City’s outreach program in support of SAP-4.

BUD/LHP-610-04 FY2021-22

**CITY MANAGER'S OFFICE - SUSTAINABILITY
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	4.50	4.50	4.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4.50 *1	4.50 *1	4.50 *1

*1 In addition there is a limited-period Analyst I/II position funded by the Sustainability CIP through Fiscal Year 2021-22.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 284,336	422,165 *2	429,216
Wages	0	0	0
Benefits	142,652	222,676	218,223
TOTAL PERSONNEL	426,988	644,841	647,439
Materials and Supplies	7,702	15,000	15,000
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Services	5,002 *1	90,000 *3	95,000 *4
Other Expenses	206	8,500	8,500
TOTAL SUPPLIES AND SERVICES	12,910	113,500	118,500
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 439,898	758,341	765,939

*1 Includes limited-period expenditures for outreach and engagement.

*2 Includes limited-period funding for an Analyst I/II position is included in the Sustainability CIP through Fiscal Year 2021-22.

*3 Includes limited-period fundings of \$50,000 for a Sustainability Fellow contract and \$40,000 for outreach and engagement (rebudget).

*4 Includes limited-period fundings of \$55,000 for a Sustainability Fellow contract and \$40,000 for outreach and engagement.

CITY MANAGER'S OFFICE – HUMAN SERVICES DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT TO THE CITY MANAGER

DIVISION OVERVIEW

The Human Services Division leads the City's programs, services, and partnerships to meet the needs of Mountain View's most vulnerable residents to improve the quality of life for all residents. This includes developing policy recommendations and response strategies; coordinating with community-based organizations, nonprofits, and intergovernmental partners; managing cross-departmental planning; promoting access to essential services; and administering budgets, agreements, and grants. The Division works in collaboration with a network of service providers to assist homeless, unstably housed, and other vulnerable residents through housing services, mental health services, and other basic-need human services.

MAJOR DIVISION CHANGES

- General Operating Fund:

Human Services Manager Position:	\$231,400
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Provides funding for a Human Services Manager position. The cost of this position is offset by the reduction of a Police Officer position (noted in the Police Department). This position will manage the City's programs and contracts related to homeless and unstably housed residents, mental health services, and other critical needs for vulnerable populations.

- General Non-Operating Fund:

City Council Strategic Priority Project—Homeless Response Strategy (limited-period):	\$75,000
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Provides funding to prepare a comprehensive review of community needs and available resources related to housing and supportive services for homeless and unstably housed Mountain View residents and develop an expenditure and funding plan in coordination with regional partners.

Management Fellow Position (0.25 FTE) (limited-period):	\$42,400
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Provides continued funding for a Management Fellow position. The other 0.75 FTE is in the City Management Division. The objective of this position is to provide increased capacity and an increased level of analytical rigor for important department and Citywide projects.

Homeless Initiatives (rebudget balance):	\$20,900
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Rebudgets the balance of funding for homeless initiatives.

Mobile Sanitation (rebudget balance):	\$15,000
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Rebudgets the balance of funding for mobile sanitation services.

**CITY MANAGER'S OFFICE - HUMAN SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular			1.25 *1
Total Part-Time Hourly			0
TOTAL POSITIONS			1.25 *2

*1 Added a Human Services Manager position and moved 0.25 Assistant to the City Manager position from the City Management Division.

*2 In addition there is 0.25 of a limited-period Management Fellow position.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$		230,463 *1
Wages			0
Benefits			114,476
TOTAL PERSONNEL			344,939
Materials and Supplies			0
Maintenance and Operations			0
Utilities			0
Professional/Technical Services			110,900 *2
Other Expenses			284,607 *3
TOTAL SUPPLIES AND SERVICES			395,507
Capital Outlay			0
Interfund Expenditures			0
TOTAL EXPENDITURES	\$		740,446

*1 Includes limited-period funding for a Management Fellow.

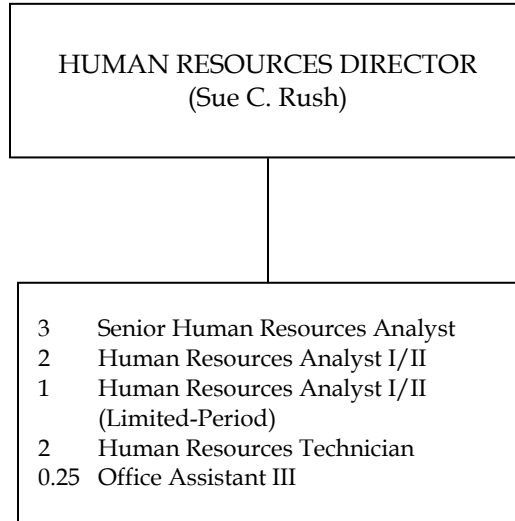
*2 Includes limited-period fundings of \$75,000 for homeless response strategy, \$20,900 for homeless initiatives (rebudget balance), and \$15,000 for mobile sanitation and hygiene services (rebudget balance).

*3 Community Health Awareness Council and Nonprofit budget moved from the Finance and Administrative Services Department.

NOTES

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HUMAN RESOURCES DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 8.25 Full-Time
1.0 Limited-Period

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HUMAN RESOURCES DEPARTMENT SUMMARY

DEPARTMENT MANAGER – HUMAN RESOURCES DIRECTOR

DEPARTMENT MISSION STATEMENT

To attract, retain, and develop highly qualified employees who exemplify with the City's values and provide exceptional service to the community and work in alignment with the City's priorities.

DEPARTMENT OVERVIEW

The Human Resources Department strives to create an engaging and high-performing workplace culture and provides strategic assistance and support to City departments, employees, and prospective employees.

DEPARTMENT FUNCTIONS

- Manage the Human Resources Department, including day-to-day functions and organizationwide initiatives, to promote engagement and a workplace culture grounded in the organization's workplace ideals: Empower People, Foster Collaboration, Support Continuous Learning, Enhance Our Community, Champion Wellness, Lead with Empathy, and Embrace Change and Innovation.
- Orient all new employees to the City and conduct interviews with all employees who separate from City service. (M 3, 4)
- Manage and maintain positive employee/labor relations with unrepresented and represented employee groups through negotiations and administration of Memorandums of Understanding and resolutions governing unrepresented compensation and collaborative problem solving on matters of mutual interest. (M 1, 2)
- Develop and maintain infrastructure for administering effective personnel/employee relations functions. (M 1)
- Plan, coordinate, and offer a selection of comprehensive training and development opportunities that support employee professional growth and succession planning efforts, to include internal and external certificate programs and academies, in-house trainings for all staff, and legally mandated trainings.
- Continue employee engagement efforts, including coordinating employee events and supporting recognition programs.
- Fill vacant positions as quickly and cost-effectively as possible while adhering to equal employment principles. Create strategic recruitment and selection plans for each vacancy to meet the needs of departments and employ qualified and engaged staff. (M 2)
- Evaluate, update, and maintain the City's classification plan through periodic salary surveys and classification/reclassification studies, and implement changes to the City's compensation plan as needed.

HUMAN RESOURCES DEPARTMENT SUMMARY

- Manage and administer the City's comprehensive benefits program for employees and retirees, including the wellness program. (M 5)
- Oversee the City's leave and performance management programs.
- Lead workplace wellness by offering a variety of programs, activities, and incentive opportunities that allow for a personalized and unique approach to individual physical and mental health, while simultaneously fostering community support, engagement, and achievements.
- Manage and coordinate the City's grievance and appeals process and assist departments with all disciplinary actions.
- Coordinate with the Finance and Administrative Services Department to process accurate personnel information for payroll, budgeting, and reporting purposes.
- Partner with department leaders for strategic workforce planning to include: recruitment activities to attract and retain a highly engaged workforce; training and executive coaching to support employee development and address skill gaps; reorganization, including classification and compensation review; and analysis of turnover, including retirement projections.
- Continue to inform and engage City staff in collaboration with the Communications Division, including staff briefs, CityNet, Virtual Employee Town Hall, and other forms of communication.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Instituted policy and operational/technological changes to facilitate employees working remotely (in conjunction with the Information Technology Department).
- Developed new processes to conduct recruitment and onboarding of City employees using video conferencing to safely address staffing needs in compliance with COVID-19 protocols.
- Redeployed City employees to help local nonprofits.
- Provided employee training and extensive communication on COVID-19 safety protocols.
- Created a COVID-19 Prevention Program.
- Sent out weekly staff electronic briefings to keep staff informed about City business and COVID-19-related items.
- Responded to COVID-19 exposures promptly through contact tracing, exposure notifications, arranging cleaning, and reporting to the appropriate parties in accordance with County and State regulations.
- Provided emergency sick leave and administrative leave options in accordance with State regulations.

HUMAN RESOURCES DEPARTMENT SUMMARY

- Contacted all eligible employees for COVID-19 vaccinations and facilitated scheduling appointments.
- Implemented increased flexibility for deferred compensation and flexible spending account elections for employees in accordance with Federal regulations.
- Coordinated across City departments to develop a safe return-to-work plan in line with State and local COVID-19 protocols.
- Completed a Request for Proposal process for a deferred compensation and retiree health savings account provider and started transition process.
- Initiated employee training on race, equity, diversity, and inclusion to provide skills and resources for serving the diverse Mountain View community and collaborate effectively.
- Conducted an executive search to recruit a new City Clerk.
- Organized COVID-19 safe events and forums for employees, including employee appreciation and recognition to maintain organizational culture, morale, and effectiveness.
- Successfully tested the new Human Resources Information Services/Payroll system, which went live March 2021.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Plan, coordinate, and oversee COVID-19 recovery efforts for the City workforce and facilities, in conjunction with the City Manager's Office and Public Works Department.**
- Engage in contract negotiations and adopt successor agreements, as appropriate, with all bargaining groups and unrepresented employees.
- Enhance the City's coaching program to support employee development for current and future leadership roles in the organization.
- Transition to a sole provider for record-keeping services of deferred compensation and retiree health savings accounts plans and ensure a smooth implementation with strategic ongoing communication to all impacted individuals.
- Engage employees on workplace culture, specifically race, equity, diversity, and inclusion, to create awareness, cultural humility and ensure Mountain View is a workplace that values, respects, and collaborates effectively with all people.
- Conduct the biannual employee engagement survey to obtain valuable feedback for setting and driving initiatives that will support and enhance our workplace culture in the post-pandemic environment.

HUMAN RESOURCES DEPARTMENT SUMMARY

- Execute a Request for Proposal (RFP) for medical benefits and implementation of any updates informed by the RFP.
- Continue to innovate recruitment marketing and selection processes. Implement enhancements to the City's recruitment process, marketing, outreach, branding strategies, and new employee onboarding.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Employee Homebuyer Program Administration: \$5,000

Provides funding for a consultant to administer the Employee Homebuyer Program.
- General Non-Operating Fund:

Frontline Employee Development Technology Fund (limited-period): \$221,900

Provides continued funding for the Frontline Employee Development Program.

Human Resources Analyst I/II Position (limited-period): \$201,300

Provides continued funding for a Human Resources Analyst I/II position. This position will provide needed staffing to assist with leave administration, training functions, and recruitments.

Employee Relations Consultants (limited-period): \$100,000

Provides funding for outside consultants to support investigations and class/compensation surveys.

Employee Relations/Labor Negotiations Attorney Services (limited-period): \$95,000

Provides funding for labor negotiation services and supports implementation of any new agreement terms that require legal advice. Also, provides funding for legal advice on general employee relations matters.

Citywide Succession Planning (limited-period): \$92,700

Provides continued funding for Citywide Succession Planning efforts. The funds will be used for recruitment resources, coaching, and development to prepare the organization for upcoming retirements and transitions in essential leadership positions.

HUMAN RESOURCES DEPARTMENT SUMMARY

Human Resources Analyst Wages (limited-period): \$65,000

Provides funding for the Human Resources Analyst hourly wages. The funding will provide dedicated resources for special projects and employee communications.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
1. Employee turnover rate. ^(A)	9%	8%	<10%	4.6%	<10%
2. Percentage of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II).	29% ^(B)	39%	>30%	47%	>30%
3. Percentage of new employee orientations conducted within seven days of hire.	100%	98%	>98%	100%	>98%
4. Percentage of retirement planning informational meetings conducted with retiring employees.	96%	100%	>90%	92%	>90%
5. Percentage of employee benefit inquiries responded to within two working days.	97%	99%	>90%	92%	>90%

^(A) Includes voluntary separations only.

^(B) The City encourages employees to seek advancement and prefers to fill vacancies from within whenever practical. For Fiscal Year 2018-19, the City filled 37 vacancies by promotions through competitive recruitment processes and was short of meeting the target by an equivalent of two promotions.

BUD/LHP-032-01 FY2021-22

HUMAN RESOURCES DEPARTMENT SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Assistant City Manager/Chief Operating Officer	0.50	0.50	0 *3
Human Resources Director	0	1 *2	1
Human Resources Manager	1	0 *2	0
Senior Human Resources Analyst	3	3	3
Human Resources Analyst I/II	2	2	2
Human Resources Technician	2	2	2
Office Assistant III	0.25	0.25	0.25
TOTAL REGULAR	8.75	8.75	8.25
TOTAL PART-TIME HOURLY	0	0	0
TOTAL POSITIONS	8.75 *1	8.75 *1	8.25 *1

*1 In addition there is a limited-period Human Resources Analyst I/II position.

*2 Reclassification of the Human Resources Manager to Human Resources Director.

*3 With separation of Human Resources into a Department, the Assistant City Manager/Chief Operating Officer position remained in the City Manager's Office.

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 1,951,923	2,357,306	2,173,044
Supplies and Other Services	799,546	911,502	1,137,052
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,751,469	3,268,808	3,310,096

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 2,382,034	2,721,708	2,520,246
General Non-Operating	365,191	533,100	775,850
Employee Benefits	4,244	14,000	14,000
TOTAL FUNDING	\$ 2,751,469	3,268,808	3,310,096

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Federal Intergovernmental Revenue	\$ 5,000 *1	0	0
Miscellaneous Revenue	192	0	0
TOTAL REVENUES	\$ 5,192	0	0

*1 Mobility on Demand Grant received for use of alternative commutes by City employees.

HUMAN RESOURCES DEPARTMENT SUMMARY

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,278,467 *1	1,581,545 *5	1,439,298 *9
Wages	25,346 *1	53,840 *6	68,840 *6
Benefits	648,110 *2	721,921	664,906
TOTAL PERSONNEL	<u>1,951,923</u>	<u>2,357,306</u>	<u>2,173,044</u>
Materials and Supplies	50,995 *3	51,760	51,760
Maintenance and Operations	813	122	122
Utilities	241	0	0
Professional/Technical Services	310,441 *3	294,500 *7	424,500 *10
Other Expenses	437,056 *4	565,120 *8	660,670 *11
TOTAL SUPPLIES AND SERVICES	<u>799,546</u>	<u>911,502</u>	<u>1,137,052</u>
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 2,751,469</u>	<u>3,268,808</u>	<u>3,310,096</u>

*1 Includes expenditures for limited-period positions.

*2 Includes limited-period expenditures for the employee commute benefit program.

*3 Includes limited-period expenditures for succession planning and labor negotiations attorney.

*4 Includes limited-period expenditures for employee wellness program and Mobility on Demand Grant.

*5 Includes increased funding of \$97,200 for the reclassification of a Human Resources Manager position to Human Resources Director. Also includes limited-period funding for a Human Resources Analyst I/II position.

*6 Includes limited-period funding for Human Resources Analyst wages.

*7 Includes increased funding of \$20,000 for citywide training and development. Also includes limited period fundings of \$50,000 for employee relations/labor negotiations attorney services and \$20,000 for deferred compensation administration.

*8 Includes limited-period fundings of \$125,000 for Citywide succession planning, \$53,000 for employee wellness program, and \$41,000 for frontline employee development pilot extension.

*9 Includes limited-period funding for a Human Resources Analyst I/II position.

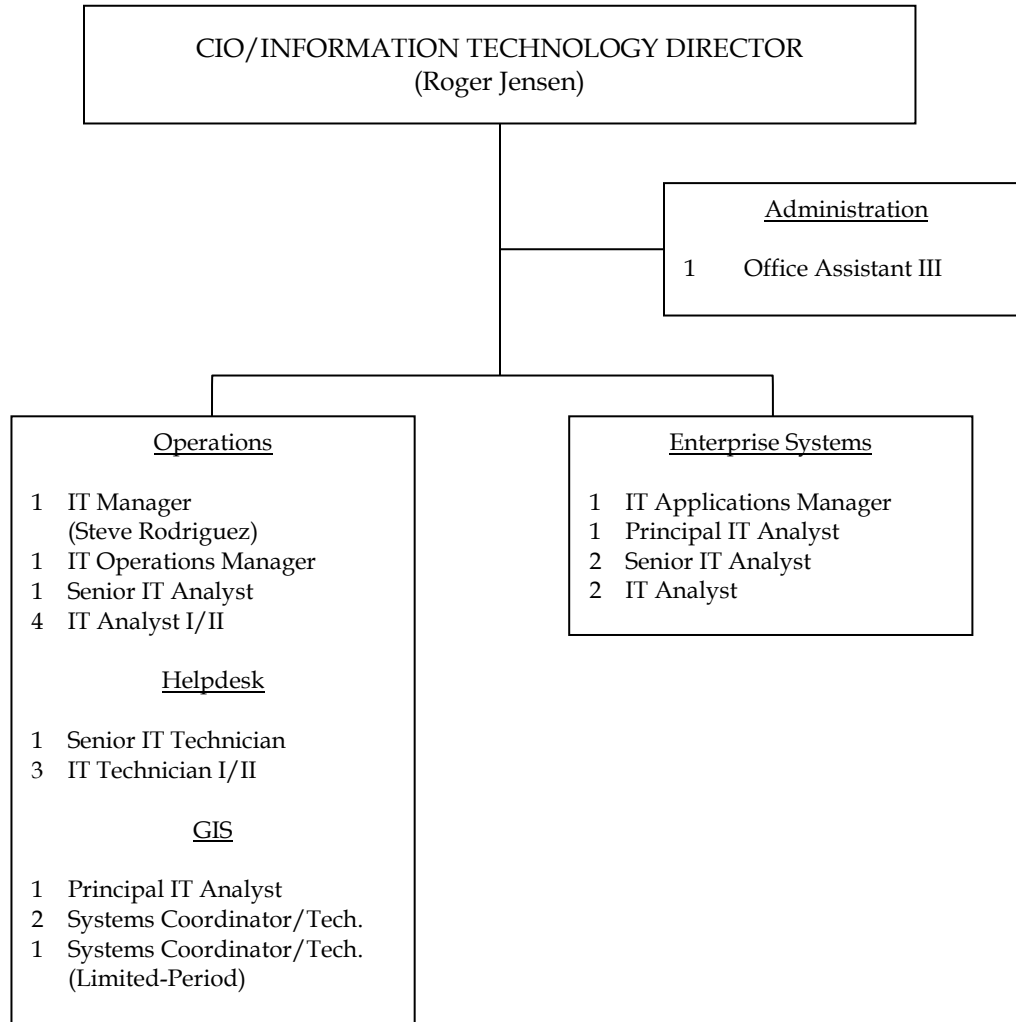
*10 Includes increased funding of \$5,000 for employee homebuyer program administration. Also includes limited-period fundings of \$100,000 for employee relations consultants, \$95,000 for employee relations/labor negotiations attorney services.

*11 Includes limited-period fundings of \$221,900 for frontline employee development program continuation and \$92,700 for Citywide succession planning.

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INFORMATION TECHNOLOGY DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 22.0 Full-Time
1.0 Limited-Period

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

DEPARTMENT MANAGER – CIO/INFORMATION TECHNOLOGY DIRECTOR

DEPARTMENT MISSION STATEMENT

To support and implement the use of technology to enhance customer service, efficiency, and advance the mission of the organization.

DEPARTMENT OVERVIEW

The Information Technology Department plans, maintains, and manages the City's computerized information systems, communication networks, and telecommunications system. Services include systems analysis and design, project management, computer operations, computer equipment maintenance, software selection, vendor management, and website development and support.

DEPARTMENT FUNCTIONS

- Manage and support the planning, implementation, operation, and maintenance of information technology, providing a reliable Citywide network, electronic mail, public access, public WiFi, City internet and intranet websites, and technical support of computer applications in City departments. (M 1, 2, 3)
- Coordinate cost-effective telephone services, including long-distance, voice mail applications, and cellular phone services.
- Manage the Geographic Information System (GIS) team to support departments by providing accurate, consistent, and comprehensive GIS data, GIS infrastructure, and GIS services.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Transitioned to virtual public meetings (in conjunction with the City Clerk's Office).
- Instituted policy and operational/technological changes to facilitate employees working remotely (in conjunction with the Human Resources Department).
- Established electronic permit and plan review (in conjunction with the Community Development and Public Works Departments).
- Implemented training program for staff to recognize cyber-security email phishing threats.
- Performed a Cyber-security audit of the City's network and server systems.
- Completed migration of end-user systems to Windows 10 and M365 software.
- Launched online scheduling application for use by the Community Development, Community Services, and Police Departments.
- Designed new Closed-Circuit Television system (in conjunction with the Library and Police Departments).

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

- Supported the Finance and Administrative Services Department in the Human Resource Information/Payroll system upgrade.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Expand access to broadband across communities, in conjunction with the City Manager's Office and Public Works Department.**
- Continue to review/implement the digitizing of the microfilm/microfiche records project.
- Implement Public Records Act tracking system, in conjunction with the City Clerk's Office.
- Support implementation of paperless permitting system.
- Support telecommute strategy and launch of laptop program.
- Support the public website and intranet upgrade.
- Upgrade Council Chambers for "hybrid" (in-person and remote) Council meetings.
- Implement second network circuit for redundant internet connectivity.
- Implement enterprise scheduling application for departments to manage appointments with the community.
- Complete cybersecurity threat assessment and implement cybersecurity monitoring program.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Information Technology Applications Manager Position: \$256,200

Provides funding for an Information Technology Applications Manager position.
This position will manage and support the Applications Analysts.

Information Technology Desktop Technician I/II Position: \$166,300

Provides funding for an Information Technology Desktop Technician I/II position.
This position will respond to Helpdesk requests, support managing IT inventory and equipment rollouts, and support major software rollouts.

Information Technology Services, Licenses, and Software Renewals: \$110,000

Provides new and increased funding for the annual services, licenses, and software renewals for Zoom web conferencing, redundant internet connection, Code Enforcement software, eProcurement software, and various other software licenses.

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

- General Non-Operating Fund:

Cyberattack Monitoring Services (limited-period) (rebudget \$110,000): \$200,000

Provides \$90,000 in new funding and rebudget balance of \$110,000 for consultant services to provide real-time monitoring of network firewall and perimeter systems to prevent cyberattacks.

Professional IT Services (limited-period): \$120,000

Provides funding for consultant services to assist with the backlog of funded infrastructure and capital improvement projects that cannot be executed due to limited resources.

Smart City Innovation (rebudget balance): \$110,000

Rebudgets the balance of funding for consulting services to help implement new technology and innovations to increase staff's efficiency and/or provide new services to the community.

IT Desktop Technician Temporary Help (limited-period): \$100,000

Provides funding for temporary help at the IT Desktop Technician level to provide support for employee Helpdesk requests, which have increased due to teleworking.

Public Records Act Management Software (limited-period) (rebudget \$40,000): \$60,000

Provides \$20,000 in new funding and rebudget of \$40,000 for software to provide more efficient management of public records requests.

Fax Host Update (limited-period): \$20,000

Provides funding to update the fax host.

Envisio Software (limited-period): \$15,000

Provides continued funding for a software system to better track City Council Goals and other projects.

SharePoint Consultant (rebudget): \$15,000

Rebudgets funding for consulting services to integrate information from an obsolete Public Works software system into the SharePoint software system.

- Water Fund:

Systems Coordinator/Technician Position (limited-period): \$170,800

Provides funding for a Systems Coordinator/Technician position to assist the Public Works Department with GIS and utility functions.

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Information Technology:					
1. Cost of Information Technology as a percentage of total City department expenditures.	2.6%	2.6%	<3%	2.6%	<3%
2. Percentage of time the City's website is up.	99%	99%	>98%	99%	>98%
3. Percentage of IT Helpdesk tickets responded to within SLA targets. ^(A)	New for FY19-20	95%	>90%	94%	>90%

^(A) IT Service Level Agreement (SLA) targets:

- Critical Priority within 30 business minutes (system down or work stopped for multiple business units).
- Medium Priority within one business hour (system degraded or performance affected for multiple users).
- Low Priority within eight business hours (system degraded or performance affected for single user).

BUD/LHP-450-01 FY2021-22

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
CIO/Information Technology Director	1	1	1
Information Technology Manager	1	1	1
Information Technology Operations Manager	1	1	1
Information Technology Applications Manager	0	0	1 *2
Principal Information Technology Analyst	2	2	2
Senior Information Technology Analyst	3	3	3
Information Technology Analyst I/II	6	6	6
Senior Information Technology Technician	1	1	1
System Coordinator /Technician	2	2	2
Information Technology Technician I/II	2	2	3 *2
Office Assistant III	1	1	1
TOTAL REGULAR	20	20	22
TOTAL PART-TIME HOURLY	0	0	0
TOTAL POSITIONS	20	20 *1	22 *1

*1 In addition, there is a limited-period Systems Coordinator/Technician position.

*2 Addition of an Information Technology Applications Manager and Information Technology Technician I/II positions.

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 3,996,339	4,677,785	5,151,678
Supplies and Other Services	1,790,732	2,474,360	2,620,460
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 5,787,071	7,152,145	7,772,138

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 5,460,613	5,873,391	6,490,856
General Non-Operating	68,957	603,900	640,000
Water	257,501	674,854	641,282
TOTAL FUNDING	\$ 5,787,071	7,152,145	7,772,138

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 2,550,964	3,047,489 *4	3,307,076 *4
Wages	56,595 *1	6,000	6,000
Benefits	1,388,780	1,624,296	1,838,602
TOTAL PERSONNEL	3,996,339	4,677,785	5,151,678
Materials and Supplies	82,378	46,250	46,250
Maintenance and Operations	1,080,568 *2	1,329,740 *5	1,679,740 *7
Utilities	182,938	197,500	197,500
Professional/Technical Services	427,468 *3	860,370 *6	656,470 *8
Other Expenses	17,380	40,500	40,500
TOTAL SUPPLIES AND SERVICES	1,790,732	2,474,360	2,620,460
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 5,787,071	7,152,145	7,772,138

*1 Includes limited-period expenditures for Office 365 migration support.

*2 Includes limited-period expenditures for Open City Hall Subscription and Envisio software.

*3 Includes limited-period expenditures for Smart City Innovation, Office 365 migration consultant, and agency cyber-attack training.

*4 Includes limited-period funding for a Systems Coordinator/Technician position.

*5 Includes increased funding of \$29,500 for Information Technology services, licenses, and software renewals. Also includes limited-period fundings of \$40,000 for Public Records Act management software (rebudget) and \$15,000 for Envisio software.

*6 Includes increased funding of \$20,000 for Information Technology services, licenses, and software renewals. Also includes limited-period fundings of \$190,000 for professional IT services (rebudget balance), \$150,000 for cyber attack monitoring services, \$110,000 for Smart City innovation (rebudget balance), \$83,900 for an IT desktop technician temporary help, and \$15,000 for SharePoint consultant (rebudget).

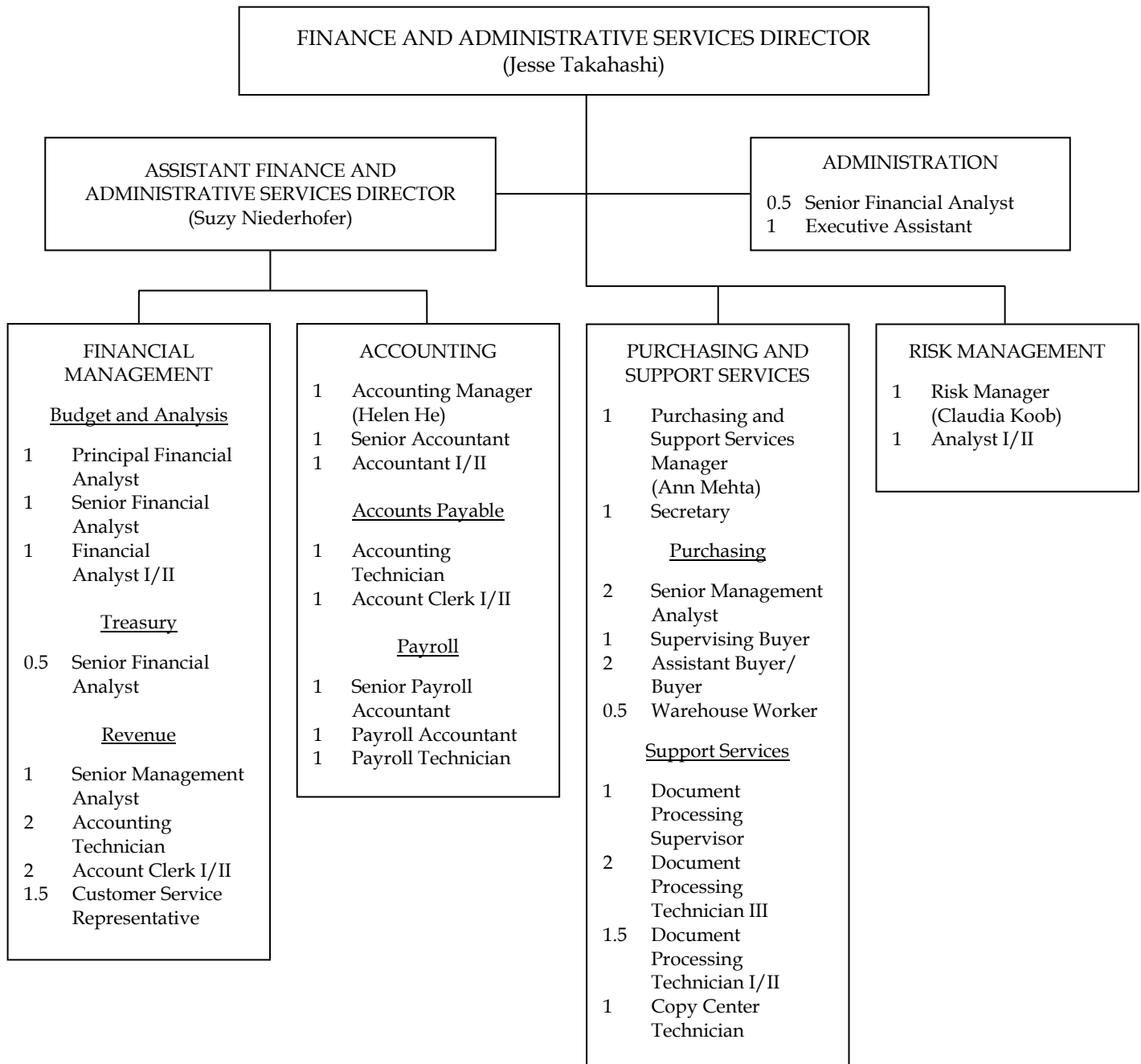
*7 Includes increased funding of \$110,000 for Information Technology services, licenses, and software renewals. Also includes limited-period fundings of \$200,000 for cyberattack monitoring services, \$60,000 for Public Records Act management software (\$40,000 rebudget), \$20,000 for fax host update, and \$15,000 for Envisio software.

*8 Includes limited-period fundings of \$120,000 for professional IT services, \$110,000 for Smart City innovation (rebudget balance), \$100,000 for an IT desktop technician temporary help, and \$15,000 for SharePoint consultant (rebudget).

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FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 35.0 Full-Time
1.5 Regular Part-Time

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FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER – FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To support the planning and management of the City's fiscal affairs and to provide internal administrative services to all City departments.

DEPARTMENT OVERVIEW

The Finance and Administrative Services Department is responsible for administration of the financial affairs and internal support activities of the City; provision of financial/analytical, purchasing and document processing, and Workers' Compensation and liability support to all City departments and programs; managing the City's investment portfolio; and coordinating the City's budget process and annual independent audit. Specifically, the department processes payroll, accounts receivable, utility billings, all City revenues, accounting entries, accounts payable, financial reporting, purchase orders, Council reports and other documents, and Workers' Compensation and property loss claims. The department is also responsible for warehousing, copying, and mail for internal support functions and manages the City's general liability, property insurance, and industrial disability retirement programs. In addition, the department provides staff support to the Council Finance Committee and Investment Review Committee.

DEPARTMENT FUNCTIONS

- Plan, monitor, and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major financial issues facing the City. (M 1)
- Manage the City budget process and produce the annual City budget.
- Provide staff support to the Council Finance Committee (CFC) and Investment Review Committee (IRC).
- Manage investment of City funds with the objectives of minimizing risk and meeting cash flow requirements while earning market rates of return. (M 2)
- Manage the City's debt obligations, including special assessment debt; monitor the City's credit rating; recommend and manage issuance of new debt as appropriate.
- Provide timely, accurate, and cost-efficient payroll processing. (M 7, 8, 9)
- Process billing and collection of charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses. (M 3)
- Manage the City's centralized financial, budgetary control, and payroll/HR systems, delivering accurate and timely processing of financial transactions and on-time information. (M 1, 4, 5, 6)

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

- Coordinate and assist with the City's annual independent audit; prepare the Comprehensive Annual Financial Report, required State reports, and other reports as necessary.
- Provide efficient and effective centralized purchasing services, as required by the City Charter and City Code, and the sale of surplus equipment. (M 10, 11)
- Provide cost-beneficial, centralized document processing, document reproduction, and mail distribution services. (M 12, 13, 14)
- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, and industrial disability retirement programs, including self-insurance programs and excess insurances for catastrophic loss. (M 15, 16, 17)

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Tracked requirements, utilization, and reporting of Federal CARES Act and American Rescue Plan Act funds for COVID-19 mitigation.
- Incorporated use of an equity lens into the budget process (in conjunction with the City Manager's Office).
- Developed a Budget 101 workshop for the community (in conjunction with the City Manager's Office).
- Converted majority of contracts to electronic review and approval to maintain City operations in accordance with COVID-19 Shelter-In-Place and telework restrictions and streamlined agreement review to process urgent agreements to meet needs associated with the COVID-19 pandemic.
- Successfully completed the Financial System ONEsolution™ upgrade to Finance Enterprise 19.2 and provided user training.
- Provided feedback and assistance in the review of a new solid waste agreement with Recology.
- Provided financial analysis and support on numerous projects, including: Project Homekey, Lot 12 developer selection, business lease transfer and assignments, telecommuting policy, labor negotiations, East Whisman Nexus Study, and Deferred Compensation provider Request for Proposals.
- Worked with the Community Development Department to establish new Small Business Grants program benefitting those negatively impacted by the COVID-19 pandemic and processed grant payments within a short turnaround time.
- Established and maintained detailed supporting documentation for COVID-19-related expenditures, submitted claims for reimbursement to FEMA using FEMA's grants portal and promptly responded to follow-up inquiries.
- Worked with the Human Resources Department to create new pay codes and implement new benefits to comply with State and Federal laws regarding COVID-19 leaves.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

- Received the Government Finance Officers Association “Award for Excellence in Financial Reporting” and its “Distinguished Budget Presentation Award.”
- Prepared and revised financial forecast updates during period of unprecedented time of uncertainty and began presenting quarterly budget updates to the City Council.
- Relocated customer service and cashiering operations to the Center for the Performing Arts box office during the COVID-19 pandemic to provide customer convenience.
- Worked with the Community Development Department to streamline the permitting process, including the establishment of new online payment options for developer permits.
- Implemented a new automated online bidding application called Planet Bids to streamline the bidding process for both bidders and City staff.
- Worked with multiple departments to procure personal protective equipment for COVID-19 response and mitigation.
- Maintained Warehouse operations throughout the pandemic to enable continued provision of essential public services, including contactless delivery.
- Completed and added an Active Shooter Response Plan to the City’s Illness and Injury Prevention Plan.
- Developed an online reporting module for both non-Workers’ Compensation and Workers’ Compensation COVID-19 cases to enable faster reporting times.
- Wrote an Injury and Illness Prevention Program (IIPP) COVID-19 Addendum and Infectious Disease Outbreak Plan.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Study and develop a revenue measure to increase the City’s Transient Occupancy Tax (TOT), in conjunction with the City Manager’s Office.**
- Support development options for cannabis retail regulations.
- Research feasibility of replacing utility billing and business license systems.
- Begin work on the issuance of debt related to the City’s funding obligation for the Hope Street development project pending approved financing plan by the developer.
- Research feasibility of obtaining more advantageous insurance pool options for general liability, property, and related insurance risk transfer.
- Review opportunities for streamlining the business license process, in conjunction with the Community Development Department.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

- Prepare a Citywide update to the cost allocation plan and master fee schedule.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Financial Management:					
1. Accuracy of final budget numbers – percentage of budget corrections needed due to error.	0.1%	0.1%	<2%	0.1%	<2%
2. Percentage of time portfolio's market-risk target (modified duration) is within:					
– 3.0% of the benchmark (policy requires 25.0% of time within 3.0%).	100%	92%	>50%	100%	>50%
– 15.0% of the benchmark (policy requires 100.0% of time within 15.0%).	100%	100%	100%	100%	100%
3. Percentage of utility accounts and accounts receivable written off as a percent of total receivables.	0.1%	0.1%	<2%	0.1%	<2%
Accounting:					
4. Percentage of correcting accounting entries to total accounting entries.	4.5%	5.7%	<10%	2.7%	<10%
5. Percentage of month-end closes completed within 10 working days (target assumes June and July will not close within 10 working days due to year-end workload).	75% ^(A)	83%	83%	83%	83%
6. Cost of Accounts Payable processing as a percentage of total dollars spent.	0.2%	0.3%	<1%	0.2%	<1%
7. Cost per payroll check issued (cost of payroll operation to total paychecks issued).	\$25.50	\$26.33	<\$30.00	\$29.92	<\$32.00
8. Percentage of reissued payroll checks due to errors versus total issued. ^(B)	0.13%	0.02%	<1%	0.0%	<1%
9. Payroll checks issued.	21,623	21,734	21,500	9,589	21,500
Purchasing and Support Services:					
10. Cost of procurement services as a percentage of total dollars spent.	5%	4%	<5%	3%	<5%
11. Percentage of time purchase orders are issued timely.	86% ^(B)	90%	>89%	89%	>89%
12. Percentage of time City Council documents are completed timely.	99%	99%	>90%	96%	>90%

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
13. Percentage of time non-City Council documents are completed timely.	98%	99%	>90%	98%	>90%
14. Percentage of time Copy Center documents are completed timely.	95%	97%	>90%	93%	>90%
Risk Management:					
15. Percentage of Workers' Compensation program costs to total payroll.	1.8%	1.8%	<5%	Reported Annually	<5%
16. Percentage of hours lost to occupational injury compared to total hours worked.	0.5%	1.1%	<2.5%	Reported Annually	<2.5%
17. Percentage of dollars recovered compared to expenditures paid to repair damage to City property.	100%	92%	>85%	Reported Annually	>85%

^(A) The percentage of month-end closes completed within 10 working days and the timeliness of purchase orders issued were affected by vacancies.

^(B) Measure updated in Fiscal Year 2020-21 from "Percentage of reissued payroll checks versus total issued."

BUD/LHP-546-01 FY2021-22

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Finance and Administrative Srvcs Director	1	1	1
Assistant Finance and Admin Srvcs Director	1	1	1
Purchasing and Support Services Manager	1	1	1
Risk Manager	1	1	1
Accounting Manager	1	1	1
Principal Financial Analyst	1	1	1
Senior Payroll Accountant	1	1	1
Senior Management Analyst	3	3	3
Senior Financial Analyst	2	2	2
Senior Accountant	1	1	1
Payroll Accountant I/II	1	1	1
Financial Analyst I/II	1	1	1
Analyst I/II	1	1	1
Accountant I/II	1	1	1
Supervising Buyer	1	1	1
Document Processing Supervisor	1	1	1
Assistant Buyer/Buyer	2	2	2
Payroll Technician	1	1	1
Accounting Technician	3	3	3
Account Clerk I/II	3	3	3
Document Processing Technician III	2	2	2
Document Processing Technician I/II	1.50	1.50	1.50
Warehouse Worker	0.50	0.50	0.50
Executive Assistant	1	1	1
Copy Center Technician	1	1	1
Customer Service Representative	1.50	1.50	1.50
Secretary	1	1	1
TOTAL REGULAR	36.50	36.50	36.50
TOTAL PART-TIME HOURLY	0.30	0.30	0.30
TOTAL POSITIONS	36.80	36.80	36.80

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Finance and Admin. Services Administration	\$ 1,950,881	1,896,163	2,206,882
Financial Management	1,719,688	2,201,342	2,112,691
Accounting	1,475,030	1,576,294	1,652,481
Purchasing and Support Services	1,827,170	2,309,657	2,500,438
Risk Management	2,277,930	5,054,716	5,768,198
TOTAL EXPENDITURES	\$ 9,250,699	13,038,172	14,240,690

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 5,937,179	7,117,715	7,665,670
Supplies and Other Services	3,277,820	5,872,457	6,527,020
Capital Outlay	14,494	15,000	15,000
Interfund Expenditures	21,206	33,000	33,000
TOTAL EXPENDITURES	\$ 9,250,699	13,038,172	14,240,690
FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 6,388,869	7,561,076	7,425,768
General Non-Operating	412,238	227,330	849,000
Building/Development Services	2,677	13,000	0
Shoreline Regional Park Community	14,412	43,000	32,500
Water	607,165	626,466	665,122
Workers Compensation Insurance	1,041,467	2,383,500	2,442,500
Unemployment Self-Insurance	32,203	127,250	127,250
Liability Self-Insurance	751,668	2,056,550	2,698,550
TOTAL FUNDING	\$ 9,250,699	13,038,172	14,240,690
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Service Charge	\$ 21,708	146,000	146,000
Miscellaneous Revenue	188,150	85,700	85,900
TOTAL REVENUES	\$ 209,858	231,700	231,900

FINANCE AND ADMINISTRATIVE SERVICES – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

DIVISION OVERVIEW

Administration is responsible for the management of the Finance and Administrative Services Department. This division provides leadership, policy development, administrative and technical support, career development, and training opportunities.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Overhire Positions Funding (rebudget balance):	\$400,000
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Rebudgets the balance of funding for two overhire positions approved midyear through December 2021 for the anticipated retirements of two long-term employees.

COVID-19 Emergency Expenses (limited-period):	\$250,000
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Provides continued funding for COVID-19-related mitigation costs.

City Council Strategic Priority – Potential Transient Occupancy Tax (TOT) Ballot Measure (limited-period):	\$120,000
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Provides funding for consultants and other costs to study the feasibility of a potential TOT rate increase.

Regional Airplane Noise Round Table (limited-period):	\$23,000
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Provides continued funding to participate in a Memorandum of Understanding for the Regional Airplane Noise Round Table.

BUD/LHP-546-02 FY2021-22

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	3.50	3.50	3.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3.50	3.50	3.50

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 731,760 *1	698,815 *2	1,100,069 *4
Wages	51	0	0
Benefits	348,384 *1	371,051	384,953
TOTAL PERSONNEL	1,080,195	1,069,866	1,485,022
Materials and Supplies	233,328 *1	17,310	17,310
Maintenance and Operations	1,388 *1	0	0
Utilities	2,964 *1	0	0
Professional/Technical Services	152,088 *1	169,530 *2	495,100 *5
Other Expenses	466,424 *1	639,457 *3	209,450 *6
TOTAL SUPPLIES AND SERVICES	856,192	826,297	721,860
Capital Outlay	14,494	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,950,881	1,896,163	2,206,882

*1 Includes limited-period expenditures for emergency operations due to COVID-19 pandemic, consultant services, non-profit agencies, and Regional Airplane Noise Roundtable.

*2 Includes limited-period funding of \$54,400 for emergency expenses related to COVID-19 approved by City Council on June 9, 2020 (rebudget balance).

*3 Includes increased fundings of \$26,000 for Transportation Management Association and \$11,500 for CHAC. Also includes limited-period fundings of \$75,000 for CHAC, \$49,600 for nonprofit agency funding, \$22,800 for Regional Airplane Noise Roundtable, and \$21,000 for Transportation Management Association.

*4 Includes limited period funding of \$400,000 for overhire positions (rebudget balance).

*5 Includes limited-period fundings of \$250,000 for COVID-19 emergency expenses, \$120,000 for potential TOT ballot measure costs, and \$23,000 for Regional Airplane Noise Roundtable.

*6 Budget for the Community Health Awareness Council and Nonprofits moved to the City Manager's Office.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 742	0	0
TOTAL REVENUES	\$ 742	0	0

FINANCE AND ADMINISTRATIVE SERVICES – FINANCIAL MANAGEMENT DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

DIVISION OVERVIEW

The Financial Management Division consists of the Budget and Analysis, Treasury, and Revenue Sections.

The Budget and Analysis Section provides information and analytical support to the City Council, City Manager's Office, and other City departments as requested. This section analyzes economic trends, forecasts revenues, and monitors expenditures and balances for the current fiscal year as well as future fiscal years. In addition, Budget and Analysis manages the budgeting system and produces periodic financial status reports, including quarterly budget updates, the Recommended Budget and Adopted Budget documents.

The Treasury Section is responsible for cash flow and management of the City's investment portfolio.

The Revenue Section processes billing and collection for the City's water, wastewater, and solid waste utilities; business licenses; and miscellaneous accounts receivable. All moneys due to, or collected by, other City departments are forwarded to this section for deposit and tracking in the City's financial system. In addition, this section is the Finance and Administrative Services Department's primary customer service contact point.

MAJOR DIVISION CHANGES

- Water Fund:

Online Payment Processing Charges:	\$30,000
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Provides increased funding for online payment processing charges for utility bills.
The increased cost is due to increased usage of online bill pay.

BUD/LHP-546-03 FY2021-22

**FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	10	10	10
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	10	10	10
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 865,134	1,113,822	1,063,403
Wages	31,973	0	0
Benefits	483,272	626,890	571,658
TOTAL PERSONNEL	1,380,379	1,740,712	1,635,061
Materials and Supplies	75,696	89,580	89,580
Maintenance and Operations	4,339	3,500	3,500
Utilities	0	0	0
Professional/Technical Services	254,979	346,550	376,550 *2
Other Expenses	4,295	21,000 *1	8,000
TOTAL SUPPLIES AND SERVICES	339,309	460,630	477,630
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,719,688	2,201,342	2,112,691
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Service Charge	\$ 21,708	146,000	146,000
Miscellaneous Revenue	238	0	0
TOTAL REVENUES	\$ 21,946	146,000	146,000

*1 Includes limited-period funding of \$13,000 for cost of service study (rebudget balance).

*2 Includes increased funding of \$30,000 for online payment processing charges.

FINANCE AND ADMINISTRATIVE SERVICES – ACCOUNTING DIVISION SUMMARY

DIVISION MANAGER – ACCOUNTING MANAGER

DIVISION OVERVIEW

The Accounting Division manages and maintains the general accounting and financial records of the City. This division is also primarily responsible for coordinating the independent audit of the City's financial records and preparation of the Comprehensive Annual Financial Report and other required State reports. The Accounts Payable Section of this division matches and reconciles all invoices, purchase requisitions, purchase orders, contracts, and agreements prior to processing payments for City obligations. The Payroll Section of this division processes timecards, payroll documents, and biweekly payroll for all City employees and prepares reports relating to retirement, insurance benefits, deferred compensation, and payroll taxes.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Accounting Temporary Staffing (limited-period):	\$41,000
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Provides funding for temporary Accounting staff to cover an employee on long-term leave.

BUD/LHP-546-04 FY2021-22

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	8	8	8
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	8	8	8
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 887,159	982,825	985,170
Wages	22,611	900	900
Benefits	507,033	567,369	600,211
TOTAL PERSONNEL	1,416,803	1,551,094	1,586,281
Materials and Supplies	3,788	7,200	7,200
Maintenance and Operations	766	950	950
Utilities	0	0	0
Professional/Technical Services	44,628	6,000	47,000 *1
Other Expenses	9,045	11,050	11,050
TOTAL SUPPLIES AND SERVICES	58,227	25,200	66,200
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,475,030	1,576,294	1,652,481
*1 Includes limited-period funding of \$41,000 for Accounting temporary staffing.			
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 16,015	17,800	17,800
TOTAL REVENUES	\$ 16,015	17,800	17,800

FINANCE AND ADMINISTRATIVE SERVICES – PURCHASING AND SUPPORT SERVICES DIVISION SUMMARY

DIVISION MANAGER – PURCHASING AND SUPPORT SERVICES MANAGER

DIVISION OVERVIEW

The Purchasing and Support Services Division manages purchasing and support services activities of the City.

The Purchasing Section assures acquisition of price-competitive equipment, services, and supplies for City departments. Other services include issuing requests for bids; vendor selection; equipment, supplies, and mail delivery; warehousing of operating inventories; and sale of surplus equipment.

The Support Services Section provides building management, document processing, graphic design, printing, document reproduction, mail distribution, and other support services to City departments.

BUD/LHP-546-05 FY2021-22

**FINANCE AND ADMINISTRATIVE SERVICES - PURCHASING AND SUPPORT SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	13	13	13
Total Part-Time Hourly	0.30	0.30	0.30
TOTAL POSITIONS	13.30	13.30	13.30
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 995,636	1,292,091	1,383,813
Wages	53,344	20,529	20,948
Benefits	565,009	766,987	865,627
TOTAL PERSONNEL	1,613,989	2,079,607	2,270,388
Materials and Supplies	25,125	50,050	50,050
Maintenance and Operations	3,626	44,200	44,200
Utilities	0	0	0
Professional/Technical Services	106,737	6,200	6,200
Other Expenses	56,487	81,600	81,600
TOTAL SUPPLIES AND SERVICES	191,975	182,050	182,050
Capital Outlay	0	15,000	15,000
Interfund Expenditures	21,206	33,000	33,000
TOTAL EXPENDITURES	\$ 1,827,170	2,309,657	2,500,438
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 37,825	49,700	27,100 *1
TOTAL REVENUES	\$ 37,825	49,700	27,100

*1 Lower equipment/scrap sales and rebate revenue.

FINANCE AND ADMINISTRATIVE SERVICES – RISK MANAGEMENT DIVISION SUMMARY

DIVISION MANAGER – RISK MANAGER

DIVISION OVERVIEW

Risk Management is responsible for managing the City's loss control and risk reduction programs. The City's risk exposures are managed by self-insuring or acquiring insurance, requiring vendors to have insurance, and assisting in the maintenance of a safe workplace. This program encompasses the City's comprehensive general liability, property, property loss recovery, loss control, Workers' Compensation, and industrial disability retirement programs, including the City's self-insurance reserves and excess catastrophic insurance coverage. Risk Management is also responsible for State and Occupational Safety and Health Administration reporting and provides guidance to City departments in determining insurance requirements for contracts.

MAJOR DIVISION CHANGES

- Workers' Compensation Self-Insurance Fund:

Workers' Compensation Excess Insurance: \$59,000

Provides increased funding for Workers' Compensation excess insurance. The increased cost is related to increased overtime, payroll, and loss experience.

- General Liability Insurance Fund:

Liability Insurances: \$727,000

Provides increased funding for cost increases related to the City's excess liability insurance and property insurance.

BUD/LHP-546-06 FY2021-22

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	2	2	2
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2	2	2
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 303,553	521,640 *1	526,960 *1
Wages	0	1,500	1,500
Benefits	142,260	153,296	160,458
TOTAL PERSONNEL	445,813	676,436	688,918
Materials and Supplies	782	6,000	6,000
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Services	221,765	330,950	245,950 *3
Other Expenses	1,609,570	4,041,330 *2	4,827,330 *4
TOTAL SUPPLIES AND SERVICES	1,832,117	4,378,280	5,079,280
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,277,930	5,054,716	5,768,198

*1 Includes \$200,000 for backfilling for employees out on workers' compensation.

*2 Includes increased funding of \$330,000 for liability insurances and \$11,000 for workers' compensation excess insurance.

*3 Budget of \$85,000 for general liability legal services moved to the City Attorney's Office.

*4 Includes increased funding of \$727,000 for liability insurances and \$59,000 for workers' compensation excess insurance.

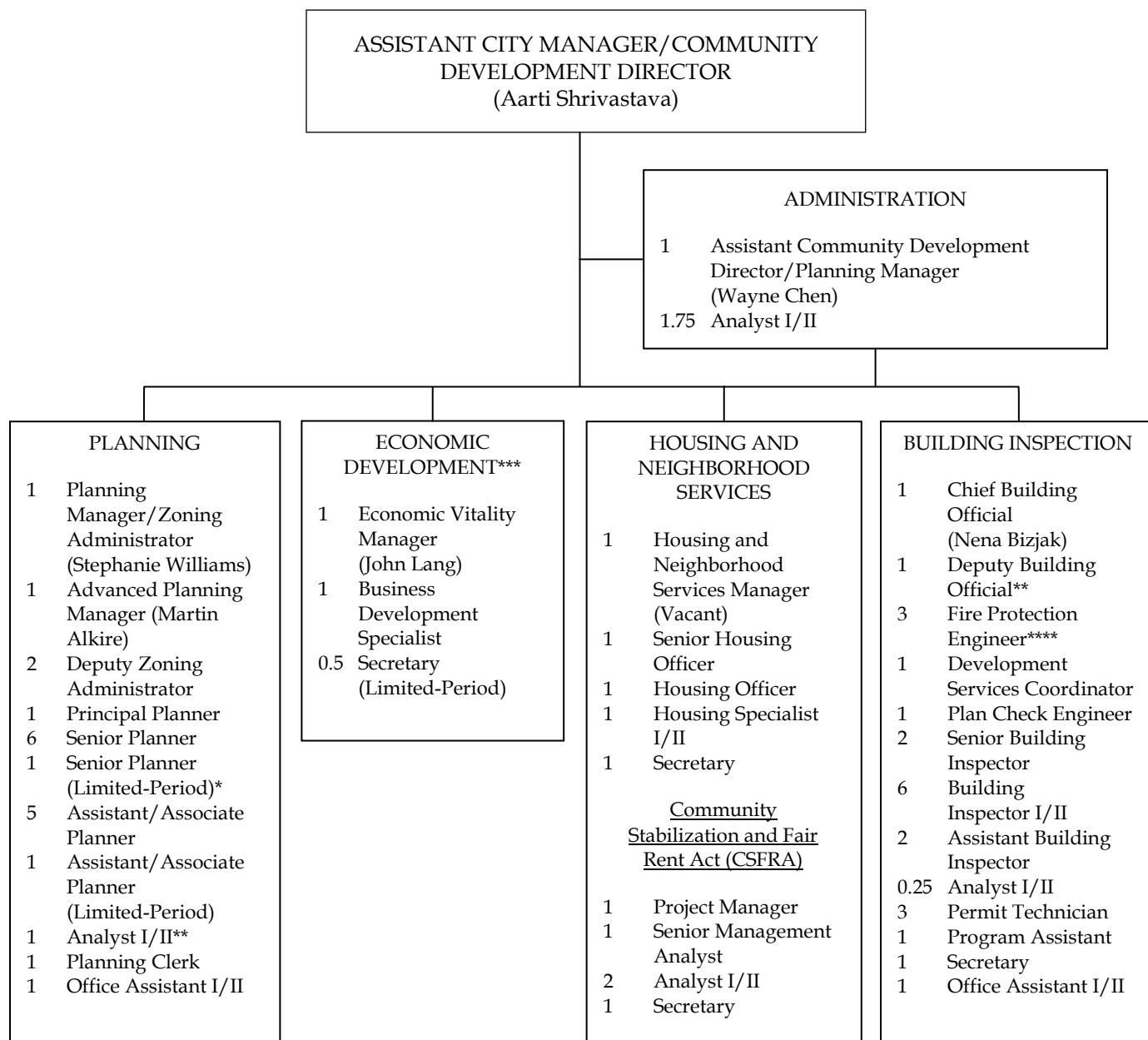
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 133,330	18,200	41,000 *1
TOTAL REVENUES	\$ 133,330	18,200	41,000

*1 Higher estimated reimbursement revenue.

NOTES

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COMMUNITY DEVELOPMENT DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 55.0 Full-Time
2.5 Limited-Period

* The limited-period Senior Planner position has been approved for the duration of the Google Reimbursement Agreement.

** These positions are funded by the Sustainability CIP through Fiscal Year 2023-24.

*** The Economic Development Division works directly with the City Manager's Office and is also shown on the City Manager's organization chart to signify the importance of this function and its close connection to the City Manager's Office.

**** Located in the Community Development Department but budgeted in the Fire Department.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

DEPARTMENT MANAGER – ASSISTANT CITY MANAGER/ COMMUNITY DEVELOPMENT DIRECTOR

DEPARTMENT MISSION STATEMENT

To provide land use, building development, neighborhood protection, affordable housing opportunities, economic development, and environmental policy services.

DEPARTMENT OVERVIEW

The Community Development Department is responsible for the review of development and building activity to ensure compliance with zoning and building codes, the achievement of economic development goals, General Plan policies, the California Environmental Quality Act, housing policies, and community values. The department assists the community in establishing land use and neighborhood plans and ensures the quality of new projects through the design and development review process. The department staffs the Environmental Planning Commission, the Council Neighborhoods Committee, the Downtown Committee, and the Visual Arts Committee in addition to establishing and maintaining communications with residents, developers, businesses, other governmental agencies, and City departments. The department also provides technical and policy support to the City Manager and other departments.

DEPARTMENT FUNCTIONS

- Ensure quality development that is sensitive to community goals and consistent with City standards.
- Coordinate effective and efficient responses to individual applications or Environmental Planning Commission-/City Council-initiated General Plan and Zoning Ordinance amendments and Precise Plan changes. (M 1)
- Provide support for the comprehensive planning goals of the City Council and the Environmental Planning Commission and effective integration of public input into the process. (M 1)
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Administrative Zoning and Subdivision Committee hearings.
- Provide zoning and planning information to the public in a timely, complete, accurate, and courteous manner. (M 1)
- Provide a foundation for long-range planning activities by maintaining comprehensive databases on land use, demographics, and economics.
- Retain existing businesses and attract new businesses throughout the City. (M 3)
- Provide staff support to the Environmental Planning Commission, Downtown Committee, and the Visual Arts Committee.
- Implement economic development strategies. (M 3)

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

- Manage affordable housing programs that include the Below-Market-Rate (BMR) program, funding of new affordable housing projects, and oversight of Federally subsidized units. (M 4, 5)
- Provide staff support to the Council Neighborhoods Committee and neighborhood programs.
- Continue to implement the Neighborhood Preservation Strategy by managing the Council Neighborhoods Committee's Neighborhood Grant Program, neighborhood meetings, and neighborhood networking events.
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations. (M 4)
- Maintain the efficiency of the City's plan review and permit system and building fire/life safety inspection elements of the City's development review process while integrating the requirements of City departments and other public agencies with community service goals. (M 6, 7, 8)
- Coordinate development from design review through construction.
- Support code enforcement efforts.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Collaborated with community partners to secure State Project Homekey funding and build 100 transitional, modular housing units to help homeless, unstably housed, and displaced residents transition to permanent housing, in conjunction with the City Manager's Office.
- Funded and implemented small business loan and grant programs, providing \$927,000 in funding to 133 local businesses, in conjunction with the City Manager's Office.
- Implemented a Small Business Call Center, in conjunction with the City Manager's Office and Library Services Department, to assist over 600 businesses in responding to the COVID-19 pandemic.
- Implemented Castro StrEATs program, which included a temporary closure of Castro Street in support of COVID-19 recovery for downtown restaurants and businesses, in conjunction with the Public Works Department.
- Implemented Outdoor Mountain View guidelines to allow businesses to temporarily operate outside on private property or authorized public property in support of COVID-19 recovery for downtown restaurants and businesses.
- Adopted a Small Business Action Plan.
- Collaborated with the Chamber of Commerce to develop the www.ilovemv.org online marketplace website for local small businesses.
- Revamped the City Hall Community Development Department permit center, in conjunction with the Public Works and Information Technology Departments, into an outdoor permit center and online permit center to respond to the closure of City Hall due to the COVID-19 pandemic.
- Continued work on the Gateway Master Plan.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

- Continued work on the North Bayshore Bonus Floor Area Ratio allocation.
- Began analysis of the Google North Bayshore Master Plan.
- Began analysis of the Google Middlefield Park Master Plan.
- Continued work on the Association of Bay Area Governments (ABAG) Plan Bay Area 2050 and Regional Housing Needs Allocation (RHNA) process.
- Continued work on the R3 Zoning District update.
- Launched the Development Review Process study to enhance efficiencies and streamline development processes for the community.
- Continued work on the Downtown Precise Plan (Phase 1).
- Completed General Plan/Zoning consistency amendments per Senate Bill 1333 for Fiscal Year 2020-21.
- Developed sustainability measures for North Bayshore.
- Began work on City-owned Lot 12 site in downtown to select an affordable housing developer/partner to facilitate development of affordable housing on the site.
- Adopted a density bonus ordinance.
- Collaborated with community partners to implement a COVID-19 rent relief program with more than \$4 million in funding.
- Continued work on the displacement response strategy, including local replacement requirements and successfully securing \$95,000 in technical assistance grant funding from the Chan-Zuckerberg Initiative to evaluate an acquisition/preservation program.
- Implemented iCloud migration of the permitting system to enable use of mobile devices, which helps to streamline the building inspection and approval process.
- Held the first Study Session for the Downtown Parking Strategy.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Develop a mobile home rent stabilization ordinance adopted by Council and administered by the Rental Housing Committee, in conjunction with the City Attorney's Office.**
- **Develop and launch a Universal Basic Income pilot program, in conjunction with the City Manager's Office.**

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

- Develop a comprehensive Homelessness Response Strategy that includes housing, services, and an expenditure and funding plan, in conjunction with the City Manager's Office.
- Work with the Mountain View Los Altos Union High School District to explore the possibility of the District acquiring the Shenandoah property and the opportunity for shared uses and affordable housing on the site, in conjunction with the City Manager's Office.
- Plan, coordinate, and oversee COVID-19 recovery efforts to support community relief and resilience, in conjunction with the City Manager's Office.
- Review and consider minor amendments to Downtown Precise Plan Areas A, G, and H, with the work phased to prioritize preserving the character of the downtown core and preventing, to the extent possible, preemption by State legislation.
- Review and update the Historic Preservation Ordinance.
- Continue to work with the Visual Arts Committee to encourage public art.
- Develop an Economic Vitality Strategy (including strategies to support small businesses).
- Develop strategies for middle-income persons to afford different housing types.
- Hold a Study Session to explore consideration of a Moffett Boulevard Precise Plan, in conjunction with the Public Works Department.
- Hold a Study Session on a displacement response strategy and net loss and develop a work plan for any desired follow-up actions.
- Review and propose revisions to the R3 Zone standards that consider form-based zoning, incentivizing stacked flats, and updated rowhouse guidelines.
- Facilitate the development of affordable housing at the Santa Clara Valley Transportation Authority (VTA) Evelyn Avenue Site.
- Facilitate the planning/entitlement and building permit process for City Lot 12.
- Conduct a review of parcels with existing units that exceed the density currently allowed by the Zoning Ordinance/General Plan and hold a Council Study Session to discuss a recommended approach.
- Partner with the County to explore the potential conversion of the Crestview Hotel to housing for people who are unstably housed, in conjunction with the City Manager's Office.
- Continue work on the Housing Element for the 2023-31 Regional Housing Needs Assessment (RHNA) period.
- Continue to implement the Transit Center Master Plan, in conjunction with the Public Works Department.
- Develop a Citywide Transportation Demand Management (TDM) Ordinance, in conjunction with the Public Works Department.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

- Complete the Castro Pedestrian Mall Feasibility Study, in conjunction with the Public Works Department.
- Prepare the Citywide Travel Demand Update (including the Greenhouse Gas Reduction Program), in conjunction with the Public Works Department.
- Define biodiversity requirements for landscaping in Mountain View, in conjunction with the Community Services Department.
- Update the Community Tree Master Plan and review existing guiding policies and ordinances in coordination with the update, in conjunction with the Community Services Department.
- Lead the review of Master Plan applications in the North Bayshore and East Whisman areas.
- Continue to monitor and comment on the Plan Bay Area process and materials.
- Implement a new Land Management and Permit Tracking System Citywide, in conjunction with the City Attorney's Office and Public Works Department.
- Develop/update an affordable housing investment strategy that includes consideration of all housing funding sources, including BMR fees, housing impact fees, General Housing Funds (including Boomerang and Measure P funds), and Successor Agency Funds, to respond to the continuum of housing needs, including interim housing, rapid rehousing, and permanent supportive housing.
- Successfully transition BMR administration to new administrator and complete implementation of Phase II modifications.
- Complete the City's Assessment of Fair Housing Plan and update related documents.
- Implement the recommendations from the Development Services Review study for improvements to the development approval and permitting processes in conjunction with the Public Works and Fire Departments.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Planning:					
1. Percentage of on-time response rates by Project Coordinating Committee members. ^(A)	62% ^(B)	52% ^(C)	>75%	31% ^(D)	>75%
Economic Development:					
2. Number of contacts with businesses interested in relocating or expanding in Mountain View.	54	21 ^(E)	50	4 ^(F)	Discontinue
3. Number of new and existing Mountain View businesses assisted.				New for FY21-22	60
Housing and Neighborhood Services:					
4. Percentage of Federally funded contracts carried out in compliance with City and Federal requirements.	100%	100%	100%	100%	100%
5. Number of low-/moderate-income persons served by City housing programs.	New for FY19-20	5,408	4,500	2,250 ^(G)	4,500
Building Inspection:					
6. Percentage of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays.	100%	98% ^(H)	100%	100%	100%
7. Number of inspections performed.	New for FY19-20	51,997	35,000	27,663	40,000
8. Number of plan checks performed.	New for FY19-20	4,809	4,200	1,823 ^(G)	3,800

^(A) Response rates for a three-week time frame by Departments/Divisions (Building, Public Works, Fire, CSD, etc.) providing comments regarding planning applications to the Planning Division.

^(B) Lower due to high volume of submittals and staffing vacancies. For Fiscal Year 2018-19, Planning received 1,059 on-time comments out of 1,721 items.

^(C) Lower due to high volume of submittals and staffing vacancies. For Fiscal Year 2019-20, Planning received 690 on-time comments out of 1,318 items.

^(D) Lower due to high volume of submittals, staffing vacancies, and COVID-19 Shelter-in-Place orders. For the first six months of Fiscal Year 2020-21, Planning received 175 on-time comments out of 567 items.

^(E) Staff focused on retaining existing businesses due to the COVID-19 pandemic.

^(F) The COVID-19 pandemic continues to impact outreach to new businesses. Staff has been supporting existing Mountain View businesses with the implementation of the Small Business Action Plan adopted by the City Council on September 22, 2020.

^(G) The number reported is an estimate based on pending quarterly reports.

^(H) Numbers are lower than expected due to COVID-19 Shelter-in-Place orders. Staff was unable to provide services requested by the public for plan check and inspections.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.	
Assistant City Manager/Comm. Dev. Director	1	1	1	
Asst. Comm. Dev. Dir./ Planning Manager	1	1	1	
Economic Vitality Manager	1	1	1	*2
Housing & Neighborhood Svcs Manager	1	1	1	
Chief Building Official	1	1	1	
Planning Manager/Zoning Administrator	1	1	1	
Advanced Planning Manager	1	1	1	
Deputy Zoning Administrator	2	2	2	
Principal Planner	1	1	1	
Deputy Building Official	1	1	1	
Business Development Specialist	1	1	1	
Development Services Coordinator	1	1	1	
Plan Check Engineer	1	1	1	
Senior Building Inspector	2	2	2	
Project Manager	2	2	1	*3
Senior Housing Officer	0	0	1	*3
Senior Planner	7	7	6	*3
Housing Officer	0	0	1	*3
Building Inspector I/II	6	6	6	
Asst/ Associate Planner	6	6	5	*3
Housing Specialist I/II	0	0	1	*3
Assistant Building Inspector	2	2	2	
Senior Management Analyst I/II	0	0	1	*4
Analyst I/II	4	4	5	*5
Administrative Aide	1	1	0	*5
Permit Technician	3	3	3	
Program Assistant	1	1	1	
Planning Clerk	0	0	1	*4
Secretary	3	3	3	*4
Office Assistant I/II	3	3	2	*4
TOTAL REGULAR	54	54	55	
TOTAL PART-TIME HOURLY	0	0	0	
TOTAL POSITIONS	54 *1	54 *1	55 *1	

*1 In addition there are the following limited-period positions: Senior Planner (for the duration of the Google Reimbursement Agreement), an Asst/ Associate Planner, and a 0.5 FTE Secretary.

*2 Title changed from Economic Development Manager.

*3 Title changes for Housing staff include Project Manager to Senior Housing Officer, Senior Planner to Housing Officer, and Asst/ Associate Planner to Housing Specialist I/II.

*4 Midyear addition of a Senior Management Analyst and reclassification of Office Assistant I/II position to Secretary (both RHC actions for CSFRA) and reclassification of a Secretary position to Planning Clerk.

*5 Reclassification of the Administrative Aide position to Analyst I/II.

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Community Development Administration	\$ 725,478	803,460	795,350
Planning	3,302,279	4,816,173	5,012,841
Economic Development	951,542	1,590,873	1,241,482
Housing and Neighborhood Services	4,591,900	4,498,262	12,308,341
Building Inspection	6,966,916	5,204,891	5,234,868
TOTAL EXPENDITURES	\$ 16,538,115	16,913,659	24,592,882

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 8,305,429	10,927,911	11,280,776
Supplies and Other Services	8,012,541	5,692,948	13,045,506
Capital Outlay	92,402	146,400	120,200
Interfund Expenditures	127,743	146,400	146,400
TOTAL EXPENDITURES	\$ 16,538,115	16,913,659	24,592,882

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 1,723,149	1,846,888	1,872,165
General Non-Operating	111,142	340,200	44,000
Building/Development Services	9,913,856	9,461,872	9,650,108
Below-Market-Rate Housing	1,385,999	1,157,452	3,606,193
Housing Impact	197,701	283,786	289,406
CSFRA/Rental Housing Committee	856,108	1,662,296	1,803,656
Parking District No.2	568,714	757,480	660,576
Grants	1,624,737	875,921	6,122,129
Shoreline Regional Park Community	156,709	527,764	544,649
TOTAL FUNDING	\$ 16,538,115	16,913,659	24,592,882

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 5,960,784	7,175,100	7,246,100
Federal Intergovernmental Revenue	860,746	865,921	872,267
General Service Charges	7,692,271	6,930,100	6,967,200
Miscellaneous Revenue	27,643	0	0
Interfund Revenue Transfer	38,500	0	0
TOTAL REVENUES	\$ 14,579,944	14,971,121	15,085,567

COMMUNITY DEVELOPMENT – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT CITY MANAGER/ COMMUNITY DEVELOPMENT DIRECTOR

DIVISION OVERVIEW

Administration is responsible for the management of the Community Development Department. This division provides leadership, policy development, administrative and technical support, career development, and training opportunities.

MAJOR DIVISION CHANGES

- General Operating Fund:

Reclassification of the Administrative Aide Position to Analyst I/II (0.75 FTE): \$21,500

Provides funding to reclassify the Administrative Aide position to Analyst I/II (the other 0.25 FTE is funded by the Development Services Fund in the Building Inspection Division) to provide additional analytical support.

BUD/LHP-820-02 FY2021-22

**COMMUNITY DEVELOPMENT - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	2.75	2.75	2.75
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2.75	2.75	2.75
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 426,439	479,278	481,458
Wages	166	0	0
Benefits	212,322	227,023	216,733
TOTAL PERSONNEL	638,927	706,301	698,191
Materials and Supplies	53,669	58,448	58,448
Maintenance and Operations	2,496	286	286
Utilities	0	0	0
Professional/Technical Services	5,292	5,060	5,060
Other Expenses	25,094	33,365	33,365
TOTAL SUPPLIES AND SERVICES	86,551	97,159	97,159
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 725,478	803,460	795,350

NOTES

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COMMUNITY DEVELOPMENT – PLANNING DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT COMMUNITY DEVELOPMENT DIRECTOR/PLANNING MANAGER

DIVISION OVERVIEW

Planning participates in long-range local and regional planning activities and is responsible for all matters concerning the implementation of the Zoning Ordinance, including the issuance of use permits, variance requests, and planned-unit development permits. This division assembles community data; develops and maintains the City's General Plan, Precise Plans, and Zoning Ordinance; reviews and administers zone change proposals; provides primary staffing to the Environmental Planning Commission; reviews private development projects for design and compliance with the Zoning Ordinance; is responsible for California Environmental Quality Act review and subdivision design; and provides information to the public on regulations, zoning codes, and development projects. This division provides information for private-sector businesses, investors, and developers considering locations in Mountain View and participates in early discussions with people considering new development or uses in the City. The division also holds hearings on proposed projects through the Development Review Committee and the Zoning Administrator.

MAJOR DIVISION CHANGES

- Development Services Fund:

Associate Planner Position (limited-period):	\$205,200
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Provides continued funding for an Associate Planner position to support the continued high level of development activity and provide additional support at the Development Services Counter.

Legal Services (limited-period):	\$125,000
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Provides funding for legal services to assist with complex development projects and/or policies.

City Council Strategic Priority Project-Transportation Demand Management Ordinance (rebudget):	\$100,000
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Rebudgets funding for the General Plan action item for a consultant to help prepare a Transportation Demand Management Ordinance.

Precise Plan Noticing (rebudget balance):	\$29,000
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Rebudgets the balance of funding for noticing of planning projects. The notices are mailed to the Precise Plan areas to notify residents of Study Sessions, public hearings, and neighborhood meetings.

COMMUNITY DEVELOPMENT – PLANNING DIVISION SUMMARY

- Shoreline Regional Park Community Fund:

Legal Services (limited-period): \$40,000

Provides continued funding for legal services on matters involving North Bayshore District planning.

BUD/LHP-820-03 FY2021-22

**COMMUNITY DEVELOPMENT - PLANNING
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	20	20	20
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	20 *1	20 *1	20 *1

*1 In addition there are the following limited-period positions: Senior Planner and Asst/ Associate Planner.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,955,981	2,805,252 *3	2,940,141 *3
Wages	24,249	57,200 *4	0
Benefits	990,623	1,391,614	1,415,293
TOTAL PERSONNEL	2,970,853	4,254,066	4,355,434
Materials and Supplies	9,029	10,515	10,515
Maintenance and Operations	75	0	0
Utilities	836	0	0
Professional/Technical Services	282,170 *1	342,892	342,892
Other Expenses	39,316 *2	208,700 *5	304,000 *6
TOTAL SUPPLIES AND SERVICES	331,426	562,107	657,407
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 3,302,279	4,816,173	5,012,841

*1 Includes limited-period expenditures for soft-story building study.

*2 Includes limited-period expenditures for transportation demand management ordinance, Precise Plan noticings, and update of City documents for new housing laws.

*3 Funding for the Analyst I/II position is included in the Sustainability CIP through Fiscal Year 2023-24. Also includes limited-period funding for an Asst./ Associate Planner position.

*4 Includes limited-period funding of \$57,200 for a Planning Intern.

*5 Includes limited-period fundings of \$100,000 for transportation demand management ordinance (rebudget), \$45,000 for legal services, \$29,000 for Precise Plan noticings (rebudget balance), and \$24,700 to update City documents for new housing laws (rebudget balance).

*6 Includes limited-period fundings of \$165,000 for legal services, \$100,000 for transportation demand management ordinance (rebudget), and \$29,000 for Precise Plan noticings (rebudget balance).

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 15,096	15,100	15,100
General Service Charges	1,038,833	892,000	875,000
TOTAL REVENUES	\$ 1,053,929	907,100	890,100

NOTES

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COMMUNITY DEVELOPMENT – ECONOMIC DEVELOPMENT DIVISION SUMMARY

DIVISION MANAGER – ECONOMIC VITALITY MANAGER

DIVISION OVERVIEW

Economic Development is responsible for the Citywide economic development program. Economic Development staff serves as a primary contact and liaison with prospective new businesses that may need assistance in finding and developing an appropriate site. Another key function is retaining existing businesses by responding to situations where a business may need to expand or relocate. The program includes outreach efforts such as the corporate visitation program and regional economic development programs.

The Economic Development Division is also responsible for staffing the Downtown Committee and works closely with downtown businesses, property owners, and developers. The division is responsible for recruitment and retention of downtown businesses, the review of public and private projects in downtown, coordination for the continued improvement and maintenance of downtown, and for implementation of the Downtown Precise Plan.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Secretary – Economic Development Division Position (0.15) (limited-period): \$25,400

Provides continued funding for a half-time Secretary position to support the Economic Development Division (the other 0.35 FTE is funded from the Downtown Benefit Assessment District Fund and the Shoreline Community Fund).

City Council Strategic Priority Project – Public Art Strategy (limited-period): \$10,000

Provides funding for a consultant to complete the public art strategy.

- Downtown Benefit Assessment Districts Fund:

Downtown Parking Consultant Services (rebudget balance): \$100,000

Rebudgets the balance of funding for downtown parking issues, including a valet parking program or the transition to another parking or transportation program to support COVID-19 efforts.

Secretary – Economic Development Division Position (0.25) (limited-period): \$42,400

Provides continued funding for the allocation to the Downtown Benefit Assessment District Fund for the half-time position as noted in the General Non-Operating Fund section above.

COMMUNITY DEVELOPMENT – ECONOMIC DEVELOPMENT DIVISION SUMMARY

- Shoreline Regional Park Community Fund:

Secretary – Economic Development Division Position (0.1) (limited-period): \$16,900

Provides continued funding for the allocation to the Shoreline Community Fund for the half-time position as noted in the General Non-Operating Fund section above.

BUD/LHP-820-04 FY2021-22

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	2	2	2
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2 *1	2 *1	2 *1

*1 In addition, there is a limited-period 0.5 FTE Secretary position.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 158,212	422,423 *2	431,062 *2
Wages	40,246 *1	32,000	32,000
Benefits	113,298	193,570	200,540
TOTAL PERSONNEL	311,756	647,993	663,602
Materials and Supplies	57,163 *1	11,610	11,610
Maintenance and Operations	80,064	96,000 *3	96,000
Utilities	81,643	130,000	130,000
Professional/Technical Services	169,980 *1	391,500 *4	126,500 *6
Other Expenses	142,536 *1	205,370 *5	105,370 *7
TOTAL SUPPLIES AND SERVICES	531,386	834,480	469,480
Capital Outlay	0	0	0
Interfund Expenditures	108,400	108,400	108,400
TOTAL EXPENDITURES	\$ 951,542	1,590,873	1,241,482

*1 Includes limited-period expenditures for a Secretary position, technology showcase, Visual Arts Committee, and downtown parking long-term solutions.

*2 Includes limited-period funding for a 0.50 FTE Secretary position.

*3 Includes increased funding of \$24,000 for janitorial cost increases.

*4 Includes limited-period funding of \$275,000 for Small Business Strategy (\$75,000 rebudget).

*5 Includes limited-period funding of \$200,000 for downtown parking consultant services (\$150,000 rebudget).

*6 Includes limited-period funding of \$10,000 for public art strategy.

*7 Includes limited-period funding of \$100,000 for downtown parking consultant services (rebudget balance).

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 622,954	500,000	156,000 *1
General Service Charges	172,848	178,600	178,600
Miscellaneous Revenue	620	0	0
TOTAL REVENUES	\$ 796,422	678,600	334,600

*1 Parking permit revenue lower due to impacts of COVID-19 pandemic.

NOTES

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COMMUNITY DEVELOPMENT – HOUSING AND NEIGHBORHOOD SERVICES DIVISION SUMMARY

DIVISION MANAGER – HOUSING AND NEIGHBORHOOD SERVICES MANAGER

DIVISION OVERVIEW

Housing and Neighborhood Services handles a variety of neighborhood- and housing-related issues, including affordable housing information, the Below-Market-Rate (BMR) Housing Program, a volunteer mediation program for neighborhood and tenant/landlord disputes, and other activities that support a variety of housing opportunities and promote quality neighborhoods. Housing and Neighborhood Services is also responsible for staffing the Council Neighborhoods Committee, which holds neighborhood meetings throughout the City.

This division also administers the Community Development Block Grant (CDBG) and HOME Federal funds allocated to the City by the U.S. Department of Housing and Urban Development (HUD). These grant funds benefit primarily low- and moderate-income citizens by funding affordable housing projects and community services and improvements.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Lot 12 Development (rebudget balance): \$8,600

Rebudgets the balance of funding to continue with the development of Lot 12. Next steps include retaining attorney services to prepare the legal documents. Additional funding of \$50,000 is included in the BMR Housing Fund.

- BMR Fund:

Lot 12 Predevelopment (rebudget balance): \$1,300,000

Rebudgets the balance of funding approved midyear for the predevelopment of Lot 12.

La Avenida Predevelopment (rebudget balance): \$1,269,000

Rebudgets the balance of funding approved midyear for the predevelopment of the La Avenida NOFA project.

Legal Services (limited-period): \$75,000

Provides funding for legal services to comply with new housing laws.

Lot 12 Development (rebudget balance): \$50,000

Rebudgets the balance of funding for the allocation to the BMR Fund as mentioned in the General Non-Operating Fund section above.

**COMMUNITY DEVELOPMENT –
HOUSING AND NEIGHBORHOOD SERVICES
DIVISION SUMMARY**

- CSFRA/Rental Housing Committee (RHC) Fund:

Net Miscellaneous Expenses: (\$66,500)

Provides savings from operating expenses as recommended by the RHC on May 17, 2021.

BUD/LHP-820-06 FY2021-22

COMMUNITY DEVELOPMENT - HOUSING AND NEIGHBORHOOD SERVICES DIVISION SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	9	9	10 *1
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	9	9	10

*1 Midyear addition of a Senior Management Analyst (RHC action for CSFRA).

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 954,218	1,197,578	1,271,967 *5
Wages	36,664 *1	5,000	0 *5
Benefits	487,656	605,952	737,584
TOTAL PERSONNEL	1,478,538	1,808,530	2,009,551
Materials and Supplies	92,426	222,570 *2	209,570
Maintenance and Operations	34,932	55,065	55,065
Utilities	0	0	0
Professional/Technical Services	2,751,714 *1	2,194,697 *2/3	7,146,455 *6
Other Expenses	234,290 *1	71,000 *2/4	2,767,500 *7
TOTAL SUPPLIES AND SERVICES	3,113,362	2,543,332	10,178,590 *5
Capital Outlay	0	146,400	120,200
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 4,591,900	4,498,262	12,308,341

*1 Includes limited-period expenditures for a Housing Intern, Lot 12 development, work plan on displacement and net loss, CSFRA modifications, fair housing assessment, BMR Affordable Housing Program, and 950 West El Camino Real predevelopment and NOFA project.

*2 Includes savings of \$161,500 as adopted by the RHC on June 1, 2020 for net miscellaneous expenses.

*3 Includes increased funding of \$10,000 for agency for BMR units and limited-period funding of \$48,600 for Lot 12 development (rebudget balance).

*4 Includes limited-period fundings of \$115,000 for Lot 12 development (\$65,000 rebudget balance), \$50,000 for legal services, \$50,000 for Evelyn site affordable housing (rebudget), \$20,000 for BMR implementation, \$12,000 for homeless census count (rebudget), and \$10,000 for Federal Funds Program administration.

*5 Includes savings of \$66,500 as recommended by the RHC on May 17, 2021 for net miscellaneous expenses.

*6 Includes limited-period funding of \$8,600 for Lot 12 development (rebudget balance).

*7 Includes limited-period fundings of \$1.3 million for Lot 12 Predevelopment (rebudget balance), \$1.3 million La Avenida Predevelopment (rebudget balance), \$75,000 for legal services, and \$50,000 for Lot 12 development (rebudget balance).

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Federal Intergovernmental Revenue	\$ 860,746	865,921	872,267
General Service Charges	1,450,796	1,270,800	1,524,900
Miscellaneous Revenue	27,023	0	0
Interfund Revenue Transfer	38,500	0	0
TOTAL REVENUES	\$ 2,377,065	2,136,721	2,397,167

COMMUNITY DEVELOPMENT – BUILDING INSPECTION DIVISION SUMMARY

DIVISION MANAGER – CHIEF BUILDING OFFICIAL

DIVISION OVERVIEW

The Building Inspection Division, including new-construction fire prevention functions in coordination with the Planning Division, helps provide the community a true “one-stop” service for development-related activities. The division is primarily responsible for the review of all building construction-related applications for conformance to the adopted Uniform Building Code and Municipal Code to ensure safe and habitable structures within the City. The Building Inspection Division inspection services help to ensure conformance to the adopted codes and adherence to the approved construction plans. Building Inspection staff is also a valuable resource to the community and City staff for building, fire, plumbing, electrical, mechanical, State, and Federal-related code questions, interpretations, and guidance.

MAJOR DIVISION CHANGES

- Development Services Fund:

Reclassification of the Administrative Aide Position to Analyst I/II (0.25 FTE): \$7,100

Provides funding to reclassify the Administrative Aide position to Analyst I/II (the other 0.75 FTE is funded by the General Operating Fund in the Administration Division) to provide additional analytical support.

BUD/LHP-820-07 FY2021-22

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	20.25	20.25	20.25
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	20.25	20.25	20.25
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,837,170	2,225,720 *1	2,231,679 *1
Wages	42,309	0	0
Benefits	1,025,876	1,285,301	1,322,319
TOTAL PERSONNEL	2,905,355	3,511,021	3,553,998
Materials and Supplies	68,922	35,515	35,515
Maintenance and Operations	5,308	53,500 *2	53,500
Utilities	9,251	20,000	20,000
Professional/Technical Services	3,840,133	1,510,000	1,510,000
Other Expenses	26,202	36,855 *3	23,855
TOTAL SUPPLIES AND SERVICES	3,949,816	1,655,870	1,642,870
Capital Outlay	92,402	0	0
Interfund Expenditures	19,343	38,000	38,000
TOTAL EXPENDITURES	\$ 6,966,916	5,204,891	5,234,868
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 5,322,734	6,660,000	7,075,000
General Service Charges	5,029,794	4,588,700	4,388,700
TOTAL REVENUES	\$ 10,352,528	11,248,700	11,463,700

*1 Funding for the Deputy Building Official position is included in the Sustainability CIP through Fiscal Year 2023-24.

*2 Includes increased funding of \$11,500 for data plan for tablets.

*3 Includes limited-period fundings of \$13,000 for training, conference, and travel.

NOTES

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PUBLIC WORKS DEPARTMENT

PUBLIC WORKS DIRECTOR (Dawn Cameron)

TRANSPORTATION AND BUSINESS SERVICES

1 Assistant Public Works Director
(Damian Skinner)

Administration

1 Senior Management Analyst
0.5 Analyst I/II
1 Secretary
0.5 Program Assistant
1 Office Assistant III

Transportation Management

1 Transportation Manager
2 Transportation Planner
1 Transportation Planner****

Property Management

1 Real Property Program Administrator

Solid Waste

1 Solid Waste Program Manager
1 Senior Management Analyst
1 Analyst I/II
1 Administrative Aide
(Limited-Period)

Facilities Maintenance

0.5 Fleet and Facilities Manager
1 Facilities Maintenance Supervisor
1 Facilities Contract Coordinator
2 Facilities Maintenance Worker III
2 Facilities Maintenance Worker I/II
1 Facilities Maintenance Worker I/II (Limited-Period)***
1 Program Assistant

Fleet Services

0.5 Fleet and Facilities Manager
1 Equipment Maintenance Supervisor
2 Equipment Mechanic III
4 Equipment Mechanic I/II
1 Equipment Service Worker
1 Program Assistant

ENGINEERING

1 Assistant Public Works Director*
(Ed Arango)

0.5 Analyst I/II
0.5 Program Assistant

Construction Engineering

1 Principal Civil Engineer
1 Senior Civil Engineer
3 Junior/Assistant/Associate Engineer
1 Junior/Assistant/Associate Engineer (Limited-Period)
1 Senior PW Inspector
1 PW Inspector I/II
1 PW Inspector I/II (Limited-Period)

Capital Projects

1 Principal Civil Engineer
1 Principal Project Manager
2.5 Senior Civil Engineer
3 Senior Project Manager
5 Junior/Assistant/Associate Engineer

Traffic Engineering

1 Traffic Engineer
1 Senior Civil Engineer
2 Junior/Assistant/Associate Engineer

Land Development

1 Principal Civil Engineer
3 Senior Civil Engineer
2 Senior Civil Engineer (Limited-Period)****
4 Junior/Assistant/Associate Engineer
2 Junior/Assistant/Associate Engineer (Limited-Period)
1 Engineering Assistant I/II

PUBLIC SERVICES

1 Assistant Public Works Director
(Lisa Au)

Safety/Administration

1 Safety & Training Administrator
1 Senior Management Analyst
1 Public Services Technician
1 Secretary
3 Office Assistant III

Engineering & Envir. Compliance

1 Principal Civil Engineer
3 Senior Civil Engineer
1 Senior Civil Engineer (Limited-Period)**
1 Junior/Assistant/Associate Engineer
1 Junior/Assistant/Associate Engineer (Limited-Period)
1 Facilities Contract Coordinator

Utilities Management

1 Utilities Services Manager

Utility Systems

1 Utilities Systems Supervisor
1 Utilities Systems Specialist
1 Utilities Electrician
2 Sr. Utilities Systems Technician

Water Operations

1 Water Quality Supervisor
1 Cross-Connection Ctrl. Specialist
1 Water Utility Worker III
3 Water Utility Worker I/II

Water Distribution

1 Water Superintendent
1 Water Resources Manager
1 Water Resources Technician
1 Water Quality Technician
1 Water Operations Specialist
3 Sr. Water System Operator
1 Utilities Inspector/Locator
1 Heavy Equipment Operator
2 Water Utility Worker III
3 Water Utility Worker I/II

Wastewater

1 Wastewater Supervisor
2 Wastewater Utility Worker III
5 Wastewater Utility Worker I/II

Streets Maintenance

0.5 Streets & Landfill Closure Manager
1 Streets Supervisor
1 Street Lighting Technician
1 Heavy Equipment Operator
3 Streets Maintenance Worker III
4 Streets Maintenance Worker I/II
2 Street Sweeper Operator

Landfill Maintenance

0.5 Streets & Landfill Closure Manager
1 Postclosure Supervisor
2 Postclosure Envir. Sys Specialist
2 Sr. Postclosure Envir. Sys. Tech.
1 Heavy Equipment Specialist

FISCAL YEAR 2021-22 POSITION TOTALS: 133.0 Full-Time
0.5 Regular Part-Time
10.0 Limited-Period

* This position also acts in the capacity of City Engineer.

** Funded by the Sustainability CIP through Fiscal Year 2021-22.

*** Funded by the Sustainability CIP through Fiscal Year 2022-23.

**** Funded by the Sustainability CIP through Fiscal Year 2023-24.

***** Two limited-period Senior Civil Engineer positions have been approved for the duration of the Google Reimbursement Agreement.

NOTES

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PUBLIC WORKS DEPARTMENT SUMMARY

DEPARTMENT MANAGER – PUBLIC WORKS DIRECTOR

DEPARTMENT MISSION STATEMENT

Plan, design, review, construct, operate, maintain, and improve the City's infrastructure, facilities, utilities, fleet, property, and equipment.

DEPARTMENT OVERVIEW

The Public Works Department plans, designs, reviews, constructs, operates, maintains, and improves the City's infrastructure, facilities, utilities, fleet, property, and equipment; administers the City's Solid Waste Management, Real Estate Management, and Grant programs; provides traffic engineering and transportation planning services; and permits private developments in the public right-of-way.

DEPARTMENT FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects and encourage the highest design and environmental quality in public and private improvements.
- Manage the City's participation in the National Flood Insurance Program.
- Manage the acquisition, lease, and disposal of City real property.
- Meet State-mandated solid waste landfill diversion goals by maximizing commercial and residential recycling. (M 1)
- Represent the City in matters relating to, and provide for, solid waste collection and disposal.
- Manage and implement the City's annual Capital Improvement Program (CIP). (M 5,)
- Ensure the design and construction of programmed capital projects remain on schedule and within budget. (M 6)
- Review, evaluate, and regulate private and public development and construction in the public right-of-way in conformance with the City's General Plan, ordinances, and policies. (M 7, 8)
- Review maps and plans of proposed private developments and assist developers, consultants, engineers, and the public in complying with the City's conditions of approval for private developments. (M 7, 8)
- Manage the processing of private developments, utility company projects, and encroachment and excavation permits.
- Provide for safe, efficient, and convenient circulation of vehicle, bicycle, and pedestrian traffic within the community.
- Maintain traffic-related records, conduct surveys, and perform studies as necessary for the analysis of traffic problems and develop and implement mitigation measures when appropriate.

PUBLIC WORKS DEPARTMENT SUMMARY

- Maintain public streets, sidewalks, parking lots, streetlight systems, and traffic-control measures, including traffic signals. (M 9)
- Manage the City's facilities maintenance and improvement efforts to ensure safe and aesthetically pleasing facilities and provide project management and contract administration services. (M 2)
- Maintain and assist in the procurement of the City's vehicle and equipment fleet. (M 3, 4)
- Manage occupational safety programs and practices in the Public Works and Community Services Departments.
- Operate and maintain the recycled water supply and distribution system.
- Operate and maintain wastewater collection and discharge systems. (M 10, 11)
- Operate and maintain the City's potable water supply and distribution system. (M 12, 13)
- Monitor water quality and ensure compliance with all regulations. (M 13)
- Manage the City's water purchases and consumption to meet State water conservation goals and water supply contract minimum purchase requirements.
- Represent the City in regional transportation issues and congestion management planning.
- Continue to monitor regional transportation projects and coordinate with local, regional, and State transportation agencies.
- Operate and maintain the landfill cap, gas, and leachate collection systems, gas wells, flare station, and landfill gas-fueled micro turbines. (M 14)
- Manage shopping cart collection and graffiti abatement activities.
- Continue providing landscaping selection assistance, irrigation Best Management Practices guidance, and on-site support to recycled water system customers.
- Continue to implement bicycle and pedestrian mobility improvements that are low-cost and easily implementable.
- Manage the recycled water program to improve water quality, maximize water use, expand the City's distribution system, and participate in efforts to develop a regional distribution system.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Adopted AccessMV, a comprehensive transportation modal plan.
- Completed construction of improvements at Castro Street/Moffett Boulevard/Central Expressway, Wyandotte Park, Evandale Mini-Park, Shoreline Park Irrigation System replacement, Leong Water/Sewer Replacement, Repair on Sailing Lake boat dock, Park Restroom Renovation, Group A, Immediate Repairs to Sewage Pump Station, Center for the Performing Arts MainStage Catwalk and

PUBLIC WORKS DEPARTMENT SUMMARY

Balcony Rail Fall Protection, Fire Station No. 4 Training Tower Renovation, McKelvey Park Detention Basin, West Middlefield Road Improvements between Rengstorff Avenue and Shoreline Boulevard, and City Hall Roof Replacement project.

- Completed the Castro Street Bicycle Lane Study.
- Completed the Traffic Operations Center feasibility study.
- Revised qualification requirements for the Residential Parking Permit Program.
- Revised the Neighborhood Traffic Management Program to identify measures for enhanced traffic calming.
- Implemented Castro StrEats program, which included a temporary closure of Castro Street in support of COVID-19 recovery for downtown restaurants and businesses, in conjunction with the Community Development Department.
- Installed touchless pedestrian push buttons at traffic signals.
- Established electronic permit and plan review, in conjunction with the Community Development and Information Technology Departments.
- Established COVID-19 facility cleaning and ventilation protocols.
- Transitioned operations of the Mountain View Community Shuttle from Google to the Mountain View Transportation Management Association and secured a \$704,000 VTA Measure B Grant to extend shuttle service hours.
- Started construction of the Shoreline Transit Lane and Utility Improvement project, two new City parks, and a traffic signal replacement project.
- Executed 10-year agreement with Recology to provide recyclable material, organic materials, and solid waste collection services.
- Amended the Postclosure Maintenance Plan for the Shoreline Landfill to allow for the Safe Parking Program at the Crittenden Parking lot meeting the CCR Title 27 requirements.
- Completed a Public Safety Power Shutoff generator testing program and developed procedures to quickly mobilize generators to critical sites.
- Completed a Full Water System – Risk and Resilience Assessment.
- Developed the Multimodal Transportation Analysis (MTA) Handbook to guide transportation analysis for new development projects.
- Completed LED lighting retrofits at Rengstorff and Cuesta Tennis Centers.

PUBLIC WORKS DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Develop an ordinance to address wage theft, in conjunction with the City Manager's Office.**
- **Develop an ordinance for responsible construction, in conjunction with the City Manager's Office.**
- **Develop a Community Workforce Agreement, in conjunction with the City Manager's Office.**
- **Plan, coordinate, and oversee COVID-19 recovery efforts for the City workforce and facilities, in conjunction with the City Manager's Office and Human Resources Department.**
- **Hold a Study Session to explore considerations for a Moffett Boulevard Precise Plan, in conjunction with the Community Development Department.**
- **Continue to implement the Transit Center Master Plan, in conjunction with the Community Development Department.**
- **Develop a Citywide Transportation Demand Management Ordinance, in conjunction with the Community Development Department.**
- **Complete the Castro Pedestrian Mall Feasibility Study, in conjunction with the Community Development Department.**
- **Continue to Participate in South Bay Salt Ponds project in conjunction with California State Coastal Commission.**
- **Prepare the Citywide Travel Demand Update (including the Greenhouse Gas Reduction Program), in conjunction with the Community Development Department.**
- **Develop a City Active Transportation Plan (combining pedestrian and bicycle master plans).**
- **Coordinate a City Buildings Workspace Study.**
- **Construct the Shoreline Boulevard transit lane and utility improvements, including protected bikeways.**
- **Complete the installation of the Narrow Streets Ordinance signage and an assessment of existing parking restrictions on streets over 40' wide.**
- **Continue the preliminary design of Shoreline Boulevard bicycle/pedestrian bridge over U.S. 101.**
- **Continue to coordinate the temporary closure of Castro Street to support downtown recovery from COVID-19 in conjunction with the Community Development Department, Community Services Department, and Police Department.**
- **Work with the State Water Resources Control Board to develop a program for permitting on-site stormwater, rainwater, and black-water treatment and reuse systems.**

PUBLIC WORKS DEPARTMENT SUMMARY

- Implement the recommendations from the Development Services Review study for streamlining the development approval and permitting processes in conjunction with the Community Development and Fire Departments.
- Support the planning and entitlement processes for the Master Plans in the North Bayshore Precise Plan area and the East Whisman Precise Plan area.
- Complete construction of two new parks (Pyramid and Mora Parks) and continue design of three new parks (400 San Antonio Road, 1720 Villa Street, and 525-555 East Evelyn Avenue) in conjunction with the Community Services Department.
- Complete Final Design of the Plymouth Street/Space Park Way realignment and the U.S. 101/Shoreline Boulevard Off-Ramp realignment projects.
- Work with Caltrans to include pedestrian improvements and protected bikeways in their upcoming El Camino Real paving project.
- Complete design of the Stierlin Road Bicycle and Pedestrian Improvements consistent with the timeline requirements of the Federal grant.
- Complete the Water and Wastewater Utility Master Plans to identify and prioritize needs for inclusion in the CIP.
- Work with Caltrain and VTA on the Final Design for both the Transit Center (Castro Street) and Rengstorff Grade Separation projects.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Transportation and Business Services:					
1. Pounds of disposed waste per person per day.	3.4	3.9	<7.8	4.2	<7.8
2. Percentage of Facilities Section work orders completed in 30 days or fewer.	86% ^(A)	73% ^(B)	>90%	88%	>90%
3. Percentage of Fleet Section work orders completed in 30 days or fewer.	97%	95%	>95%	95%	>95%
4. Percentage of time frontline fleet units are available (Public Services and Community Services field vehicles).	98%	98%	>95%	98%	>95%
Engineering:					
5. Percentage of construction projects completed with less than 10% time increase over the original contract award.	93%	100%	>85%	100%	>85%
6. For capital improvement projects, the percentage of time the low bid is within 25% of the Engineer's Estimate.	92%	89%	>75%	100%	>75%
7. Percentage of time all tentative maps and private development applications are reviewed within the departmental standard review time.	61% ^(C)	64% ^(D)	>70%	57% ^(E)	>70%

PUBLIC WORKS DEPARTMENT SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
8. Percentage of time building plans are reviewed within the departmental standard review time.	95%	89% ^(F)	>90%	74% ^(G)	>90%
9. Pavement Condition Index (PCI) for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being good to excellent).	63 ^(H)	61 ^(I)	>75	61 ^(J)	>75
Public Services:					
10. Number of feet of sewer mains cleaned.	995,488 ^(K)	974,265 ^(K)	>500,000	463,227	>500,000
11. Total number of sanitary sewer overflows.	4	2	<6	0	<6
12. Total number of water main breaks.	9 ^(L)	8 ^(M)	<6	10 ^(N)	<6
13. Total number of water quality reportable events.	0	0	0	0	0
14. Total number of air and/or water quality reportable events at the closed landfills.	0	0	<4	0	<4

(A) Performance missed target due to aging infrastructure, work orders that were reliant on outside vendors, and contractors' repair schedules that are often beyond the 30-day target, and major projects (i.e., Michaels Restaurant at Shoreline) taking significant time from staff.

(B) Significant temporary reductions in work force due to COVID-19 resulted in work order completion delays.

(C) Two hundred fifty-four (254) out of 456 excavation permits, and 277 out of 417 planning commentaries were reviewed within the standard time. The increase in review time was due to the continued high level and complexity of workload performed by existing staff resources. Additionally, staff resources for Fiscal Year 2018-19 were not fully filled.

(D) Two hundred eighty-two (282) out of 434 excavation permits, and 206 out of 332 planning commentaries were reviewed within the standard time. The increase in review time was due to the continued high level and complexity of work performed by existing staff resources. Additionally, staff resources for Fiscal Year 2019-20 were not fully filled.

(E) One hundred seventy-eight (178) out of 291 excavation permits, and 79 out of 157 planning commentaries were reviewed within the standard time. The increase in review time was due to the continued high level and complexity of work performed by existing staff resources and COVID-19 pandemic impacts on work processes. Additionally, due to vacancies, staff resources for Fiscal Year 2020-21 in Land Development as of Q2 are at 75%.

(F) Five hundred fifty-three (553) out of 632 building plans were reviewed within the standard time. The increase in review time was due to the significant increase in the volume of plans and complexity of the work performed by the existing staff resources. Additionally, staff resources for Fiscal Year 2019-20 were not fully filled.

(G) Two hundred seventy (270) out of 366 building plans were reviewed within the standard time. The increase in review time was due to the increase in volume of plans and complexity of the work performed by the existing staff resources, and COVID-19 pandemic impacts on work processes. Additionally, due to vacancies, staff resources for Fiscal Year 2020-21 in Land Development as of Q2 are at 75%.

(H) The MTC hired a new consulting firm to assess the City's PCI in Fiscal Year 2018-19 (different firm than the one who conducted the assessments in previous years). After an audit by the MTC, it was determined that some of the previous years' assessments may be incorrect and the current PCI results are correct.

PUBLIC WORKS DEPARTMENT SUMMARY

- (I) The City still strives to reach a PCI target of 75 points. Due to the recent adjustment of the PCI rating system by a new evaluation firm that brought the City's PCI down by 9 points, the City has since allocated more funding to street reconstruction and resurfacing projects. The PCI assessment is conducted every two years with the last assessment performed in 2018. Therefore, the current rating will show deterioration until the new assessment is completed in fall 2020.
- (J) A new assessment is in the process of being performed and it is estimated the PCI will be 72, but the City does not yet have a certified number by MTC. Therefore, the current rating is shown consistent with the last rating until the new assessment is completed and certified, anticipated in spring 2021.
- (K) Sewer mains area exceeded goal due to having a full (seven-worker) crew and two working Vac-Cons for the entire fiscal year cleaned.
- (L) A majority of the breaks with the exception of one are due to aging infrastructure. Four main breaks are in areas that are addressed in Fiscal Year 2019-20 in the Annual Water Main Replacement, Project 17-21. One main break was in an area that was subsequently replaced in Project 14-21. One main break was due to high pressure from a malfunctioning pressure transducer that has been addressed. The other three main breaks were beam breaks that are usually caused by settlement and age.
- (M) Six of the eight main breaks were "beam breaks" attributed to ground movement, and the other two were holes in the main due to aging infrastructure.
- (N) Three of the breaks are mains due to be replaced in 2021. Eight (8) of the 10 were "beam breaks" attributed to ground movement and two breaks due to holes in the main due to aging infrastructure.

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**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Public Works Director	1	1	1
Assistant Public Works Director	3	3	3
Transportation Manager	1	1	1
Fleet and Facilities Manager	1	1	1
Utilities Services Manager	1	1	1
Streets and Landfill Closure Manager	1	1	1
Solid Waste Program Manager	1	1	1
Principal Civil Engineer	4	4	4
Principal Project Manager	0	0	1 *4
Senior Civil Engineer	10.50	10.50	10.50
Senior Project Manager	3	3	3
Transportation Planner	3	3	3
Traffic Engineer	1	1	1
Water Resources Manager	1	1	1
Real Property Program Administrator	1	1	1
Safety and Training Administrator	1	1	1
Senior Management Analyst	3	3	3
Postclosure Supervisor	1	1	1
Utilities Systems Supervisor	1	1	1
Water Quality Supervisor	1	1	1
Water Superintendent	1	1	1
Wastewater Supervisor	1	1	1
Streets Supervisor	1	1	1
Equipment Maintenance Supervisor	1	1	1
Facilities Maintenance Supervisor	1	1	1
Facilities Contract Coordinator	2	2	2
Jr/ Asst/ Associate Engineer (Civil)	15	15	15
Analyst I/II	1	2 *2	2
Utility Systems Specialist	1	1	1
Postclosure Environmental Systems Specialist	2	2	2
Utilities Electrician	1	1	1
Water Quality Technician	1	1	1
Senior Public Works Inspector	1	1	1
Water Operations Specialist	1	1	1
Senior Water System Operator	3	3	3
Senior Utilities Systems Technician	2	2	2
Senior Postclosure Environmental Systems Tech	2	2	2
Street Lighting Technician	1	1	1
Engineering Assistant I/II	1	1	1
Heavy Equipment Specialist	1	1	1
SUBTOTAL REGULAR	79.50	80.50	81.50

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS CONTINUED	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Balance Forward	79.50	80.50	81.50
Water Resource Technician	1	1	1
Cross-Connection Cntrl Specialist	1	1	1
Public Works Inspector I/II	1 *1	1 *1	1
Utilities Inspector/Locator	1	1	1
Heavy Equipment Operator	2	2	2
Facilities Maintenance III	2	2	2
Facilities Maintenance I/II	2	2	2
Equipment Mechanic III	2	2	2
Equipment Mechanic I/II	4	4	4
Equipment Service Worker	1	1	1
Streets Maintenance Worker III	3	3	3
Streets Maintenance Worker I/II	4	4	4
Streetsweeper Operator	2	2	2
Water Utility Worker III	3	3	3
Water Utility Worker I/II	6	6	6
Wastewater Utility Worker III	2	2	2
Wastewater Utility Worker I/II	5	5	5
Public Services Technician	0	1 *3	1
Streets Technician	0.50	0 *3	0
Program Assistant	3	3	3
Secretary	2	2	2
Office Assistant III	5	4 *2	4
TOTAL REGULAR	132	132.50	133.50
TOTAL PART-TIME HOURLY	1.12	1.12	1.12
TOTAL POSITIONS	133.12 *1	133.62 *1	134.62 *5

*1 In addition there is a Public Works Inspector I/II overhire position and the following limited-period positions: two Senior Civil Engineers (for the duration of the Google Reimbursement Agreement), four Jr/Asst/Associate Civil Engineers, an Administrative Aide, and a Senior Civil Engineer position and a Facilities Maintenance Worker I/II position (funded by the Sustainability CIP).

*2 Reclassification of an Office Assistant III position to Analyst I/II.

*3 Reclassification of a 0.50 FTE Streets Technician position to a full time Public Services Technician.

*4 Addition of a Principal Project Manager position.

*5 In addition there are the following limited-period positions: two Senior Civil Engineers (for the duration of the Google Reimbursement Agreement), four Jr/Asst/Associate Civil Engineers, Public Works Inspector I/II, Administrative Aide, and a Senior Civil Engineer position and a Facilities Maintenance Worker I/II position (funded by the Sustainability CIP through Fiscal Year 2021-22 and Fiscal Year 2022-23, respectively).

**PUBLIC WORKS
DEPARTMENT SUMMARY**

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Public Works Administration	\$ 1,143,751	1,251,953	1,236,578
Transportation and Business	18,840,883	20,517,741	21,016,444
Engineering	6,844,175	7,904,091	8,901,848
Public Services	47,609,910	52,397,544	54,761,758
TOTAL EXPENDITURES	\$ 74,438,719	82,071,329	85,916,628

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 22,285,292	26,406,162	26,864,591
Supplies and Other Services	51,300,207	54,582,167	58,009,537
Capital Outlay	34,194	75,500	35,000
Interfund Expenditures	819,026	1,007,500	1,007,500
TOTAL EXPENDITURES	\$ 74,438,719	82,071,329	85,916,628

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 10,122,566	11,768,602	12,045,376
General Non-Operating	301,466	285,300	480,000
Building/Development Services	3,821,426	4,259,155	4,880,462
Shoreline Regional Park Community	1,160,006	1,326,991	1,372,634
Water	29,038,064	30,410,038	30,439,976
Wastewater	14,209,266	16,728,539	18,997,955
Solid Waste	13,420,036	14,389,859	14,812,579
Equipment Maintenance and Replacement	2,365,889	2,902,845	2,887,646
TOTAL FUNDING	\$ 74,438,719	82,071,329	85,916,628

PUBLIC WORKS DEPARTMENT SUMMARY

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 811,745	905,000	975,000
Rents & Leases	26,000 *1	0	0
State Intergovernmental Revenue	208,984	135,000	135,000
General Service Charges	2,081,452	1,425,000	1,500,000
Water Service Charges	35,499,404 *2	33,900,100 *4	34,707,000 *7
Wastewater Service Charges	25,199,324 *3	24,405,600 *5	24,980,000 *8
Recycled Water Charges	869,047 *2	800,000 *4	800,000 *7
Refuse Service Charges	15,617,276 *3	14,612,000 *6	15,013,000 *9
Miscellaneous Revenue	1,193,513	537,000	539,000
Equipment Maintenance Charges	2,513,777	3,060,600	3,059,500
Interfund Revenue Transfers	782,400	53,400	53,400
TOTAL REVENUE	\$ 84,802,922	79,833,700	81,761,900

*1 This revenue has been moved to the General Fund non-department to be consistent with other lease payments.

*2 Includes rate increase of 1% for average cost of water and meter rates and 20% increase for recycled water.

*3 Includes rate increase of 3%.

*4 Includes rate increase of 1% for average cost of water and meter rates and 50 cent per unit increase for recycled water effective January 1, 2021.

*5 Includes rate increase of 4%, 2% effective July 1, 2020 and 2% effective January 1, 2021.

*6 Includes rate increase of 2% effective January 1, 2021.

*7 Includes rate increase of 1% for average cost of water and meter rates and for recycled water.

*8 Includes rate increase of 6%.

*9 Includes rate increase of 4%.

PUBLIC WORKS – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – PUBLIC WORKS DIRECTOR

DIVISION OVERVIEW

Administration is responsible for management of the Department. This Division provides leadership, policy development, administrative and technical support, career development, and training opportunities.

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**PUBLIC WORKS - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	3.50	3.50	3.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3.50	3.50	3.50
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 749,956	811,144	808,055
Wages	0	0	0
Benefits	348,358	408,189	395,903
TOTAL PERSONNEL	1,098,314	1,219,333	1,203,958
Materials and Supplies	36,664	23,590	23,590
Maintenance and Operations	4,762	850	850
Utilities	0	345	345
Professional/Technical Services	20	2,500	2,500
Other Expenses	3,991	5,335	5,335
TOTAL SUPPLIES AND SERVICES	45,437	32,620	32,620
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,143,751	1,251,953	1,236,578

PUBLIC WORKS – TRANSPORTATION AND BUSINESS SERVICES DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT PUBLIC WORKS DIRECTOR

DIVISION OVERVIEW

Transportation Management reviews, analyzes, and evaluates City and regional transportation issues, studies, programs, and policies that impact the City, developing recommendations for improvements. Transportation Management is the liaison and advocate for City positions with County, regional, and State agencies involved in transportation planning and provides support to the Council Transportation Committee, Council Rail Corridor Committee, and Bicycle/Pedestrian Advisory Committee. This division is also responsible for developing, updating, and promoting City programs, policies, and projects to improve pedestrian and bicycle mobility. Other responsibilities include developing the Department's operating budget and financial reports, contract management, grant applications and monitoring, and providing clerical support to Public Works Department operations at City Hall.

Property Management manages appraisals, sales, and acquisitions of City property and monitors the Department's grant compliance.

Solid Waste Management develops and implements residential/commercial waste reduction and recycling programs and manages waste disposal and SMaRT® Station recycling contracts.

Fleet Services provides safe, reliable, economical, and high-quality vehicles and equipment to City departments. This program performs vehicle and equipment services to comply with environmental and safety regulations, minimize operational and ownership costs, and maximize safety and equipment life. Fleet Services also maintains the City's inventory of alternative-fuel vehicles.

Facilities provides safe, clean, and reliable facilities for employees and their clients. The program maintains, inspects, and improves buildings to comply with environmental and safety regulations, minimize operational and ownership costs, and maximize building life.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

External Window Cleaning for City Facilities (limited-period):	\$40,000
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Provides continued funding to clean the exterior windows of City buildings.

Hourly Staff to Support the Transportation Section (limited-period):	\$30,000
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Provides continued funding for hourly staff to support the Transportation Section. The increase in workload is mainly attributable to the increased volume of transportation issues.

PUBLIC WORKS – TRANSPORTATION AND BUSINESS SERVICES DIVISION SUMMARY

- Solid Waste Fund:

Processing Costs (Net from SMaRT Station to City): \$689,500

Provides increased funding for food waste composting (both commercial and multi-family residential) and net processing cost increases for construction and demolition and recycle programs previously provided under the SMaRT agreement.

Administrative Aide – Solid Waste Section Position (limited-period): \$172,600

Provides continued funding for an Administrative Aide position to assist with increasing responsibilities and workload due to new regulations and a commitment to zero waste.

Zero Waste Plan Initiatives (limited-period): \$80,000

Provides funding to support the short-term initiatives for the adopted Zero Waste Plan, including new regulations that require the City to provide food scraps services to all residents and businesses.

Contract Services – Zero Waste Plan Initiatives: \$15,000

Provides funding for contract services to support Zero Waste Plan initiatives and SB 1383 implementation.

- Equipment Maintenance and Replacement Fund:

Hourly Staff to Support the Fleet Section (limited-period): \$25,000

Provides continued funding for hourly staff to continue supporting the Fleet Section. The additional resources will allow for an on-site fabricator to perform on-site metal work to create and repair vehicle and equipment components.

BUD/LHP-939-04 FY2021-22

PUBLIC WORKS - TRANSPORTATION AND BUSINESS SERVICES DIVISION SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	29.50	29.50	29.50
Total Part-Time Hourly	0.62	0.62	0.62
TOTAL POSITIONS	30.12 *1	30.12 *1	30.12 *1

*1 In addition there are the following limited-period positions: Administrative Aide and Facilities Maintenance Worker I/II.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 3,150,250 *1	3,626,513 *2	3,665,941 *2
Wages	115,422 *1	117,598 *3	103,673 *8
Benefits	1,663,863	2,052,759	2,086,265
TOTAL PERSONNEL	4,929,535	5,796,870	5,855,879
Materials and Supplies	167,805	91,825	91,825
Maintenance and Operations	1,739,163	2,492,774 *4	2,532,774 *9
Utilities	11,266,164	11,181,872 *5	11,638,566 *10
Professional/Technical Services	384,517	521,100 *6	496,100 *11
Other Expenses	293,604	342,800 *7	317,800 *12
TOTAL SUPPLIES AND SERVICES	13,851,253	14,630,371	15,077,065
Capital Outlay	541	7,000	0
Interfund Expenditures	59,554	83,500	83,500
TOTAL EXPENDITURES	\$ 18,840,883	20,517,741	21,016,444

*1 Includes limited-period expenditures for limited-period positions.

*2 Includes limited-period funding for an Administrative Aide position. Funding for the limited-period Facilities Maintenance Worker I/II position is included in the Sustainability CIP through Fiscal Year 2023-24.

*3 Includes limited-period fundings of \$30,000 for Transportation, \$25,000 for Fleet, and \$15,000 for Solid Waste Management hourly staff support.

*4 Includes increased fundings of \$277,000 for janitorial cost increases.

*5 Includes increased fundings of \$64,500 for gas and electricity cost increases and \$10,000 for City utility cost increases.

*6 Includes increased fundings of \$8,000 for solar panel cleaning and \$7,500 for electric vehicle charging stations operations and maintenance. Also includes limited-period funding of \$40,000 for external window cleaning of City facilities.

*7 Includes limited-period fundings of \$80,000 for a Solid Waste Fund Cost of Service Study and \$25,000 for Multi-Family Food Scraps Program.

*8 Includes limited-period fundings of \$30,000 for Transportation and \$25,000 for Fleet hourly staff support.

*9 Includes limited-period funding of \$40,000 for external window cleaning of City facilities.

*10 Includes net increased funding of \$689,500 for solid waste processing costs.

*11 Includes increased funding of \$15,000 for zero waste plan initiatives contract services.

*12 Includes limited-period funding of \$80,000 for zero waste plan initiatives.

**PUBLIC WORKS - TRANSPORTATION AND BUSINESS SERVICES
DIVISION SUMMARY**

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Rents & Leases	\$ 26,000	0	0
State Intergovernmental Revenue	208,984	135,000	135,000
General Service Charges	25	0	0
Refuse Service Charges	15,617,276 *1	14,612,000 *2	15,013,000 *3
Miscellaneous Revenue	244,743	7,000	9,000
Equipment Maintenance Charges	2,513,777	3,060,600	3,059,500
Interfund Revenue Transfers	0	21,000	21,000
TOTAL REVENUES	\$ 18,610,805	17,835,600	18,237,500

*1 Includes rate increase of 3%.

*2 Includes rate increase of 2% effective January 1, 2021.

*3 Includes rate increase of 4%.

PUBLIC WORKS – ENGINEERING DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT PUBLIC WORKS DIRECTOR

DIVISION OVERVIEW

Construction Engineering performs inspections for compliance with plans, specifications, regulations, ordinances, and policies pertaining to capital projects and private developments/improvements in the public right-of-way.

Capital Projects Engineering plans, directs, and coordinates the design and management of capital improvement projects, including preparing or reviewing engineering studies, surveys, designs, specifications, and contract documents.

Traffic Engineering plans, designs, and implements traffic operational improvements for the safe and convenient movement and circulation of vehicles, bicycles, and pedestrians within the City. Traffic Engineering also maintains traffic-related records, such as accidents, counts, and speeds, and conducts surveys and studies necessary to analyze traffic situations.

Land Development Engineering establishes development conditions for approval and reviews the accuracy and completeness of private development plans, specifications, plats, maps, property descriptions, and engineering calculations submitted for City approval. Land Development Engineering also assists developers, consultants, engineers, and the public in complying with Public Works Department conditions.

MAJOR DIVISION CHANGES

- General Operating Fund:

Principal Project Manager Position (\$272,700 offset by charges to CIPs):	\$27,300
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Provides funding for a Principal Project Manager position. This position will oversee Project Managers and other staff in the Capital Projects Section, and help alleviate workload due to the significantly higher number of capital projects.

- General Non-Operating Fund:

Hourly Staff to Support the Traffic Section (limited-period):	\$150,000
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Provides continued funding for hourly staff to support the Traffic Section. The increase in workload is mainly attributable to the high level of development activity.

City Council Strategic Priority Project-Community Workforce Agreement (limited-period):	\$75,000
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Provides funding for a consultant to assist with outreach, analysis, and development of proposed terms for a Community Workforce Agreement.

PUBLIC WORKS – ENGINEERING DIVISION SUMMARY

Hourly Staff to Support the Capital Projects Section (limited-period):	\$60,000
Provides continued funding for hourly staff to support the Capital Projects Section. The increase in workload is attributable to the large number of capital projects.	
Survey Monument Preservation (limited-period):	\$50,000
Provides funding for a contractor and /or surveyor to maintain or reestablish survey monuments that are paved over or destroyed, and the necessary refiling of documents with the Office of the County Surveyor.	
• Development Services Fund:	
Consultants to Support Land Development Section (limited-period; \$130,000 rebudget):	\$580,000
Provides \$450,000 continued funding and rebudgets \$130,000 for consultants to support the Land Development Section. Additional resources are necessary to process the additional workload created by the high level of development activity.	
Consultants to Support Construction Section (limited-period):	\$400,000
Provides continued funding for consultants to support the Construction Section. Additional resources are necessary to process the additional workload created by the high level of development activity.	
Consultants to Support Traffic Engineering Section (limited-period):	\$275,000
Provides continued funding for consultants to support the Traffic Engineering Section. The increase in activity is mainly attributable to the approval of the three Precise Plans. The total funding of \$375,000 is allocated between the Development Services Fund and the Shoreline Community Fund.	
Associate Civil Engineer – Construction Section Position (limited-period):	\$231,300
Provides continued funding for an Associate Civil Engineer position. This position will support the increased workload in the Construction Section due to the high level of private development and related excavation permits activity.	
Associate Civil Engineer – Land Development Section Position (limited-period):	\$231,300
Provides continued funding for an Associate Civil Engineer position. This position will support the increased workload in the Land Development Section due to the high level of development activity and higher complexity of projects.	

PUBLIC WORKS – ENGINEERING DIVISION SUMMARY

Master Contract Services for Development Review:	\$170,000
Provides funding to establish master contracts that will allow necessary utility and transportation studies for development review to be completed within streamlined timelines.	
Hourly Staff to Support the Land Development Section (limited-period):	\$130,000
Provides continued funding for hourly staff to support the Land Development Section. The increase in workload is mainly attributable to the high level of development activity.	
Hourly Staff to Support the Construction Section (limited-period):	\$60,000
Provides continued funding for hourly staff to support the Construction Section. The increase in workload is mainly attributable to the high level of development activity.	
Associate Civil Engineer – Land Development Section Position (0.25) (limited-period):	\$57,800
Provides continued funding for 0.25 FTE of an Associate Civil Engineer position (the other 0.75 FTE is funded from the Shoreline Community, Water, and Wastewater Funds). This position will support the increased workload in the Land Development Section due to the high level of development activity and higher complexity of projects.	
Engineering Inspections and Materials Testing (limited-period):	\$50,000
Provides continued funding for inspections and materials testing during the construction process.	
Public Works Inspector I/II-Construction Section Position (limited-period \$210,400 offset by charges to CIPs):	\$21,000
Provides continued funding for a Public Works Inspector I/II position. The position will support the high level of private development-related construction activity in the North Bayshore Area.	
• Shoreline Regional Park Community Fund:	
Consultants to Support Traffic Engineering Section (limited-period):	\$100,000
Provides continued funding for the allocation to the Shoreline Community Fund for consultants to support the Traffic Engineering Section as mentioned in the Development Services Fund section above.	

PUBLIC WORKS – ENGINEERING DIVISION SUMMARY

Associate Civil Engineer – Land Development Section Position (0.25) (limited-period): \$57,800

Provides continued funding for the allocation to the Shoreline Community Fund for this position as mentioned in the Development Services Fund section above.

- Water Fund:

Associate Civil Engineer – Land Development Section Position (0.25) (limited-period): \$57,800

Provides continued funding for the allocation to the Water Fund for this position as mentioned in the Development Services Fund section above.

- Wastewater Fund:

Associate Civil Engineer – Land Development Section Position (0.25) (limited-period): \$57,800

Provides continued funding for the allocation to the Wastewater Fund for this position as mentioned in the Development Services Fund section above.

BUD/LHP-939-05 FY2021-22

PUBLIC WORKS - ENGINEERING DIVISION SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	32.50	32.50	33.50 *2
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	32.50 *1	32.50 *1	33.50 *3

*1 In addition there is a Public Works Inspector I/II overhire position funded with limited-period funds and the following limited-period positions: two Senior Civil Engineers and three Jr/Asst/Associate Civil Engineers.

*2 Addition of a Principal Project Manager position.

*3 In addition there are the following limited-period positions: two Senior Civil Engineers, three Jr/Asst/Associate Civil Engineers, and Public Works Inspector I/II.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Labor Chargeback	\$ 0 *1	(2,583,200)	(2,755,500)
Salaries	3,159,012 *2	5,923,900 *4	6,064,963 *6
Wages	289,131 *2	300,800 *3	460,800 *7
Benefits	1,547,773	2,718,161	2,902,205
TOTAL PERSONNEL	4,995,916	6,359,661	6,672,468
Materials and Supplies	24,117	20,320 *4	20,270
Maintenance and Operations	58,387	79,265	79,265
Utilities	73,457	76,000	76,000
Professional/Technical Services	478,491	272,100	567,100 *8
Other Expenses	1,166,138 *2	1,063,745 *5	1,418,745 *9
TOTAL SUPPLIES AND SERVICES	1,800,590	1,511,430	2,161,380
Capital Outlay	30,091	0	35,000
Interfund Expenditures	17,578	33,000	33,000
TOTAL EXPENDITURES	\$ 6,844,175	7,904,091	8,901,848

*1 Actual Labor Chargeback is accounted for net of salaries.

*2 Includes limited-period expenditures for Associate Civil Engineer positions, Public Works Inspector I/II Overhire position, hourly staff support, and consultant support.

*3 Includes limited-period fundings for hourly staff support of \$60,000 for the Traffic Engineering section, \$60,000 for the Capital Projects section, \$60,000 for the Construction section, and \$60,000 for the Land Development section.

*4 Includes increased funding of \$26,000 for the reclassification of an Office Assistant III position to Analyst I/II. Also includes limited-period fundings for three Jr/Asst/Associate Civil Engineer positions and for a Public Works Inspector I/II overhire position.

*5 Includes limited-period fundings for consultant support of \$450,000 for the Land Development section, \$400,000 for the Construction section, \$150,000 for Traffic Engineering section, and \$50,000 for engineering inspections and materials testing.

*6 Includes limited-period fundings for three Jr/Asst/Associate Civil Engineer positions and a Public Works Inspector I/II position.

*7 Includes limited-period fundings for hourly staff support of \$150,000 for the Traffic Engineering section, \$130,000 for the Land Development section, \$60,000 for the Capital Projects section, and \$60,000 for the Construction section.

*8 Includes increased funding of \$170,000 for development review master contract services, and limited-period fundings of \$75,000 for community workforce agreement, and \$50,000 for survey monument preservation.

*9 Includes limited-period fundings for consultant support of \$580,000 for the Land Development section (\$130,000 rbudget), \$400,000 for the Construction section, \$375,000 for Traffic Engineering section, and \$50,000 for engineering inspections and materials testing.

**PUBLIC WORKS - ENGINEERING
DIVISION SUMMARY**

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 811,745	905,000	975,000
General Service Charges	2,081,427	1,425,000	1,500,000
Miscellaneous Revenue	8,755	10,000	10,000
Interfund Revenue Transfers	750,000	0	0
TOTAL REVENUES	\$ 3,651,927	2,340,000	2,485,000

PUBLIC WORKS – PUBLIC SERVICES DIVISION SUMMARY

DIVISION MANAGER – ASSISTANT PUBLIC WORKS DIRECTOR

DIVISION OVERVIEW

Safety and Administration manages the occupational safety program for the Public Works and Community Services Departments, including accident and illness prevention, workplace safety training, and Public Works emergency response planning. Administration manages customer service programs, including graffiti abatement and abandoned shopping cart retrieval.

Engineering and Environmental Compliance is responsible for the design and permitting of all landfill postclosure systems and meeting regulatory guidelines for landfill maintenance and other Public Services programs. This section also administers capital improvement and miscellaneous engineering projects.

Utilities Maintenance manages the City's water and wastewater systems. The Water Operation installs, operates, and maintains the equipment and facilities to distribute approximately 10 million gallons of water per day to approximately 17,500 customers in the Mountain View service area. The Water Operation also operates and maintains the City's recycled water system. The Wastewater Operation installs, operates, and maintains the sanitary sewer and storm drain systems. Sanitary sewer activities include installing sewer laterals, cleanouts, and connections; clearing sewer blockages; and pumping sewage to the Palo Alto Regional Water Quality Control Plant. Storm drain activities include cleaning storm lines and catch basins, maintaining City retention basins, and operating pump stations.

The Streets and Landfill Postclosure Maintenance Section maintains and repairs the City's improved and unimproved streets, sidewalks, curbs and gutters, bikeways, public parking lots, and parking lots at City facilities. Street Maintenance also maintains the striping and markings on streets, curbs, and public parking lots; and installs, maintains, and repairs City street signs and streetlights. Landfill Maintenance operates the Flare Station, micro turbines, and leachate and gas extraction system, and maintains the landfill cap.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Program for Sidewalk Ramping, Grinding, and Inspecting (limited-period): \$75,000

Provides continued funding to hire hourly seasonal workers to continue performing sidewalk ramping and grinding operations, including bimonthly sidewalk inspections to target areas needing repair.

- Water Fund:

Associate Civil Engineer—Engineering and Environmental Compliance Section
Position (limited-period): \$231,300

Provides continued funding for an Associate Civil Engineer position. Additional staff resources are necessary to comply with recycled water regulations.

PUBLIC WORKS – PUBLIC SERVICES DIVISION SUMMARY

Contract Services – SCADA: \$35,000

Provides funding for contract services to perform complex control system programming, troubleshooting, and repairs for the electrical and mechanical equipment of the supervisory control and data acquisition (SCADA) system. The City has a large inventory of electrical and mechanical equipment to operate and maintain infrastructure used to deliver potable water, collect and pump wastewater, collect and discharge storm water, and collect and destroy landfill gas. Costs are split with the Wastewater Fund.

Customer Portal and Dashboard Program: \$34,000

Provides funding for the continuation of the program which provides custom water conservation and water-use efficiency recommendations to water utility customers.

- Wastewater Fund:

Contract Services – SCADA: \$35,000

Provides funding for contract services as described in the Water Fund above.

BUD/LHP-939-06 FY2021-22

**PUBLIC WORKS - PUBLIC SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	66.50	67 *2	67
Total Part-Time Hourly	0.50	0.50	0.50
TOTAL POSITIONS	67 *1	67.50 *1	67.50 *1

*1 In addition there is a limited-period Jr/ Asst/ Associate Civil Engineer position.

*2 Reclassification of a 0.50 FTE Streets Technician position to a full time Public Services Technician.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 7,086,449 *1	7,967,863 *2	8,035,784 *7
Wages	22,245 *1	237,038 *3	96,630
Benefits	4,152,833	4,825,397	4,999,872
TOTAL PERSONNEL	11,261,527	13,030,298	13,132,286
Materials and Supplies	645,946	652,560	652,560
Maintenance and Operations	20,340	58,890	58,890
Utilities	33,263,632	35,999,618 *4	38,235,344
Professional/Technical Services	1,109,838	1,206,550 *5	1,385,550 *8
Other Expenses	563,171	490,128 *6	406,128
TOTAL SUPPLIES AND SERVICES	35,602,927	38,407,746	40,738,472
Capital Outlay	3,562	68,500	0
Interfund Expenditures	741,894	891,000	891,000
TOTAL EXPENDITURES	\$ 47,609,910	52,397,544	54,761,758

*1 Includes limited-period expenditures for an Associate Civil Engineer position and wages for sidewalk ramping, grinding, and inspecting.

*2 Includes increased funding of \$55,100 for the reclassification of a 0.50 FTE Streets Technician position to a full-time Public Services Technician. Also includes limited-period funding for a Jr/ Asst/ Associate Civil Engineer position.

*3 Includes limited-period fundings of \$75,000 for sidewalk ramping, grinding, and inspecting and \$66,000 for hourly utility locating.

*4 Includes increased funding of \$20,000 for City utility cost increase.

*5 Includes increased fundings of \$100,000 for trash capture device cleaning and \$5,000 for safety training workshops.

*6 Includes limited-period fundings of \$50,000 for a water system risk assessment and \$34,000 for Customer Portal and Dashboard Program.

*7 Includes limited-period funding for a Jr/ Asst/ Associate Civil Engineer position.

*8 Includes increased fundings of \$70,000 for SCADA contract services and \$34,000 for Customer Portal and Dashboard Program. Also includes limited-period funding of \$75,000 for sidewalk ramping, grinding, and inspecting.

**PUBLIC WORKS - PUBLIC SERVICES
DIVISION SUMMARY**

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Water Service Charges	\$ 35,499,404 *1	33,900,100 *3	34,707,000 *5
Wastewater Service Charges	25,199,324 *2	24,405,600 *4	24,980,000 *6
Recycled Water Charges	869,047 *1	800,000 *3	800,000 *5
Miscellaneous Revenue	940,015	520,000	520,000
Interfund Revenue Transfers	32,400	32,400	32,400
TOTAL REVENUES	\$ 62,540,190	59,658,100	61,039,400

*1 Includes rate increase of 1% for average cost of water and meter rates and 20% increase for recycled water.

*2 Includes rate increase of 3%.

*3 Includes rate increase of 1% for average cost of water and meter rates and 50 cent per unit increase for recycled water

*4 Includes rate increase of 4%, 2% effective July 1, 2020 and 2% effective January 1, 2021.

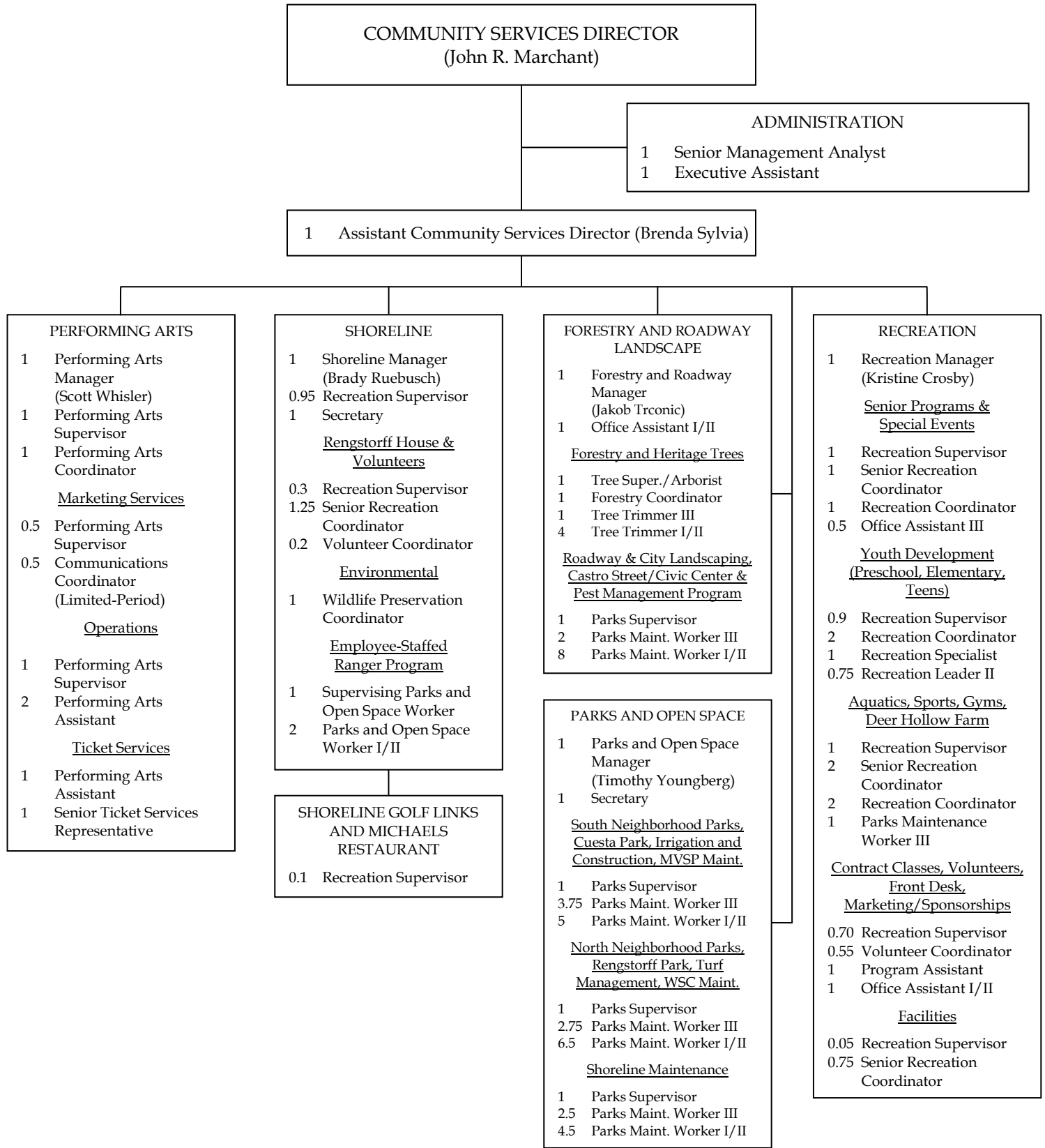
*5 Includes rate increase of 1% for average cost of water and meter rates and for recycled water.

*6 Includes rate increase of 6%.

NOTES

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COMMUNITY SERVICES DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 86.0 Full-Time
4.5 Regular Part-Time
0.5 Limited-Period

NOTES

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COMMUNITY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER – COMMUNITY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To create community through people, parks, and programs; provide recreational experiences; promote health and wellness; foster human development; protect environmental and open-space resources; strengthen security and safety; support economic growth; facilitate community problem-solving; and strengthen community image and sense of place.

DEPARTMENT OVERVIEW

The Community Services Department is responsible for the programming and operation of the Mountain View Center for the Performing Arts; for the continued development and operation of commercial and recreational activities at the City's 750-acre Shoreline at Mountain View Regional Park; for the maintenance and operation of Shoreline Golf Links and of Stevens Creek Trail; for the maintenance of City-owned parks, roadway landscaping, and street trees; and for delivery of recreation programs and services that make Mountain View a better place to live now and in the future.

DEPARTMENT FUNCTIONS

- Assure that services provided are responsive to community needs. (M 1, 2, 3, 4, 5, 6, 7, 8, 15, 16, 17, 19, 20, 21, 22, 23, 24, 25, 26, 27)
- Analyze the Department's services to assure they are provided in a cost-effective manner.
- Continue to monitor and evaluate use of recycled water and maintain current aesthetics and plant health.
- Provide access to performing arts facilities and provide quality service for clients/licensees. (M 2, 3, 4, 5)
- Provide entertainment opportunities for Center for the Performing Arts patrons. (M 2, 3)
- Provide education and outreach opportunities to the community.
- Comply with various regulatory agency requirements as they relate to wetlands, wildlife, and land use in the Shoreline area.
- Provide the community and visitors a safe and secure outdoor recreation experience by proper maintenance and supervision of trails, pathways, roadway/landscaped areas, turf areas, and facilities in the Shoreline and North Bayshore areas. (M 6, 10, 11, 12)
- Manage and operate Shoreline Golf Links in such a manner as to maximize operating revenues and control operating expenses. (M 7, 8, 9)
- Provide golfing customers an enjoyable golfing experience, including enhanced playing conditions and high levels of customer service. (M 7, 8, 9)

COMMUNITY SERVICES DEPARTMENT SUMMARY

- Manage the Urban Forestry Program, including maintenance of street, median, and park trees, and enforcement of the Heritage Tree Ordinance. (M 10, 11, 12)
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land, and public facilities. (M 10, 11, 12, 13, 14)
- Conduct safety inspections of all park and playground areas and equipment.
- Monitor and evaluate Recreation Cost-Recovery Policy goals as approved by the City Council.
- Continue to implement positive and constructive activities for youth.
- Provide or facilitate scheduling of youth, adult, and older adult recreation activities, sports, classes, events, and facility rentals at the Community Center, Senior Center, The View Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, Graham Sports Complex, Shoreline Athletic Fields, Cuesta Tennis Center, historic Adobe Building, and Rengstorff House as well as various park areas and school sites. (M 15, 16, 17, 18, 22, 23, 24, 25, 26, 27)
- Provide environmental education classes and camps at Deer Hollow Farm.
- Coordinate the Citywide volunteer program and establish effective partnerships with community-based organizations. (M 19)
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools. (M 20, 21)
- Plan, implement, and review Citywide special events.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Adopted an action plan to support youth mental health and wellness.
- Provided Mountain View COVID-19 testing centers, creating a drive-through testing site at Shoreline Athletic Fields and utilizing the Center for the Performing Arts in conjunction with the County of Santa Clara, El Camino Hospital, and Planned Parenthood. A total of 15,832 COVID-19 tests have been completed at City facilities with a total of 3,707 tests being completed this fiscal year.
- Planned and opened the County's first mass COVID-19 vaccination clinic site at the Community Center within a week, in conjunction with the County of Santa Clara, providing more than 60,000 vaccines within five months of opening.
- Developed new policies and procedures for the Center for the Performing Arts in response to Shelter-In-Place orders and created new safety protocols in preparation for reopening.
- Adapted Recreation programming and facility rentals to operate safely and enhance recovery, including providing holiday-themed activity kits and moving multiple programs to virtual activities, such as afterschool programming, 5K/10K runs, and other community engagement programs.
- Modified agreements with facility operators to address impacts due to Shelter-In-Place orders.

COMMUNITY SERVICES DEPARTMENT SUMMARY

- Celebrated Arbor Day through a virtual event and conducted the annual tree giveaway program, providing over 100 trees to Mountain View residents.
- Assisted with closure of Castro Street and ongoing maintenance for the Castro StrEats program, including installation of decorative lighting on the 100 to 300 blocks for outdoor dining.
- Addressed Shelter-In-Place orders by modifying parks maintenance processes and schedules to increase safety and cleaning protocols, including installation of new signage as part of reopening multiple park amenities.
- Executed an agreement with the nonprofit Canopy, which meets a goal listed in the current Community Tree Master Plan.
- Adopted an amendment to the Park Land Dedication Ordinance.
- Executed a cost-sharing agreement with El Camino Hospital to install an outdoor fitness cluster at Cuesta Park.
- Completed construction and hosted grand openings for Wyandotte Park and Evandale Park.
- Completed renovation of the landing area at Shoreline Golf Links driving range.
- Installed additional safety measures at McKelvey Field, including foul ball netting and padding on concrete walls and staircase railings.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Develop a Parks and Recreation Strategic Plan.**
- **Update the City/School District Joint-Use Master Agreement, in conjunction with the City Attorney's Office and City Manager's Office.**
- **Define biodiversity requirements for landscaping in Mountain View, in conjunction with the Community Development Department.**
- **Update the Community Tree Master Plan and review existing guiding policies and ordinances in coordination with the update, in conjunction with the Community Development Department.**
- **Consolidate and update existing plans into a comprehensive Shoreline Wildlife Management Plan.**
- Support implementation of initiatives that come with being a designated Age-Friendly City by the World Health Organization.

COMMUNITY SERVICES DEPARTMENT SUMMARY

- Continue the efforts of the Four-Cities Coordinated Stevens Creek Trail Feasibility Study by identifying available funding sources both locally and regionally to support the design and construction of the extension of the Trail to Remington Drive.
- Support the completion of improvements to parks and facilities, including Cuesta Park, Sylvan Park, as well as the Los Altos School District and City Park at San Antonio Center.
- Support design and construction of Fayette Greenway, Ortega Park, Pyramid Park, and Fayette Park.
- Support fundraising, design, and construction of an all-inclusive playground in conjunction with the Magical Bridge Foundation.
- Support the design and construction of the Rengstorff Park Aquatics Center Replacement Project.
- Support design and construction of the Center for the Performing Arts SecondStage seating and support space upgrade.
- Continue turf and bunker improvement projects at Shoreline Golf Links.
- Replace the play structure (scow) at Shoreline at Mountain View.
- Renovate the green complexes of Holes 2 and 12 at Shoreline Golf Links.
- Establish new policies and procedures for the Center for the Performing Arts and adapt recreation programming and facility rentals to operate safely and enhance recovery in response to Shelter-In-Place orders in the post pandemic environment.
- Monitor, evaluate, and amend, if necessary, contracts for important facility operations, such as the Shoreline Sailing Lake and Café, Shoreline Golf Links, Michaels at Shoreline, and Shoreline Amphitheatre, as operators respond to Shelter-In-Place orders and prepare for the postpandemic environment.
- Support the design of the Middlefield Park Master Plan in conjunction with the Community Development Department.

COMMUNITY SERVICES DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Administration:					
1. Number of open space acres per 1,000/population:					
Including North Bayshore Area	13.4	13.4	>3	13.5	>3
Excluding North Bayshore Area	2.6 ^(A)	2.6 ^(A)	>3	2.7 ^(A)	>3
Center for the Performing Arts:					
2. Number of use days ^(B)	559	327 ^(C)	>450	21 ^(C)	>255 ^(D)
3. Number of performances	504	276 ^(C)	>390	0 ^(C)	>195 ^(D)
4. Percentage of clients surveyed who rate the theatre experience as "very good" or "outstanding"	94%	95%	>90%	N/A	>90%
5. Percentage of patrons surveyed who say they enjoyed their experience at the MVCPA	98%	99%	>90%	N/A	>90%
Shoreline:					
6. Number of Rengstorff House rentals	549	357 ^(C)	>500	0 ^(C)	>350 ^(D)
Shoreline Golf Links:					
7. Number of paid rounds of golf	56,713 ^(E)	55,531 ^(F)	>63,700	38,210	>68,549
8. Number of tournament rounds	4,439 ^(E)	3,761 ^(C)	>4,950	1,947 ^(C)	>5,109
9. Number of memberships	603 ^(E)	387 ^(C)	>740	536	>740
Forestry:					
10. Average maintenance cost per landscaped median acre	\$11,714 ^(G)	\$12,512 ^(G)	<\$10,000	\$6,510 Reported Annually	<\$14,000 ^(G)
11. Number of trees planted	275	294	>256		>256
12. Number of trees trimmed	2,847	2,537 ^(C)	>2,700	1,408	>2,700
Parks and Open Space:					
13. Average maintenance cost per park acre (not including Shoreline at Mountain View)	\$19,519	\$21,885	<\$22,000	\$12,426	<\$22,000
14. Average water consumption per park acre	514 units ^(H)	629 units	<820 units	478 units	<820 units
Recreation:					
15. Percentage of class registrations completed online (net, not including golf, tennis, drop-in or lap swim)	75%	83%	>70%	87%	>70%
16. Number of participants registered in Recreation classes	9,023	2,606 ^(C)	>8,300	1,143 ^(C)	>4,000 ^(D)

COMMUNITY SERVICES DEPARTMENT SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
17. Number of facility rental bookings/hours:					
Community Center	1,170 ^(I)	3,890 ^(C)	>5,000	1,030 ^(C)	>3,000 ^(D)
Senior Center	1,093	861	>800	0 ^(C)	>400 ^(D)
Adobe Building	914	515 ^(C)	>650	0 ^(C)	>325 ^(D)
Gyms	5,298 ^(I)	3,429 ^(C)	>5,940	150 ^(C)	>2,000 ^(D)
Athletic Fields	28,414 ^(H)	16,855 ^(C)	>30,000	12,610 ^(C)	>25,000 ^(D)
18. Barbecue Rentals	9,895	5,897	>6,000	0 ^(C)	>3,000 ^(D)
19. Annual Citywide volunteer hours	49,226	33,952 ^(C)	>45,000	3,878 ^(C)	>10,000 ^(D)
20. Number of Lap Swim participants	25,648 ^(K)	17,210 ^(C)	>26,000	9,901 ^(C)	>20,000 ^(D)
21. Number of swim lesson participants	2,399	2,205	>2,200	49 ^(C)	>1,000 ^(D)
22. Number of meals served through the Senior Center Nutrition Program	32,475	34,139	>30,000	22,307	>30,000
23. Number of summer camp participants	1,848	1,630 ^(L)	>1,800	174 ^(C)	>600 ^(D)
24. Number of preschool participants	71 ^(I)	56 ^(C)	>80	35 ^(C)	>40 ^(D)
25. Number of participants in contract classes	4,033	2,699 ^(C)	>3,600	532 ^(C)	>1,000 ^(D)
26. Number of attendees participating at teen programs and events	9,636	5,898 ^(C)	>9,000	160 ^(C)	>4,000 ^(D)
27. Number of permits issued for special events and activities	167	97 ^(C)	>125	2 ^(C)	>60 ^(D)

^(A) Citywide target set at three acres per 1,000 population as defined by the City's Park Land Dedication Ordinance. The City continues to develop new open space, but an increase in population has kept the actual below target.

^(B) Total includes rental of the rehearsal studio.

^(C) Targets missed due to COVID-19 and Shelter-in-Place orders reducing or ceasing operations, services, and/or rentals. The number of use days for the Center for Performing Arts is for the County of Santa Clara's COVID-19 testing.

^(D) Target adjusted to account for COVID-19 and Shelter-In-Place orders reducing or ceasing operations, services, and/or rentals.

^(E) Competition from Moffett Golf Course and the reopening of Baylands Golf Course in Palo Alto in May 2018 have affected number of rounds and membership. An abnormally large number of rainy days in Fiscal Year 2018-19 were on weekends. In addition, the wildfires in fall 2018 lowered air quality to a point that deterred golfers for approximately three weeks.

^(F) Competition from Moffett Golf Course and the reopening of Baylands Golf Course in Palo Alto in May 2018 continue to have an effect on the number of rounds and membership, along with the rain earlier in the fiscal year than estimated for the target. COVID-19 has also impacted the paid rounds since the golf course was closed for approximately seven weeks during Shelter-In-Place orders.

^(G) The Fiscal Year 2017-18 and 2018-19 actuals were incorrectly reported as \$8,096 and \$9,032, respectively, due to a miscalculation. As a result, the target was not updated and the increase in maintenance costs due to increases in salaries, benefits, and supplies over recent years was not captured. This target has been evaluated and updated for Fiscal Year 2021-22.

^(H) Due to the renovation of multiple athletic fields, rental hours and water use are down compared to prior years.

COMMUNITY SERVICES DEPARTMENT SUMMARY

- (I) The Community Center was closed for renovation and expansion from August 2018 to March 2019. The Fiscal Year 2018-19 target is based on a partial-year opening. As a result, Preschool was moved to The View Teen Center in the interim.
- (J) In order to reduce barriers for youth sports groups to utilize the gyms, they are no longer required to rent for a full quarter. They can now rent a partial quarter. This has led to lower rental hours but is more reflective of actual gym use.
- (K) A wet winter reduced the number of lap swimmers.
- (L) Summer camp registrations missed target due to cancellation of one session of H2O Adventures and splitting location of camps between Graham Middle School and the Community Center. This measure represents the complete 2019 summer session.

BUD/LHP-209-01 FY2021-22

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Community Services Director	1	1	1
Assistant Community Services Director	1	1	1
Shoreline Manager	1	1	1
Performing Arts Manager	1	1	1
Forestry and Roadway Manager	1	1	1
Parks and Open Space Manager	1	1	1
Recreation Manager	1	1	1
Performing Arts Supervisor	2.50	2.50	2.50
Tree Supervisor/ Arborist	1	1	1
Parks Supervisor	4	4	4
Performing Arts Coordinator	1	1	1
Recreation Supervisor	5	5	5
Senior Recreation Coordinator	5	5	5
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	5	5	5
Forestry Coordinator	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	4	4	4
Parks Maintenance Worker III	12	12	12
Parks Maintenance Worker I/II	24	24	24
Supervising Parks and Open Space Worker	1	1	1
Parks and Open Space Worker I/II	2	2	2
Senior Management Analyst	1	1	1
Executive Assistant	1	1	1
Program Assistant	1	1	1
Secretary	2	2	2
Office Assistant III	0.50	0.50	0.50
Office Assistant I/II	2	2	2
Performing Arts Assistant	3	3	3
Recreation Specialist	1	1	1
Wildlife Preservation Coordinator	1	1	1
Senior Ticket Service Representative	1	1	1
Recreation Leader II	0.75	0.75	0.75
TOTAL REGULAR	90.50	90.50	90.50
TOTAL PART-TIME HOURLY	47.12	47.12	46.05
TOTAL POSITIONS	137.62 *1	137.62 *2	136.55 *2

*1 In addition there is a limited-period 0.40 FTE Communications Coordinator position.

*2 In addition there is a limited-period 0.50 FTE Communications Coordinator position.

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Community Services Administration	\$ 630,086	1,026,110	1,050,672
Performing Arts	1,758,669	1,929,141	1,955,102
Shoreline	1,291,067	1,986,135	2,068,196
Shoreline Golf Links/Restaurant	3,034,806	3,683,043	3,309,860
Forestry and Roadway Landscape	3,723,745	4,318,363	4,385,983
Parks and Open Space	6,401,018	7,348,906	7,348,593
Recreation	5,402,762	6,486,636	6,586,294
TOTAL EXPENDITURES	\$ 22,242,153	26,778,334	26,704,700

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 14,645,912	17,301,005	17,629,008
Supplies and Other Services	7,105,342	8,765,429	8,466,292
Capital Outlay	121,864	149,900	48,400
Interfund Expenditures	369,035	562,000	561,000
TOTAL EXPENDITURES	\$ 22,242,153	26,778,334	26,704,700

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 15,801,559	18,273,421	18,687,791
General Non-Operating	174,561	294,600	203,700
Shoreline Golf Links/Restaurant	3,034,806	3,683,043	3,309,860
Shoreline Regional Park Community	3,231,227	4,527,270	4,503,349
TOTAL FUNDING	\$ 22,242,153	26,778,334	26,704,700

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fines & Forfeitures	\$ 4,000	1,000	1,000
Rents & Leases	1,086,988	1,057,500	505,300
Local Intergovernmental Revenue	75,000	130,000	134,000
Recreation Service Charges	1,086,393	1,208,600	1,215,900
Golf Course Service Charges	1,910,897	2,350,000	2,541,000
Restaurant Revenue	1,047,936	1,858,000	1,241,000
General Service Charges	496,480	404,100	162,100
Miscellaneous Revenue	623,751	548,400	442,000
Interfund Revenue Transfers	55,000	55,000	55,000
TOTAL REVENUES	\$ 6,386,445	7,612,600	6,297,300

COMMUNITY SERVICES – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – COMMUNITY SERVICES DIRECTOR

DIVISION OVERVIEW

Administration is responsible for the management of the Community Services Department. This Division provides leadership, policy development, administrative and technical support, career development, and training opportunities.

BUD/LHP-209-02 FY2021-22

**COMMUNITY SERVICES - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	3.80	3.80	3.80
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3.80	3.80	3.80
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 402,135	608,486	620,748
Wages	0	0	0
Benefits	211,688	313,471	325,771
TOTAL PERSONNEL	613,823	921,957	946,519
Materials and Supplies	3,852	7,183	7,183
Maintenance and Operations	4,450	0	0
Utilities	0	250	250
Professional/Technical Services	4,914	81,735	81,735
Other Expenses	3,047	14,985	14,985
TOTAL SUPPLIES AND SERVICES	16,263	104,153	104,153
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 630,086	1,026,110	1,050,672

COMMUNITY SERVICES – PERFORMING ARTS DIVISION SUMMARY

DIVISION MANAGER – PERFORMING ARTS MANAGER

DIVISION OVERVIEW

Performing Arts is responsible for the management and operation of the Mountain View Center for the Performing Arts, a three-theatre performing arts complex, owned and managed by the City. The Center and the Center's staff service an active schedule of performances with a mix of community and regional artists. The Center provides a well-maintained and -equipped facility; technical service support; computerized ticket sales operation; marketing and publication support; house management; and a volunteer usher corps for all performances.

MAJOR DIVISION CHANGES

- General Operating Fund:

Annual Rigging Inspection and Maintenance: \$27,000

Provides additional funding for the annual inspection and maintenance of the rigging above MainStage.

- General Non-Operating Fund:

Communications Coordinator Position (0.50) (limited-period): \$113,600

Provides continued funding for a 0.50 FTE Communications Coordinator position. The additional resources will provide continued support for marketing and public relations.

BUD/LHP-209-03 FY2021-22

**COMMUNITY SERVICES - PERFORMING ARTS
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	8.50	8.50	8.50
Total Part-Time Hourly	1.67	1.67	1.67
TOTAL POSITIONS	10.17 *1	10.17 *2	10.17 *2

*1 In addition there is a limited-period 0.40 FTE Communications Coordinator position.

*2 In addition there is a limited-period 0.50 FTE Communications Coordinator position.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 854,808 *1	1,007,327 *2	1,031,267 *2
Wages	224,047	156,143	158,389
Benefits	540,938	543,524	568,799
TOTAL PERSONNEL	1,619,793	1,706,994	1,758,455
Materials and Supplies	20,587	39,397	39,397
Maintenance and Operations	26,918	50,700	71,700 *3
Utilities	245	450	450
Professional/Technical Services	61,167	45,800	51,800 *3
Other Expenses	9,334	11,900	11,900
TOTAL SUPPLIES AND SERVICES	118,251	148,247	175,247
Capital Outlay	20,625	73,900	21,400
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,758,669	1,929,141	1,955,102

*1 Includes limited-period expenditures for Communications Coordinator position.

*2 Includes limited-period funding for a 0.50 FTE Communications Coordinator position.

*3 Includes increased funding of \$27,000 for annual rigging inspection and maintenance.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Rents & Leases	\$ 471,515	448,200	116,400
General Service Charges	308,843	307,000	77,200
Miscellaneous Revenue	194,181	188,500	57,500
TOTAL REVENUES	\$ 974,539	943,700	251,100 *1

*1 Revenues estimated lower due to impacts from COVID-19 pandemic.

COMMUNITY SERVICES – SHORELINE DIVISION SUMMARY

DIVISION MANAGER – SHORELINE MANAGER

DIVISION OVERVIEW

The Shoreline Division is responsible for the operations, maintenance, preservation, and enhancement of the environmental areas within Shoreline at Mountain View; rental and operations of the historic Rengstorff House; regulatory permits, relating to open space and marsh restoration; management of commercial leases (including Shoreline Amphitheatre); park-related capital improvement projects; and oversight of the Citywide Park Ranger Program, including patrol of Stevens Creek Trail.

MAJOR DIVISION CHANGES

- General Operating Fund:

Janitorial Services for Park Restrooms (\$121,800 offset by reduction in hourly wages): \$81,800

Provides increased funding for janitorial services in park restrooms. The total cost is partially offset by the reduction in hourly wages. This increases cleanings from weekend service to daily service, primarily related to additional cleanings needed due to the COVID-19 pandemic. Costs are also included in the Shoreline Regional Park Community Fund and Parks and Open Space Division for parks in the Shoreline at Mountain View area.

BUD/LHP-209-04 FY2021-22

**COMMUNITY SERVICES - SHORELINE
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	8.79	8.79	8.79
Total Part-Time Hourly	3.48	3.48	3.48
TOTAL POSITIONS	12.27	12.27	12.27
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 555,437	830,652	841,143
Wages	167,888	199,210	203,666
Benefits	364,089	548,749	569,063
TOTAL PERSONNEL	1,087,414	1,578,611	1,613,872
Materials and Supplies	32,635	52,600	52,600
Maintenance and Operations	38,584	70,600 *1	58,600 *4
Utilities	51,246	77,300 *2	77,300
Professional/Technical Services	59,243	112,634	246,434 *4
Other Expenses	3,900	66,390 *3	6,390
TOTAL SUPPLIES AND SERVICES	185,608	379,524	441,324
Capital Outlay	2,800	15,000	0
Interfund Expenditures	15,245	13,000	13,000
TOTAL EXPENDITURES	\$ 1,291,067	1,986,135	2,068,196

*1 Includes increased funding of \$20,300 for janitorial cost increases.

*2 Includes increased funding of \$4,000 for City utility cost increase.

*3 Includes limited-period funding of \$60,000 for a Wildlife Preservation Plan.

*4 Includes increased funding of \$121,800 for janitorial services for parks restrooms (hourly offset in the Parks and Open Space Division).

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Rents & Leases	\$ 366,750	359,000	255,000 *1
Recreation Service Charges	0	5,000	5,000
General Service Charges	141,737	50,000	50,000
Miscellaneous Revenue	2,375	0	0
TOTAL REVENUES	\$ 510,862	414,000	310,000

*1 Revenues estimated lower due to impacts from COVID-19 pandemic.

COMMUNITY SERVICES – SHORELINE GOLF LINKS/RESTAURANT DIVISION SUMMARY

DIVISION MANAGER – SHORELINE MANAGER

DIVISION OVERVIEW

Shoreline Golf Links is the City's 18-hole golf course, open for group and individual play 364 days a year. The Shoreline Golf Links/Restaurant Division is responsible for overseeing the management services contract for the operation and maintenance of Shoreline Golf Links and Michaels at Shoreline Restaurant.

MAJOR DIVISION CHANGES

- Shoreline Golf Links Fund:

Water Cost Increase:	\$64,500
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Provides increased funding for water cost increases to maintain Shoreline Golf Links.

Net Operating Changes:	(\$39,900)
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Provides net savings from increases in personnel-related costs (\$24,400), contracts (\$19,200), and miscellaneous (\$4,800), offset by reductions in materials and supplies (\$88,300).

- Shoreline Restaurant Fund:

Net Operating Changes (offset by \$617,200 reduced revenue):	(\$399,200)
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Provides operating savings to partially offset estimated lower revenue. Net savings from an increase in maintenance and operations (\$73,300) offset by reductions to personnel-related costs (\$236,800), food and beverage costs (\$157,700), materials and supplies (\$50,100), utilities (\$13,900), contracts (\$12,000), and other operating costs (\$2,000).

BUD/LHP-209-08 FY2021-22

**COMMUNITY SERVICES - SHORELINE GOLF LINKS/RESTAURANT
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	0.30	0.30	0.30
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	0.30	0.30	0.30
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 49,372	59,706	59,998
Wages	0	0	0
Benefits	24,873	31,184	32,346
TOTAL PERSONNEL	74,245	90,890	92,344
Materials and Supplies	142,576	307,360	168,925
Maintenance and Operations	150,608	188,150 *1	262,479
Utilities	630,459	631,800 *2	677,738 *4
Professional/Technical Services	1,607,607	1,847,953	1,642,690
Other Expenses	428,942	615,890	465,684
TOTAL SUPPLIES AND SERVICES	2,960,192	3,591,153 *3	3,217,516 *5
Capital Outlay	0	0	0
Interfund Expenditures	369	1,000	0
TOTAL EXPENDITURES	\$ 3,034,806	3,683,043	3,309,860

*1 Includes increased funding of \$24,100 for janitorial cost increase.

*2 Includes increased funding of \$35,100 for water cost increase.

*3 Includes net reduced funding of \$69,600 for the Golf Course and \$150,300 for the Restaurant.

*4 Includes increased funding of \$64,500 for golf course water cost increase.

*5 Includes net reduced funding of \$39,900 for the Golf Course and \$399,200 for the Restaurant.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Golf Course Service Charges	\$ 1,910,897	2,350,000	2,541,000
Restaurant Revenue	1,047,936	1,858,000	1,241,000 *1
Miscellaneous Revenue	23,387	15,000	15,000
TOTAL REVENUES	\$ 2,982,220	4,223,000	3,797,000

*1 Revenues estimated lower due to impacts from COVID-19 pandemic.

COMMUNITY SERVICES – FORESTRY AND ROADWAY LANDSCAPE DIVISION SUMMARY

DIVISION MANAGER – FORESTRY AND ROADWAY MANAGER

DIVISION OVERVIEW

The Forestry and Roadway Landscape Division is responsible for maintaining the landscape on roadways, medians, overpasses, and all nonpark, City-owned lands; managing the Urban Forestry Program, which includes maintenance of street trees (including those in parks and medians); and administering the City's Heritage Tree Ordinance. This Division is responsible for maintenance of 120.25 acres of roadway landscape and 28,000 trees; maintaining 12 acres in the downtown area consisting of Castro Street, Civic Center, Centennial Plaza, and the Transit Center; and administering an Integrated Pest Management Program.

BUD/LHP-209-05 FY2021-22

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	20	20	20
Total Part-Time Hourly	1.05	1.05	1.05
TOTAL POSITIONS	21.05	21.05	21.05
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,701,427	1,879,953	1,901,777
Wages	49,838	54,800	56,038
Benefits	1,084,716	1,230,810	1,289,368
TOTAL PERSONNEL	2,835,981	3,165,563	3,247,183
Materials and Supplies	71,995	80,461	80,461
Maintenance and Operations	6,642	12,000	12,000
Utilities	559,944	674,100 *1	674,100
Professional/Technical Services	98,715	144,414 *2	134,414
Other Expenses	3,070	8,825	8,825
TOTAL SUPPLIES AND SERVICES	740,366	919,800	909,800
Capital Outlay	30,801	31,000	27,000
Interfund Expenditures	116,597	202,000	202,000
TOTAL EXPENDITURES	\$ 3,723,745	4,318,363	4,385,983
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fines and Forfeitures	\$ 4,000	1,000	1,000
Local Intergovernmental Revenue	0	55,000	59,000
General Service Charges	19,655	21,600	19,600
Miscellaneous Revenue	2,743	0	0
Interfund Revenue Transfers	55,000	55,000	55,000
TOTAL REVENUES	\$ 81,398	132,600	134,600

*1 Includes increased funding of \$3,400 for City utility cost increase.

*2 Includes limited-period funding of \$10,000 for organic pesticides.

COMMUNITY SERVICES – PARKS AND OPEN SPACE DIVISION SUMMARY

DIVISION MANAGER – PARKS AND OPEN SPACE MANAGER

DIVISION OVERVIEW

The Parks and Open Space Division is responsible for maintaining the City's landscape investment at City facilities, 38 urban parks (193.5 acres), and 9.35 miles of pedestrian trail along the Bay; and Permanente Creek, Stevens Creek, Hetch Hetchy, and Whisman Trails.

MAJOR DIVISION CHANGES

- Shoreline Regional Park Community Fund:

Janitorial Services for Park Restrooms
(\$17,000 offset by reduction in hourly wages):

No Net Cost

Provides increased funding for janitorial services in park restrooms. The total cost is offset by the reduction in hourly wages. This increases cleanings from weekend service to daily service, primarily related to additional cleanings needed due to the COVID-19 pandemic. Costs are also included in the General Operating Fund, Shoreline Division.

BUD/LHP-209-06 FY2021-22

**COMMUNITY SERVICES - PARKS AND OPEN SPACE
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	30	30	30
Total Part-Time Hourly	5.21	5.21	4.14 *1
TOTAL POSITIONS	35.21	35.21	34.14

*1 Includes reduction in hours to offset increased parks restrooms janitorial cost increase.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 2,586,647	2,868,383	2,899,844
Wages	107,452	273,343	222,090
Benefits	1,712,826	1,900,938	1,903,417
TOTAL PERSONNEL	4,406,925	5,042,664	5,025,351
Materials and Supplies	204,228	247,275 *1	247,275
Maintenance and Operations	10,831	15,290	15,290
Utilities	1,448,132	1,603,082 *1/2	1,603,082
Professional/Technical Services	54,088	83,398	100,398 *4
Other Expenses	5,045	44,197 *3	44,197
TOTAL SUPPLIES AND SERVICES	1,722,324	1,993,242	2,010,242
Capital Outlay	44,505	0	0
Interfund Expenditures	227,264	313,000	313,000
TOTAL EXPENDITURES	\$ 6,401,018	7,348,906	7,348,593

*1 Includes increased funding of \$77,500 for operational costs for six new parks.

*2 Includes increased funding of \$29,500 for City utility cost increase.

*3 Includes increased funding of \$14,500 for parcel property tax for SFPUC.

*4 Includes increased funding of \$17,000 for janitorial services for parks restrooms (offset by reduction in hourly wages).

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 169,922	177,100	177,100
TOTAL REVENUES	\$ 169,922	177,100	177,100

COMMUNITY SERVICES – RECREATION DIVISION SUMMARY

DIVISION MANAGER – RECREATION MANAGER

DIVISION OVERVIEW

Recreation provides activities to facilitate social/community connections, advance lifelong learning, and promote healthy lifestyles.

Activities, classes, and events are held at Cuesta and Rengstorff Community Parks, Crittenden and McKelvey Athletic Fields, Deer Hollow Farm, Mountain View Sports Pavilion, Whisman Sports Center, Cuesta Tennis Center, Graham Sports Complex, Community Center, Senior Center, The View Teen Center, Eagle Park and Rengstorff Pools, historic Adobe Building, and various other park areas and school sites.

Program areas include: aquatics; adult and youth sports; seniors; cultural arts; preschool; elementary and teens; youth development; environmental education; community gardens; volunteers; coordination of special events and summer concerts; and reservations of buildings, facilities, and barbecue areas.

MAJOR DIVISION CHANGES

- General Operating Fund:

Community Center Day Porter Services:	\$67,000
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Provides funding for additional janitorial services, room setup/tear-down, and support for special events at Recreation facilities. These resources will provide a Day Porter at the new Community Center.

- General Non-Operating Fund:

Janitorial Services for Pool Buildings (limited-period):	\$90,100
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Provides continued funding for janitorial services at the City's two aquatics facilities. Janitorial services will be provided when the facilities are open and will include cleaning and sanitizing the shower rooms, bathrooms, and floors.

BUD/LHP-209-07 FY2021-22

**COMMUNITY SERVICES - RECREATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	19.11	19.11	19.11
Total Part-Time Hourly	35.71	35.71	35.71
TOTAL POSITIONS	54.82	54.82	54.82
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,707,978	1,903,744	1,932,307
Wages	1,242,288	1,698,141 *2	1,732,960
Benefits	1,057,465	1,192,441	1,280,017
TOTAL PERSONNEL	4,007,731	4,794,326	4,945,284
Materials and Supplies	268,743 *1	274,057 *2	270,057
Maintenance and Operations	175,300 *1	364,039 *3	361,739 *4
Utilities	239,179	292,083	292,083
Professional/Technical Services	629,835 *1	673,274 *2	658,274
Other Expenses	49,281	25,857	25,857
TOTAL SUPPLIES AND SERVICES	1,362,338	1,629,310	1,608,010
Capital Outlay	23,133	30,000	0
Interfund Expenditures	9,560	33,000	33,000
TOTAL EXPENDITURES	\$ 5,402,762	6,486,636	6,586,294
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Rents & Leases	\$ 248,723	250,300	133,900
Local Intergovernmental Revenue	75,000	75,000	75,000
Recreation Service Charges	1,086,393	1,203,600	1,210,900
General Service Charges	26,245	25,500	15,300
Miscellaneous Revenue	231,143	167,800	192,400
TOTAL REVENUES	\$ 1,667,504	1,722,200	1,627,500 *1

*1 Includes limited-period expenditures for Thursday Night Live special events, plaza activation, Senior Center exercise equipment, Senior Center blinds, day porter services at the Community Center, and Aquatics operations and training equipment.

*2 Includes limited-period fundings of \$58,800 to continue day porter services at the Community Center, \$12,300 for bi-annual Multicultural Festival, and \$12,300 for Thursday Night Live special events.

*3 Includes increased funding for \$25,800 for janitorial services and limited-period funding of \$100,600 for janitorial services for pool buildings.

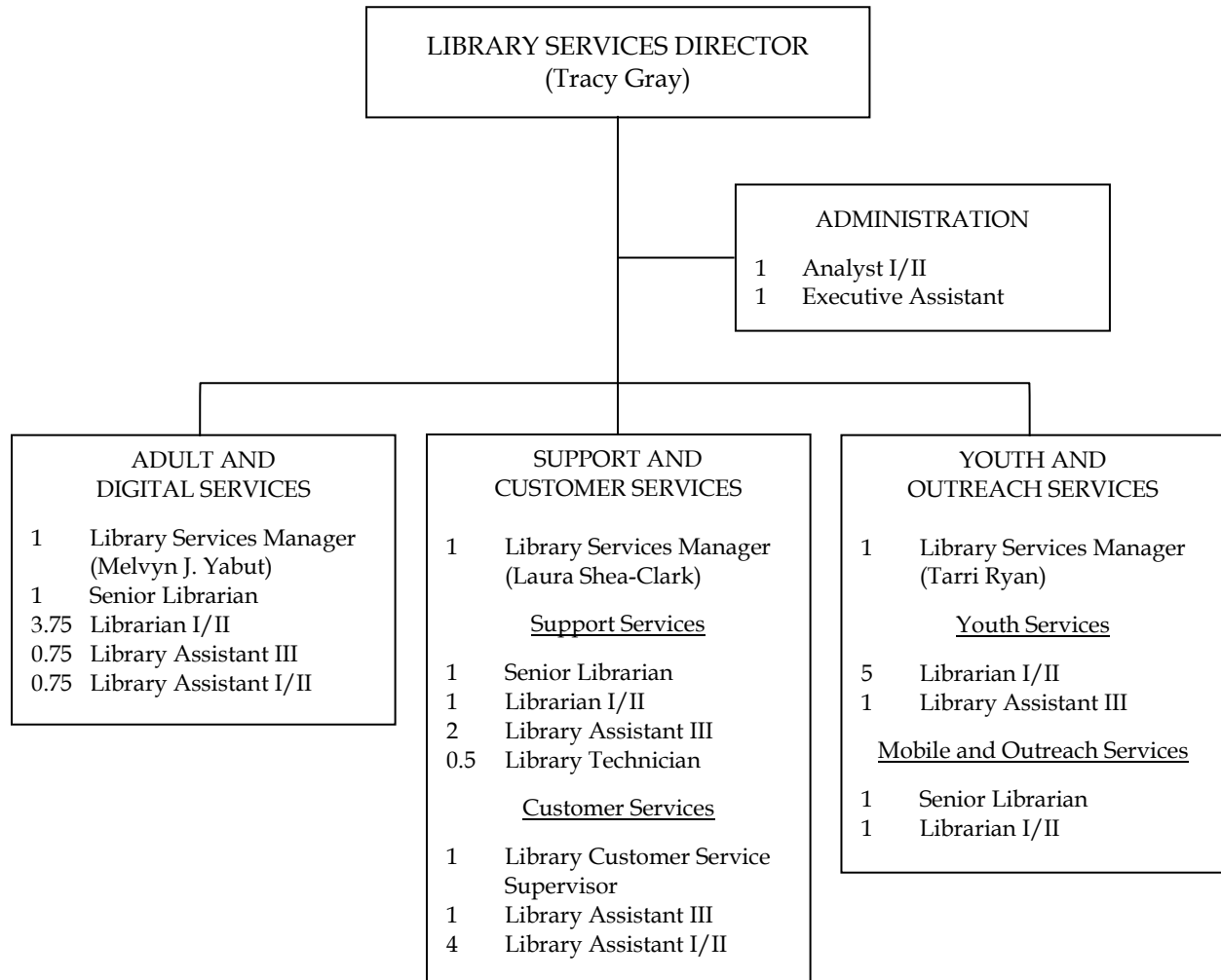
*4 Includes increased funding for \$67,000 for Community Center day porter services and limited-period funding of \$90,100 for janitorial services for pool buildings.

*1 Revenues continue to be estimated lower due to impacts from COVID-19 pandemic.

NOTES

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LIBRARY SERVICES DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 24.0 Full-Time
6.75 Regular Part-Time

LIBRARY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER – LIBRARY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

The Library Services Department is responsible for the planning and provision of library services. “Our Library is for everyone. We are a free resource helping our community connect, create, and learn.”

DEPARTMENT OVERVIEW

Library resources are made easily accessible to the community in a variety of formats, including print, media, and electronic. The Library Services Department participates in cooperative regional services and resource-sharing to meet the needs of all residents in the area.

DEPARTMENT FUNCTIONS

- Provide quality services, programs, and systems that enhance the quality of community life. (M 1, 2, 4, 5, 7, 8, 9, 13, 14)
- Provide a welcoming, comfortable, well-maintained, and safe facility and environment for all customers to use and enjoy. (M 1)
- Offer a variety of library materials, technology resources and references, and readers’ assistance to help customers meet their information, educational, and recreational reading needs. (M 2, 4, 5, 7, 13)
- Provide a quality collection of popular and enduring materials for customers to use and borrow. (M 2, 4, 5, 12)
- Provide ongoing library services to support lifelong learning in the community, including physical and virtual collections, and programs for all ages. (M 2, 4, 5, 8, 9, 13)
- Promote library services to ensure that all residents are aware of the breadth of library services and how to better use those services. (M 9)
- Provide Mobile Library Services to reduce trips to the Library. (M 2, 4, 5)

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Implemented a Library Grab-and-Go Holds pickup program to provide access to the Library collection during the COVID-19 closure and moved reference services to phone and email.
- Transitioned to virtual programming to continue providing educational and entertaining opportunities to the community during the pandemic.
- Redeployed staff to conduct outreach to more than 600 Mountain View businesses about pandemic relief resources, answer City phones, and provide volunteer services at the Community Services Agency.

LIBRARY SERVICES DEPARTMENT SUMMARY

- Assisted the City's Strategic Communications Team in creating and maintaining COVID-19 webpages on the City website.
- Added new digital services and additional e-books to provide more options for people to utilize the Library from anywhere.
- Eliminated expiration dates from Library cards to remove a barrier to access.
- Implemented automatic renewals for print materials to increase access.
- Created a reopening plan to resume limited in-building services safely.
- Revamped the Library website to improve ease of use and make it more streamlined and intuitive.
- Created booklists to highlight materials in the collection focusing on diversity, racial equity, and inclusion and hosted talks on these topics.
- Redesigned storytimes to meet kindergarten readiness needs for children lacking access to preschool programs due to Stay-at-Home orders.
- Launched the first Spanish language-only storytime and Spanish language parenting program.
- Established the foundation for the Library's Adult Literacy program.
- Launched Career Online High School with support from the California State Library, which provided six scholarships to adults seeking a high school diploma.
- Finalized an agreement with the Mountain View Los Altos Union High School District to create a Student Connect Card to give District students access to the Library's digital resources.
- Collaborated with local schools and organizations to provide support for underserved communities.
- Increased the holds pick-up shelving area, reconfigured the Teen Zone shelving area, and moved new adult books to the second floor to create more space and improve ease of finding materials.
- Removed outdated and unused materials in adult collections and reorganized shelf use to make browsing easier and more accessible.
- Rearranged materials in the Children and Teen collection areas based on evaluations of how users look for materials.
- Revised the Community Information Posting Policy and the Behavior Policy, which were adopted by the Library Board.

LIBRARY SERVICES DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

- Establish a Library literacy program for Mountain View residents to help residents reach literacy goals and use Library services effectively.
- Evaluate Grab-and-Go Holds Service to determine if incorporating aspects of the service postpandemic will improve accessibility of collections and resources.
- Analyze Bookmobile operations and assess stops and collections to ensure that all community members have the opportunity to access Library services.
- Develop and maintain services, programs, and collections to promote diversity, equity, and inclusion within the community.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
1. Number of visits to the Library.	588,081 ^(A)	441,391 ^(B)	>600,000	29,274 ^(B)	>60,000 ^(C)
2. Total circulation.	1,249,572	960,887 ^(B)	>1,100,000	325,315 ^(B)	>650,000 ^(C)
3. Number of items circulated per capita.	16.4	11.7 ^(B)	>14	4 ^(B)	Discontinue
4. Total electronic items circulated.				New for FY21-22	>200,000
5. Total physical items circulated.				New for FY21-22	>425,000
6. Questions answered per capita.	0.6	0.4 ^(B)	>0.5	0.01 ^(B)	Discontinue
7. Total questions answered.				New for FY21-22	>3,000
8. Total attendees at Library programs.	46,726 ^(D)	35,982 ^(B)	>50,000	7,469 ^(B)	>15,000 ^(C)
9. Satisfaction rate for Library programs.	96%	92%	>90%	97%	>90%
10. Percentage of circulation that is customer self-check.	96%	93%	>92%	0% ^(B)	Discontinue
11. Percentage of materials returned at automated returns.	96%	71% ^(B)	>85%	0% ^(B)	Discontinue
12. Average number of calendar days between receipt of new item and availability to check out.	7	6	<10	7	<10

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
13. New book and media items processed.	25,555	27,890	>22,000	8,252 ^(B)	>17,000 ^(C)
14. Number of public computer sessions in the Library.	43,142	30,851	>30,000	0 ^(B)	>1,000 ^(C)

^(A) The measures may have been affected by customers slowly returning to the Library upon the finished remodel and as programs were steadily added.

^(B) The measures were affected by the Library closure due to the COVID-19 global pandemic starting in March 2020.

^(C) The target has been adjusted for Fiscal Year 2021-22 due to continuing impacts of COVID-19.

BUD/LHP-026-01 FY2021-22

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Library Services Director	1	1	1
Library Services Manager	3	3	3
Library Customer Service Supervisor	1	1	1
Senior Librarian	3	3	3
Librarian I/II	10.75	10.75	10.75
Analyst I/II	1	1	1
Executive Assistant	1	1	1
Library Assistant III	4.75	4.75	4.75
Library Assistant I/II	4.75	4.75	4.75
Library Technician	0.50	0.50	0.50
Police Assistant II	0	0	0
TOTAL REGULAR	30.75	30.75	30.75
TOTAL PART-TIME HOURLY	12.86	12.78	12.78
TOTAL POSITIONS	43.61	43.53	43.53

*1 Midyear title change from Librarian III to Senior Librarian.

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Library Services Administration	\$ 689,375	813,622	809,324
Adult and Virtual Services	1,624,182	1,889,541	2,039,992
Support and Customer Services	2,384,536	2,468,489	2,392,018
Youth and Outreach Services	1,192,015	1,628,641	1,839,212
TOTAL EXPENDITURES	\$ 5,890,108	6,800,293	7,080,546

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 4,991,630	5,840,165	5,970,080
Supplies and Other Services	876,854	913,466	913,466
Capital Outlay	0	20,662	175,000
Interfund Expenditures	21,624	26,000	22,000
TOTAL EXPENDITURES	\$ 5,890,108	6,800,293	7,080,546

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 5,890,108	6,759,631	6,924,646
General Non-Operating	0	40,662	155,900
TOTAL FUNDING	\$ 5,890,108	6,800,293	7,080,546

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fines and Forfeitures	\$ 27,394	39,000	4,000
State Intergovernmental Revenue	4,997	0	0
General Service Charges	9,180	9,000	9,200
Miscellaneous Revenue	123,042	0	0
TOTAL REVENUES	\$ 164,613	48,000	13,200

LIBRARY SERVICES – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – LIBRARY SERVICES DIRECTOR

DIVISION OVERVIEW

Administration is responsible for the management of the Library Services Department. General administration of the Library includes: strategic planning, budget, personnel, facility management, and community relations. Administration also supports the Library Board of Trustees.

BUD/LHP-026-02 FY2021-22

**LIBRARY SERVICES - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	3	3	3
Total Part-Time Hourly	0.65	0 *1	0
TOTAL POSITIONS	3.65	3	3
*1 Transferred hours to the Adult and Digital Services Division.			
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 326,159	442,110	427,809
Wages	39,189	0	0
Benefits	151,879	204,342	220,607
TOTAL PERSONNEL	517,227	646,452	648,416
Materials and Supplies	14,916	30,530	30,530
Maintenance and Operations	64,133	62,167	62,167
Utilities	3,423	7,000	7,000
Professional/Technical Services	16,672	20,000	20,000
Other Expenses	73,004	34,211	41,211
TOTAL SUPPLIES AND SERVICES	172,148	153,908	160,908
Capital Outlay	0	9,262	0
Interfund Expenditures	0	4,000	0
TOTAL EXPENDITURES	\$ 689,375	813,622	809,324
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fines and Forfeitures	\$ 960	0	0
General Service Charges	9,180	9,000	9,200
Miscellaneous Revenue	21,492	0	0
TOTAL REVENUES	\$ 31,632	9,000	9,200

LIBRARY SERVICES – ADULT AND DIGITAL SERVICES DIVISION SUMMARY

DIVISION MANAGER – LIBRARY SERVICES MANAGER

DIVISION OVERVIEW

Adult and Digital Services includes services and programs for adults, including an extensive collection of print, media, and digital resources, and programs and workshops that promote lifelong learning and community engagement. The division is responsible for selecting physical and digital materials, providing reference and reader's advisory services, and offering assistance in the use of Library resources and technologies. The division maintains the Library's website, manages the selection and deployment of electronic databases, and selects and curates digital content. The division is responsible for home delivery to homebound patrons. The division maintains a local history collection in partnership with the Mountain View Historical Association.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Books and Materials (limited-period):	\$20,000
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Provides increased funding for e-books and electronic resources to address the significant increase in demand.

BUD/LHP-026-03 FY2021-22

**LIBRARY SERVICES - ADULT AND DIGITAL SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	6.50	6.50	7.25 *2
Total Part-Time Hourly	2.65	3.13 *1	3.13
TOTAL POSITIONS	9.15	9.63	10.38

*1 Transferred hours from the Administration Division.

*2 Transferred 0.75 Library Assistant I/II position from Support and Customer Services Division.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 570,021	677,224	746,910
Wages	127,071	182,495	186,619
Benefits	319,999	389,262	459,003
TOTAL PERSONNEL	1,017,091	1,248,981	1,392,532
Materials and Supplies	603,660	639,060 *1	642,060 *1
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Services	800	1,500	1,500
Other Expenses	2,631	0	3,900
TOTAL SUPPLIES AND SERVICES	607,091	640,560	647,460
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,624,182	1,889,541	2,039,992

*1 Includes limited-period funding of \$20,000 for books and materials.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
State Intergovernmental Revenue	\$ 4,997	0	0
Miscellaneous Revenue	550	0	0
TOTAL REVENUES	\$ 5,547	0	0

LIBRARY SERVICES – SUPPORT AND CUSTOMER SERVICES DIVISION SUMMARY

DIVISION MANAGER – LIBRARY SERVICES MANAGER

DIVISION OVERVIEW

Support Services provides support and maintenance of the Library's automation and catalog systems and automated check-in and check-out systems; purchasing, cataloging, physical processing, and maintenance of all materials in the Library's collection; as well as the timely return of Library materials to the shelves and maintaining the orderliness of the Library's materials collection.

Customer Services is responsible for answering customer account questions, issuing Library cards, lending and tracking Library materials loaned to the public, and collecting money owed for replacements and damages. Customer Services also handles the Link+ service, which provides materials from a consortium of academic and public libraries.

BUD/LHP-026-04 FY2021-22

**LIBRARY SERVICES - SUPPORT AND CUSTOMER SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	14.25	12.25 *1	11.50 *3
Total Part-Time Hourly	8.46	8.82 *2	8.82
TOTAL POSITIONS	22.71	21.07	20.32

*1 Transferred one Librarian I/II and one Library Assistant I/II to the Youth and Outreach Services Division.

*2 Transferred hours from the Youth and Outreach Services Division.

*3 Transferred 0.75 Library Assistant I/II position to the Adult and Virtual Services Division.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,168,077	1,134,988	1,101,445
Wages	354,636	457,393	467,730
Benefits	777,467	759,160	727,145
TOTAL PERSONNEL	2,300,180	2,351,541	2,296,320
Materials and Supplies	26,570	60,898	39,648
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Services	56,391	54,050	54,050
Other Expenses	1,395	2,000	2,000
TOTAL SUPPLIES AND SERVICES	84,356	116,948	95,698
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,384,536	2,468,489	2,392,018

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fines and Forfeitures	\$ 26,434	39,000	4,000 *1
TOTAL REVENUES	\$ 26,434	39,000	4,000

*1 Restocking and late fees eliminated.

LIBRARY SERVICES – YOUTH AND OUTREACH SERVICES DIVISION SUMMARY

DIVISION MANAGER – LIBRARY SERVICES MANAGER

DIVISION OVERVIEW

Youth Services provides materials, services, resources, and programs and develops partnerships within the community that support youth learning and development. Youth Services coordinates an annual Summer Reading Program that encourages children and families to read during the summer. The Teen Zone provides a study area specifically for teens.

Mobile and Outreach Services operates the Bookmobile, which serves customers who live, work, and go to school in Mountain View who may have difficulty visiting the Library. This section runs the literacy program to provide support for individuals who need assistance with their English language reading and writing skills.

BUD/LHP-026-05 FY2021-22

**LIBRARY SERVICES - YOUTH AND OUTREACH SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	7	9 *1	9
Total Part-Time Hourly	1.10	0.83 *2	0.83
TOTAL POSITIONS	8.10	9.83	9.83

*1 Transferred one Librarian I/II and one Library Assistant I/II from the Support and Customer Services Division.

*2 Transferred hours to the Support and Customer Services Division.

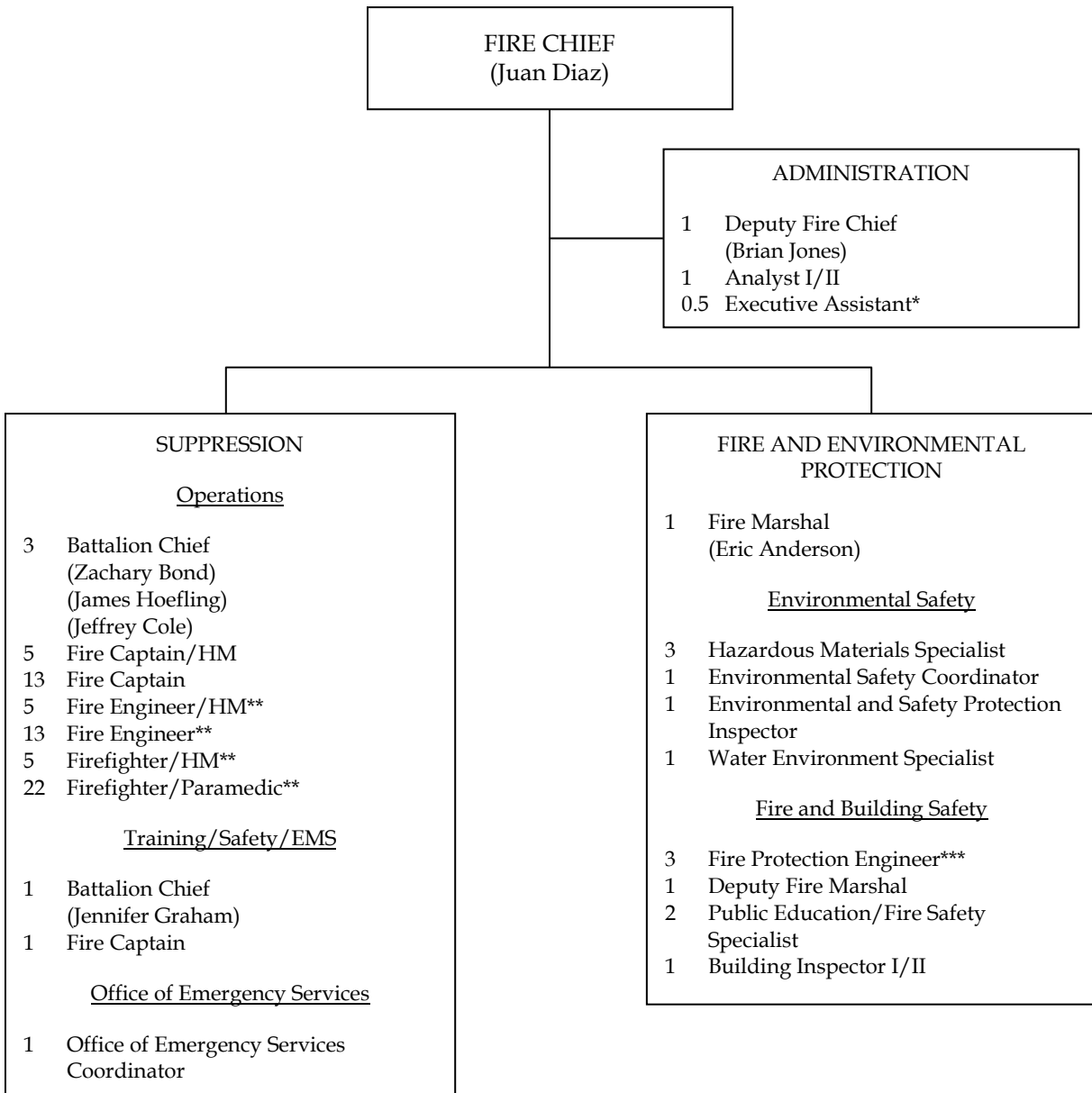
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 615,539	932,722	943,919
Wages	144,320	75,862	77,576
Benefits	397,273	584,607	611,317
TOTAL PERSONNEL	1,157,132	1,593,191	1,632,812
Materials and Supplies	789	2,050	9,400
Maintenance and Operations	0	0	0
Utilities	6	0	0
Professional/Technical Services	0	0	0
Other Expenses	12,464	0	0
TOTAL SUPPLIES AND SERVICES	13,259	2,050	9,400
Capital Outlay	0	11,400	175,000
Interfund Expenditures	21,624	22,000	22,000
TOTAL EXPENDITURES	\$ 1,192,015	1,628,641	1,839,212

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Miscellaneous Revenue	\$ 101,000	0	0
TOTAL REVENUES	\$ 101,000	0	0

NOTES

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FIRE DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 86.5 Full-Time

* Position directly reports to the Police Department but supports the Fire Department.

** Authorization of 27 Paramedics includes Engineer, Engineer/Hazardous Materials, and Firefighter/Hazardous Materials levels.

*** Located in Community Development Department but budgeted in Fire Department.

FIRE DEPARTMENT SUMMARY

DEPARTMENT MANAGER – FIRE CHIEF

DEPARTMENT MISSION STATEMENT

The Mountain View Fire Department exists to save lives and property, protect the environment, and minimize the risk of fire and natural disaster by investing in education, training, and prevention. The vision of the department is to be a progressive fire department that treats everyone with respect and dignity and applies best practices in innovative emergency response, fire prevention, training, environmental protection, and public education.

DEPARTMENT OVERVIEW

The Fire Department's personnel and equipment are strategically deployed throughout the City to rapidly assist citizens when emergencies occur, such as emergency medical services, fire suppression, technical rescue, and hazardous materials response, along with community emergency preparedness and recovery training. In addition to emergency response, the Fire Department focuses on community safety and education through fire prevention, housing code enforcement, public education, waste discharge and general surface water pollution prevention, and other services to the community.

DEPARTMENT FUNCTIONS

- Respond quickly to all emergencies and take appropriate actions, thereby reducing loss of life, property, and environmental damage while ensuring the safety of all Fire personnel involved. (M 1, 2)
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First Responders, Hazardous Materials Technicians, Specialists, and Rescuers.
- Provide annual training and coordination for City staff, and residential and business community volunteers on disaster preparedness, response, and recovery.
- Provide management and oversight for the Santa Clara County Regional Command Training Center located in Mountain View.
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers, comply with applicable Federal, State, and local requirements. (M 5, 6)
- Maintain an ongoing fire prevention program, hazardous materials, and underground storage tank inspection program. (M 5)
- Maintain a rental housing inspection program.

FIRE DEPARTMENT SUMMARY

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Deployed staff to 22 wildland fires.
- Deployed staff to two hospitals to assist with COVID-19 patient care.
- Supported the Santa Clara County Public Safety COVID-19 Vaccination Clinic; filling the role of injectors, administrative staff, Plans Section Chief, Liaison Officer, Logistics Section Chief, Facility Unit Leader, and Governmental Liaison Officer; and tracked costs for FEMA reimbursement.
- Established the Mountain View “Homebound” COVID-19 mobile vaccination clinic with “in-home” vaccinations for vulnerable community members.
- Instituted COVID-19 safety precautions in the fire stations and incidents following Cal/OSHA and Santa Clara County Public Health guidance.
- Participated with the City’s multi-departmental team to develop and implement the “Castro StrEATs Pilot Program” and “Outdoor Mountain View Pilot Program,” providing outreach and inspection services to the business community affected by COVID-19 restrictions.
- Developed an ordinance amendment prohibiting smoking in multi-family residential properties.
- Updated monthly performance reporting to include trend data on Continuous Quality Improvement measures that align with County EMS expectations.
- Developed, implemented, and provided training on a new worksheet for Fire/EMS emergency tactical incident accountability of Firefighters, providing for injury reduction and more overall efficiency at emergency scenes.
- Implemented new records management/report writing system.
- Transitioned over 17,000 reports archived reports to Laserfiche.
- Implemented a new staffing, personnel tracking, and payroll program.
- Completed a Battalion Chief recruitment process with external and internal candidates, resulting in the promotion of the City’s first female Battalion Chief.
- Participated in Bay Area Sentinel Response 2021 full-scale exercise for both Urban Search and Rescue and Hazardous Materials.
- Established a Department’s Career Development Plan, which provides for succession planning for all ranks and positions.
- Finalized the MVFD Policy for Heat Emergencies and for Cooling Center Activation.
- Collaborated with PG&E to restore power at a mobile home park to provide heat relief to vulnerable residents who were unable to go to a cooling center.

FIRE DEPARTMENT SUMMARY

- Received and distributed donations during the COVID-19 pandemic to assist wildland fire victims.
- Finalized the Fire and Environmental Safety Division Reorganization and Strategic Plan.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Implement the Public Services Study actions, including population updates, and Fire Community Risk Assessment, in conjunction with the City Manager's Office.**
- Support implementing initiatives to address homelessness, including residents unstably housed in vehicles, with both short-term and long-term actions.
- Continue to collaborate with the fire agencies within Santa Clara County to develop community-focused and sustainable initiatives that improve service quality, create operational efficiencies, eliminate redundancy, and leverage existing emergency response resources. This is inclusive of:
 - Explore a joint Fire Dispatch Center, based on the Feasibility Study on Consolidation of Dispatch Center for Fire/EMS, between Mountain View and Santa Clara County Fire Department (SCCFD), and continue to work on the connectivity of fire stations with SCCFD and updating the fire stations' ring-down system.
 - Full boundary drops implementation between Los Altos and Mountain View.
- Continue with the training and skills development in the "Special Operations" program disciplines.
- Complete a work plan for implementing Paperless Permitting and Online Permitting Systems in conjunction with the Community Development Department.
- Support State and Regional efforts on providing COVID-19 vaccinations by Firefighters inclusive of working with Santa Clara County Public Health with mobile vaccination clinic.
- Work collaboratively with IT and other City Departments on development and implementation of an integrated data management system to fulfill Fire and Environmental Protection Division data management and reporting needs across multiple regulatory program disciplines.

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Suppression:					
1. For prehospital medical emergencies, rescues, and small fires:				New for FY21-22	>90%
• Turnout time of two minutes.*				New for FY21-22	>90%
• Travel time of four minutes for the first-due unit.*				New for FY21-22	>90%

FIRE DEPARTMENT SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
<ul style="list-style-type: none"> First-due unit should arrive within 7 minutes 30 seconds of the time from the receipt of the 9-1-1 call.* 				New for FY21-22	>90%
2. For building fires:				New for FY21-22	>90%
<ul style="list-style-type: none"> Turnout time of two minutes.* Travel time of eight minutes for all units.* Multiple-unit effective response force (ERF) of 15 personnel should arrive within 11 minutes 30 seconds from the time of 9-1-1 call receipt.* 				New for FY21-22	>90%
3. For all structure fires:					
<ul style="list-style-type: none"> Response of seconds turnout time. 	New for FY19-20	100%	>90%	100%	Discontinued
<ul style="list-style-type: none"> Response of four minutes for the first engine company to arrive. 	New for FY19-20	100%	>90%	40% ^(A)	Discontinued
<ul style="list-style-type: none"> Response of eight minutes for all MVFD apparatus on the first alarm assignment to arrive. 	New for FY19-20	100%	>90%	100%	Discontinued
4. For all EMS calls:					
<ul style="list-style-type: none"> Response of 60 seconds turnout time. 	New for FY19-20	99%	>95%	100%	Discontinued
<ul style="list-style-type: none"> Response of 6 minutes 59 seconds for the first ALS apparatus to arrive. 	New for FY19-20	100%	>95%	100%	Discontinued
Fire and Environmental Protection:					
5. Percentage of plans checked within 15 working days of receipt by division.	100%	100%	100%	100%	100%
6. Number of inspections conducted by Environmental Safety Section.	1,597	1,718	1,500	761	1,500

^(A) Trending below target as a result of traffic congestion and simultaneous incident activity at peak hours of the day. In addition, the Department's training model of using the Engine 54 crew Citywide with incident activity and traffic congestion thins out available crews too much at peak hours of the day. This deficiency is addressed in a report conducted by Citygate Associates: "Community Hazard and Risk Assessment, Standards of Cover Study, and Location Analysis (2020)."

* Performance standards are based on best practice guidelines and criteria in the field of deployment analysis, including National Fire Protections Association (NFPA) standards, the Self-Assessment Criteria on the Commission of Fire Accreditation International (CFAI), Insurance Services Office (ISO), and Citygate's recommended best practices.

FIRE DEPARTMENT SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Fire Chief	1	1	1
Deputy Fire Chief	1	1	1
Battalion Chief	4	4	4
Fire Marshal	1 *2	1 *2	1 *2
Office of Emergency Services Coordinator	1	1	1
Fire Protection Engineer	3	3	3
Deputy Fire Marshal	1	1	1
Public Education/Fire Safety Specialist	2	2	2
Fire Captain/HM	5	5	5
Fire Captain	14	14	14
Fire Engineer/HM	5	5	5
Fire Engineer	13	13	13
Firefighter/HM	5	5	5
Firefighter/Paramedic	22 *1	22 *1	22 *1
Haz Mat Specialist	3	3	3
Environmental Safety Coordinator	1	1	1
Environmental & Safety Protection Inspector	1	1	1
Water Environment Specialist	1	1	1
Building Inspector I/II	1	1	1
Analyst I/II	1	1	1
Executive Assistant	0.50	0.50	0.50
TOTAL REGULAR	86.50	86.50	86.50
TOTAL PART-TIME HOURLY	0	0	0
TOTAL POSITIONS	86.50	86.50	86.50

*1 Authorization of 27 Paramedics includes Engineer, Engineer/HM, and Firefighter/HM levels.

*2 The Fire Marshall position is flexibly staffed as safety/non-safety.

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Fire Administration	\$ 1,302,781	1,336,129	1,355,998
Fire Suppression	24,379,526	25,860,004	27,169,101
Fire and Environmental Protection	2,805,753	3,830,163	3,934,356
TOTAL EXPENDITURES	\$ 28,488,060	31,026,296	32,459,455

**FIRE
DEPARTMENT SUMMARY**

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 26,423,713	28,980,259	29,704,573
Supplies and Other Services	1,305,059	1,397,737	1,460,082
Capital Outlay	228,176	96,300	738,800
Interfund Expenditures	531,112	552,000	556,000
TOTAL EXPENDITURES	\$ 28,488,060	31,026,296	32,459,455
FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 25,711,359	27,087,720	28,028,062
General Non-Operating	387,795	924,500	1,278,500
Building/Development Services	636,828	848,085	859,060
Shoreline Regional Park Community	256,197	169,178	230,978
Wastewater	1,495,881	1,996,813	2,062,855
TOTAL FUNDING	\$ 28,488,060	31,026,296	32,459,455
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 636,885	540,000	541,000
Fines and Forfeitures	13,480	1,000	1,000
General Service Charges	270,816	241,000	236,300
Miscellaneous Revenue	872,801	356,100	367,400
TOTAL REVENUES	\$ 1,840,597	1,138,100	1,145,700

FIRE – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – FIRE CHIEF

DIVISION OVERVIEW

Administration is responsible for management of the Fire Department. The Division provides strategic planning, leading, managing, and support for Fire Department personnel and programs in the accomplishment of the Department's mission.

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**FIRE - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	3.50	3.50	3.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3.50	3.50	3.50
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 ADOPTED
Salaries	\$ 775,252	796,348	804,218
Wages	0	0	0
Benefits	444,215	473,807	485,806
TOTAL PERSONNEL	1,219,467	1,270,155	1,290,024
Materials and Supplies	28,070	40,044	40,044
Maintenance and Operations	1,805	1,000	1,000
Utilities	0	0	0
Professional/Technical Services	27,500	0	0
Other Expenses	6,437	8,930	8,930
TOTAL SUPPLIES AND SERVICES	63,812	49,974	49,974
Capital Outlay	17,152	0	0
Interfund Expenditures	2,350	16,000	16,000
TOTAL EXPENDITURES	\$ 1,302,781	1,336,129	1,355,998

FIRE – SUPPRESSION DIVISION SUMMARY

DIVISION MANAGER – FIRE CHIEF

DIVISION OVERVIEW

The Suppression Division consists of the Operations, Personnel and Training, and Office of Emergency Services/Public Information Sections.

The Operations Section provides firefighting, hazardous materials incident, paramedic, and rescue response services from five fire stations strategically located throughout the City. Firefighters also conduct fire prevention inspections, public education, and equipment and facilities maintenance as well as ongoing training activities. Paramedic Firefighters are assigned to every fire station.

The Personnel and Training Section plans, schedules, and provides training to Firefighters. This Section also coordinates the Firefighter recruitment and selection process.

The Office of Emergency Services Section is responsible for disaster preparedness and coordinates disaster response.

MAJOR DIVISION CHANGES

- General Operating Fund:

Entry-Level Recruitment:	\$50,000
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Provides increased funding for overtime and material costs related to entry-level recruitment efforts.

Fire Station Alerting Annual Service Agreement:	\$17,600
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Provides new funding for the new fire station alerting system annual service agreement.

VHF Infrastructure Maintenance:	\$15,000
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Provides funding to maintain the conventional very-high-frequency (VHF) infrastructure and channels. All Santa Clara County fire agencies are in the process of migrating to the Silicon Valley Regional Communications System (SVRCS).

Fire Hose Replacement:	\$7,200
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Provides increased funding for replacement of fire hoses.

Pulse Point Application:	\$5,000
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Provides funding for the Pulse Point mobile application. Funding for the application was previously funded by a grant from local hospitals, and the grant is no longer available. This mobile application alerts CPR-trained citizens when someone nearby is having a cardiac emergency.

FIRE – SUPPRESSION DIVISION SUMMARY

- General Non-Operating Fund:

Firefighter Recruit Academy (rebudget balance): \$474,000

Rebudgets the balance of funding for Firefighter recruits to attend the Firefighter Academy for three months and for approximately one month of transition-to-shift schedules. The level of recruitments will continue to be high due to the number of current and expected vacancies/retirements.

Training and Education Overtime (limited-period, \$101,000 rebudget): \$221,000

Provides \$120,000 in new funding and rebudgets \$101,000 for training and education to meet the State and National Training Standards for Fire Captain, Fire Engineer, and Firefighter/Paramedic.

Fire Operations Training (limited-period, \$33,150 rebudget): \$136,800

Provides \$103,650 in new funding and rebudgets \$33,150 for nine Fire personnel to attend live-fire training courses.

HazMat Training (rebudget balance): \$72,300

Rebudgets the balance of funding for training new HazMat team members in anticipation of retirements.

Emergency Medical Services Conference (limited-period): \$29,800

Provides funding for four staff to attend the premier emergency medical services (EMS) conference in Austin Texas. Call for EMS make up approximately 70% of Mountain View Fire Department incident volume.

Tactical Paramedic Training and Equipment (rebudget balance): \$26,900

Rebudgets the balance of funding for two Fire personnel to attend tactical paramedic training and to purchase personal protective equipment.

City's Antique Fire Apparatus (rebudget balance): \$8,600

Rebudgets the balance of funding to support the maintenance and restoration of the City's Antique Fire Apparatus and other historical MVFD memorabilia.

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FIRE - SUPPRESSION DIVISION SUMMARY

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	69	69	69
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	69	69	69
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 14,592,658 *1	15,562,683 *2	15,878,798 *7
Wages	0	0	0
Benefits	8,095,275 *1	8,741,563	9,064,845
TOTAL PERSONNEL	22,687,933	24,304,246	24,943,643
Materials and Supplies	371,129 *1	440,439 *3	436,239 *8
Maintenance and Operations	140,321 *1	83,386 *4	83,386 *9
Utilities	111,042	131,370 *5	131,370
Professional/Technical Services	175,494 *1	159,330	181,930 *10
Other Expenses	170,788 *1	157,933 *6	162,733 *11
TOTAL SUPPLIES AND SERVICES	968,774	972,458	995,658
Capital Outlay	211,024	96,300	738,800
Interfund Expenditures	511,795	487,000	491,000
TOTAL EXPENDITURES	\$ 24,379,526	25,860,004	27,169,101

- *1 Includes limited-period expenditures for firefighter recruitment, entry level recruitment program, training and education, VHF infrastructure maintenance, HazMat training, Special Operations Program, City's antique fire apparatus, community risk assessment, consolidated dispatch consultant.
- *2 Includes limited-period fundings of \$451,500 for Firefighter recruits (rebudget balance), \$120,000 for training overtime, \$105,500 for HazMat training, \$43,000 for Fire Operations training, \$34,100 for training and education (rebudget balance), and \$22,400 for Tactical Paramedic training.
- *3 Includes increased funding of \$29,000 for tablet command annual subscription and \$25,900 for personal protective equipment. Also includes limited period fundings of \$30,000 for City's antique fire apparatus and \$20,500 for Firefighter recruit academy (rebudget balance).
- *4 Includes increased funding of \$4,700 for testing of SCBA compressor, and \$2,500 for Hurst Rescue Tool annual service and maintenance. Also includes limited-period funding of \$15,000 for VHF infrastructure maintenance.
- *5 Includes increased fundings of \$3,500 for City utility cost increase and \$3,000 for gas and electricity cost increases.
- *6 Includes limited-period fundings of \$38,400 for HazMat training, \$21,100 for Fire Operations training, \$21,000 for Tactical Paramedic training, and \$2,000 for Firefighter recruits (rebudget balance).
- *7 Includes increased funding of \$40,000 for entry level recruitment overtime. Also includes limited-period fundings for overtime of \$451,500 for Firefighter recruits (rebudget balance), \$221,000 for training and education (\$101,000 rebudget balance), \$102,000 for Fire Operations training (\$30,000 rebudget), \$34,900 for HazMat training (rebudget balance), \$24,000 for EMS Conference, and \$19,600 for Tactical Paramedic training (rebudget balance).
- *8 Includes increased fundings of \$10,000 for entry level recruitment and \$7,200 for fire hose replacement. Also includes limited period fundings of \$20,500 for Firefighter recruits (rebudget balance) and \$8,600 for City's antique fire apparatus (rebudget balance).
- *9 Includes increased funding of \$15,000 for VHF infrastructure maintenance.
- *10 Includes increased fundings of \$17,600 for fires station alerting system maintenance and \$5,000 for Poulse Point App.
- *11 Includes limited-period fundings of \$37,400 for HazMat training (rebudget balance), \$34,800 for Fire Operations training (\$3,150 rebudget balance), \$7,300 for Tactical Paramedic training (rebudget balance), \$5,800 for EMS conference training, and \$2,000 for Firefighter recruits (rebudget balance).

**FIRE - SUPPRESSION
DIVISION SUMMARY**

REVENUES		2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Local Intergovernmental Revenue	\$	46,615	0	0
Miscellaneous Revenue		862,375	337,100	348,400
TOTAL REVENUES	\$	908,990	337,100	348,400

NOTES

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FIRE – FIRE AND ENVIRONMENTAL PROTECTION DIVISION SUMMARY

DIVISION MANAGER – FIRE MARSHAL

DIVISION OVERVIEW

The Fire and Environmental Protection Division consists of the Environmental Safety and the Fire and Building Safety Sections.

The Environmental Safety Section is responsible for the enforcement of local hazardous materials storage codes, State underground chemical storage tank regulations, industrial waste discharge, and Federal and State regulations related to the control of industrial waste and stormwater runoff. Efforts are aimed at preventing uncontrolled releases and movement of hazardous and toxic substances.

The Fire and Building Safety Section is responsible for conducting the City's fire and housing code enforcement programs, fire cause investigations, and technical support to the Suppression Division.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Cost of Services Study – Fire and Environmental Protection Division (limited-period): \$15,000

Provides funding to conduct a cost of services study for the Fire and Environmental Protection Division. Total cost of the study is \$40,000. Funding is split with the Wastewater Fund.

- Development Services Fund:

Strong Motion Instrumentation Program (SMIP) (limited-period) (\$25,900 rebudget balance): \$35,000

Provides \$9,100 in increased funding and rebudgets the balance of funding available for SMIP funds to be used for a Community Emergency Response Team (CERT) grant program.

- Wastewater Fund:

Cost of Services Study – Fire and Environmental Protection Division (limited-period): \$25,000

Provides funding to conduct a cost of services study for the Fire and Environmental Protection Division as mentioned in the General Non-Operating Fund above.

FIRE – FIRE AND ENVIRONMENTAL PROTECTION DIVISION SUMMARY

Consultant Services for Web-Based Reporting (rebudget): \$20,000

Rebudgets funding to create an electronic reporting system. The State requires all local government agencies to electronically report hazardous materials business plan, inspection, and enforcement information.

BUD/LHP-100-04 FY2020-21

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	14	14	14
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	14	14	14
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,529,807	2,191,540	2,218,479
Wages	0	0	0
Benefits	986,506	1,214,318	1,252,427
TOTAL PERSONNEL	2,516,313	3,405,858	3,470,906
Materials and Supplies	12,181	23,515	23,515
Maintenance and Operations	148	3,375	3,375
Utilities	4,663	4,800	4,800
Professional/Technical Services	243,359	273,600 *1	288,600 *3
Other Expenses	12,122	70,015 *2	94,160 *3
TOTAL SUPPLIES AND SERVICES	272,473	375,305	414,450
Capital Outlay	0	0	0
Interfund Expenditures	16,967	49,000	49,000
TOTAL EXPENDITURES	\$ 2,805,753	3,830,163	3,934,356
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 636,885	540,000	541,000
Fines and Forfeitures	13,480	1,000	1,000
General Service Charges	270,816	241,000	236,300
Miscellaneous Revenue	10,426	19,000	19,000
TOTAL REVENUES	\$ 931,607	801,000	797,300

*1 Includes increased funding of \$16,000 for SCVURPPP and NPDES permit fees.

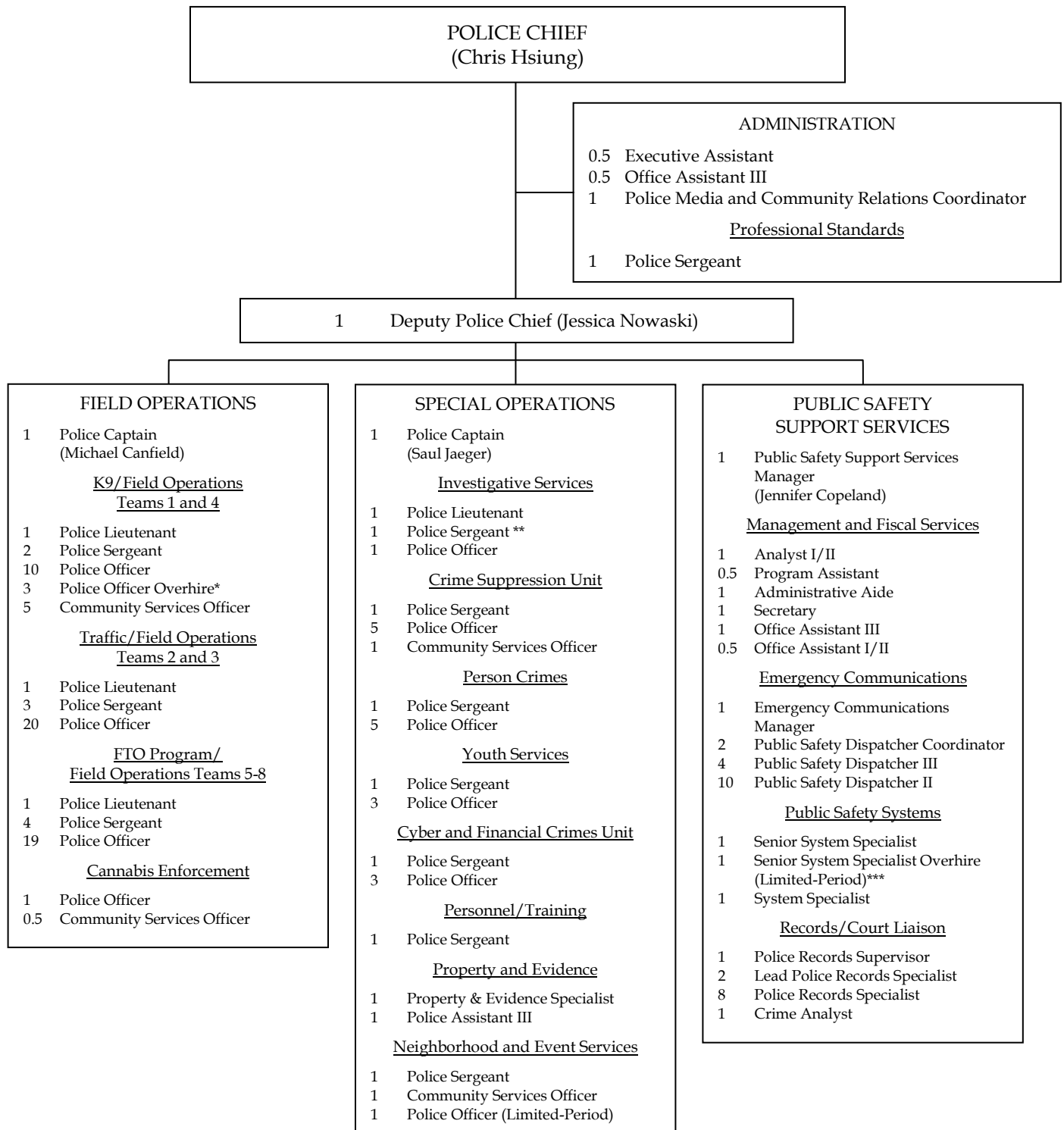
*2 Includes limited-period fundings of \$35,900 for Strong Motion Instrumentation Program (SMIP) (\$25,500 rebudget balance) and \$20,000 for consultant services for web-based reporting (rebudget).

*3 Includes limited-period fundings of \$40,000 for cost of service study, \$35,000 Strong Motion Instrumentation Program (SMIP) (\$25,900 rebudget balance) and \$20,000 for consultant services for web-based reporting (rebudget).

NOTES

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POLICE DEPARTMENT



FISCAL YEAR 2021-22 POSITION TOTALS: 142.0 Full-Time
1.5 Regular Part-Time
1.0 Limited-Period

* The three Police Officer overhire positions are funded at 50 percent.

** One Police Sergeant position is being overfilled as a Police Lieutenant for Fiscal Year 2021-22.

*** The one limited-period Senior System Specialist overhire position is funded for three months with limited-period funds.

POLICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER – POLICE CHIEF

DEPARTMENT MISSION STATEMENT

The Police Department keeps Mountain View safe and tackles crime through quality policing that secures the trust and support of the people it serves and protects.

DEPARTMENT OVERVIEW

Through people, community collaboration, technology, and regional cooperation, the Police Department fulfills its mission through comprehensive programs that make safety a priority, focus on effectively working with people, and obtain fair and impartial results through education, prevention, intervention, suppression, and enforcement efforts. The department provides a visible presence, effective and timely response to calls for service, innovative community engagement activities, and comprehensive services for investigations, community-focused policing initiatives, and emergency preparedness. The department is also responsible for Police and Fire support services, emergency communications, and ensuring professional standards and accountability.

DEPARTMENT FUNCTIONS

- Promote a sense of safety and security in the community, keep the peace, provide public assistance, prevent and detect criminal activity, assist crime victims, apprehend offenders, and facilitate due process through the response to requests for Police service, conducting investigations, and enforcing of the spirit of the law. (M 1, 2, 3, 4, 6, 7)
- Promote safety on the roadways through comprehensive and proactive education and enforcement initiatives that prevent fatal and injury traffic collisions. (M 3)
- Continue to enhance outreach and engagement programs with neighborhoods, schools, small businesses, corporations, and other stakeholders to promote community safety, prevention of crime, and secure communitywide trust and support. (M 5)
- Continually develop staff and implement solutions that enhance workplace and community safety, the ability to work effectively with people, and deliver fair and impartial results.
- Prevent juvenile delinquency, underage and illegal substance abuse, and gang activity.
- Work collaboratively with the community, City, and other criminal justice agencies in order to protect life, safeguard property, and enhance policing legitimacy and community support for the Police Department. (M 3, 4, 6)
- Provide support services functions to fulfill responsibilities related to public safety systems, technologies, records, warrants, and property and evidence.
- Recruit, retain, develop, and empower a broad range of talents at all levels of the organization who represent the diversity of the Mountain View community.

POLICE DEPARTMENT SUMMARY

- Provide communication services for Police, Fire, medical emergencies, and contract agencies. (M 7, 8)
- Prepare for, respond to, mitigate, and recover from all-hazard critical incidents and disasters.

FISCAL YEAR 2020-21 ACCOMPLISHMENTS

- Launched a Public Safety Advisory Board, in conjunction with the City Manager's Office.
- Developed, planned, and executed two sessions of MVPDx, a community engagement and partnership program for community members to explore questions and concerns about Police Department practices, procedures, and policies.
- Hired a University of California, Berkeley, Ph.D. Research Fellow as part of a collaboration with Stanford University and the University of Michigan to examine contact data, provide recommendations for better methods to track and report police data, and identify possible changes in policing programs and policies, in conjunction with the City Manager's Office.
- Formed a Mountain View Faith Leaders Advisory Council made up of community leaders and stakeholders in the Latinx community to dialogue with the Police Chief and department leadership about concerns and collaborate on ways to serve the community.
- Modified youth programs (Dreams and Futures and Cops that Care) to connect with and maintain relationships with at-risk and vulnerable youth in compliance with COVID-19 restrictions.
- Increased the number of patrol officers trained to provide immediate crisis deescalation and intervention methods to mental health-related calls for service, and, through collaboration and partnership with the Santa Clara Mobile Crisis Response Team (MCRT), ensuring patients receive the proper continuation of care beyond their interaction with law enforcement.

MAJOR DEPARTMENTAL GOALS/PROJECTS/INITIATIVES FOR FISCAL YEARS 2021-22 AND 2022-23

*(Items in **bold** are tied to Fiscal Years 2021-22 and 2022-23 Strategic Roadmap Action Plan Projects)*

- **Explore the feasibility of alternative mental health crisis response methods, in conjunction with the City Manager's Office.**
- Continue to implement programs that enhance Police Department employee safety and wellness.
- Continue working on the implementation of the records management system.
- Assess operational and service impacts resulting from population growth in the City, and recommend alternatives for potential staff resource needs.
- Evaluate alternatives and make recommendations for the remodel or replacement of the Police/Fire Administration Building, in conjunction with the Public Works Department.
- Implement technology and equipment to enhance response capability to emergency incidents.

POLICE DEPARTMENT SUMMARY

- Support the onboarding of the new Public Safety Advisory Board (PSAB), in conjunction with the City Manager's Office.
- Expand engagement and outreach to Hispanic and Chinese communities through multilingual outreach events and communications.
- Support the research of the University of California, Berkeley, fellowship project and examination of Police Department contact data. Consider project findings and recommendations for better methods to track and report police data and to identify possible changes in policing, programs, and policies.

POLICE DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 6 Months	2021-22 Target
Field Operations:					
1. Sustain a violent crime rate below the rate most recently reported by the California Department of Justice for Santa Clara County.	178	164	<315	81	<324
2. Sustain a property crime rate below the rate most recently reported by the California Department of Justice for Santa Clara County.	1,720	1,685	<2,320	729	<2,427
3. Sustain a fatal and injury traffic collision rate that is below the rate most recently reported by the California Highway Patrol for Santa Clara County.	244	208.5	<410.4	70	<401
4. Maintain an average response time (dispatch to on-scene) of five minutes or less to emergency (Priority 0) calls for service.	2.5	2.8	<5	2.5	<5
Special Operations:					
5. Continue an opt-in growth of 20% per year across digital media platforms.	14% ^(A)	9% ^(B)	>10%	9.7%	>10%
6. Sustain a violent and property crime clearance rate above the rate most recently reported by the California Department of Justice for Santa Clara County.	14.6%	19%	>11%	17%	>11%
Public Safety Support Services:					
7. Answer incoming calls to 9-1-1 within nine seconds.	92% ^(C)	96%	>95%	97%	>95%
8. Dispatch emergency (Priority 0) and urgent (Priority 1) calls in under two minutes.	96%	96%	>95%	94%	>95%

^(A) While the Department has seen increases across the board, major changes to Twitter and Facebook over the last fiscal year have impacted growth on the platforms.

^(B) Followership, based on the changes on the platforms, is no longer a viable metric to measure for success. The target was adjusted for Fiscal Year 2020-21.

^(C) The Emergency Communications Center switched to a new 9-1-1 telephone system on June 20, 2018, and the lower percentage may reflect additional 9-1-1 call set-up time for each call. Staff is looking into this issue and will reevaluate and revise this measure if needed.

**POLICE
DEPARTMENT SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.	
Police Chief	1	1	1	
Deputy Police Chief	1	1	1	
Police Captain	2	2	2	
Public Safety Support Services Manager	1	1	1	
Police Lieutenant	4	4	4	
Police Sergeant	17	17	17	
Police Officer	68	68	67	*3
Police Officer (Overhire)	3	3	3	
Police Media and Community Relations Coord.	1	1	1	
Senior Systems Specialist	1	1	1	
Crime Analyst	1	1	1	
Systems Specialist	1	1	1	
Emergency Communications Manager	1	1	1	
Assistant Communications Operations Supervisor	1	1	0	*4
Public Safety Dispatcher Coordinator	0	0	2	*4
Lead Public Safety Dispatcher	1	1	0	*4
Public Safety Dispatcher III	4	4	4	
Public Safety Dispatcher II	10	10	10	
Police Records Supervisor	1	1	1	
Lead Police Records Specialist	2	2	2	
Police Records Specialist	8	8	8	
Community Services Officer	7.50	7.50	7.50	
Property & Evidence Specialist	1	1	1	
Police Assistant III	1	1	1	
Analyst I/II	1	1	1	
Program Assistant	0.50	0.50	0.50	
Administrative Aide	1	1	1	
Executive Assistant	0.50	0.50	0.50	
Secretary	1	1	1	
Office Assistant III	1.50	1.50	1.50	
Office Assistant I/II	0.50	0.50	0.50	
TOTAL REGULAR	144.50	144.50	143.50	
TOTAL PART-TIME HOURLY	3.05	3.05	3.05	
TOTAL POSITIONS	147.55 *1	147.55 *2	146.55 *5	

*1 In addition there are two Public Safety Dispatch Overhire positions at 50 percent funding and a Senior Systems Specialist Overhire for 3 months, as well as the following limited-period positions: two Police Officer Trainees at 25 percent funding, a Police Officer-Community Outreach, and a 0.50 FTE Community Services Officer (CSO).

*2 In addition there are two Public Safety Dispatch Overhire positions at 50 percent funding, a 0.50 FTE Community Services Officer (CSO) overhire, and a Senior Systems Specialist Overhire for 3 months, as well as the following limited-period positions: two Police Officer Trainees at 25 percent funding, and a Police Officer-Community Outreach.

*3 Reduction of one Police Officer position to offset the new Human Services Manager position in the City Manager's Office.

*4 Elimination of the Assistant Communications Operations Supervisor position, addition of a Public Safety Dispatcher Coordinator position and the reclassification of the Lead Public Safety Dispatcher position to Public Safety Dispatcher Coordinator.

*5 In addition there is a Senior Systems Specialist Overhire for 3 months, as well as a limited-period Police Officer-Community Outreach.

**POLICE
DEPARTMENT SUMMARY**

DEPARTMENT DIVISIONS	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Police Administration	\$ 1,953,798	1,976,930	2,038,279
Field Operations	21,449,116	24,021,047	24,058,145
Special Operations	10,717,356	11,036,616	11,024,198
Public Safety Support Services	7,607,750	9,117,421	9,113,393
TOTAL EXPENDITURES	\$ 41,728,020	46,152,014	46,234,015

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries Wages and Benefits	\$ 37,712,079	42,131,976	42,524,335
Supplies and Other Services	2,889,012	2,874,926	2,795,112
Capital Outlay	396,705	311,112	80,568
Interfund Expenditures	730,224	834,000	834,000
TOTAL EXPENDITURES	\$ 41,728,020	46,152,014	46,234,015

FUNDING SOURCES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Operating	\$ 40,386,024	44,839,765	45,431,492
General Non-Operating	779,005	952,976	440,118
Police Asset Forfeitures	101,230	0	0
Supplemental Law Enforcement Services	268,585	175,000	175,000
Shoreline Regional Park Community	56,338	40,000	40,000
Wastewater	136,838	144,273	147,405
TOTAL FUNDING	\$ 41,728,020	46,152,014	46,234,015

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 89,928	221,700	227,000
Fines & Forfeitures	713,560	738,500	635,000
Local Intergovernmental Revenue	723,001	252,000	284,000
State Intergovernmental Revenue	230,228	205,000	205,000
Federal Intergovernmental Revenue	9,064	0	0
General Service Charges	177,233	156,700	178,600
Miscellaneous Revenue	1,263,213	918,800	929,500
TOTAL REVENUES	\$ 3,206,227	2,492,700	2,459,100

POLICE – ADMINISTRATION DIVISION SUMMARY

DIVISION MANAGER – POLICE CHIEF

DIVISION OVERVIEW

Administration is responsible for managing the Police Department. This Division is responsible for maintaining the integrity of the Department and investigating all complaints against Police employees, tracking all major community policing actions, coordinating and implementing crime prevention activities, crime analysis, and relaying public information by maintaining open communications and relationships with local media personnel.

BUD/LHP-312-02 FY2021-22

**POLICE - ADMINISTRATION
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	5	5	5
Total Part-Time Hourly	0.57	0.57	0.57
TOTAL POSITIONS	5.57	5.57	5.57
EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 1,047,244	1,087,360	1,109,967
Wages	47,956 *1	43,537	44,083
Benefits	664,266	717,383	755,579
TOTAL PERSONNEL	1,759,466	1,848,280	1,909,629
Materials and Supplies	19,143	12,050	12,050
Maintenance and Operations	179	0	0
Utilities	0	0	0
Professional/Technical Services	100,559 *1	57,500	57,500
Other Expenses	63,623	39,100	39,100
TOTAL SUPPLIES AND SERVICES	183,504	108,650	108,650
Capital Outlay	0	0	0
Interfund Expenditures	10,828	20,000	20,000
TOTAL EXPENDITURES	\$ 1,953,798	1,976,930	2,038,279
REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses and Permits	\$ 88,448	90,700	87,000
Fines & Forfeitures	151,560	140,000	128,000
General Service Charges	37,996	51,000	38,000
Miscellaneous Revenue	26,676	0	0
TOTAL REVENUES	\$ 304,680	281,700	253,000 *1

*1 Includes limited-period expenditures for an organization staffing study.

*1 Revenues estimated lower due to impacts from COVID-19 pandemic.

POLICE – FIELD OPERATIONS DIVISION SUMMARY

DIVISION MANAGER – FIELD OPERATIONS CAPTAIN

DIVISION OVERVIEW

The Field Operations Division is responsible for providing all uniform police services to the community. The Division's primary function includes responding to criminal activity and calls for service in an effective and timely manner and providing crime suppression and prevention activities. Within this Division resides Patrol, Traffic Safety, Canine, SWAT, Crisis Negotiations, and Bicycle Patrol. In addition, this Division is responsible for coordinating the Field Training Officer Program and training all newly hired Police Officers and Reserve Officers in the field.

MAJOR DIVISION CHANGES

- General Operating Fund:

Eliminate one Police Officer Position: (\$297,300)

Eliminates one Police Officer position to offset the cost of the Human Services Manager position in the City Manager's Office.

Crossing Guard Services: \$22,800

Provides increased funding for Crossing Guard services at schools.

BUD/LHP-312-03 FY2021-22

**POLICE - FIELD OPERATIONS
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	71.50	72.50 *2	71.50 *3
Total Part-Time Hourly	1.17	1.17	1.17
TOTAL POSITIONS	72.67 *1	73.67 *1	72.67

*1 In addition there are is a 0.50 FTE Community Services Officer (CSO) overhire position and two limited-period Police Officer Trainee positions at 25 percent funding.

*2 Includes the transfer of a Police Officer position from the Special Operations Division.

*3 Reduction of one Police Officer position to offset the new Human Services Manager position in the City Manager's Office.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 11,848,088 *1	13,224,993 *2	13,092,411
Wages	142,784 *1	84,288	85,402
Benefits	7,676,928	8,994,369	9,265,935
TOTAL PERSONNEL	19,667,800	22,303,650	22,443,748
Materials and Supplies	104,626	37,700	37,700
Maintenance and Operations	28,349	21,150	21,150
Utilities	463	0	0
Professional/Technical Services	668,016	759,037 *3	781,837 *4
Other Expenses	110,829 *1	111,710	111,710
TOTAL SUPPLIES AND SERVICES	912,283	929,597	952,397
Capital Outlay	251,389	125,800	0
Interfund Expenditures	617,644	662,000	662,000
TOTAL EXPENDITURES	\$ 21,449,116	24,021,047	24,058,145

*1 Includes limited-period expenditures for two Police Officer Trainee positions, a CSO position, parking enforcement hourly, and towing fee subsidy.

*2 Includes limited-period fundings for a 0.50 FTE CSO overhire position and two Police Officer Trainee positions at 50 percent funding.

*3 Includes increased funding of \$18,000 for the financial audit of commercial cannabis businesses.

*4 Includes increased funding of \$22,800 for crossing guard services.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses and Permits	\$ 1,010	130,000	140,000
Fines & Forfeitures	562,000	598,500	507,000
Local Intergovernmental Revenue	456,809	0	0
State Intergovernmental Revenue	230,228	205,000	205,000
General Service Charges	112,791	73,000	115,600
Miscellaneous Revenue	41,225	30,000	21,000
TOTAL REVENUES	\$ 1,404,063	1,036,500	988,600

POLICE – SPECIAL OPERATIONS DIVISION SUMMARY

DIVISION MANAGER – SPECIAL OPERATIONS CAPTAIN

DIVISION OVERVIEW

The Special Operations Division is responsible for reducing and solving crime through prevention, intervention, investigation, and suppression activities; supporting patrol; providing Police services for schools and special events; coordinating personnel and functions; coordinating victim services; and providing technical support services. Within this Division resides Investigations, which includes: Specialized Suppression, which addresses narcotic, vice, burglary, fraud, auto theft, and high-tech crimes; and Person Crimes, which addresses violent crimes, sexual predators, crimes against children, and missing persons. Also residing in this division is Special Services, which includes: Youth Services, which provides school resources, juvenile diversion, and gang-suppression activities; Operational Services, which manages special events, training, permits, and Reserve Officers; Personnel Services; and Property and Evidence, which is responsible for the collection and safekeeping of property and evidence taken into Department custody.

MAJOR DIVISION CHANGES

- General Non-Operating Fund:

Police Officer Position – Community Outreach (limited-period):	\$297,300
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Provides continued funding for a Police Officer position. This position focuses on improving the effectiveness of the Police Department's handling of community concerns and issues related to vulnerable populations, including the homeless and mentally ill, and works in close coordination with staff in the City Manager's Office. In addition, the Officer would coordinate and expand the Department's Crisis Intervention Training (CIT) efforts.

State-Allocated Assembly Bill 109 (AB 109) Funds (rebudget balance):	\$2,900
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Rebudgets the balance of funding received as part of the Public Safety Realignment Act. The Department intends to use these funds for technology projects.

BUD/LHP-312-04 FY2021-22

**POLICE - SPECIAL OPERATIONS
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	31	30 *2	30
Total Part-Time Hourly	0.45	0.45	0.45
TOTAL POSITIONS	31.45 *1	30.45 *1	30.45 *1

*1 In addition there is a limited-period Police Officer-Community Outreach Position.

*2 Includes the transfer of a Police Officer position to the Field Operations Division.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 6,245,974 *1	6,197,998 *2	6,252,699 *2
Wages	87,888	89,964	90,390
Benefits	3,621,283	3,880,722	4,000,535
TOTAL PERSONNEL	9,955,145	10,168,684	10,343,624
Materials and Supplies	197,941	142,153	142,153
Maintenance and Operations	27,442	24,635	24,635
Utilities	5,506	2,000	2,000
Professional/Technical Services	164,648	204,325 *3	194,325
Other Expenses	136,017	189,507 *4	116,893 *5
TOTAL SUPPLIES AND SERVICES	531,554	562,620	480,006
Capital Outlay	131,738	160,312	55,568
Interfund Expenditures	98,919	145,000	145,000
TOTAL EXPENDITURES	\$ 10,717,356	11,036,616	11,024,198

*1 Includes limited-period expenditures for a Police Officer - Community Outreach position and for background

*2 Includes limited-period funding for a Police Officer - Community Outreach position.

*3 Includes limited-period funding of \$10,000 for RV biohazard waste cleanup.

*4 Includes limited-period funding of \$75,500 for State-allocated Assembly Bill 109 (AB109) funds (rebudget balance).

*5 Includes limited-period funding of \$2,900 for State-allocated Assembly Bill 109 (AB109) funds (rebudget balance).

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Local Intergovernmental Revenue	\$ 266,192	252,000	284,000
Federal Intergovernmental Revenue	9,064	0	0
Miscellaneous Revenue	799,233	505,000	505,000
TOTAL REVENUES	\$ 1,074,489	757,000	789,000

POLICE – PUBLIC SAFETY SUPPORT SERVICES DIVISION SUMMARY

DIVISION MANAGER – PUBLIC SAFETY SUPPORT SERVICES MANAGER

DIVISION OVERVIEW

The Public Safety Support Services Division is responsible for providing essential administrative and technical services to the Police and Fire Departments. Within this division reside Management and Fiscal Services, which is responsible for providing appropriate, accurate, and effective fiscal analyses and administrative support for the Police and Fire Departments; Emergency Communications, which answers 9-1-1 and nonemergency calls for public safety, dispatching the most appropriate response of Police, Fire, or ambulances and emergency medical dispatch services; Public Safety Systems, which manages the City's various radio systems; and Records, which is responsible for record-keeping activities, such as filing, indexing, and collecting records and statistical information, and processing arrest warrants.

MAJOR DIVISION CHANGES

- General Operating Fund:

Communications Operations: (\$11,400)

- Elimination of Assistant Communications Operations Supervisor Position: (\$228,300)
- Addition of Public Safety Dispatcher Coordinator Position: \$226,700
- Reclassification of Lead Public Safety Dispatcher Position to Public Safety Dispatcher Coordinator: (\$9,800)

Eliminates the Assistant Communications Operations Supervisor position and creates two Public Safety Dispatcher Coordinator positions. This will provide administrative support for staff development, training program management, policy development and implementation, technological support, and support for front-line supervisors.

- General Non-Operating Fund:

Senior System Specialist Overhire Position (rebudget): \$59,400

Rebudgets funding for a Senior System Specialist Overhire position for three months' funding. This position is requested due to an upcoming vacancy and a lengthy selection and training process.

BUD/LHP-312-05 FY2021-22

**POLICE - PUBLIC SAFETY SUPPORT SERVICES
DIVISION SUMMARY**

POSITIONS	2019-20 ADJUSTED	2020-21 ADOPTED	2021-22 RECOM.
Total Regular	37	37	37
Total Part-Time Hourly	0.86	0.86	0.86
TOTAL POSITIONS	37.86 *1	37.86 *1	37.86 *2

*1 In addition there are two Public Safety Dispatch Overhire positions at 50 percent funding and a Senior Systems Specialist Overhire for 3 months.

*2 In addition there is a Senior Systems Specialist Overhire for 3 months.

EXPENDITURES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
Salaries	\$ 3,947,238 *1	4,923,693 *2	4,832,452 *5
Wages	137,334	78,990	80,775
Benefits	2,245,096	2,808,679	2,914,107
TOTAL PERSONNEL	6,329,668	7,811,362	7,827,334
Materials and Supplies	113,867	95,801	95,801
Maintenance and Operations	633,912	813,470	813,470
Utilities	275,780	179,668 *3	179,668
Professional/Technical Services	146,089 *1	121,040 *4	101,040
Other Expenses	92,023	64,080	64,080
TOTAL SUPPLIES AND SERVICES	1,261,671	1,274,059	1,254,059
Capital Outlay	13,578	25,000	25,000
Interfund Expenditures	2,833	7,000	7,000
TOTAL EXPENDITURES	\$ 7,607,750	9,117,421	9,113,393

*1 Includes limited-period expenditures for a Public Safety Dispatch Overhire positions.

*2 Includes limited-period fundings for two Public Safety Dispatch Overhire positions and a Senior Systems Specialist Overhire.

*3 Includes increased fundings of \$2,000 for City utility cost increase.

*4 Includes limited-period funding of \$20,000 for public safety network design (rebudget balance).

*5 Includes limited-period fundings for a Senior Systems Specialist Overhire.

REVENUES	2019-20 ACTUAL	2020-21 ADOPTED	2021-22 RECOM.
General Licenses & Permits	\$ 470	1,000	0
General Service Charges	26,446	32,700	25,000
Miscellaneous Revenue	396,079	383,800	403,500
TOTAL REVENUES	\$ 422,995	417,500	428,500

NOTES

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FUND SCHEDULES

CITY OF MOUNTAIN VIEW

FUND STRUCTURE OUTLINE AND DESCRIPTION OF FUNDS

GOVERNMENTAL FUNDS:

GENERAL FUND

General Operating (101000)
Development Services (101102)
Shoreline Golf Links/Restaurant (213000, 213005)

Operations of the City which are not recorded in other funds.
City's operation of development services.
City's operation of the municipal golf course.

GENERAL FUND RESERVES

Reserves (101103-101151)

Committed for specific purposes or to fund liabilities.

SPECIAL REVENUE

Gas Tax (201000, 201001, 201002)

Expenditures restricted to specific purposes as prescribed by law, primarily road construction, maintenance and certain administrative costs.

Other Streets & Transportation (202000, 202001)
Construction/Conveyance Tax (204000)

Voter approved fee to fund local road improvements and repairs.
Revenues derived from fees authorized by Mountain View City Code restricted for implementation of the Capital Improvement Program.

Public Benefit In Lieu (206000, 206002)

Developer fees in-lieu of providing improvements necessitated by their development.

Other Transportation Developer Fees (206010, 206020)

Developer fees for transportation improvements related to new development.

Housing - Below-Market-Rate Housing (207000)/
Housing Impact (207002)/Rental Housing

Developer fees in-lieu of providing affordable housing and nonresidential development fees restricted to increase/improve the supply of very low to moderate income housing. GOF contribution for low and moderate-income housing.

Impact (207003)/General Fund Housing (207005)

Community Stabilization and Fair Rent Act (CSFRA) funds related to stabilization of rents and provision of just cause eviction protections.

Comm Stabilization & Fair Rent Act (CSFRA)/
Rental Housing Committee (208000)

City designated as Housing Successor Agency to dissolved RDA.

Successor Housing Agency (210001)

Operations of a Maintenance Assessment District, a Business Improvement District created for specific areas downtown, and collection of Parking in-lieu fees (restricted for construction of new parking spaces).

Downtown Benefit Assessment Districts
(214000, 214001, 214002)

Fees paid for replacement trees and CASp Program.

General Special Purpose (215001, 215002)

State Supplemental Law Enforcement Services (COPS) grant restricted to fund law enforcement services.

Supplemental Law Enforcement Services (221000)

Community Development Block Grant
(222001, 222003)

Federal Community Development Block Grant and Home Investment Partnership Program funds.

Cable Television (231001)

Cable Public, Education and Government (PEG) funds restricted for related expenditures.

Shoreline Regional Park Community
(258000, 258001, 258002, 258003, 258005, 258007,
258008)

Created by State legislation. Tax increment and other revenue generated by the activities of the Shoreline Community are restricted to the development and support of the Shoreline Community and surrounding North Bayshore Area.

CAPITAL PROJECTS

Storm Drain Construction (412000)

Revenues derived from off-site drainage fees authorized by Mountain View

Park Land Dedication (413000)

City Code Section 28.51 and restricted for storm drainage capital improvements.

Revenues derived from fees authorized by Chapter 41 of the Mountain View City Code restricted for park and recreation projects.

PROPRIETARY FUNDS:

ENTERPRISE

Water (601000, 601001, 601003, 601004, 601010)

Operation and maintenance of all facilities required to supply, distribute and meter potable and recycled water.

Wastewater (602000, 602001, 602003, 602004,
602005, 602006, 602010, 602030)

Operation and maintenance of all facilities required to transport and process wastewater.

Solid Waste Management
(610000, 610001, 610004, 610005)

Collection, transportation, recycling and disposal services of the City and two of the City's landfill postclosure maintenance activities.

INTERNAL SERVICE

Equipment Maintenance &
Replacement (701000, 701001)

Centralized fleet maintenance services and certain equipment replacement.

Workers' Compensation Self-Insurance (751000)

City's workers' compensation self insurance program.

Unemployment Self-Insurance (752000)

City's unemployment self insurance program.

Liability Insurance (754000)

City's liability self insurance program.

Retirees' Health Insurance (756000)

City's retirees' health insurance program.

Employee Benefits Self-Insurance (759000)

City's employee benefits self insurance program (vision and other misc benefits).

RECOMMENDED FISCAL YEAR 2021-22 BUDGET - FUND GROUP SUMMARIES

		BEGINNING <u>BALANCE</u>	<u>REVENUES</u>	TOTAL <u>AVAILABLE</u>	EXPENDI- <u>TURES</u>
<u>GENERAL FUND</u>					
General Operating	\$	0	152,248,350	152,248,350	138,373,624
Development Services		21,234,547	16,059,800	37,294,347	17,662,200
Shoreline Golf Links/Restaurant		79,443	3,802,000	3,881,443	3,419,780
TOTAL	\$	21,313,990	172,110,150	193,424,140	159,455,604
<u>SPECIAL REVENUE</u>					
Gas Tax	\$	1,558,307	3,769,200	5,327,507	0
Other Streets & Transportation		403,389	2,492,804	2,896,193	184,904
Construction/Conveyance Tax		7,546,554	4,490,200	12,036,754	0
Public Benefit In Lieu		13,266,520	270,900	13,537,420	0
Other Transportation Developer Fees		1,438,852	36,200	1,475,052	0
Housing		74,067,053	1,860,300	75,927,353	4,387,639
CSFRA/Rental Housing Committee		1,371,588	1,543,000	2,914,588	2,087,596
Successor Housing Agency		1,528,960	22,200	1,551,160	250,000
Downtown Benefit Assessment Districts		20,055,607	1,755,500	21,811,107	644,916
General Special Purpose		249,466	58,500	307,966	118,056
Supplemental Law Enforcement Services		0	175,000	175,000	175,000
Community Development Block Grant		1,060,038	872,267	1,932,305	6,122,129
Cable Television		815,469	180,000	995,469	200,000
Shoreline Regional Park Community		54,219,644	50,970,700	105,190,344	27,441,710
TOTAL	\$	177,581,447	68,496,771	246,078,218	41,611,950
<u>CAPITAL PROJECTS</u>					
Storm Drain Construction	\$	433,577	23,100	456,677	0
Park Land Dedication		80,345,464	1,459,500	81,804,964	0
TOTAL	\$	80,779,041	1,482,600	82,261,641	0
<u>ENTERPRISE</u>					
Water	\$	31,775,581	37,326,100	69,101,681	38,536,907
Wastewater		33,254,715	25,916,200	59,170,915	25,199,631
Solid Waste Management		14,832,320	15,390,400	30,222,720	16,376,809
TOTAL	\$	79,862,616	78,632,700	158,495,316	80,113,347
<u>INTERNAL SERVICE</u>					
Equipment Maintenance & Replacement	\$	34,635,121	6,868,960	41,504,081	8,522,902
Workers' Compensation Self- Insurance		12,338,310	2,372,000	14,710,310	2,442,500
Unemployment Self- Insurance		493,986	58,200	552,186	127,250
Liability Insurance		5,791,577	2,907,600	8,699,177	2,828,550
Retirees' Health Insurance		429,423	5,776,590	6,206,013	5,798,490
Employee Benefits Self- Insurance		471,879	72,500	544,379	114,500
TOTAL	\$	54,160,296	18,055,850	72,216,146	19,834,192
<u>GENERAL FUND RESERVES</u>					
TOTAL	\$	117,069,361	38,204,567	155,273,928	20,163,708
GRAND TOTAL	\$	530,766,751	376,982,638	907,749,389	321,178,801

<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>INTRFD TRANSFERS</u>	<u>TOTAL EXPENDI- TURES</u>	<u>OTHER</u>	<u>ENDING BALANCE</u>
1,000,000	0	11,260,557	150,634,181	0	1,614,169
0	25,000	262,240	17,949,440	(10,466,536)	8,878,371
0	0	373,120	3,792,900	0	88,543
1,000,000	25,000	11,895,917	172,376,521	(10,466,536)	10,581,083
0	1,591,000	1,346,700	2,937,700	0	2,389,807
0	2,322,000	0	2,506,904	0	389,289
0	6,303,000	0	6,303,000	0	5,733,754
0	7,800,000	0	7,800,000	0	5,737,420
0	0	0	0	0	1,475,052
0	1,075,634	10,000	5,473,273	(18,394,093)	52,059,987
0	0	11,330	2,098,926	(433,098)	382,564
0	0	0	250,000	(1,000,000)	301,160
0	0	110,700	755,616	(9,533,890)	11,521,601
0	0	0	118,056	0	189,910
0	0	0	175,000	0	0
0	0	0	6,122,129	4,189,824	0
0	0	0	200,000	0	795,469
6,418,907	13,371,000	215,540	47,447,157	(27,603,535)	30,139,652
6,418,907	32,462,634	1,694,270	82,187,761	(52,774,792)	111,115,665
0	32,000	0	32,000	0	424,677
0	7,478,000	0	7,478,000	(13,684,624)	60,642,340
0	7,510,000	0	7,510,000	(13,684,624)	61,067,017
629,400	4,043,000	417,150	43,626,457	(15,539,481)	9,935,743
852,287	6,051,000	230,450	32,333,368	(21,779,115)	5,058,432
0	290,000	161,850	16,828,659	(5,718,502)	7,675,559
1,481,687	10,384,000	809,450	92,788,484	(43,037,098)	22,669,734
0	0	37,630	8,560,532	(32,144,582)	798,967
0	0	0	2,442,500	(7,305,578)	4,962,232
0	0	0	127,250	0	424,936
0	0	0	2,828,550	(2,898,807)	2,971,820
0	0	0	5,798,490	0	407,523
0	0	0	114,500	0	429,879
0	0	37,630	19,871,822	(42,348,967)	9,995,357
0	4,577,000	16,168,540	40,909,248	(22,312,773)	92,051,907
8,900,594	54,958,634	30,605,807	415,643,836	(184,624,790)	307,480,763

GENERAL OPERATING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 54,839,123	57,206,600	59,417,362	60,272,200
Sales Tax	19,452,148	19,604,000	18,361,000	18,477,000
Other Local Taxes	15,879,776	17,237,300	13,407,800	16,774,600
Use of Money & Property	22,345,322	22,571,300	21,921,200	23,014,300
Licenses, Permits & Franchise Fees/ Fines & Forfeitures	6,364,176	6,231,750	5,662,177	6,767,250
Intergovernmental	794,631	702,600	844,810	738,500
Charges for Services	2,093,926	2,314,900	1,599,911	2,098,600
Miscellaneous Revenue	3,273,391	1,872,000	4,118,684	1,780,500
Interfund Revenues & Transfers	17,624,700	16,421,800	16,854,170	16,489,400
Total	<u>142,667,193</u>	<u>144,162,250</u>	<u>142,187,114</u>	<u>146,412,350</u>
Expenditures and Uses of Funds:				
Operations:				
Salaries and Benefits	101,185,337	114,296,631	107,769,485	117,749,534
Supplies and Services	17,610,999	19,575,309	20,058,947	20,048,809
Capital Outlay	549,485	447,500	846,786	500,000
Debt Service Payments	0	1,000,000	0	1,000,000
Self Insurance	3,404,348	3,475,759	3,475,759	4,075,281
Transfer to Housing Fund	266,823	468,810	433,700	624,100
Transfer to Budget Contingency Res	1,463,933	1,487,800	1,597,863	2,192,107
Transfer to Transportation Reserve	1,726,581	3,342,480	3,061,600	4,584,800
Transfer to Capital Improvement Res	1,456,100	1,554,000	1,554,000	1,615,000
Transfer to Equip Replace Res	2,247,491	2,372,929	2,372,929	2,244,550
Projected Oper Budget Savings	0	(4,000,000)	0	(4,000,000)
Total	<u>129,911,097</u>	<u>144,021,218</u>	<u>141,171,069</u>	<u>150,634,181</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	12,756,096	141,032	1,016,045	(4,221,831)
Excess ERAF	0	0	4,863,518	5,836,000
Transfer to General Non-Oper Fund	(5,526,576) ⁽²⁾	0	0	0
Transfer to General Fund Reserve ⁽¹⁾	(2,000,000)	0	0	0
CalPERS Contribution	(4,000,000)	0	0	0
Change in Assets, Liabilities and Reserve for Enc, Grants & Donations	(1,229,520)	0	0	0
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30 ⁽³⁾	<u>\$ 0</u>	<u>141,032</u>	<u>5,879,563</u>	<u>1,614,169</u>

(1) Funding to bring the GOF Reserve to above the minimum 20% of policy level range of 20%-25% of net adopted expenditures.

(2) Includes \$1.0 million of \$7.5 million total for the new Sustainability CIP (\$6.5 million from Fiscal Year 2018-19).

(3) Balance less any reserves for encumbrances, grants, donations, and changes in assets and liabilities, is transferred to various reserves after the end of the fiscal year.

The General Operating Fund accounts for the operations of the City which are not recorded in other funds.

GENERAL FUND: DEVELOPMENT SERVICES

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 713,751	604,000	477,550	421,000
Licenses & Permits	6,149,575	7,580,100	8,744,128	8,065,100
Charges for Services	8,149,422	6,905,700	5,180,790	6,763,700
Land Use Documents	1,243,301	800,000	1,286,273	800,000
Other Revenues	7,744	10,000	5,808	10,000
	<u>16,263,793</u>	<u>15,899,800</u>	<u>15,694,549</u>	<u>16,059,800</u>
Expenditures and Uses of Funds:				
Operations	14,877,788	14,582,112	15,762,858	15,566,630
Capital Projects	1,381,000	823,000	1,123,000	25,000
General Fund Administration	1,829,700	1,848,000	1,848,000	1,866,500
Self Insurance	129,240	154,990	154,990	229,070
Transfer to Comp Absences Res	100,000	85,000	85,000	160,000
Transfer to Equip Replace Res	88,073	110,158	110,158	102,240
	<u>18,405,801</u>	<u>17,603,260</u>	<u>19,084,006</u>	<u>17,949,440</u>
Revenues and Sources Over (Under) Expenditures and Uses	(2,142,008)	(1,703,460)	(3,389,457)	(1,889,640)
Beginning Balance, July 1	26,766,012	24,624,004	24,624,004	21,234,547
Reserve for Land Use Documents	<u>(8,680,263)</u>	<u>(9,480,263)</u>	<u>(9,666,536)</u>	<u>(10,466,536)</u>
Ending Balance, June 30	\$ <u>15,943,741</u>	<u>13,440,281</u>	<u>11,568,011</u>	<u>8,878,371</u>

All development related activities are consolidated into the Development Services Fund to more accurately align all development related revenues and expenditures. The City Council has committed the revenues generated from these permits and charges to fund these expenditures.

GENERAL FUND: SHORELINE GOLF LINKS/MICHAELS AT SHORELINE RESTAURANT

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Golf Course Revenue	\$ 1,937,444	2,370,000	2,663,391	2,561,000
Restaurant Revenue	<u>1,044,652</u>	<u>1,858,000</u>	<u>241,061</u>	<u>1,241,000</u>
Total Golf	<u>2,982,096</u>	<u>4,228,000</u>	<u>2,904,452</u>	<u>3,802,000</u>
Expenditures and Uses of Funds:				
Golf Operations	1,679,565	1,903,872	1,725,200	1,929,137
Restaurant Operations	1,235,241	1,659,171	529,780	1,260,723
Management Fee to Touchstone	120,000	120,000	120,000	120,000
General Fund Administration	106,400	107,500	107,500	108,600
Self Insurance	820	980	980	1,320
Transfer to Equip Replace Res	<u>204,525</u>	<u>221,362</u>	<u>221,362</u>	<u>223,120</u>
Total	<u>3,346,551</u>	<u>4,012,885</u>	<u>2,704,822</u>	<u>3,642,900</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(364,455)	215,115	199,630	159,100
Transfer from General Non-Op Fund	500,000	0	0	0
Transfer to General Operating Fund	0	(200,000)	(200,000)	(150,000)
Beginning Balance, July 1	<u>(55,732)</u>	<u>79,813</u>	<u>79,813</u>	<u>79,443</u>
Ending Balance, June 30*	\$ <u>79,813</u> ⁽¹⁾	<u>94,928</u>	<u>79,443</u>	<u>88,543</u>

Shoreline Golf Links/Michaels at Shoreline Restaurant includes revenues and expenditures related to the operation of the golf course and restaurant. Effective January 8, 2012 the City entered into an Operating Management Agreement with Touchstone Golf, LLC. On 10/23/18, City Council approved amending the operating agreement with Touchstone to include management of Michaels at Shoreline Restaurant. The amended operating agreement began January 1, 2019.

* Balance remaining for cash and encumbrances set aside for Touchstone Golf operations.

⁽¹⁾ The positive balance is due to the transfer of funds from the General Non-Operating Fund to cover the negative balance resulting from shelter-in-place restrictions related to COVID-19. Both Golf and Restaurant operations ceased in March, and Golf operations were able to resume, with limitations, in May. The balance is expected to be used during FY20-21 due to continued shelter-in-place restrictions.

GAS TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 94,127	75,000	91,000	79,200
2103 Funds	565,365	692,800	560,000	724,000
2105 Funds	418,248	434,600	417,000	472,000
2106 Funds	258,828	279,700	250,000	283,000
2107 Funds	528,118	522,800	555,000	601,000
2107.5 Funds	7,500	7,500	7,500	7,500
State Loan Repayment	92,177	0	0	0
Road Repair & Acct. Act 2017	1,412,148	1,409,200	1,463,000	1,602,500
Total	<u>3,376,511</u>	<u>3,421,600</u>	<u>3,343,500</u>	<u>3,769,200</u>
Expenditures and Uses of Funds:				
Capital Projects	1,690,000	2,362,000	2,722,000	1,591,000
Transfer to General Oper Fund	1,320,200	1,333,400	1,333,400	1,346,700
Total	<u>3,010,200</u>	<u>3,695,400</u>	<u>4,055,400</u>	<u>2,937,700</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	366,311	(273,800)	(711,900)	831,500
Beginning Balance, July 1	<u>1,903,896</u>	<u>2,270,207</u>	<u>2,270,207</u>	<u>1,558,307</u>
Ending Balance, June 30	<u>\$ 2,270,207</u>	<u>1,996,407</u>	<u>1,558,307</u>	<u>2,389,807</u>

1. Section 2103 Funds: Expenditure of apportioned funds may be made for any street purpose (including debt service). Funds are apportioned to the City based on population.
2. Section 2105 Funds: Expenditure of apportioned funds may be made for any street purpose and funds are apportioned to the City on a per capita basis.
3. Section 2106 and 2107 Funds: Expenditure of apportioned funds may be made for any street purpose. This includes construction, purchase of right-of-way, or maintenance. Funds are apportioned as follows: (a) 2106: \$4,800 fixed amount and a per capita distribution; (b) 2107: a per capita distribution and interest earnings.
4. Section 2107.5 Funds-Engineering: Funds are required to be used exclusively for engineering and administrative costs associated with streets and roads. The amount of \$7,500 is apportioned to the City based on population.
5. State Loan Repayment: One time funds for transportation loan repayments repaid over three years (ends June 30, 2020).
6. Road Repair and Accountability Act (RRAA) 2017: SB 1 is an increase in deisel excise and sales taxes, gasoline excise tax, the assessment of an annual Transportation Improvement fee based on the value of the vehicle and an annual \$100 Zero Emissions Vehicle fee.

Revenues received are restricted for specific purposes as prescribed by law; primarily road construction, maintenance/repair of roads, highways, bridges and culverts, improvement of public transportation, trade corridors, and infrastructure promoting walking and bicycling, reduction of congestion on major corridors, and certain administrative costs. All expenditures are audited by the State Controller's Office and RRAA expenditures are to be reported to the California Transportation Commission.

OTHER STREETS & TRANSPORTATION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 48,847	37,600	47,500	37,900
Vehicle Registration Fees	549,428	549,000	527,907	530,000
VTA 2016 Measure B	0	5,211,406	24,935	1,924,904
Total	<u>598,275</u>	<u>5,798,006</u>	<u>600,342</u>	<u>2,492,804</u>
Expenditures and Uses of Funds:				
Expenditures	0	184,904	184,904	184,904
Capital Projects	410,000	3,798,000	1,524,077	2,322,000
Total	<u>410,000</u>	<u>3,982,904</u>	<u>1,708,981</u>	<u>2,506,904</u>
Revenues and Sources Over (Under) Expenditures and Uses	188,275	1,815,102	(1,108,639)	(14,100)
Beginning Balance, July 1	<u>1,323,753</u>	<u>1,512,028</u>	<u>1,512,028</u>	<u>403,389</u>
Ending Balance, June 30	<u>\$ 1,512,028</u>	<u>3,327,130</u>	<u>403,389</u>	<u>389,289</u>

In November 2010 Santa Clara County voters approved a measure to increase the Vehicle Registration Fee (VRF) by \$10.00 annually for transportation related projects. These funds will be managed by the Santa Clara County Valley Transportation Authority (VTA) and allocated based on city population and County of Santa Clara road and expressway lane mileage.

In November 2016 Santa Clara County voters approved Measure B, a 30 year half-cent countywide sales tax to enhance transit, highways, expressways and active transportation (bicycles, pedestrians and complete streets). Eligible projects include BART Silicon Valley Phase II, Caltrain Corridor Capacity Improvements and grade separations, and bike ped improvements. The amount of revenue budgeted reflects funding for approved projects. However, funds are received on a reimbursement basis.

CONSTRUCTION/CONVEYANCE TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Real Property Conveyance Tax	\$ 6,539,336	4,000,000	6,853,093	4,000,000
Construction Tax - Other	9,929	4,000	18,659	4,000
Investment Earnings	716,634	630,700	563,000	486,200
Capital Projects Refunds	<u>1,602,128</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>8,868,027</u>	<u>4,634,700</u>	<u>7,434,752</u>	<u>4,490,200</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>13,093,000</u>	<u>6,204,000</u>	<u>8,262,000</u>	<u>6,303,000</u>
Total	<u>13,093,000</u>	<u>6,204,000</u>	<u>8,262,000</u>	<u>6,303,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(4,224,973)	(1,569,300)	(827,248)	(1,812,800)
Beginning Balance, July 1	<u>12,598,775</u>	<u>8,373,802</u>	<u>8,373,802</u>	<u>7,546,554</u>
Ending Balance, June 30	<u>\$ 8,373,802</u>	<u>6,804,502</u>	<u>7,546,554</u>	<u>5,733,754</u>

The Construction Tax and Real Property Conveyance Tax Fund revenues are derived from fees authorized by Mountain View City Code, Sections 29.56 and 29.63 respectively. When a transfer of ownership occurs the Real Property Conveyance Tax is assessed at \$3.30 for each \$1,000 of real property value located in the City. All revenues of this fund are restricted for implementation of the City's Capital Improvements Program, including servicing bonds issued in connection with said improvements.

PUBLIC BENEFIT IN LIEU FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 406,641	345,900	313,300	270,900
PB In Lieu Contributions*	<u>4,304,306</u>	<u>0</u>	<u>384,946</u>	<u>0</u>
Total	<u>4,710,947</u>	<u>345,900</u>	<u>698,246</u>	<u>270,900</u>
Expenditures and Uses of Funds:				
Expenditures	84,789	0	44,639	0
Capital Projects	<u>0</u>	<u>0</u>	<u>0</u>	<u>7,800,000</u>
Total	<u>84,789</u>	<u>0</u>	<u>44,639</u>	<u>7,800,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	4,626,158	345,900	653,607	(7,529,100)
Beginning Balance, July 1	<u>7,986,755</u>	<u>12,612,913</u>	<u>12,612,913</u>	<u>13,266,520</u>
Ending Balance, June 30	<u>\$ 12,612,913</u>	<u>12,958,813</u>	<u>13,266,520</u>	<u>5,737,420</u>

A developer may be required to provide public benefits, such as area improvements or affordable housing, as a result of their development project. A developer may pay a fee in lieu of providing these public benefits which will then be used by the City to provide improvements in the general area of the development as approved by the City Council.

* As revenues are dependent upon the level and type of development, future fee revenues are not projected or budgeted in advance.

OTHER TRANSPORTATION DEVELOPER FEES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 48,942	48,100	41,800	36,200
Transit-Oriented Development Fees*	0	0	0	0
Citywide Transportation Impact Fees*	131,151	0	89,931	0
Total	<u>180,093</u>	<u>48,100</u>	<u>131,731</u>	<u>36,200</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>0</u>	<u>156,000</u>	<u>156,000</u>	<u>0</u>
Total	<u>0</u>	<u>156,000</u>	<u>156,000</u>	<u>0</u>
Revenues and Sources Over (Under) Expenditures and Uses	180,093	(107,900)	(24,269)	36,200
Beginning Balance, July 1	<u>1,283,028</u>	<u>1,463,121</u>	<u>1,463,121</u>	<u>1,438,852</u>
Ending Balance, June 30	\$ <u><u>1,463,121</u></u>	<u><u>1,355,221</u></u>	<u><u>1,438,852</u></u>	<u><u>1,475,052</u></u>

As authorized by Mountain View City Code, Chapter 36, Article XVI, Division 8, a developer may apply for a Transit (T) Overlay Zone and a Transit-Oriented Development permit to increase the development density. A condition of the permit would require the provision of certain transit related improvements. A developer may pay the City in-lieu of providing these improvements.

In accordance with the Mitigation Fee Act and the Nexus Study, the Citywide Transportation Impact Fee was adopted by the City Council on September 11, 2018 and became effective November 24, 2018. This fee will charge new development the fair-share cost of transportation improvements needed to mitigate the transportation impacts created by that development. On September 25, 2018, the City Council adopted an ordinance to add Chapter 43 to the Mountain View City Code to enact a Transportation Impact Fee on citywide development.

* As revenues are dependent upon the conditions described above, future fee revenues are not projected or budgeted in advance.

HOUSING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 1,983,414	1,725,600	1,456,726	1,236,200
BMR Housing in Lieu Fees*	8,776,204	0	6,636,940	0
Housing Impact Fees*	3,428,849	0	1,619,671	0
Rental Housing Impact Fees*	0	0	965,993	0
Transfer from General Oper Fund	266,823	468,810	433,700	624,100
Other Revenue	139,133	0	163,833	0
Total	<u>14,594,423</u>	<u>2,194,410</u>	<u>11,276,863</u>	<u>1,860,300</u>
Expenditures and Uses of Funds:				
Operations	1,690,786	1,847,572	2,450,204	4,373,099
Loan-950 W El Camino Real	11,456,135	0	6,622,616	0
Loan-460 N Shoreline (Shorebreeze)	2,982,883	0	0	0
Capital Projects	0	0	350,000	1,075,634
Self Insurance	8,920	10,700	10,700	14,540
Transfer to Comp Absences Res	0	0	0	7,000
Transfer to Equip Replace Res	2,936	3,138	3,138	3,000
Total	<u>16,141,660</u>	<u>1,861,410</u>	<u>9,436,658</u>	<u>5,473,273</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(1,547,237)	333,000	1,840,205	(3,612,973)
Beginning Balance, July 1	73,774,085	72,226,848	72,226,848	74,067,053
Reserved for Low-Mod Housing**	<u>(11,316,709)</u>	<u>(11,316,709)</u>	<u>(20,963,093)</u>	<u>(18,394,093)</u>
Ending Balance, June 30	<u>\$ 60,910,139</u>	<u>61,243,139</u>	<u>53,103,960</u>	<u>52,059,987</u>

As authorized by Mountain View City Code section 36.40.10 the Below-Market-Rate (BMR) Housing Program requires that 10.0% of all new ownership residential units or parcels within a development be affordable to low and moderate income households. Alternatively, a developer may pay a fee in-lieu of providing these units which will then be used to provide affordable housing approved by the City Council. These revenues are restricted for expenditures related to the provision of low and moderate income housing. The City contracts with the Palo Alto Housing Corporation for administrative support for this program.

In accordance with the Mountain View City Code section 36.40.55, the Housing Impact Program requires a fee to be imposed on all nonresidential developments. Resolution No. 17748 adopted by the City Council on December 11, 2012 allows for a fee to be imposed on all residential rental developments. Expenditures are restricted for increasing and improving the supply of very low to moderate income housing and rental housing.

* As revenues are dependent upon the type and timing of development, future fee revenues are not projected or budgeted in advance.

** Represents the balance of funds committed by City Council for Notice of Funding Availability (NOFA) Projects taking into account funds expended, encumbered, and budgeted.

COMMUNITY STABILIZATION AND FAIR RENT ACT (CSFRA)/
RENTAL HOUSING COMMITTEE (RHC) FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted ⁽¹⁾ Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. ⁽²⁾ Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 23,973	7,700	20,913	18,100
Charges for Services	1,452,226	1,270,800	1,115,728	1,524,900
Other Revenues	17,473	0	0	0
Total	<u>1,493,672</u>	<u>1,278,500</u>	<u>1,136,641</u>	<u>1,543,000</u>
Expenditures and Uses of Funds:				
Operations	856,108	1,662,296	1,053,196	1,803,656
General Fund Administration	244,700	227,470	227,470	266,320
Self Insurance	10,810	12,970	12,970	17,620
Transfer to Comp Absences Res	0	4,000	4,000	8,000
Transfer to Equip Replace Res	3,588	3,835	3,835	3,330
Total	<u>1,115,206</u>	<u>1,910,571</u>	<u>1,301,471</u>	<u>2,098,926</u>
Revenues and Sources Over (Under) Expenditures and Uses	378,466	(632,071)	(164,830)	(555,926)
Beginning Balance, July 1	1,157,952	1,536,418	1,536,418	1,371,588
Reserve/Rebudget Items	<u>(401,630)</u>	<u>(450,230)</u>	<u>(541,298)</u>	<u>(433,098)</u>
Ending Balance, June 30	<u>\$ 1,134,788</u>	<u>454,117</u>	<u>830,290</u>	<u>382,564</u>

On November 8, 2016 the residents of the City of Mountain View voted to adopt Measure V, also known as the Community Stabilization and Fair Rent Act (CSFRA), to stabilize rents and provide just cause eviction protections for certain rental units in Mountain View. The CSFRA created an entirely new program in the City of Mountain View and requires dedicated resources for its development, implementation, and administration. Section 1709(d) of the CSFRA empowers the RHC to establish a budget for the reasonable and necessary implementation of the provisions of the CSFRA, and Section 1709(j) requires the RHC to finance its reasonable and necessary expenses as necessary to ensure implementation of the CSFRA by charging landlords an annual Rental Housing Fee.

(1) Reflects the budget as adopted by the RHC on June 1, 2020 (adjusted for updated salary calculation).

(2) Reflects the budget as recommended by the RHC on May 17, 2021 (adjusted for updated salary calculation).

SUCCESSOR HOUSING AGENCY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 36,656	32,700	25,800	22,200
Loan Payment	<u>11,141</u>	<u>0</u>	<u>9,722</u>	<u>0</u>
Total	<u>47,797</u>	<u>32,700</u>	<u>35,522</u>	<u>22,200</u>
Expenditures and Uses of Funds:				
Expenditures	<u>298,266</u>	<u>250,000</u>	<u>32,346</u>	<u>250,000</u>
Total	<u>298,266</u>	<u>250,000</u>	<u>32,346</u>	<u>250,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(250,469)	(217,300)	3,176	(227,800)
Beginning Balance, July 1	1,776,253	1,525,784	1,525,784	1,528,960
Reserved for Low-Mod Housing*	<u>(1,000,000)</u>	<u>(1,000,000)</u>	<u>(1,000,000)</u>	<u>(1,000,000)</u>
Ending Balance, June 30	\$ <u><u>525,784</u></u>	<u><u>308,484</u></u>	<u><u>528,960</u></u>	<u><u>301,160</u></u>

Effective February 1, 2012 all California redevelopment agencies, including the Mountain View Revitalization Authority (Authority), were dissolved pursuant to the Dissolution Act. On January 10, 2012 the City Council adopted resolution 17668 expressing the intent to serve as the Successor Housing Agency of the Authority pursuant to Health and Safety Code sections 34171(j), 34173 and 34176. The housing assets (e.g. long-term loans and bonds) were transferred to the Successor Housing Agency. Effective January 1, 2014, SB 341 required housing successors to follow new expenditure and accounting rules. If a housing successor has fulfilled all replacement, affordable housing production, and monitoring, database compilation and web site publication requirements, it may spend up to \$250,000 annually on homelessness prevention and rapid rehousing services.

* Represents the reservation of funds by City Council at the May 19, 2020 Council meeting for a low- and moderate-income housing project.

DOWNTOWN BENEFIT ASSESSMENT DISTRICTS FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 1,081,189	1,017,800	1,075,341	1,098,500
Permit Revenues	622,954	500,000	5,890	156,000
Investment Earnings	203,611	172,300	177,119	151,900
Invest Earn on Parking In Lieu Fees	165,508	140,100	142,400	123,200
Homeowner's Tax Exemption	3,389	3,400	3,114	3,300
Maintenance Assessment District	157,992	158,600	158,600	158,600
Parking In Lieu Fees	1,527,931	0	400,553	0
Business Improvement Districts	37,200	44,000	37,310	44,000
Other Revenues	15,626	20,000	8,000	20,000
Total	<u>3,815,400</u>	<u>2,056,200</u>	<u>2,008,327</u>	<u>1,755,500</u>
Expenditures and Uses of Funds:				
Operations	464,314	649,080	585,922	554,176
Business Improvement Districts	36,300	44,000	37,310	44,000
General Fund Administration	44,400	44,800	44,800	45,200
Self Insurance	950	1,130	1,130	1,540
Transfer to General Oper Fund	108,400	108,400	108,400	108,400
Transfer to Compensated Absences Res	0	0	0	2,000
Transfer to Equip Replace Res	326	349	349	300
Total	<u>654,690</u>	<u>847,759</u>	<u>777,911</u>	<u>755,616</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	3,160,710	1,208,441	1,230,416	999,884
Beginning Balance, July 1	15,664,481	18,825,191	18,825,191	20,055,607
Reserve for Future Parking Maint	(450,000)	(487,500)	(487,500)	(525,000)
Reserve for Future Parking	<u>(8,342,737) ⁽¹⁾</u>	<u>(8,482,837) ⁽¹⁾</u>	<u>(8,885,690) ⁽¹⁾</u>	<u>(9,008,890) ⁽¹⁾</u>
Ending Balance, June 30	<u>\$ 10,032,454 ⁽¹⁾</u>	<u>11,063,295 ⁽¹⁾</u>	<u>10,682,417 ⁽¹⁾</u>	<u>11,521,601 ⁽¹⁾</u>

The Parking District (District) is a maintenance assessment district in the downtown Castro Street area created to provide and maintain parking lots and structures. In addition to property taxes and permit revenues, an annual assessment is levied on properties in the District. The Mountain View City Code requires that as a condition of approval for any development within the District, the developer or owner shall provide the required off-street parking, pay the parking in-lieu fee or a combination of both. These funds are restricted for the construction of new parking spaces, are designated for the Hope St development and are accounted for in the Reserve for Future Parking.

The Business Improvement Areas (BIA's) were created for specific areas of the downtown and are an assessment to the business owners based on the type and size of the business. These funds are utilized for staffing dedicated to the promotion and support of downtown businesses.

The Reserve for Future Parking Maintenance was recommended in a previous Parking Study for long term maintenance and improvements of the parking structures and lots not funded in the operating budget (e.g. janitorial services, elevator maintenance, etc.). The District increases by \$37,500 annually and it is anticipated these funds will be utilized when major improvements are needed (e.g. steam cleaning the entire parking structure, repaving a parking lot, replacing signage inside the parking structure, etc.).

(1) \$13.5 million committed to the Hope Street Project.

GENERAL SPECIAL PURPOSE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 9,840	6,700	9,800	8,500
CASp Fee	19,748	0	14,300	0
Charges for Services	110,250	50,000	25,500	50,000
Total	<u>139,838</u>	<u>56,700</u>	<u>49,600</u>	<u>58,500</u>
Expenditures and Uses of Funds:				
Expenditures	<u>4,557</u>	<u>106,307</u>	<u>37,515</u>	<u>118,056</u>
Total	<u>4,557</u>	<u>106,307</u>	<u>37,515</u>	<u>118,056</u>
Revenues and Sources Over (Under) Expenditures and Uses	135,281	(49,607)	12,085	(59,556)
Beginning Balance, July 1	<u>102,100</u>	<u>237,381</u>	<u>237,381</u>	<u>249,466</u>
Ending Balance, June 30	<u>\$ 237,381</u>	<u>187,774</u>	<u>249,466</u>	<u>189,910</u>

The Special Purpose Fund was established to track and report funds used for specific purposes. This fund currently includes the following:

The Community Tree Master Plan (CTMP) was adopted by City Council September 15, 2015 and includes objectives and strategies to improve and enhance the City's urban forest and canopy over the following 15 years and to respond to environmental and safety issues that can impact community trees and wildlife habitat. The CTMP established implementation measures to achieve the objectives, including establishing a Tree Mitigation Fund and a Tree Replacement fee. For any trees that cannot be replaced on site, the fee will be assessed to provide funding for tree planting at other sites within the community.

Assembly Bill 1379 amended Section 4467 of the government code (previously amended by Senate Bill 1186) and requires an additional \$4 fee to be paid by any applicant of a Business License from January 1, 2018 through December 31, 2023. Beginning on January 1, 2024, the fee will be revert back to the \$1 fee. The fee will be used to increase disability access and compliance with construction-related accessibility requirements and help support the Certified Access Specialist (CASp) program.

SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
COPs Grant	\$ 193,585	175,000	187,329	175,000
Total	<u>193,585</u>	<u>175,000</u>	<u>187,329</u>	<u>175,000</u>
Expenditures and Uses of Funds:				
Operations	<u>268,585</u>	<u>175,000</u>	<u>187,329</u>	<u>175,000</u>
Total	<u>268,585</u>	<u>175,000</u>	<u>187,329</u>	<u>175,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(75,000)	0	0	0
Beginning Balance, July 1	<u>75,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 0</u>	<u>0</u>	<u>0</u>	<u>0</u>

The Supplemental Law Enforcement Services Fund receives revenues from a state grant to counties and cities which is restricted for funding additional front-line law enforcement services.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	<u>Audited Actual 2019-20</u>	<u>Adopted Budget 2020-21</u>	<u>Estimated 2020-21</u>	<u>Recom. Budget 2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 238,640	0	181,488	0
Federal Grant	479,963	592,761	348,702	600,917
Home Program	380,784	273,160	11,201	271,350
Loan Repayments	<u>253,265</u>	<u>0</u>	<u>2,066,507</u>	<u>0</u>
Total	<u>1,352,652</u>	<u>865,921</u>	<u>2,607,898</u>	<u>872,267</u>
Expenditures and Uses of Funds:				
Operations	1,624,737	875,921	1,121,772	6,122,129
Loans	<u>0</u>	<u>0</u>	<u>253,497</u>	<u>0</u>
Total	<u>1,624,737</u>	<u>875,921</u>	<u>1,375,269</u>	<u>6,122,129</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(272,085)	(10,000)	1,232,629	(5,249,862)
Reprogrammed Revenue	0	182,591	0	4,189,824
Beginning Balance, July 1	<u>99,494</u>	<u>(172,591)</u>	<u>(172,591)</u>	<u>1,060,038</u>
Ending Balance, June 30	\$ <u>(172,591)</u>	<u>0</u>	<u>1,060,038</u>	<u>0</u>

The Community Development Block Grant Fund derives its revenues from grants received from the Department of Housing and Urban Development. The intent of the program is to enhance the physical development of the community. Public services are also eligible to a limited extent.

CABLE TELEVISION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
PEG Fees	\$ 202,756	200,000	181,033	180,000
Total	<u>202,756</u>	<u>200,000</u>	<u>181,033</u>	<u>180,000</u>
Expenditures and Uses of Funds:				
Expenditures	<u>132,476</u>	<u>195,000</u>	<u>264,169</u>	<u>200,000</u>
Total	<u>132,476</u>	<u>195,000</u>	<u>264,169</u>	<u>200,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	70,280	5,000	(83,136)	(20,000)
Beginning Balance, July 1	<u>828,325</u>	<u>898,605</u>	<u>898,605</u>	<u>815,469</u>
Ending Balance, June 30	<u>\$ 898,605</u>	<u>903,605</u>	<u>815,469</u>	<u>795,469</u>

Ordinance No. 4.08, adopted on May 13, 2008 amended Chapter 37 of the Mountain View City Code relating to Cable Television franchise regulations in its entirety. Public, Education and Government (PEG) fees collected by the cable providers are restricted for PEG channel support and are not for general use by the City. The City passes a portion of these funds through to the non-profit KMVT for government and public access television services per contractual agreement.

SHORELINE REGIONAL PARK COMMUNITY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 46,564,667	46,648,400	51,908,047	49,074,400
Investment Earnings	2,076,230	1,723,400	1,795,700	1,552,300
Invest Earn on Dev Imp Fees	515,355	0	416,200	0
Rents & Leases	366,750	359,000	182,000	255,000
Development Impact Fees	1,459,098	0	0	0
Other Revenues	220,916	89,000	58,800	89,000
Capital Projects Refunds	2,483,918	0	0	0
Bond Proceeds and Interest	1,830,013	0	239,158	0
Total	<u>55,516,947</u>	<u>48,819,800</u>	<u>54,599,905</u>	<u>50,970,700</u>
Expenditures and Uses of Funds:				
Operations	5,084,091	6,654,253	5,447,046	6,815,160
Intergovernmental Payments	10,389,619	11,522,000	11,651,038	12,573,000
Capital Projects	14,771,000	4,152,000	4,354,000	9,908,000
Capital Projects from Fees	3,848,000	0	0	2,790,000
Capital Projects from Bond Proceeds	69,280,000	0	1,580,000	673,000
General Fund Administration	7,723,700	7,801,000	7,801,000	7,879,000
Water Fund Administration	63,800	64,400	64,400	65,000
2011 Revenue Bonds	3,259,220	3,341,707	3,214,589	3,339,957
2018 Revenue Bonds	3,067,497	3,078,950	3,078,399	3,078,950
Self Insurance	61,430	73,670	73,670	109,550
Retirees' Health Unfunded Liability	500,000	0	0	0
Transfer to Comp Absences Res	70,000	50,000	50,000	89,000
Transfer to Equip Replace Res	103,078	120,267	120,267	126,540
Total	<u>118,221,435</u>	<u>36,858,247</u>	<u>37,434,409</u>	<u>47,447,157</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(62,704,488)	11,961,553	17,165,496	3,523,543
Beginning Balance, July 1	99,758,636	37,054,148	37,054,148	54,219,644
Reserve	(5,300,000)	(5,300,000)	(5,300,000)	(5,400,000)
Reserve for Bond Proceeds	(2,044,041)	(2,044,041)	(703,199)	(30,199)
Reserve for Landfill	(8,000,000)	(9,000,000)	(9,000,000)	(10,000,000)
Reserve for Sea Level Rise	(6,000,000)	(9,000,000)	(9,000,000)	(12,000,000)
Reserve for Dev Impact Fees	(2,547,136)	(2,547,136)	(2,963,336)	(173,336)
Ending Balance, June 30	<u>\$ 13,162,971</u>	<u>21,124,524</u>	<u>27,253,109</u>	<u>30,139,652</u>

The State legislature created the Shoreline Regional Park Community (Shoreline Community). Tax increment derived on the difference between the frozen base year value and the current fiscal year assessed value and other revenues generated from the activities of the Shoreline Community are to be utilized to develop and support the Shoreline Community and surrounding North Bayshore Area. Reserves are for general purposes, a catastrophic landfill event funding sea level rise infrastructure improvements, and tracking of development impact fees.

Assessed values are as follows (in thousands):

		<u>Total Assessed Value</u>	<u>Frozen Base</u>	<u>Tax Increment Value</u>
Actual	2018-19	\$3,911,328	\$33,888	\$3,877,440
Actual	2019-20	\$4,221,032	\$33,888	\$4,187,143
Actual	2020-21	\$4,690,599	\$33,888	\$4,656,711
Recommended	2021-22	\$4,753,214	\$33,888	\$4,719,326

STORM DRAIN CONSTRUCTION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 17,035	15,100	15,200	13,100
Existing Facilities & Front Footage	155,314	10,000	172,376	10,000
Capital Projects Refunds	4,305	0	0	0
Total	<u>176,654</u>	<u>25,100</u>	<u>187,576</u>	<u>23,100</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>31,000</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>
Total	<u>31,000</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	145,654	(6,900)	155,576	(8,900)
Beginning Balance, July 1	<u>132,347</u>	<u>278,001</u>	<u>278,001</u>	<u>433,577</u>
Ending Balance, June 30	<u>\$ 278,001</u>	<u>271,101</u>	<u>433,577</u>	<u>424,677</u>

The Storm Drain Construction Fund revenues are derived from off-site drainage fees authorized by Mountain View Code Section 28.51. These revenues are restricted for storm drainage projects in the Capital Improvements Program.

PARK LAND DEDICATION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 1,362,475	1,265,000	1,681,000	1,459,500
Construction Fees*	37,927,800	0	30,582,000	0
Capital Projects Refunds	186,688	0	0	0
Total	<u>39,476,963</u>	<u>1,265,000</u>	<u>32,263,000</u>	<u>1,459,500</u>
Expenditures and Uses of Funds:				
Expenditures	40,000,000	0	0	0
Capital Projects	3,177,000	4,091,000	9,642,751	7,478,000
Total	<u>43,177,000</u>	<u>4,091,000</u>	<u>9,642,751</u>	<u>7,478,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(3,700,037)	(2,826,000)	22,620,249	(6,018,500)
Beginning Balance, July 1	61,425,252	57,725,215	57,725,215	80,345,464
Committed for Future CIP's**	<u>(16,034,775)</u>	<u>(13,680,775)</u>	<u>(13,734,624)</u>	<u>(13,684,624)</u>
Ending Balance, June 30	<u>\$ 41,690,440</u>	<u>41,218,440</u>	<u>66,610,840</u>	<u>60,642,340</u>

The Park Land Dedication Fund revenues are derived from fees authorized by Chapter 41 of the Mountain View City Code. These revenues are restricted for expenditures for park and recreation projects. Effective in Fiscal Year 1997-98, fees are approved and committed by City Council after receipt.

* As this fee is dependent upon subdivision and single lot development, future fee revenues are not projected or budgeted in advance. The \$17.0 million budgeted for Fiscal Year 2019-20 is expected to offset a portion of the \$40.0 million budgeted expenditure.

** The Five-Year CIP identifies future projects which funds have not yet been committed.

WATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 757,063	660,200	606,102	509,600
Invest Earn on Cap/Dev Imp Fees	299,307	0	264,096	0
Intergovernmental	0	0	100,000	0
Water Sales	35,499,404	33,900,100	33,937,059	34,707,000
Recycled Water Sales	869,047	800,000	813,284	800,000
Capacity/Development Impact Fees	2,255,482	0	2,207,172	0
Other Revenues	1,240,198	500,000	904,770	500,000
Interfund Revenues	793,600	801,500	801,500	809,500
Capital Projects Refunds	0	640,000	640,000	0
Total	<u>41,714,101</u>	<u>37,301,800</u>	<u>40,273,983</u>	<u>37,326,100</u>
Expenditures and Uses of Funds:				
Operations	9,001,650	9,785,358	9,175,193	9,921,380
Water Purchased	21,329,354	21,972,000	21,611,449	22,005,000
Capital Projects	3,228,000	3,056,000	3,056,000	2,443,000
Capital Projects from Fees	6,173,000	600,000	600,000	1,600,000
General Fund Administration	1,436,770	1,445,770	1,445,770	1,454,770
Depreciation	4,689,017	4,163,792	4,163,792	4,689,017
2004 Water Revenue Bonds	629,824	632,250	632,250	629,400
Recycled Water System Loan Repymt	300,000	300,000	300,000	300,000
Self Insurance	100,980	121,100	121,100	166,740
Retirees' Health Unfunded Liability	500,000	0	0	0
Transfer to Graham School Site Maint Res	220,000	220,000	220,000	220,000
Transfer to Equip Replace Res	208,439	219,619	219,619	197,150
Total	<u>47,817,034</u>	<u>42,515,889</u>	<u>41,545,173</u>	<u>43,626,457</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(6,102,933)	(5,214,089)	(1,271,190)	(6,300,357)
Net Change In Non Current Assets	4,412,462	4,163,792	4,163,792	4,689,017
Beginning Balance, July 1	30,573,450	28,882,979	28,882,979	31,775,581
Reserve for Capacity/Dev Impact Fees	(2,690,970)	(2,730,970)	(5,202,238)	(3,602,238)
Reserve for Minimum Water Purchase	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Reserve	<u>(11,341,855)</u>	<u>(11,566,962)</u>	<u>(11,566,962)</u>	<u>(11,626,260)</u>
Ending Balance, June 30	<u>\$ 9,850,154</u>	<u>8,534,750</u>	<u>10,006,381</u>	<u>9,935,743</u>

The Water Fund accounts for the cost, operation and maintenance of all facilities required to supply, distribute and meter the water used by consumers in the City's service area. A separate reserve is used to account for the capacity and development impact fees collected to fund capital projects. A general Reserve is used for emergencies, contingencies and rate stabilization.

WASTEWATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Hazardous Materials Permits	\$ 592,589	500,000	551,450	500,000
Investment Earnings	611,821	520,500	484,107	402,200
Invest Earn on Cap/Dev Imp Fees	220,518	0	175,936	0
Wastewater Charges	25,199,324	24,405,600	22,220,046	24,980,000
Capacity/Development Impact Fees	2,065,217	0	2,441,636	0
Loan Proceeds and Interest	10,030,392	0	13,438	0
Other Revenues	441,555	34,000	10,388	34,000
Total	<u>39,161,416</u>	<u>25,460,100</u>	<u>25,897,001</u>	<u>25,916,200</u>
Expenditures and Uses of Funds:				
Operations	5,165,932	6,027,577	5,332,461	6,233,441
Water Quality Control Plant	10,926,363	12,862,048	12,214,434	15,064,774
Capital Projects	2,157,000	1,969,000	1,969,000	4,071,000
Capital Projects from Fees	499,000	0	0	1,980,000
Capital Projects from Loan Proceeds	6,292,000	640,000	640,000	0
General Fund Administration	1,232,430	1,241,630	1,241,630	1,250,930
Water Fund Administration	356,200	359,800	359,800	363,400
Depreciation	2,187,086	2,033,114	2,033,114	2,187,086
2018 Bank Loan	640,657	852,800	852,800	852,287
Self Insurance	58,670	70,360	70,360	100,000
Transfer to Equip Replace Res	218,225	233,563	233,563	230,450
Total	<u>29,733,563</u>	<u>26,289,892</u>	<u>24,947,162</u>	<u>32,333,368</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	9,427,853	(829,792)	949,839	(6,417,168)
Net Change In Non Current Assets	1,846,166	2,033,114	2,033,114	2,187,086
Beginning Balance, July 1	18,997,743	30,271,762	30,271,762	33,254,715
Reserve for Capacity/Dev Impact Fees	(4,338,999)	(4,338,999)	(6,956,571)	(4,976,571)
Reserve for Treatment Plant	(8,995,565)	(10,105,123)	(10,682,909)	(10,751,448)
Reserve for Loan Proceeds	(638,496)	1,504	(11,933)	(11,933)
Reserve	<u>(6,974,051)</u>	<u>(7,498,745)</u>	<u>(7,498,745)</u>	<u>(8,226,249)</u>
Ending Balance, June 30	<u>\$ 9,324,651</u>	<u>9,533,721</u>	<u>8,104,557</u>	<u>5,058,432</u>

This fund accounts for the operation and maintenance of all facilities, including Mountain View's share of operation costs of the Palo Alto Regional Water Quality Control Plant (Treatment Plant), required to transport and process wastewater. Chapter 35 of the Mountain View City Code authorizes the collection of a wastewater service charge. The fund has several reserves, one accounts for the capacity and development impact fees collected to fund capital projects. The Reserve for Treatment Plant is for long term capital costs, and includes Treatment Plant obligations encumbered but not yet spent. A general reserve is used for emergencies, contingencies and rate stabilization.

SOLID WASTE MANAGEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 274,431	213,500	222,578	182,400
Intergovernmental	208,984	135,000	232,462	135,000
Waste Disposal Charges	15,617,275	14,612,000	14,417,975	15,013,000
Other Revenues	10,633	60,000	991	60,000
City Revenues	<u>16,111,323</u>	<u>15,020,500</u>	<u>14,874,006</u>	<u>15,390,400</u>
Recology Revenues	<u>17,679,402</u>	<u>17,350,512</u>	<u>16,955,660</u>	<u>20,305,000</u>
Total	<u>33,790,725</u>	<u>32,371,012</u>	<u>31,829,666</u>	<u>35,695,400</u>
Expenditures and Uses of Funds:				
Operations	3,985,701	5,026,487	4,751,359	5,040,513
Disposal	9,613,359	9,440,372	8,341,182	9,897,066
Capital Projects	293,000	284,000	284,000	290,000
General Fund Administration	538,800	544,200	544,200	549,600
Water Fund Administration	334,400	337,700	337,700	341,100
Depreciation	483,329	487,715	487,715	483,330
Self Insurance	40,010	47,990	47,990	65,200
Transfer to Equip Replace Res	150,050	158,614	158,614	161,850
City Expenditures	<u>15,438,649</u>	<u>16,327,078</u>	<u>14,952,760</u>	<u>16,828,659</u>
Payments to Recology	<u>17,679,402</u>	<u>17,350,512</u>	<u>16,955,660</u>	<u>20,305,000</u>
Total	<u>33,118,051</u>	<u>33,677,590</u>	<u>31,908,420</u>	<u>37,133,659</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	672,674	(1,306,578)	(78,754)	(1,438,259)
Net Change In Non Current Assets	510,228	487,715	487,715	483,330
Beginning Balance, July 1	13,240,457	14,423,359	14,423,359	14,832,320
Reserve for Future Facility Equipment	(1,320,000)	(1,760,000)	(1,760,000)	(2,200,000)
Reserve	<u>(3,677,498)</u>	<u>(3,888,841)</u>	<u>(3,888,841)</u>	<u>(4,001,832)</u>
Ending Balance, June 30	<u>\$ 9,425,861</u>	<u>7,955,655</u>	<u>9,183,479</u>	<u>7,675,559</u>

The Solid Waste Management Fund accounts for the collection, transportation, recycling and disposal services of the City. It also funds two of the City's landfill post closure maintenance activities. Revenues for payments to Recology are included for informational purposes only, a budget is not adopted for Recology. A general reserve is used for emergencies, contingencies, rate stabilization and required Financial Assurance Mechanisms (FAMs) if applicable. The Reserve for Future Facility Equipment was established in Fiscal Year 2017-18 for potential future obligations for facility equipment.

EQUIPMENT MAINTENANCE AND REPLACEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 654,045	572,000	555,000	479,300
Interfund Service Charges	2,513,777	3,060,600	3,060,600	3,059,500
Other Revenues	166,275	0	238,390	0
Transfer from General Oper Fund	2,247,491	2,372,929	2,372,929	2,244,550
Transfer from Other General Funds	292,598	331,520	331,520	325,360
Transfer from Other Funds	721,871	781,566	781,566	760,250
Total	<u>6,596,057</u>	<u>7,118,615</u>	<u>7,340,005</u>	<u>6,868,960</u>
Expenditures and Uses of Funds:				
Operations	2,442,889	2,902,845	2,593,047	2,912,646
Equipment Purchases	1,799,415	4,883,061	2,307,920	5,528,406
Capital Projects	0	0	233,600	0
Water Fund Administration	39,200	39,600	39,600	40,000
Self Insurance	22,980	27,560	27,560	41,850
Transfer to Equip Replace Res	35,229	42,181	42,181	37,630
Total	<u>4,339,713</u>	<u>7,895,247</u>	<u>5,243,908</u>	<u>8,560,532</u>
Revenues and Sources Over (Under) Expenditures and Uses	2,256,344	(776,632)	2,096,097	(1,691,572)
Net Change In Non Current Assets	3,814	11,000	11,000	11,000
Beginning Balance, July 1	30,267,866	32,528,024	32,528,024	34,635,121
Reserve for Equipment Replacement	<u>(32,351,398)</u>	<u>(31,522,352)</u>	<u>(33,876,828)</u>	<u>(32,155,582)</u>
Ending Balance, June 30	<u>\$ 176,626</u>	<u>240,040</u>	<u>758,293</u>	<u>798,967</u>

The purpose of this fund is to account for centralized fleet maintenance costs and to charge a proportionate share to all funds utilizing maintenance services. In addition, this fund accounts for certain equipment replacement requirements of the City.

WORKERS' COMPENSATION SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 261,863	232,500	198,900	172,000
Interfund Service Charges	2,191,057	2,100,000	2,061,000	2,200,000
Other Revenues	53,483	0	27,356	0
Total	<u>2,506,403</u>	<u>2,332,500</u>	<u>2,287,256</u>	<u>2,372,000</u>
Expenditures and Uses of Funds:				
Expenditures	1,576,834	2,383,500	1,973,700	2,442,500
Transfer to Liability Insurance Fund	1,500,000	0	0	0
Total	<u>3,076,834</u>	<u>2,383,500</u>	<u>1,973,700</u>	<u>2,442,500</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(570,431)	(51,000)	313,556	(70,500)
Beginning Balance, July 1	12,595,185	12,024,754	12,024,754	12,338,310
Reserve for Future Claims	<u>(7,305,578)</u>	<u>(7,305,578)</u>	<u>(7,305,578)</u>	<u>(7,305,578)</u>
Ending Balance, June 30	<u>\$ 4,719,176</u>	<u>4,668,176</u>	<u>5,032,732</u>	<u>4,962,232</u>

The City implemented a self-insurance program for Workers' Compensation benefits on September 7, 1975 as authorized by Council Resolution No. 10581. This program provides for State mandated insurance benefits (salary and medical costs) for employees who are injured on the job.

This fund accounts for current operating expenditures, future costs of previously incurred injury claims and reserves for catastrophic losses. This fund also provides for the administration of safety and loss prevention programs throughout the City to reduce the probability of incurring future catastrophic claims against the City. The City is self-insured for \$750,000 and has purchased Workers Compensation Excess Insurance above this limit.

UNEMPLOYMENT SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 12,691	11,300	9,600	8,200
Interfund Service Charges	<u>47,626</u>	<u>50,000</u>	<u>48,700</u>	<u>50,000</u>
Total	<u>60,317</u>	<u>61,300</u>	<u>58,300</u>	<u>58,200</u>
Expenditures and Uses of Funds:				
Expenditures	<u>32,203</u>	<u>127,250</u>	<u>191,402</u>	<u>127,250</u>
Total	<u>32,203</u>	<u>127,250</u>	<u>191,402</u>	<u>127,250</u>
Revenues and Sources Over (Under) Expenditures and Uses	28,114	(65,950)	(133,102)	(69,050)
Beginning Balance, July 1	<u>598,974</u>	<u>627,088</u>	<u>627,088</u>	<u>493,986</u>
Ending Balance, June 30	<u>\$ 627,088</u>	<u>561,138</u>	<u>493,986</u>	<u>424,936</u>

The City implemented a self-insurance program for unemployment benefits on March 13, 1978 as authorized by Council Resolution No. 11975. This program provides for State and Federal mandated unemployment insurance benefits for employees separated from service with the City.

LIABILITY INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 72,002	80,000	67,000	57,200
Other Revenues	79,846	18,200	72,513	41,000
Interfund Service Charges	1,658,050	1,988,400	1,988,400	2,809,400
Transfer from Workers Comp. Fund	1,500,000	0	0	0
Total	<u>3,309,898</u>	<u>2,086,600</u>	<u>2,127,913</u>	<u>2,907,600</u>
Expenditures and Uses of Funds:				
Expenditures	<u>2,060,282</u>	<u>2,086,550</u>	<u>2,598,034</u>	<u>2,828,550</u>
Total	<u>2,060,282</u>	<u>2,086,550</u>	<u>2,598,034</u>	<u>2,828,550</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	1,249,616	50	(470,121)	79,050
Beginning Balance, July 1	5,012,082	6,261,698	6,261,698	5,791,577
Reserve for Future Claims	<u>(2,898,807)</u>	<u>(2,898,807)</u>	<u>(2,898,807)</u>	<u>(2,898,807)</u>
Ending Balance, June 30	<u>\$ 3,362,891</u>	<u>3,362,941</u>	<u>2,892,770</u>	<u>2,971,820</u>

On August 11, 1980, Council approved a self-insurance program for liability insurance effective September 1, 1980. Existing provisions include claims approval authority to \$30,000 and any claims exceeding \$30,000 require City Council approval.

The City acts as its own agent and controls risk to limit liability loss exposure. There is a \$1.0 million self-insurance retention for each liability incident. The minimum reserve and balance for future claims of \$2.0 million is maintained in accordance with Council policy. Other insurance such as property, flood, earthquake and other coverages are not self-insured as the City purchases insurance policies.

RETIREES' HEALTH INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 21,198	16,900	4,000	3,100
Other Revenues	35,818	0	34,113	0
Interfund Service Charges	6,067,966	5,650,627	5,650,627	5,773,490
Transfer from Other Funds	1,000,000	0	0	0
Total	<u>7,124,982</u>	<u>5,667,527</u>	<u>5,688,740</u>	<u>5,776,590</u>
Expenditures and Uses of Funds:				
Expenditures	4,819,530	5,140,580	5,060,671	5,358,790
CERBT	2,314,764	510,047	627,919	439,700
Total	<u>7,134,294</u>	<u>5,650,627</u>	<u>5,688,590</u>	<u>5,798,490</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(9,312)	16,900	150	(21,900)
Beginning Balance, July 1	<u>438,585</u>	<u>429,273</u>	<u>429,273</u>	<u>429,423</u>
Ending Balance, June 30	\$ <u>429,273</u>	<u>446,173</u>	<u>429,423</u>	<u>407,523</u>
Balance in CERBT	\$ <u>145,910,487</u>	<u>146,420,534</u>	<u>164,557,721</u>	<u>164,997,421</u>

This fund was established in Fiscal Year 1985-86 as a self-insurance fund to pay the health insurance premiums of employees retired from the City. Governmental Accounting Standards Board (GASB) issued Statement No. 45, which requires an actuarial valuation be performed bi-ennially to calculate the City's other post employment benefits (OPEB) liabilities. The City implemented GASB Statement No. 45 in Fiscal Year 2007-08 and has chosen to budget the Annual Required Contribution (ARC). GASB Statement No. 75, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other than Pensions*, is effective with the fiscal year ending June 30, 2018. The new OPEB standard parallels the pension standard issued with GASB Statement No. 68, *Financial Reporting for Pension Plans*, which essentially requires the City to report the unfunded liability on the face of the City's financial statements and enhances the note disclosures and required supplementary information about the City's OPEB liability. The most recent actuarial valuation estimated a liability of \$145.0 million as of July 1, 2019 and estimated a liability of \$157.0 million for Fiscal Year 2021-22.

On February 26, 2008 Council approved joining the California Employers Retiree Benefit Trust (CERBT), managed by the California Public Employees Retirement System (CalPERS) and the City began transferring funds in Fiscal Year 2008-09 and intends to, at a minimum, annually transfer the ARC less Retirees' Health premiums.

EMPLOYEE BENEFITS SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 8,754	7,700	12,800	11,500
Interfund Service Charges	<u>77,108</u>	<u>86,000</u>	<u>62,900</u>	<u>61,000</u>
Total	<u>85,862</u>	<u>93,700</u>	<u>75,700</u>	<u>72,500</u>
Expenditures and Uses of Funds:				
Expenditures	<u>46,028</u>	<u>114,500</u>	<u>45,435</u>	<u>114,500</u>
Total	<u>46,028</u>	<u>114,500</u>	<u>45,435</u>	<u>114,500</u>
Revenues and Sources Over (Under) Expenditures and Uses	39,834	(20,800)	30,265	(42,000)
Beginning Balance, July 1	<u>401,780</u>	<u>441,614</u>	<u>441,614</u>	<u>471,879</u>
Ending Balance, June 30	<u>\$ 441,614</u>	<u>420,814</u>	<u>471,879</u>	<u>429,879</u>

The Employee Benefits Self-Insurance Fund accounts for the City's self-insured vision and other miscellaneous benefits.

RECOMMENDED 2021-22 BUDGET - GENERAL FUND RESERVES (1)

Statement of Revenues, Expenditures and Balances

	Unassigned		Committed			
	General Non-Operating Fund	General Fund Reserve	Budget Contingency Reserve	Earned Lease Revenue Reserve	Property Management Reserve	Graham School Site Maint Reserve
Revenues & Sources of Funds:						
GOF Carryover	\$ 1,614,169	0	0	0	0	0
Revenue	2,496,084	0	0	580,900	0	0
Transfers	7,839,540	1,300,000	2,192,107	0	0	220,000
Investment Earnings	0	0	0	458,600	0	0
Total	11,949,793	1,300,000	2,192,107	1,039,500	0	220,000
Expenditures & Uses of Funds:						
Expenditures	15,798,608	0	0	0	0	250,000
CIP	0	0	0	0	0	0
Transfers	8,329,000	0	0	0	0	0
Total	24,127,608	0	0	0	0	250,000
Revenues & Sources Over (Under) Expenditures & Uses	(12,177,815)	1,300,000	2,192,107	1,039,500	0	(30,000)
Beginning Balance, July 1	21,121,008	28,863,034	9,616,683	6,132,559	1,577,106	708,595
Reserves	(5,623,359)	0	0	(6,405,865) (3)	0	0
Ending Balance, June 30	\$ 3,319,834	30,163,034	11,808,790	766,194 (3)	1,577,106	678,595

(1) Governmental fund balances are reported based on the reporting hierarchy established by GASB Statement No. 54 (Fund Balance Reporting and Governmental Fund Type Definitions) that is based on the extent to which the City is bound to honor constraints on the specific purpose for which amounts in a fund can be spent.

- Restricted - Constraints on expenditures are externally imposed by creditors, grantors, or laws/regulations of other governments or by enabling legislation.
- Committed - Formal action by the City Council (Council) places the constraint on how the funds can be spent and may only be altered by the same type of Council action. Contractual obligations are included in this category.
- Assigned - The City's intent to use funds for a specific purpose as expressed by Council or a delegated authority.
- Unassigned - This is the residual classification for the General Fund.

(2) Appropriations for Compensated Absences Reserve are on an as needed basis up to the amount of the balance.

(3) The reserved amount represents the balance of earned rent at the end of the fiscal year. Up to \$3.0 million may be used for the Mountain View Employee Homebuyer Program through Fiscal Year 2029-30. Staff is recommending an additional \$3.0 million be allocated for a total of \$6.0 million.

(4) Comprised of a \$5.0 million reserve policy balance, \$2.9 million prepaid lease for the Downtown Family Housing project, and \$2.0 million for potential debt service on the Police/Fire Administration Building.

(5) Minor Estate Trust reserve established at \$410,235 endowment plus 25.0 percent of interest earned annually.

Committed							
Transportation Reserve	Capital Improvement Reserve	Open Space Acquisition Reserve	Strategic Property Acquisition Reserve	Child Care Commitment Reserve	Compensated Absences (2)	Minor Estate Trust	American Rescue Plan Act
	0	0	0	0	0	0	0
	58,667	0	110,160	0	0	0	7,839,540
4,584,800	3,910,000	0	2,000,000	0	3,000,000	0	0
	0	0	0	0	0	0	0
4,584,800	3,968,667	0	2,110,160	0	3,000,000	0	7,839,540
1,888,000	0	0	2,110,000	105,000	0	12,100	0
2,800,000	1,777,000	0	0	0	0	0	0
0	0	0	0	0	0	0	7,839,540
4,688,000	1,777,000	0	2,110,000	105,000	0	12,100	7,839,540
(103,200)	2,191,667	0	160	(105,000)	3,000,000	(12,100)	0
6,118,181	18,832,404	3,455,956	6,283,579	296,605	5,793,350	430,761	7,839,540
0	(9,864,888) (4)	0	0	0	0	(418,661) (5)	0
6,014,981	11,159,183	3,455,956	6,283,739	191,605	8,793,350	0	7,839,540

RECOMMENDED 2021-22 BUDGET - SCHEDULE OF INTERFUND TRANSFERS

EXPENDITURES	REVENUES							TOTAL
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Reserve Funds	
General Operating/ Development Services/ Shoreline Golf Links	150,000	624,100	1,000,000	25,000		2,569,910	8,551,907	\$12,920,917
Special Revenue Funds	1,455,100		6,418,907	32,462,634		133,170	106,000	40,575,811
Capital Projects Funds				7,510,000				7,510,000
Enterprise Funds			1,481,687	10,384,000		589,450	220,000	12,675,137
Internal Service Funds						37,630		37,630
Reserve Funds				4,577,000			16,168,540	20,745,540
TOTAL	\$1,605,100	624,100	8,900,594	54,958,634	0	3,330,160	25,046,447	\$94,465,035

CAPITAL IMPROVEMENT PROJECTS

RECOMMENDED FISCAL YEAR 2021-22 CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program (CIP) projects include, but are not limited to, facilities, mobility-related infrastructure, park development/rehabilitation, and utilities projects. These projects are usually multi-year and, thus, extend beyond the annual budget.

The emphasis for the Fiscal Year 2021-22 CIP is on the:

- Review, refinement and funding of Fiscal Year 2021-22 projects identified in the Five-Year CIP adopted by the City Council for Fiscal Year 2019-20.
- Identification and funding of additional new projects for Fiscal Years 2022-23 through 2025-26 as well as amendments to active projects given anticipated financial and staffing resources that:
 - Support City Council Strategic Roadmap Action Plan Projects
 - Address health and safety concerns
 - Comply with regulatory requirements
 - Increase our Pavement Conditions Index (PCI)
 - Associate with a local match or cost-sharing agreement to secure grants or other funding
 - Generate operational savings or revenues
 - Benefit and/or do not burden communities of color and/or low-income residents

The CIP is funded from a variety of sources. Some funding sources, such as the Capital Improvement Reserve and Construction/Conveyance Tax (C/C Tax) Funds, have no restrictions on their use. Other CIP funding sources must be used for specific purposes (e.g., Water Fund—water system infrastructure and maintenance; Wastewater Fund—sewer system infrastructure and maintenance; Shoreline Regional Park Community (Shoreline Community) Fund—projects that facilitate development in the City's North Bayshore Area and/or support Shoreline Regional Park operations; and Gas Tax Fund—design and construction of roadway improvements).

There are two spending types for projects: nondiscretionary and discretionary. Nondiscretionary projects are primarily annual and periodic infrastructure maintenance projects to preserve the City's significant investment in its infrastructure and facilities, and projects required for regulatory compliance. While Council can alter funding, these projects are generally approved with changes on a consistent cycle (annual or biennial) with small inflationary adjustments. Discretionary projects are those that do not fit the nondiscretionary description and require approval of the City Council.

The Fiscal Year 2021-22 CIP is balanced and maintains all fund reserves as required by Council policy. There are no projects which require an increase in annual operating costs for Fiscal Year 2021-22.

Projects included in the Fiscal Year 2021-22 Proposed CIP are listed on the following pages in three separate categories: (1) Non-Discretionary, (2) Discretionary, and (3) Amendments to Existing Projects.

These projects were discussed at the March 23, 2021 and May 25, 2021 CIP Study Sessions and the following pages include changes as directed by City Council at these meetings. The Parks and Recreation Commission (PRC) and the Bicycle/Pedestrian Advisory Committee (B/PAC) also reviewed these projects and were supportive of the projects and the proposed scheduling.

Recommended FY 2021-22 and Planned FY 2022-23 through FY 2025-26
Non-Discretionary Projects
(in thousands of dollars)

Proj. No.	Non-Discretionary Projects	Budget				
		2021-22	2022-23	2023-24	2024-25	2025-26
xx-01	Annual Street Maintenance	\$ 2,744	\$ 1,913	\$ 1,951	\$ 1,990	\$ 2,030
xx-02	Concrete Sidewalk/Curb Repairs	702	717	731	745	760
xx-03	SB-1 Streets Project	1,580	1,645	1,635	1,625	1,620
xx-04	Biennial Installation of ADA Curb Ramps	69	-	72	-	75
xx-04	Biennial PMP Recertification	-	78	-	81	-
xx-05	Street Light Pole Replacements	301	307	313	319	326
xx-06	Water System Improvements and Recycled Water System Improvements	667	680	694	708	722
xx-07	Wastewater System Improvements	171	174	178	181	185
xx-08	Annual Water Main/Service Line Replacement	2,742	2,797	2,853	2,910	2,968
xx-09	Annual Storm/Sanitary Sewer Main Replacement	1,716	1,750	1,785	1,821	1,857
xx-10	Shoreline Landfill Gas, Cap and Leachate Maintenance	290	296	302	308	314
xx-11	Shoreline Infrastructure Maintenance	158	161	164	167	171
xx-12	Facilities Maintenance Plan	762	777	792	808	824
xx-13	Planned and Emergency Facilities Projects	595	607	619	631	644
xx-14	Annual New Energy Conservation Measures	100	102	104	106	108
xx-15	Biennial Intersection Traffic Signal System - Major Replacements and Upgrades (Intersection TBD)	1,000	-	1,040	-	1,082
xx-15	Biennial ADA Improvements to City Facilities		101	-	105	-
xx-16	Annual Traffic Infrastructure Maintenance/NTMP Improvements	613	626	639	652	665
xx-17	Annual Parks Renovations/Improvements	166	170	173	177	180
xx-18	Forestry Maintenance Program and Street Tree Replanting	529	458	467	476	486
xx-19	Biennial Parks Pathway Resurfacing	180	-	187	-	194
xx-19	Biennial Good Neighbor Fence Replacements	-	41	-	42	-
xx-20	Biennial Median Renovations and Roadway Landscape Renovations	79	-	82	-	86
xx-20	Biennial Tennis Court Resurfacing	-	95	-	98	-
xx-21	Biennial Shoreline Pathway, Roadway, and Infrastructure Improvements	530	-	551	-	573
xx-21	Biennial Turf and Bunker Improvements	-	1,782	-	325	-
xx-22	Developer Reimbursements	128	132	136	136	140
xx-23	Maintenance Agreement for JPB/MTA Transit Center	66	67	69	70	71
xx-24	North Bayshore Semi-Annual Traffic Counts	169	172	176	179	183
xx-25	Annual Regional Public Safety	150	150	150	150	150
xx-26	Information Technology Projects (1-5 Separate Projects Per Fiscal Year)	-	600	600	600	600
xx-26	Biennial Real Estate Technical and Legal Services	79	-	82	-	86
	Total: Non-Discretionary Projects	\$ 16,286	\$ 16,398	\$ 16,545	\$ 15,410	\$ 17,100

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project xx-01 Annual Street Maintenance Install asphalt concrete and fog seal overlays, raise utilities and monuments. Apply slurry seal to selected street surfaces and City facility parking lots as required. Repainting of City street lane lines and legends.	Sponsor Department:		Public Works Department			
	Category:		Streets and Sidewalks			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					Yes	
Funding Sources	Project Number and Fiscal Year					
	22-01	23-01	24-01	25-01	26-01	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ 954	\$ 109	\$ 338	\$ 435	\$ 503	\$ 2,339
CIP Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ -	\$ 171				\$ 171
Gas Tax	\$ 11	\$ 410	\$ 390	\$ 346	\$ 363	\$ 1,520
Measure B 2016 Sales Tax	\$ 1,110	\$ 509	\$ 509	\$ 509	\$ 509	\$ 3,146
Measure B 2010 Vehicle License Fee (VLF)	\$ 582	\$ 567	\$ 560	\$ 551	\$ 545	\$ 2,805
Citywide Transportation Impact Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shoreline Community	\$ 87	\$ 147	\$ 154	\$ 149	\$ 110	\$ 647
Total	\$ 2,744	\$ 1,913	\$ 1,951	\$ 1,990	\$ 2,030	\$ 10,628

<div>Project xx-02</div> <div>Concrete Sidewalk/Curb Repairs</div> <div>Replace deteriorated sidewalks and repair concrete curbs, gutters, and sidewalks displaced by street tree growth, and/or failure of City-owned utilities. Improve concrete curb and gutter, median curb and valley gutter within the limits of annual street resurfacing and slurry seal program.</div> <div>Funding Sources</div>	Sponsor Department:		Public Works Department			
	Category:		Streets and Sidewalks			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					Yes	
	Project Number and Fiscal Year					
	22-02	23-02	24-02	25-02	26-02	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ 702	\$ 717	\$ 731	\$ 745	\$ 760	\$ 3,655
Total	\$ 702	\$ 717	\$ 731	\$ 745	\$ 760	\$ 3,655

Project xx-03 SB-1 Streets Project A Streets Project for basic road maintenance, rehabilitation, and critical safety projects on the local streets and roads system. Project can be used towards complete streets projects, traffic signals, and drainage projects.	Sponsor Department:		Public Works			
	Category:		Streets and Sidewalks			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					Yes	
Funding Sources	Project Number and Fiscal Year					Total
	22-03	23-03	24-03	25-03	26-03	
	2021-22	2022-23	2023-24	2024-25	2025-26	
Senate Bill-1 Road Repair and Accountability Act	\$ 1,580	\$ 1,645	\$ 1,635	\$ 1,625	\$ 1,620	\$ 8,105
Total	\$ 1,580	\$ 1,645	\$ 1,635	\$ 1,625	\$ 1,620	\$ 8,105

Projects 22-04, 24-04 & 26-04 Biennial Installation of ADA Curb Ramps Install ADA-compliant curb ramps throughout the City. Projects 23-04 & 25-04 Biennial PMP Recertification Field inspection of all arterial and collector streets as required by the Metropolitan Transportation Commission (MTC).	Sponsor Department: City Manager's Office/Public Works					Prevailing Wage?	Yes/No
	Category: Regulatory Requirements						
	Additional Annual O&M Costs: None						
Funding Sources	Project Number and Fiscal Year						
	22-04	23-04	24-04	25-04	26-04		
	2021-22	2022-23	2023-24	2024-25	2025-26	Total	
Construction/Conveyance Tax	\$ 69	\$ 78	\$ 72	\$ 81	\$ 75	\$ 375	
Total	\$ 69	\$ 78	\$ 72	\$ 81	\$ 75	\$ 375	

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project xx-05 Street Light Pole Replacements The City maintains approximately 3,750 streetlight poles and concrete bases. This project funds the pole replacement preventative maintenance program, which is designed to replace poles based on a 40-year life cycle.	Sponsor Department:		Public Works Department			Yes
	Category:		Traffic, Parking and Transportation			
	Additional Annual O&M Costs:		None			
			Prevailing Wage?			
Funding Sources	Project Number and Fiscal Year					Total
	22-05	23-05	24-05	25-05	26*05	
	2021-22	2022-23	2023-24	2024-25	2025-26	
CIP Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 271	\$ -	\$ -	\$ -	\$ -	\$ 271
Construction/Conveyance Tax	\$ -	\$ 276	\$ 282	\$ 287	\$ 293	\$ 1,138
Shoreline Community	\$ 30	\$ 31	\$ 31	\$ 32	\$ 33	\$ 157
Total	\$ 301	\$ 307	\$ 313	\$ 319	\$ 326	\$ 1,566

Project xx-06 Water System Improvements and Recycled Water System Improvements Scheduled replacement of water and recycled water system components and minor unscheduled improvements to the City's water system.	Sponsor Department:		Public Works Department				
	Category:		Utilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
	Project Number and Fiscal Year						
	22-06	23-06	24-06	25-06	26-06		
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26		Total
Water (Includes Water Capacity Fees)	\$ 667	\$ 680	\$ 694	\$ 708	\$ 722		\$ 3,471
Total	\$ 667	\$ 680	\$ 694	\$ 708	\$ 722		\$ 3,471

Project xx-07 Wastewater System Improvements Unscheduled improvements/repairs to the City's wastewater collection and pumping system.	Sponsor Department:		Public Works Department			
	Category:		Utilities			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					Yes	
Funding Sources	Project Number and Fiscal Year					
	22-07	23-07	24-07	25-07	26-07	Total
	2021-22	2022-23	2023-24	2024-25	2025-26	
Wastewater (Includes Sewer Capacity Fees)	\$ 171	\$ 174	\$ 178	\$ 181	\$ 185	\$ 889
Total	\$ 171	\$ 174	\$ 178	\$ 181	\$ 185	\$ 889

Project xx-08 Annual Water Main/Service Line Replacement Replace corroded and/or undersized water main pipes on various streets. The replacements include water services, fire hydrants and saddle replacements.	Sponsor Department: Public Works Department					
	Category: Utilities					
	Additional Annual O&M Costs:		None		Prevailing Wage?	
	Yes					
	Project Number and Fiscal Year					
	22-08	23-08	24-08	25-08	26-08	
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Water (Includes Water Capacity Fees)	\$ 2,742	\$ 2,797	\$ 2,853	\$ 2,910	\$ 2,968	\$ 14,270
Total	\$ 2,742	\$ 2,797	\$ 2,853	\$ 2,910	\$ 2,968	\$ 14,270

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project xx-09 Annual Storm/Sanitary Sewer Main Replacement Repair and replace storm and sanitary sewer pipes, manholes and systems identified by the City's annual line televising program.	Sponsor Department: Public Works Department					
	Category: Utilities					
	Additional Annual O&M Costs: None				Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year					Total
	22-09	23-09	24-09	25-09	26-09	
	2021-22	2022-23	2023-24	2024-25	2025-26	
Wastewater (Includes Sewer Capacity Fees)	\$ 1,716	\$ 1,750	\$ 1,785	\$ 1,821	\$ 1,857	\$ 8,929
Total	\$ 1,716	\$ 1,750	\$ 1,785	\$ 1,821	\$ 1,857	\$ 8,929

Project xx-10 Shoreline Landfill Gas, Cap and Leachate Maintenance Annual repairs and improvements to large components of the landfill gas and leachate system. Regulatory mandates of the Bay Area Air Quality Management District and the Regional Water Quality Control Board require the City to protect the integrity of the landfill cap and prevent surface emissions by regrading, filling, recompacting, and making other improvements.	Sponsor Department:		Public Works Department				
	Category:		Regulatory Requirements				
	Additional Annual O&M Costs:		None		Prevailing Wage?		TBD
Funding Sources	Project Number and Fiscal Year						
	22-10	23-10	24-10	25-10	26-10		
	2021-22	2022-23	2023-24	2024-25	2025-26	Total	
Solid Waste	\$ 290	\$ 296	\$ 302	\$ 308	\$ 314	\$ 1,510	
Total	\$ 290	\$ 296	\$ 302	\$ 308	\$ 314	\$ 1,510	

Project xx-11 Shoreline Infrastructure Maintenance Maintenance of water lines, sewer lines, storm drainage system, and water system supplying the sailing lake.	Sponsor Department: Public Works Department					
	Category: Utilities					
	Additional Annual O&M Costs:		None		Prevailing Wage?	TBD
Funding Sources	Project Number and Fiscal Year					
	22-11	23-11	24-11	25-11	26-11	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ 158	\$ 161	\$ 164	\$ 167	\$ 171	\$ 821
Total	\$ 158	\$ 161	\$ 164	\$ 167	\$ 171	\$ 821

Project xx-12 Facilities Maintenance Plan Repair, replace, or maintain City facilities (HVAC, roofs, carpets, plumbing, painting, etc.).	Sponsor Department: Public Works Department					
	Category: Facilities					
	Additional Annual O&M Costs:		None		Prevailing Wage?	TBD
Funding Sources	Project Number and Fiscal Year					Total
	22-12	23-12	24-12	25-12	26-12	
	2021-22	2022-23	2023-24	2024-25	2025-26	
CIP Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 501	\$ -	\$ -	\$ -	\$ 659	\$ 1,160
Construction/Conveyance Tax	\$ -	\$ 622	\$ 634	\$ 646	\$ -	\$ 1,902
Shoreline Community	\$ 261	\$ 155	\$ 158	\$ 162	\$ 165	\$ 901
Total	\$ 762	\$ 777	\$ 792	\$ 808	\$ 824	\$ 3,963

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project xx-13 Planned and Emergency Facilities Projects Emergency and Planned Facilities Projects that are currently not covered by xx-12, but are vital to the City's infrastructure.	Sponsor Department: Public Works Department					Yes
	Category: Facilities					
	Additional Annual O&M Costs:		None		Prevailing Wage?	
	Project Number and Fiscal Year					
	22-13	23-13	24-13	25-13	26-13	
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CIP Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 476	\$ -	\$ -	\$ -	\$ 515	\$ 991
Construction/Conveyance Tax	\$ -	\$ 486	\$ 495	\$ 505	\$ -	\$ 1,486
Shoreline Community	\$ 119	\$ 121	\$ 124	\$ 126	\$ 129	\$ 619
Total	\$ 595	\$ 607	\$ 619	\$ 631	\$ 644	\$ 3,096

Project xx-14 Annual New Energy Conservation Measures Fund energy conservation efforts in City facilities.	Sponsor Department: Public Works Department					
	Category: Facilities					
	Additional Annual O&M Costs: None			Prevailing Wage?		TBD
	Project Number and Fiscal Year					
	22-14	23-14	24-14	25-14	26-14	
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ 80	\$ 82	\$ 83	\$ 85	\$ 86	\$ 416
Shoreline Community	\$ 20	\$ 20	\$ 21	\$ 21	\$ 22	\$ 104
Total	\$ 100	\$ 102	\$ 104	\$ 106	\$ 108	\$ 520

Project 22-15, 24-15 & 26-15 Intersection Traffic Signal System - Major Replacements and Upgrades Annual project to replace/upgrade one existing traffic signal and controller that are at the end of their useful lives. Projects 23-15 & 25-15 Biennial ADA Improvements to City Facilities Continuation of efforts to implement ADA improvements at City facilities.	Sponsor Department:		Public Works Department				Yes/Yes
	Category:		Traffic, Parking and Transportation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		
Funding Sources	Project Number and Fiscal Year						Total
	22-15	23-15	24-15	25-15	26-15		
	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 1,000	\$ 101	\$ 1,040	\$ 105	\$ 1,082	\$ 3,328	
Total	\$ 1,000	\$ 101	\$ 1,040	\$ 105	\$ 1,082	\$ 3,328	

Project xx-16 Annual Traffic Infrastructure Maintenance/NTMP Improvements Funding for traffic calming devices on neighborhood, local, and residential streets in conformance with the Neighborhood Traffic Management Program, as well as annual bicycle counts and contracts with consultants regarding improving traffic flow. Replace traffic signal controllers, traffic detector loops, back-up batteries, LED signal lights and radar speed signs.	Sponsor Department: Public Works Department					Yes
	Category: Traffic, Parking and Transportation					
	Additional Annual O&M Costs:	None		Prevailing Wage?		
Funding Sources	Project Number and Fiscal Year					Total
	22-16	23-16	24-16	25-16	26-16	
	2021-22	2022-23	2023-24	2024-25	2025-26	
Construction/Conveyance Tax	\$ 583	\$ 563	\$ 575	\$ 589	\$ 599	\$ 2,909
Shoreline Community	\$ 30	\$ 63	\$ 64	\$ 63	\$ 66	\$ 286
Total	\$ 613	\$ 626	\$ 639	\$ 652	\$ 665	\$ 3,195

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project xx-17 Annual Parks Renovations/Improvements Annual Repairs and Improvements to City parks.	Sponsor Department:		Community Services Department			
	Category:		Parks and Recreation			
	Additional Annual O&M Costs:		None		Prevailing Wage?	No
Funding Sources	Project Number and Fiscal Year					
	22-17	23-17	24-17	25-17	26-17	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ 166	\$ 170	\$ 173	\$ 177	\$ 180	\$ 866
Total	\$ 166	\$ 170	\$ 173	\$ 177	\$ 180	\$ 866

Project xx-18 Forestry Maintenance Program and Street Tree Replanting Contract to prune, remove, stump, purchase and plant approximately 800 to 1,000 medium to large trees within the City. Maintain trees damaged by freezing, disease, drought and other natural causes. FY 2021-22 \$80k onetime increase to perform significant work on Stevens Creek Trail for Safety and Tree Health reasons	Sponsor Department:		Community Services Department			
	Category:		Parks and Recreation			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					TBD	
Funding Sources	Project Number and Fiscal Year					
	22-18	23-18	24-18	25-18	26-18	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CIP Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 529	\$ -	\$ -	\$ -	\$ -	\$ 529
Construction/Conveyance Tax	\$ -	\$ 458	\$ 467	\$ 476	\$ 486	\$ 1,887
Total	\$ 529	\$ 458	\$ 467	\$ 476	\$ 486	\$ 2,416

Project 22-19, 24-19 & 26-19 Biennial Parks Pathway Resurfacing Renovate various park pathways within City parks. Projects 23-19 & 25-19 Biennial Good Neighbor Fence (GNF) Replacements Funding to replace fencing between City parks and private property.	Sponsor Department:		Community Services Department			
	Category:		Parks and Recreation			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					TBD/TBD	
Funding Sources	Project Number and Fiscal Year					
	22-19	23-19	24-19	25-19	26-19	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
	Construction/Conveyance Tax	\$ 180	\$ 41	\$ 187	\$ 42	\$ 194
	Total	\$ 180	\$ 41	\$ 187	\$ 42	\$ 194

Projects 22-20, 24-19 & 26-20 Biennial Median Renovations and Roadway Landscape Renovations Biennial repairs and improvements to City landscaped medians and roadway landscaping. Projects 23-20 & 25-20 Biennial Tennis Court Resurfacing Periodic routine resurfacing of tennis courts at the following parks: Cuesta, Rengstorff, Cooper, Stevenson, Sylvan and Whisman.	Sponsor Department: Community Services Department		Category: Parks and Recreation		Prevailing Wage?	TBD/Yes
	Additional Annual O&M Costs:		None			
Funding Sources	22-20	23-20	24-20	25-20	26-20	Total
	2021-22	2022-23	2023-24	2024-25	2025-26	
Construction/Conveyance Tax	\$ 79	\$ 95	\$ 82	\$ 98	\$ 86	\$ 440
Total	\$ 79	\$ 95	\$ 82	\$ 98	\$ 86	\$ 440

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project 22-21, 24-21 & 26-21 Biennial Shoreline Pathway, Roadway, Parking Improvements Correct drainage problems and damage due to differential settlement; provide pathway, roadway and parking related improvements.	Sponsor Department:	Community Services Department				
	Category:	Parks and Recreation				
	Additional Annual O&M Costs:	None			Prevailing Wage?	TBD/TBD
Projects 23-21 & 25-21 Biennial Turf and Bunker Improvements Biennial CIP for turf and bunker improvements that are needed from continued settling of the landfill and wildlife habituating on and around the golf course. Onetime funding increase of \$1,470,000 for FY 2022-23 to enovate every bunker at Shoreline Golf Links by installing capillary concrete, new irrigation, and new sand.						
Funding Sources	Project Number and Fiscal Year					
	22-21	23-21	24-21	25-21	26-21	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ 530	\$ 1,782	\$ 551	\$ 325	\$ 573	\$ 3,761
Total	\$ 530	\$ 1,782	\$ 551	\$ 325	\$ 573	\$ 3,761

Project xx-22 Developer Reimbursements Construction of street and utility improvements concurrent with private development. Adjacent properties benefiting from street and utility improvements will be required to reimburse the City for the improvements.	Sponsor Department:		Public Works Department				No
	Category:		Miscellaneous				
	Additional Annual O&M Costs:		None				
			Prevailing Wage?				
Funding Sources	Project Number and Fiscal Year					Total	
	22-22	23-22	24-22	25-22	26-22		
	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 32	\$ 33	\$ 34	\$ 34	\$ 35	\$ 168	
Water (Includes Water Capacity Fees)	\$ 32	\$ 33	\$ 34	\$ 34	\$ 35	\$ 168	
Wastewater (Includes Sewer Capacity Fees)	\$ 32	\$ 33	\$ 34	\$ 34	\$ 35	\$ 168	
Storm Drain Construction	\$ 32	\$ 33	\$ 34	\$ 34	\$ 35	\$ 168	
Total	\$ 128	\$ 132	\$ 136	\$ 136	\$ 140	\$ 672	

Project xx-23 Maintenance Agreement for JPB/VRTA Transit Center Reimbursement of City expenses by Joint Powers Board and Valley Transit Authority.		Sponsor Department: Public Works Department Category: Facilities Additional Annual O&M Costs: None Prevailing Wage? No				
Funding Sources	Project Number and Fiscal Year					Total
	22-23	23-23	24-23	25-23	26-23	
	2021-22	2022-23	2023-24	2024-25	2025-26	
Other (Reimbursement)	\$ 66	\$ 67	\$ 69	\$ 70	\$ 71	\$ 343
Total	\$ 66	\$ 67	\$ 69	\$ 70	\$ 71	\$ 343

Project xx-24		Sponsor Department: Community Development Department				
North Bayshore Semi-Annual Traffic Counts		Category:		Traffic, Parking and Transportation		
Perform traffic counts in the North Bayshore area to support the Transportation Demand Management (TDM) goals.		Additional Annual O&M Costs:		None		Prevailing Wage? No
Funding Sources	Project Number and Fiscal Year					
	22-24	23-24	24-24	25-24	26-24	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ 169	\$ 172	\$ 176	\$ 179	\$ 183	\$ 879
Total	\$ 169	\$ 172	\$ 176	\$ 179	\$ 183	\$ 879

Recommended Non-Discretionary Projects

(in thousands of dollars)

Project xx-25 Annual Regional Public Safety Conversion of the City’s Public Safety radio infrastructure in support of the Silicon Valley Regional Interoperability Authority’s (SVRIA’s) Regional Communications System (RCS) project. Annual Project needed through 2030-31.	Sponsor Department:		Police Department			Prevailing Wage?	No
	Category:		Miscellaneous				
	Additional Annual O&M Costs:		None				
Funding Sources	Project Number and Fiscal Year					Total	
	22-25	23-25	24-25	25-25	26-25		
	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 750	
Total	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 750	

Projects 22-26, 24-26 & 26-26 Biennial Real Estate Technical and Legal Services Funding for appraisals, environmental reports, surveys, and lease preparation/review services for City Real Estate activity.	Sponsor Department: Public Works/Community Services Departments					
	Category: Miscellaneous/Parks and Recreation					
	Additional Annual O&M Costs:		None		Prevailing Wage?	No
Funding Sources	Project Number and Fiscal Year					Total
	22-26		24-26		26-26	
	2021-22	2022-23	2023-24	2024-25	2025-26	
Construction/Conveyance Tax	\$ 19	\$ -	\$ 20	\$ -	\$ 21	\$ 60
Shoreline Community	\$ 10	\$ -	\$ 10	\$ -	\$ 11	\$ 31
Park Land	\$ 50	\$ -	\$ 52	\$ -	\$ 54	\$ 156
Total	\$ 79	\$ -	\$ 82	\$ -	\$ 86	\$ 247

Project xx-26/xx-27 Information Technology Projects (1-5 Separate Projects Per Fiscal Year)	Sponsor Department:		Information Technology			
	Category:		IT and Communication			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					No	
Funding Sources	Project Number and Fiscal Year					
		23-26	24-27	25-26	26-27	
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CIP Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction/Conveyance Tax	\$ -	\$ 480	\$ 480	\$ 480	\$ 480	\$ 1,920
Water (Includes Water Capacity Fees)	\$ -	\$ 30	\$ 30	\$ 30	\$ 30	\$ 120
Wastewater (Includes Sewer Capacity Fees)	\$ -	\$ 30	\$ 30	\$ 30	\$ 30	\$ 120
Solid Waste	\$ -	\$ 30	\$ -	\$ 30	\$ -	\$ 60
Development Services	\$ -	\$ 30	\$ 30	\$ 30	\$ 30	\$ 120
Shoreline Community	\$ -	\$ -	\$ 30	\$ -	\$ 30	\$ 60
Total	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 2,400

Recommended FY 2021-22 Discretionary Projects

(in thousands of dollars)

Project No.	Discretionary Projects	Budget
22-27	Rengstorff Grade Separation, Design/ROW	\$ 3,000
22-28	Landings Frontage Road (Landings to Permanente Creek)	3,420
22-29	El Camino Real Bike and Pedestrian Improvements, Construction	6,400
22-30	Terra Bella Avenue Bikeway Feasibility Study	210
22-31	Street Reconstruction Project	1,000
22-32	Civic Center Infrastructure, Phase II	715
22-33	MOC - Confined Space/Trench, Design	250
22-34	City Hall HVAC GHG Offsets, Phase I	200
22-35	Stevens Creek Trail Bridge Over Central Expressway and Evelyn Avenue Deck Replacement and Painting	4,850
22-36	Trash Enclosures Parks Improvements, Feasibility Study	100
22-37	Parks and Recreation Strategic Plan	750
22-38	Rengstorff House Restoration, Interior and Outdoor, Design and Improvements	430
22-39	Electrical Arc Flash Assessment	120
22-40	Citywide Trash Capture, Phase II	1,130
22-41	Downtown Utility Improvements, Design	1,300
22-42	Middlefield and Moffett Sewer Replacement, Design	750
22-43	Coast Casey Storm Drain Pipe Rehabilitation	2,840
	Total: Discretionary Projects	\$ 27,465

Recommended FY 2021-22 Discretionary Projects
(in thousands of dollars)

Project 22-27 Rengstorff Grade Separation, Design /ROW This project will provide matching funds for the Right of Way and Design of the Rengstorff Grade Separation project which proposes to depress Rengstorff Avenue and Central Expressway below grade and maintain the railroad tracks at approximate existing grade.	Sponsor Department:		Public Works Department			
	Category:		Traffic, Parking and Transportation			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					No	
Funding Sources	Project Number and Fiscal Year					
	22-27					
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Measure P - GF Transportation	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 900
San Antonio Public Benefit	\$ 2,100	\$ -	\$ -	\$ -	\$ -	\$ 2,100
Total	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000

Project 22-28 Landings Frontage Road (Landings to Permanente Creek) Reimbursement for 50% of the construction costs for the new Frontage Road for the 1860-2159 Landings Drive development project. The new Frontage Road will be adjacent to US 101 from the existing Landings Drive to west of Permanente Creek as shown as a portion of the North Bayshore Precise Plan, Priority Transportation Improvement Project T-11.	Sponsor Department:		Public Works Department				
	Category:		Traffic, Parking and Transportation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
	Project Number and Fiscal Year						
	22-28						
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26	Total	
Shoreline Development Impact Fee (Transportation)	\$ 2,790	\$ -	\$ -	\$ -	\$ -	\$ 2,790	
Shoreline Community Public Benefit	\$ 630	\$ -	\$ -	\$ -	\$ -	\$ 630	
Total	\$ 3,420	\$ -	\$ -	\$ -	\$ -	\$ 3,420	

Project 22-29		Sponsor Department:		Public Works Department			
El Camino Real Bike Improvements, Construction		Category:		Traffic, Parking and Transportation			
Pedestrian improvements, Class IV/II bikeway facilities, lane narrowing, bike-bus treatments, intersection improvements, construction.		Additional Annual O&M Costs:		None		Prevailing Wage?	Yes
Funding Sources		Project Number and Fiscal Year					Total
		22-29					
		2021-22	2022-23	2023-24	2024-25	2025-26	
Construction/Conveyance Tax	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 600	
Measure P - GF Transportation	\$ 1,800	\$ -	\$ -	\$ -	\$ -	\$ 1,800	
Other (Measure B Grant)	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000	
Total	\$ 6,400	\$ -	\$ -	\$ -	\$ -	\$ 6,400	

Recommended FY 2021-22 Discretionary Projects
(in thousands of dollars)

Project 22-30 Terra Bella Avenue Bikeway Feasibility Study The bikeway study will assess the potential for adding on-street bicycle facilities along Terra Bella Avenue between West Middlefield Road to San Leandro Street. The study will include data needed to assess the feasibility of a bikeway.	Sponsor Department:		Public Works Department				
	Category:		Traffic, Parking and Transportation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year					Total	
	22-30						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 210	\$ -	\$ -	\$ -	\$ -	\$ 210	
Total	\$ 210	\$ -	\$ -	\$ -	\$ -	\$ 210	

Project 22-31 Street Reconstruction Project Scope of the project includes removal of existing roadway pavement and construction of new sidewalk, curb, gutter, roadway pavement, and storm drainage system. Shoreline (gatehouse to kite flying area)	Sponsor Department:		Public Works Department			
	Category:		Streets and Sidewalks			
	Additional Annual O&M Costs:		None		Prevailing Wage?	
					Yes	
Funding Sources	Project Number and Fiscal Year					
	22-31					
	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Regional Park Community	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000
Total	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000

Project 22-32 Civic Center Infrastructure, Phase II This second phase addresses the HIGH priorities (not covered in Phase I) for the Civic Center Complex. Some projects in the report may be absorbed by the FA Annual projects. Project addresses the 28 year old City Hall/Performing Arts Center and the 21 year old Library building's infrastructure. Project focus is on the Library infrastructure and HVAC as well as CPA ticket office remodeling.	Sponsor Department:		Public Works Department				
	Category:		Facilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		TBD
Funding Sources	Project Number and Fiscal Year					Total	
	22-32						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ 580	
Construction/Conveyance Tax	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ 135	
Total	\$ 715	\$ -	\$ -	\$ -	\$ -	\$ 715	

Recommended FY 2021-22 Discretionary Projects
(in thousands of dollars)

Project 22-33 MOC-Confined Space/Trench, Design Design project would include building an “in-ground” confined space and trench rescue training prop. Cal-OSHA requires fire departments to perform annual confined space and trench rescue training. This prop will provide a suitable location for those mandatory drills. The prop will also be used by Public Works personnel for the same purpose.	Sponsor Department:		Fire/Public Works Department				
	Category:		Miscellaneous				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year						Total
	22-33						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 126	\$ -	\$ -	\$ -	\$ -	\$ 126	
Water (Includes Water Capacity Fees)	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ 62	
Wastewater (Includes Sewer Capacity Fees)	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ 62	
Total	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 250	

Project 22-34 City Hall HVAC GHG Offsets, Phase I SubProject 1 includes the installation of a solar water heater at the Senior Center SubProject 2 includes local tree planting	Sponsor Department:		Public Works Department				
	Category:		Facilities/Parks and Recreation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
	Project Number and Fiscal Year					Total	
	22-34						
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ 200	
Total	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ 200	

Project 22-35 Stevens Creek Trail Bridge Over Central Expressway and Evelyn Avenue Deck Replacement and Painting The project will improve the existing Stevens Creek Trail pedestrian and bicycle overcrossing over Central Expressway with access to Evelyn Avenue. The project scope includes replacing the existing timber decking on the bridge with a slip-resistant and longer lasting surface and painting the existing bridge structure.	Sponsor Department:		Community Services Department				
	Category:		Parks and Recreation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year					Total	
	22-35						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Shoreline Regional Park Community	\$ 1,212	\$ -	\$ -	\$ -	\$ -	\$ 1,212	
Park Land	\$ 3,638	\$ -	\$ -	\$ -	\$ -	\$ 3,638	
Total	\$ 4,850	\$ -	\$ -	\$ -	\$ -	\$ 4,850	

Recommended FY 2021-22 Discretionary Projects
(in thousands of dollars)

Project 22-36 Trash Enclosures Parks Improvements, Feasibility Study Study will look into modifying the local parks' trash enclosures located in the parking lots. With the goal to remove the existing dumpsters in the parking lots from the public's view and lower them into the closures to provide an ergonomic setup for employees to dispose of trash within the parks.	Sponsor Department:		Community Services Department				
	Category:		Parks and Recreation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year						
	22-36						
	2021-22	2022-23	2023-24	2024-25	2025-26	Total	
Parkland	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	
Total	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	

Project 22-37 Parks and Recreation Strategic Plan Develop a Master Plan for Parks and Recreation to review existing parks and recreation facilities and services, implement a Community Needs Assessment, identify priorities and areas of opportunities, create a maintenance management plan, and review the Recreation Cost Recovery Council Policy.	Sponsor Department:		Community Services Department				
	Category:		Parks and Recreation				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year					Total	
	22-37						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Shoreline Community	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ 150	
Parkland	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 600	
Total	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 750	

Project 22-38 Rengstorff House Restoration, Interior and Outdoor, Design and Improvements Design for needed improvements at the Rengstorff House. The last restoration project was 30 years ago. Improve the electrical capacity, physical storage, and parking lot of the surrounding grounds of the Rengstorff House which are rented for special events, primarily weddings.	Sponsor Department:		Community Services Department				
	Category:		Facilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year					Total	
	22-38						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Shoreline Regional Park Community	\$ 430	\$ -	\$ -	\$ -	\$ -	\$ 430	
Total	\$ 430	\$ -	\$ -	\$ -	\$ -	\$ 430	

Recommended FY 2021-22 Discretionary Projects
(in thousands of dollars)

Project 22-39 Electrical Arc Flash Assessment Hire Consultant to meet State Safety Regulations by conducting arc flash evaluations at pumps and wells. It falls under OSHA standard §2940.11. Protection from Flames and Electric Arcs.	Sponsor Department:		Public Works Department				
	Category:		Regulatory Requirements				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year						
	22-39						
	2021-22	2022-23	2023-24	2024-25	2025-26	Total	
Water (Includes Water Capacity Fees)	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ 60	
Wastewater (Includes Sewer Capacity Fees)	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ 60	
Total	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ 120	

Project 22-40 Citywide Trash Capture, Phase II These projects propose to install trash capture devices on the City's storm drain system to work towards the required trash load reduction (100% by 2022) of the Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES).	Sponsor Department:		Public Works Department				
	Category:		Regulatory Requirements				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year					Total	
	22-40						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Wastewater (Includes Sewer Capacity Fees)	\$ 1,130	\$ -	\$ -	\$ -	\$ -	\$ 1,130	
Total	\$ 1,130	\$ -	\$ -	\$ -	\$ -	\$ 1,130	

Project 22-41 Downtown Utility Improvements, Design The project proposes to relocate/abandon the 16-inch water transmission main outside the Moffett/Castro/Central Expressway intersection and replace with an 18-inch bypass outside the Transit Center Grade Separation and Access Project (GSAP).	Sponsor Department:		Public Works Department				
	Category:		Utilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year					Total	
	22-41						
	2021-22	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ 700	
Water (Includes Water Capacity Fees)	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ 300	
Wastewater (Includes Sewer Capacity Fees)	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ 300	
Total	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ 1,300	

Recommended FY 2021-22 Discretionary Projects
(in thousands of dollars)

Project 22-42 Middlefield and Moffett Sewer Replacement, Design As part of the sewer system plan to eliminate the sewer crossing of Stevens Creek and Highway 85, the sewage flow is proposed to be reversed to flow south on Moffett Blvd and then connecting to Middlefield Rd.	Sponsor Department:		Public Works Department				
	Category:		Utilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year						
	22-42						
	2021-22	2022-23	2023-24	2024-25	2025-26	Total	
Wastewater (Includes Sewer Capacity Fees)	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 750	
Total	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 750	

Project 22-43 Costa Casey Storm Drain Pipe Rehabilitation Conduct corrosion condition assessment for 1,000 linear feet of 80" CMP arch culvert, determine rehabilitation methods, and complete rehab.	Sponsor Department:		Public Works Department															
	Category:		Utilities															
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes											
	<table><tr><th colspan="5">Project Number and Fiscal Year</th></tr><tr><th>22-43</th><th></th><th></th><th></th><th></th><th></th></tr></table>							Project Number and Fiscal Year					22-43					
	Project Number and Fiscal Year																	
22-43																		
<table><tr><th>Funding Sources</th><th>2021-22</th><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th>Total</th></tr></table>						Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26	Total						
Funding Sources	2021-22	2022-23	2023-24	2024-25	2025-26	Total												
Shoreline Regional Park Community	\$ 2,840	\$ -	\$ -	\$ -	\$ -	\$ 2,840												
Total	\$ 2,840	\$ -	\$ -	\$ -	\$ -	\$ 2,840												

Recommended FY 2021-22 Amendments to Existing Projects

(in thousands of dollars)

[illegible]

Recommended Amendments to Existing Projects
(in thousands of dollars)

Project 11-18		Sponsor Department:	Information Technology		
Information Technology Computer Projects		Category:	Information Technology and Communication		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Construction/Conveyance Tax		\$ 405	\$ -	\$ 405	
Water (Includes Water Capacity Fees)		\$ 33	\$ -	\$ 33	
Wastewater (Includes Sewer Capacity Fees)		\$ 33	\$ -	\$ 33	
Shoreline Community		\$ 210	\$ -	\$ 210	
Development Services		\$ 1,327	\$ -	\$ 1,327	
Other (State LEAP Grant)		\$ -	\$ 300	\$ 300	
Total		\$ 2,008	\$ 300	\$ 2,308	

Project 13-18		Sponsor Department:	Information Technology		
Information Technology Computer Projects		Category:	Information Technology and Communication		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Construction/Conveyance Tax		\$ 272	\$ 65	\$ 337	
Water (Includes Water Capacity Fees)		\$ 57	\$ 5	\$ 62	
Wastewater (Includes Sewer Capacity Fees)		\$ 57	\$ 5	\$ 62	
Solid Waste		\$ 9	\$ -	\$ 9	
Shoreline Community		\$ 100	\$ -	\$ 100	
Development Services		\$ 11	\$ 5	\$ 16	
Total		\$ 506	\$ 80	\$ 586	

Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 17-18 Information Technology Computer Projects		Sponsor Department:	Information Technology		
		Category:	Information Technology and Communication		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 172	\$ 105	\$ 277	
Water (Includes Water Capacity Fees)		\$ 14	\$ 10	\$ 24	
Wastewater (Includes Sewer Capacity Fees)		\$ 11	\$ 10	\$ 21	
Solid Waste		\$ 10	\$ -	\$ 10	
Shoreline Community		\$ 13	\$ -	\$ 13	
Development Services		\$ 15	\$ 10	\$ 25	
Total		\$ 235	\$ 135	\$ 370	

Project 18-50 Fire Station #4 Fire Training Tower Rehabilitation		Sponsor Department:	Fire Department		
Amendment adds the construction of a fall protection railing to the top of the burn room on the tower. This retrofit of the Burn Room at the Fire Department training center at Fire Station 4 will meet Cal OSHA requirements for "Fall Protection" on elevated work or training site.		Category:	Facilities		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 440	\$ 125	\$ 565	
Total		\$ 440	\$ 125	\$ 565	

Project 18-51 MOC Security Upgrades		Sponsor Department:	Public Works Department		
Review MOC security for potential upgrades and enhanced security for the Front Desk Reception areas. Amendment to include perimeter and gate access upgrade		Category:	Facilities		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	TBD
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Construction/Conveyance Tax		\$ 120	\$ -	\$ 120	
Water (Includes Water Capacity Fees)		\$ 150	\$ 150	\$ 300	
Wastewater (Includes Sewer Capacity Fees)		\$ 50	\$ 250	\$ 300	
Total		\$ 320	\$ 400	\$ 720	

Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 18-65 Transit Center Master Plan Next Steps Additional funding needed to supplement the Transit Center Master Plan project with a Downtown Gateway Urban Design Strategy. This strategy will utilize design expertise to assess current plans and designs, identify gaps, and suggest opportunities for new design concepts and elements that can provide a strong City identity. The focus will be on elements that support a highly walkable environment.		Sponsor Department:	Public Works Department		
		Category:	Traffic, Parking and Transportation		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 363	\$ -	\$ 363	
Construction/Conveyance Tax		\$ 832	\$ -	\$ 832	
Measure P - GF Transportation		\$ 220	\$ 100	\$ 320	
Shoreline Community Public Benefit		\$ 1,000	\$ -	\$ 1,000	
Total		\$ 2,415	\$ 100	\$ 2,515	

Project 18-66 City Hall Remodel - 4th Floor IT and Fire On February 23, 2021, City Council accepted construction for this project. The amendment returns \$550,000 of unused funds back to the CIP Reserve Fund to use on fiscal year 2021-22 projects.		Sponsor Department:	Public Works Department		
		Category:	Facilities		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 1,800	\$ (550)	\$ 1,250	
Total		\$ 1,800	\$ (550)	\$ 1,250	

Project 19-10 Shoreline Landfill Cap Maintenance and Repairs The amendment adds \$28,925 revenue from dirt sales collected over the past two fiscal years.		Sponsor Department:	Public Works Department		
		Category:	Regulatory Requirements		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	TBD
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Solid Waste		\$ 137	\$ -	\$ 137	
Other (Revenue from Dirt Sales)		\$ -	\$ 28	\$ 28	
Total		\$ 137	\$ 28	\$ 165	

Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 19-35 Middlefield Road Improvements, Between Rengstorff Avenue to Shoreline Boulevard On March 9, 2021, City Council accepted construction for this project. The amendment returns \$310,000 of unused funds back to the Construction/Conveyance Tax Fund to use on fiscal year 2021-22 projects.	Sponsor Department: Public Works Department	
	Category: Traffic, Parking and Transportation	
	Additional Annual O&M Costs:	None
	Prevailing Wage Project?	Yes

Project 19-36	Sponsor Department:	Public Works Department
Mayfield/San Antonio Ped/Bike Tunnel,		
Preliminary Design	Category:	Traffic, Parking and Transportation
This amendment replaces Construction/Conveyance		
Tax funding with San Antonio Public Benefit funding.	Additional Annual	Prevailing Wage
	O&M Costs:	None Project? No

Project 19-43 Upgrades to Irrigation Pump Station, Phase I Amendment adds \$127,864 of Google funds donated after the closing of CIP 18-42: Shorebird Way & Charleston Road Recycled Water Extension & Water System Improvements, Design	Sponsor Department:	Public Works Department		
	Category:	Utilities		
	Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes
Funding Sources	<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Water (Includes Water Capacity Fees)	\$ 120	\$ -	\$ 120	
Shoreline Community	\$ 120	\$ -	\$ 120	
Other (Donation)	\$ -	\$ 127	\$ 127	
Total	\$ 240	\$ 127	\$ 367	

Recommended Amendments to Existing Projects
(in thousands of dollars)

Project 19-45 San Antonio Sewer Improvements, Construction, Phase II This amendment changes the name of this project to Phase II. This project address the existing capacity bottleneck at the City sewer pipeline system in San Antonio Area, at the connection between Alma Recorder and Los Altos Trunk Sewer. The project also replace the existing Alma Recorder to improve the sewer flow measurement accuracy.	Sponsor Department:		Public Works Department		
	Category:		Utilities		
	Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes	
Funding Sources	<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>		
Wastewater (Includes Sewer Capacity Fees)	\$ 530	\$ 1,230	\$ 1,760		
Total	\$ 530	\$ 1,230	\$ 1,760		

Project 19-49 Cross Culvert Removal and Storm Drain Extensions		Sponsor Department: Public Works Department	
This amendment combines two fiscal year funding amounts to reduce construction costs during bidding process. Project scope includes removal of cross culverts, construction of new curb ramps, curb, gutter, roadway pavement and storm drainage.		Category: Streets and Sidewalks	
		Additional Annual O&M Costs: None	Prevailing Wage Project? Yes
Funding Sources	<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Construction/Conveyance Tax	\$ 125	\$ 230	\$ 355
Wastewater	\$ -	\$ 320	\$ 320
Storm Drain Construction	\$ 375	\$ -	\$ 375
Total	\$ 500	\$ 550	\$ 1,050

Project 19-60 Public Safety Building, Study Amendment changes the CIP name from Fire/Police Administration Building Expansion, Study		Sponsor Department: Police/Fire Department Category: Facilities Additional Annual O&M Costs: None Prevailing Wage Project? No	
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Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 19-69		Sponsor Department:	Community Development Department		
Lease/Purchase of Evelyn Lot		Category:	Miscellaneous		
This amendment adds \$1,075,634 from Housing Impact Fee revenue collection. The project is to facilitate the long-term lease and eventual purchase of an approximately two acre parcel for the development of affordable housing for extremely low, very low and low income households.		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Funding Sources					
Housing Impact Fee	\$	13,965	\$ 1,075	\$	15,040
Total	\$	13,965	\$ 1,075	\$	15,040

Project 20-01		Sponsor Department:	Public Works Department		
Street Resurfacing and Slurry Seal Program		Category:	Streets and Sidewalks		
The project includes the reconstruction of curb ramps, concrete sidewalk, curb & gutter, valley gutter at several locations, and pavement resurfacing on Miramonte Avenue between Castro Street and Cuesta Drive. Scope of work on Miramonte Avenue includes cold planning to reduce pavement cross slope, pavement cold in-place recycling, removing and replacing HMA, installing City's monuments, traffic detector loops, pavement markings, striping, green bike lane, bicycle friendly storm drain inlet grates, and any other pertinent items.		Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes
		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Funding Sources					
Construction/Conveyance Tax	\$	1,012	\$ 770	\$	1,782
Traffic Congestion Relief	\$	90	\$ -	\$	90
Measure B 2016 Sales Tax	\$	620	\$ 560	\$	1,180
Total	\$	1,722	\$ 1,330	\$	3,052

Project 20-20		Sponsor Department:	Public Works Department		
Biennial Real Estate technical and Legal Services		Category:	Miscellaneous		
Amendments adds \$5,000 from Comcast for corrective easement payment at 705 W Dana.		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Funding Sources					
Construction/Conveyance Tax	\$	19	\$ -	\$	19
Shoreline Community	\$	9	\$ -	\$	9
Park Land	\$	48	\$ -	\$	48
Other (Revenue)	\$	-	\$ 5	\$	5
Total	\$	76	\$ 5	\$	81

Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 20-35 Fire Station 5 Classroom/Training, Construction Amendment increases funding for construction cost increases. Construct a new stand alone modular training and classroom facility at the back of Fire Station 5 in Shoreline. Temporary EOC could also be established in this room during emergencies.			
Sponsor Department:		Fire Department	
Category:		Facilities	
Additional Annual O&M Costs:		None	Prevailing Wage Project? Yes
Funding Sources	<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Shoreline Community	\$ 190	\$ 2,662	\$ 2,852
Shoreline 2018 A BOND	\$ 2,650	\$ 293	\$ 2,943
Shoreline 2018 B BOND	\$ -	\$ 380	\$ 380
Total	\$ 2,840	\$ 3,335	\$ 6,175

Project 20-40 Plymouth/Space Park Realignment Amendment adds funding for increased utility relocation costs.			
Sponsor Department:		Public Works Department	
Category:		Traffic, Parking and Transportation	
Additional Annual O&M Costs:		None	Prevailing Wage Project? Yes
Funding Sources	<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Shoreline Community	\$ 6,380	\$ -	\$ 6,380
Shoreline 2018 A BOND	\$ 21,400	\$ -	\$ 21,400
Shoreline Community Public Benefit	\$ -	\$ 3,200	\$ 3,200
Total	\$ 27,780	\$ 3,200	\$ 30,980

Project 20-49 Public Safety Building, Design Amendment changes the CIP name from Fire/Police Administration Building Expansion, Design			
Sponsor Department:		Police/Fire Department	
Category:		Facilities	
Additional Annual O&M Costs:		None	Prevailing Wage Project? No

Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 20-55		Sponsor Department:	Community Services Department	
Shoreline Play Structure Replacement		Category:	Parks and Recreation	
The scow schooner play structure is almost 20 years old and is showing its age. The entire structure will be replaced including the decking, hull, cargo hold, wheel house, dock, and pour-in-place surface.		Additional Annual O&M Costs:	None	Prevailing Wage Project? Yes
		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Funding Sources				
Shoreline Community	\$	650	\$ 190	\$ 840
Total	\$	650	\$ 190	\$ 840

Project 21-01		Sponsor Department:	Public Works Department	
Streets Resurfacing and Slurry Seal Program		Category:	Streets and Sidewalks	
The project proposes to combine the resurfacing of Leong Drive (from Walker Drive to Fairchild Drive) and Fairchild Drive from Leong Drive to Ellis street) since the two streets are adjacent to each other.		Additional Annual O&M Costs:	None	Prevailing Wage Project? Yes
		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Funding Sources				
Construction/Conveyance Tax	\$	1,032	\$ 533	\$ 1,565
Gas Tax	\$	1,062	\$ -	\$ 1,062
Measure B 2016 Sales Tax	\$	-	\$ 1,000	\$ 1,000
Citywide Transportation Impact Fee	\$	156	\$ -	\$ 156
Total	\$	2,250	\$ 1,533	\$ 3,783

Project 21-32		Sponsor Department:	Information Technology	
IT Project: Citywide Website Software Upgrade/Content Migration		Category:	Information Technology and Communication	
		Additional Annual O&M Costs:	None	Prevailing Wage Project? No
		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Funding Sources				
Construction/Conveyance Tax	\$	250	\$ 35	\$ 285
Water (Includes Water Capacity Fees)	\$	15	\$ 5	\$ 20
Wastewater (Includes Sewer Capacity Fees)	\$	15	\$ 5	\$ 20
Shoreline Community	\$	15	\$ -	\$ 15
Development Services	\$	15	\$ 10	\$ 25
Total	\$	310	\$ 55	\$ 365

Recommended Amendments to Existing Projects
(in thousands of dollars)

Project 21-33 IT Project: IT Infrastructure and Telecommunication Support		Sponsor Department:	Information Technology		
		Category:	Information Technology and Communication		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 55	\$ -	\$ 55	
Construction/Conveyance Tax		\$ 80	\$ 105	\$ 185	
Water (Includes Water Capacity Fees)		\$ 10	\$ 10	\$ 20	
Wastewater (Includes Sewer Capacity Fees)		\$ 10	\$ 10	\$ 20	
Shoreline Community		\$ -	\$ 10	\$ 10	
Total		\$ 155	\$ 135	\$ 290	

Project 21-36 Active Transportation Plan Update the City's Pedestrian Master Plan and Bicycle Transportation Plan as part of a single consolidated Active Transportation Plan. The Active Transportation Plan will include development of a prioritized project list, implementation and phasing plan.		Sponsor Department:	Public Works Department		
		Category:	Traffic, Parking and Transportation		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	No
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 330	\$ 200	\$ 530	
Total		\$ 330	\$ 200	\$ 530	

Project 21-37 Active Transportation Improvements Amendment adds funding from closing CIP 19-50: Crosswalk Improvements in order to complete necessary work for on the City's sidewalks and intersections. Amendment also changes the name of the project from Bicycle/Pedestrian Improvements.		Sponsor Department:	Public Works Department		
		Category:	Traffic, Parking and Transportation		
		Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
CIP Reserve		\$ 300	\$ 300	\$ 600	
Total		\$ 300	\$ 300	\$ 600	

Recommended Amendments to Existing Projects

(in thousands of dollars)

Project 21-40 California Street (West) Complete Street Improvements (Showers to Ortega), Pilot This amendment replaces CIP Reserve funding with San Antonio Public Benefit funding and also adds boundaries to the title.	Sponsor Department:	Public Works Department		
	Category:	Traffic, Parking and Transportation		
	Additional Annual O&M Costs:	None	Prevailing Wage Project?	Yes

21-41		Sponsor Department:		Public Works Department	
Street Reconstruction Project		Category:		Streets and Sidewalks	
The project proposes to remove and reconstruct existing roadway on Crittenden Lane from Shoreline Boulevard to eastern terminus. Amendment will remove the Leong portion, which will be resurfaced in project 21-01.		Additional Annual O&M Costs:		None	Prevailing Wage Project? Yes
Funding Sources		<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>	
Measure B 2016 Sales Tax		\$ 1,000	\$ (930)	\$ 70	
Shoreline Community		\$ 1,200	\$ -	\$ 1,200	
Total		\$ 2,200	\$ (930)	\$ 1,270	

Project 21-47 Sylvan Park Trellis Replacement Project replaces the existing structure originally installed in 1985 including concrete flatwork and picnic tables under the structure.		Sponsor Department: Community Services Department Category: Parks and Recreation Additional Annual O&M Costs: None Prevailing Wage Project? Yes	
Funding Sources	<i>FY 2020-21 Total Project Funding</i>	Increased Funding for FY 2021-22	<i>FY 2021-22 Total Project Funding</i>
Park Land	\$ 600	\$ 250	\$ 850
Total	\$ 600	\$ 250	\$ 850

(in thousands of dollars)

6-29

Planned FY 2022-23 through FY 2025-26
Discretionary Projects
(in thousands of dollars)

Proj. No.	Discretionary Projects	2022-23	2023-24	2024-25	2025-26
23-xx	Citywide Travel Demand Model Update	\$ 200			
23-xx	Landings Frontage Rd Connections (Rengstorff Ave to Plymouth St), Design	2,030			
23-xx	Stierlin Road Bicycle and Pedestrian Improvements, Construction	4,007			
23-xx	Hope Street and Villa Street Traffic Signal Installation	1,070			
23-xx	Active Transportation Improvements	600			
23-xx	Bernardo Avenue Undercrossing, Local Match	3,000			
23-xx	Rengstorff Avenue Adaptive Signal System	2,880			
23-xx	Street Reconstruction Project	1,000			
23-xx	North Bayshore Branding and Wayfinding Signage Installation	250			
23-xx	Evelyn Avenue Mini Park - Construction	1,940			
23-xx	Villa Street Mini Park - Construction	1,710			
23-xx	Turf Replacement - Shoreline Athletic Field	2,230			
23-xx	Citywide Benchmark Program	190			
23-xx	Citywide Trash Capture III	200			
23-xx	2022/23 City Bridges and Culverts Structural Inspection and Repairs	220			
23-xx	Storm Drain System Improvements	1,410			
23-xx	Downtown Utility Improvements - Construction	6,910			
24-xx	Transit Center Grade Separation and Access Project, Construction - Public Ben Evelyn		\$ 5,000		
24-xx	Rengstorff Grade Separation, Construction		15,000		
24-xx	Traffic Operations Center, Design		500		
24-xx	Evelyn Avenue Bikeway (Transit Center to 85), Design & Construction		2,462		
24-xx	Middlefield Road Sidewalk Across SR-85, Feasibility Study		300		
24-xx	Street Reconstruction Project		1,000		
24-xx	Cross Culvert Removal and Storm Drain Extensions		660		
24-xx	Mountain View Community Shuttle EV Charging Units		500		
24-xx	Fire Station No. 3 - Replacement Programming Study		250		
24-xx	Fire Station No. 4 - Site Plan		800		
24-xx	Firefighter Personal Protective Equipment Storage at Fire Stations, Phase I and II		1,000		
24-xx	MOC - Confined Space/Trench, Construction		710		
24-xx	Civic Center Infrastructure, Phase III		3,620		
24-xx	City Hall HVAC GHG Offsets, Phase II		250		
24-xx	Callahan Field Lighting Upgrade		430		
24-xx	Terra Bella Feasibility Study		160		
24-xx	El Camino Real Median Landscaping Project		180		
24-xx	North Bayshore Stevens Creek Trail Connections		1,190		
24-xx	Signage Program for Shoreline at Mountain View - Implementation of Shoreline Master Plan		1,000		
24-xx	Rengstorff House Restoration, Construction		660		
24-xx	Rengstorff House West Grass & Brick Patio Stabilization Project		560		

Planned FY 2022-23 through FY 2025-26
Discretionary Projects
(in thousands of dollars)

Proj. No.	Discretionary Projects				
		2022-23	2023-24	2024-25	2025-26
24-xx	2023/24 City Bridges and Culverts Structural Inspection and Repairs		280		
24-xx	Middlefield and Moffett Sewer Replacement, Construction		8,350		
23-xx	Shoreline Area Water, Recycled Water, and Irrigation Main Replacements, Construction		4,730		
24-xx	San Antonio Sewer Improvements, Construction Phase I		810		
25-xx	Active Transportation Improvements			\$ 600	
25-xx	Shoreline Blvd Pathway (Villa St to Wright Ave), Construction			4,990	
25-xx	Traffic Operations Center, Installation			4,500	
25-xx	Street Reconstruction			1,000	
25-xx	Cross Culvert Removal and Storm Drain Extensions			680	
25-xx	East Whisman Area Transit Oriented Development Improvements - Phase II Construction			4,440	
25-xx	Showers/California Park			5,200	
25-xx	Adobe HVAC Assessment			160	
25-xx	Civic Center Infrastructure, Phase IV			3,000	
25-xx	Firefighter Personal Protective Equipment Storage at Fire Stations, Phase III			500	
25-xx	2024/25 City Bridges and Culverts Structural Inspection and Repairs			290	
25-xx	Replace Landfill Gas System Microturbines			3,090	
25-xx	Coast Casey Pump Station, Evaluation and Repair			1,000	
25-xx	High Level Ditch, Evaluation and Repair			1,120	
26-xx	Central Expy Bicycle & Ped Crossing, Villa Undercrossing, Feasibility Study				\$ 450
26-xx	Street Reconstruction				1,000
26-xx	Cross Culvert Removal and Storm Drain Extensions				700
26-xx	Turf Replacement - Crittenden Field				860
26-xx	355 East Middlefield Road Park				2,090
26-xx	2025/26 City Bridges and Culverts Structural Inspection and Repairs				310
	Total: Discretionary Projects	\$ 29,847	\$ 50,402	\$ 30,570	\$ 5,410

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 23-xx Citywide Travel Demand Model Update Update the Citywide Travel Demand model used in transportation planning and analysis.	Sponsor Department: Public Works Department				
	Category: Traffic, Parking and Transportation				
	Additional Annual O&M Costs: None Prevailing Wage? No				
	Project Number and Fiscal Year				
	23-xx				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Development Services	\$ 200	\$ -	\$ -	\$ -	\$ 200
Total	\$ 200	\$ -	\$ -	\$ -	\$ 200

Project 23-xx Landings Frontage Rd Connections (Rengstorff Ave to Plymouth St), Design Preliminary Design of a new vehicle bridge across Permanente Creek and a connection to Plymouth (a North Bayshore Precise Plan Priority Transportation Project).	Sponsor Department: Public Works Department				
	Category: Traffic, Parking and Transportation				
	Additional Annual O&M Costs: None Prevailing Wage? No				
	Project Number and Fiscal Year				
	23-xx				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community Benefit	\$ 2,030	\$ -	\$ -	\$ -	\$ 2,030
Total	\$ 2,030	\$ -	\$ -	\$ -	\$ 2,030

Project 23-xx Stierlin Road Bicycle and Pedestrian Improvements, Construction Construction of bicycle and pedestrian improvements along Stierlin Road between Washington Street and Montecito Avenue, including improvements to the Shoreline/Montecito signalized intersection and bike lane improvements on Shoreline Boulevard from Montecito to Middlefield. Other improvements include construction of speed humps, raised crosswalks/raised intersections and lighting improvements on Stierlin Road.	Sponsor Department: Public Works Department				
	Category: Traffic, Parking and Transportation				
	Additional Annual O&M Costs: None Prevailing Wage? Yes				
	Project Number and Fiscal Year				
	23-xx				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Other (Federal Grant)	\$ 4,007	\$ -	\$ -	\$ -	\$ 4,007
Total	\$ 4,007	\$ -	\$ -	\$ -	\$ 4,007

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 23-xx		Sponsor Department:		Public Works Department		
Hope Street and Villa Street Traffic Signal Installation		Category:		Traffic, Parking and Transportation		
Install a new 8-phase traffic signal at the intersection of Hope Street and Villa Street. Install a new Signal Interconnect Conduit (SIC) with twisted copper wires to connect the new signal to the existing signal at Castro Street and Villa Street to coordinate signal timing between these two signals.		Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources		Project Number and Fiscal Year				Total
		23-xx				
		2022-23	2023-24	2024-25	2025-26	
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)		\$ 707	\$ -	\$ -	\$ -	\$ 707
Gas Tax		\$ 363	\$ -	\$ -	\$ -	\$ 363
Total		\$ 1,070	\$ -	\$ -	\$ -	\$ 1,070

<div><div>Project 23-xx and 25-xx</div><div>Active Transportation Improvements</div><div>This project will enhance intersections to improve pedestrian and/or bicycle safety. Depending on location of improvements, project scope may include curb ramps, curb, gutter, sidewalk, median refuge islands, raised crosswalks, bulb-outs, rectangular rapid-flashing beacons (RRFBs), in-roadway warning lights, LED-enhanced signs, traffic signal modifications, roadway lighting, signs, striping, etc.</div></div>	Sponsor Department:		Public Works Department																												
	Category:		Traffic, Parking and Transportation																												
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes																										
Funding Sources		<table><tr><th colspan="4">Project Number and Fiscal Year</th></tr><tr><th>23-xx</th><th></th><th>25-xx</th><th></th><th></th></tr><tr><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th>Total</th></tr><tr><td>Measure P (GF Transportation)</td><td>\$ 600</td><td>\$ -</td><td>\$ 600</td><td>\$ -</td><td>\$ 1,200</td></tr><tr><td>Total</td><td>\$ 600</td><td>\$ -</td><td>\$ 600</td><td>\$ -</td><td>\$ 1,200</td></tr></table>				Project Number and Fiscal Year				23-xx		25-xx			2022-23	2023-24	2024-25	2025-26	Total	Measure P (GF Transportation)	\$ 600	\$ -	\$ 600	\$ -	\$ 1,200	Total	\$ 600	\$ -	\$ 600	\$ -	\$ 1,200
Project Number and Fiscal Year																															
23-xx		25-xx																													
2022-23	2023-24	2024-25	2025-26	Total																											
Measure P (GF Transportation)	\$ 600	\$ -	\$ 600	\$ -	\$ 1,200																										
Total	\$ 600	\$ -	\$ 600	\$ -	\$ 1,200																										

Project 23-xx Bernardo Avenue Undercrossing, Local Match This is a Mountain View local match for the Undercrossing project being undertaken by Sunnyvale. Work will involve Design and Construction of pedestrian/bicycle undercrossing beneath Caltrain and Central Expressway at Bernardo Avenue. This project has been identified as a pedestrian/bicycle candidate project under VTA's Measure B, at a cost of approximately \$20 million.	Sponsor Department:		Public Works Department		
	Category:		Traffic, Parking and Transportation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	No
Funding Sources	Project Number and Fiscal Year				
	23-xx				
	2022-23	2023-24	2024-25	2025-26	Total
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease) - Prometheus Public Benefit	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
Total	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 23-xx Rengstorff Avenue Adaptive Signal System Install adaptive traffic signal technology, including a new signal interconnect system along Rengstorff Avenue, from Montecito Avenue to Garcia Avenue/Amphitheatre Parkway.	Sponsor Department:		Public Works Department																				
	Category:		Traffic, Parking and Transportation																				
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes																		
	<table><tr><th colspan="5">Project Number and Fiscal Year</th></tr><tr><th>23-xx</th><td></td><td></td><td></td><td></td><td></td></tr><tr><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th colspan="2">Total</th></tr></table>						Project Number and Fiscal Year					23-xx						2022-23	2023-24	2024-25	2025-26	Total	
	Project Number and Fiscal Year																						
23-xx																							
2022-23	2023-24	2024-25	2025-26	Total																			
Funding Sources																							
San Antonio Public Benefit	\$ 2,880	\$ -	\$ -	\$ -	\$ 2,880																		
Total	\$ 2,880	\$ -	\$ -	\$ -	\$ 2,880																		

Project 23-xx, 24-xx, 25-xx and 26-xx Street Reconstruction Project Scope of the project includes removal of existing roadway pavement and construction of new sidewalk, curb, gutter, roadway pavement, and storm drainage system.	Sponsor Department:		Public Works Department		
	Category:		Streets and Sidewalks		
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				
	23-xx	24-xx	25-xx	26-xx	
	2022-23	2023-24	2024-25	2025-26	Total
Measure B 2016 Sales Tax	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000
Total	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000

Project 23-xx North Bayshore Branding and Wayfinding Signage Installation Installation of PHASE I of gateway, wayfinding, directional signage in public right of way for vehicles, transit users, bicyclists, and pedestrians. The signage will be based on a future approved NBS Signage Study by Council.	Sponsor Department:		Community Development Department		
	Category:		Traffic, Parking and Transportation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				Total
	23-xx				
	2022-23	2023-24	2024-25	2025-26	
Shoreline Community	\$ 250	\$ -	\$ -	\$ -	\$ 250
Total	\$ 250	\$ -	\$ -	\$ -	\$ 250

Project 23-xx Evelyn Avenue Mini Park, Construction The project at 555 East Evelyn Avenue is dedicating a 0.68 acre park site to the City.	Sponsor Department:		Community Services Department																			
	Category:		Parks and Recreation																			
	Additional Annual O&M Costs:		TBD	Prevailing Wage?	Yes																	
	<table><tr><th colspan="5">Project Number and Fiscal Year</th></tr><tr><th>23-xx</th><th></th><th></th><th></th><th></th></tr><tr><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th>Total</th></tr></table>					Project Number and Fiscal Year					23-xx					2022-23	2023-24	2024-25	2025-26	Total		
	Project Number and Fiscal Year																					
23-xx																						
2022-23	2023-24	2024-25	2025-26	Total																		
<table><tr><th>Funding Sources</th><th></th><th></th><th></th><th></th><th></th></tr><tr><td>Park Land</td><td>\$ 1,940</td><td>\$ -</td><td>\$ -</td><td>\$ -</td><td>\$ 1,940</td></tr><tr><td>Total</td><td>\$ 1,940</td><td>\$ -</td><td>\$ -</td><td>\$ -</td><td>\$ 1,940</td></tr></table>					Funding Sources						Park Land	\$ 1,940	\$ -	\$ -	\$ -	\$ 1,940	Total	\$ 1,940	\$ -	\$ -	\$ -	\$ 1,940
Funding Sources																						
Park Land	\$ 1,940	\$ -	\$ -	\$ -	\$ 1,940																	
Total	\$ 1,940	\$ -	\$ -	\$ -	\$ 1,940																	

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 23-xx Villa Street Mini Park, Construction The project at 1696 Villa Street is dedicating a 0.40 acre park site to the City.	Sponsor Department: Community Services Department				
	Category: Parks and Recreation				
	Additional Annual O&M Costs:		TBD	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				
	23-xx				
	2022-23	2023-24	2024-25	2025-26	Total
Park Land	\$ 1,710	\$ -	\$ -	\$ -	\$ 1,710
Total	\$ 1,710	\$ -	\$ -	\$ -	\$ 1,710

Project 23-xx Turf Replacement - Shoreline Athletic Field The project covers the replacement of the synthetic turf baseball/soccer field at the Shoreline Athletic Fields. Project includes minor grading and contract award utilizing existing government pricing through the State of California.	Sponsor Department: Community Services Department				
	Category: Parks and Recreation				
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				
	23-xx				
	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ 2,230	\$ -	\$ -	\$ -	\$ 2,230
Total	\$ 2,230	\$ -	\$ -	\$ -	\$ 2,230

Project 23-xx Citywide Benchmark Program The City of Mountain View maintains a Citywide vertical control network of 138 benchmarks. The elevations of the benchmarks are used by the City, developers and engineers to establish elevations for design of pubic and private improvements.	Sponsor Department: Public Works Department				
	Category: Miscellaneous				
	Additional Annual O&M Costs:		None	Prevailing Wage?	TBD
Funding Sources	Project Number and Fiscal Year				
	23-xx				
	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ 190	\$ -	\$ -	\$ -	\$ 190
Total	\$ 190	\$ -	\$ -	\$ -	\$ 190

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 23-xx Citywide Trash Capture III These projects propose to install trash capture devices on the City's storm drain system to work towards the required trash load reduction (100% by 2022) of the Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES).	Sponsor Department: Public Works Department				
	Category: Regulatory Requirements				
	Additional Annual O&M Costs: None Prevailing Wage? Yes				
	Project Number and Fiscal Year				
	23-xx				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Storm Drain	\$ 200	\$ -	\$ -	\$ -	\$ 200
Total	\$ 200	\$ -	\$ -	\$ -	\$ 200

Project 23-xx, 24-xx, 25-xx and 26-xx City Bridges and Culverts Structural Inspection and Repairs Funding for construction/repairs of deficiencies of City-owned vehicular and pedestrian bridges, culverts, tunnels and observation decks identified through the inspections by City consultant and/or Caltrans.	Sponsor Department: Public Works Department				
	Category: Regulatory Requirements				
	Additional Annual O&M Costs: None Prevailing Wage? Yes				
	Project Number and Fiscal Year				
	23-xx	24-xx	25-xx	26-xx	
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 220	\$ -	\$ -	\$ 310	\$ 530
Construction/Conveyance Tax	\$ -	\$ 280	\$ 290	\$ -	\$ 570
Total	\$ 220	\$ 280	\$ 290	\$ 310	\$ 1,100

Project 23-xx Storm Drain System Improvements Improve the existing City storm drain system based on findings from the City's 2017 storm drain master plan and the Capital Improvement Program recommendations.	Sponsor Department: Public Works Department				
	Category: Utilities				
	Additional Annual O&M Costs: None Prevailing Wage? Yes				
	Project Number and Fiscal Year				
	23-xx				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Wastewater (Includes Sewer Capacity Fees)	\$ 1,410	\$ -	\$ -	\$ -	\$ 1,410
Total	\$ 1,410	\$ -	\$ -	\$ -	\$ 1,410

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 23-xx Downtown Utility Improvements, Construction This project proposes to install a new 18-inch water transmission main outside the Moffett/Castro/Central Expressway intersection. This project will also upsize the 900-feet of existing sanitary sewer main downstream of the Transit Center Grade Separation Access Project (GSAP) and relocate the water main and sanitary sewer main impacted by the Evelyn ramp portion of the Transit Center GSAP.	Sponsor Department:		Public Works		
	Category:		Utilities		
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				Total
	23-xx				
	2022-23	2023-24	2024-25	2025-26	
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ 806	\$ -	\$ -	\$ -	\$ 806
Water (Includes Water Capacity Fees)	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
Wastewater (Includes Sewer Capacity Fees)	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
Measure P (GF Transportation)	\$ 2,104	\$ -	\$ -	\$ -	\$ 2,104
Total	\$ 6,910	\$ -	\$ -	\$ -	\$ 6,910

Project 24-xx Transit Center Grade Separation and Access Project, Construction Matching funds for the construction of the grade separation project and other road improvements.	Sponsor Department:		Public Works Department			
	Category:		Traffic, Parking and Transportation			
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes	
	Project Number and Fiscal Year					
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total	
Citywide Transportation Impact Fee	\$ -	\$ 2,500	\$ -	\$ -	\$ 2,500	
Measure P (GF Transportation)	\$ -	\$ 2,500	\$ -	\$ -	\$ 2,500	
Total	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	

<div>Project 24-xx</div> <div>Rengstorff Grade Separation, Construction</div> <div>This project will provide matching funds for the next phase of the Rengstorff Grade Separation project which proposes to depress Rengstorff Avenue and Central Expressway below grade and maintain the railroad tracks at approximate existing grade.</div>	Sponsor Department:		Public Works Department			
	Category:		Traffic, Parking and Transportation			
	Additional Annual O&M Costs:		None	Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year					Total
	2022-23	2023-24	2024-25	2025-26		
Citywide Transportation Impact Fee	\$ -	\$ 15,000	\$ -	\$ -		\$ 15,000
Total	\$ -	\$ 15,000	\$ -	\$ -		\$ 15,000

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx and 25-xx Traffic Operations Center, Design and Installation Based on Feasibility Study in CIP 19-51, design and install Hardware/Software and Create Office Space for Traffic Operations Center.	Sponsor Department:		Public Works Department			
	Category:		Traffic, Parking and Transportation			
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes	
Funding Sources	Project Number and Fiscal Year					Total
	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ -	\$ 500	\$ 3,500	\$ -	\$ 4,000	
Shoreline Community	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000	
Total	\$ -	\$ 500	\$ 4,500	\$ -	\$ 5,000	

Project 24-xx Evelyn Avenue Bikeway (Transit Center to 85), Design & Construction This project will design and construct the Evelyn Cycle Track between the Transit Center and Hwy 85.	Sponsor Department:		Public Works Department		
	Category:		Traffic, Parking and Transportation		
	Additional Annual O&M Costs:		None	Prevailin g Wage?	Yes
	Project Number and Fiscal Year				
		24-xx			
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease) - Prometheus Public Benefit	\$ -	\$ 362	\$ -	\$ -	\$ 362
Total	\$ -	\$ 362	\$ -	\$ -	\$ 362

Project 24-xx Middlefield Road Sidewalk Across SR-85, Feasibility Study This project will study the feasibility of providing sidewalk on the south side of Middlefield Road over Highway 85 to close the sidewalk gap between Moffett Boulevard and Easy Street.	Sponsor Department:		Public Works Department		
	Category:		Traffic, Parking and Transportation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	No
Funding Sources	Project Number and Fiscal Year				
		24-xx			
	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ -	\$ 300	\$ -	\$ -	\$ 300
Total	\$ -	\$ 300	\$ -	\$ -	\$ 300

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx, 25-xx and 26-xx Cross Culvert Removal and Storm Drain Extension This project proposes to remove cross culverts at one intersection a year. Project scope includes removal of cross culverts, construction of new curb ramps, curb, gutter, roadway pavement and storm drainage.	Sponsor Department:		Public Works Department				
	Category:		Utilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		TBD
Funding Sources	Project Number and Fiscal Year					Total	
		24-xx	25-xx	26-xx			
	2022-23	2023-24	2024-25	2025-26			
Wastewater (Includes Sewer Capacity Fees)	\$ -	\$ 300	\$ 300	\$ 350	\$ 950		
Gas Tax	\$ -	\$ 360	\$ 380	\$ 350	\$ 1,090		
Total	\$ -	\$ 660	\$ 680	\$ 700	\$ 2,040		

Project 24-xx Mountain View Community Shuttle EV Charging Units Installation of electric vehicle charging units to support Mountain View Community Shuttle operations.	Sponsor Department:		Public Works Department																							
	Category:		Miscellaneous																							
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes																			
	<table><tr><th colspan="5">Project Number and Fiscal Year</th></tr><tr><td></td><td>24-xx</td><td></td><td></td><td></td><td colspan="2"></td></tr><tr><th>Funding Sources</th><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th colspan="2">Total</th></tr></table>							Project Number and Fiscal Year						24-xx						Funding Sources	2022-23	2023-24	2024-25	2025-26	Total	
	Project Number and Fiscal Year																									
	24-xx																									
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total																					
Construction/Conveyance Tax	\$ -	\$ 500	\$ -	\$ -	\$ 500																					
Total	\$ -	\$ 500	\$ -	\$ -	\$ 500																					

<div>Project 24-xx</div> <div>Fire Station No. 3, Replacement Programming Study</div> <div>Fire Station 3 is one of the older stations remaining in the City. The station lacks features to provide privacy, the apparatus bay is undersized and the roof requires frequent maintenance. This project will conduct a programming study to identify the needs of the fire station to meet current and projected functionalities.</div>	Sponsor Department:		Fire Department		
	Category:		Facilities		
	Additional Annual O&M Costs:		None	Prevailing Wage?	No
Funding Sources	Project Number and Fiscal Year				
		24-xx			
	2022-23	2023-24	2024-25	2025-26	Total
Construction/Conveyance Tax	\$ -	\$ 250	\$ -		\$ 250
Total	\$ -	\$ 250	\$ -	\$ -	\$ 250

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx Fire Station No. 4 - Site Plan Create a site plan for external needs of Fire Station 4 property.	Sponsor Department:		Fire Department		
	Category:		Facilities		
	Additional Annual O&M Costs:		None	Prevailing Wage?	No
	Project Number and Fiscal Year				
		24-xx			
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ -	\$ 800	\$ -	\$ -	\$ 800
Total	\$ -	\$ 800	\$ -	\$ -	\$ 800

Project 24-xx and 25-xx Firefighter Personal Protective Equipment Storage at Fire Stations This project will construct Personal Protective Equipment (PPE) storage facilities at Fire Stations 1, 3, and 4. Fire stations 1 and 4 require a 135sf and 200sf exterior building addition construction respectively. Fire Station 3 will have only interior.	Sponsor Department:		Fire Department				
	Category:		Facilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year					Total	
		24-xx	25-xx				
	2022-23	2023-24	2024-25	2025-26			
Construction/Conveyance Tax	\$ -	\$ 1,000	\$ 500	\$ -	\$ 1,500		
Total	\$ -	\$ 1,000	\$ 500	\$ -	\$ 1,500		

Project 24-xx MOC - Confined Space/Trench, Construction Construction project would include building an “in-ground” confined space and trench rescue training prop. Cal-OSHA requires fire departments to perform annual confined space and trench rescue training. This prop will provide a suitable location for those mandatory drills. The prop will also be used by Public Works personnel for the same purpose.	Sponsor Department:		Fire/Public Works Department				
	Category:		Miscellaneous				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year						Total
		24-xx					
	2022-23	2023-24	2024-25	2025-26			
Construction/Conveyance Tax	\$ -	\$ 356	\$ -	\$ -			\$ 356
Water (Includes Water Capacity Fees)	\$ -	\$ 177	\$ -	\$ -			\$ 177
Wastewater (Includes Sewer Capacity Fees)	\$ -	\$ 177	\$ -	\$ -			\$ 177
Total	\$ -	\$ 710	\$ -	\$ -			\$ 710

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx and 25-xx Civic Center Infrastructure, Phase III and IV These projects will fund the next phases of improvements needed to keep the Civic Center Complex in a state of good repair and looking presentable.	Sponsor Department:		PW/CSD/Library Departments				
	Category:		Facilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		TBD
	Project Number and Fiscal Year						
Funding Sources		24-xx	25-xx				
	2022-23	2023-24	2024-25	2025-26	Total		
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ -	\$ 3,620	\$ -	\$ -	\$ 3,620		
Construction/Conveyance Tax	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,000		
Total	\$ -	\$ 3,620	\$ 3,000	\$ -	\$ 6,620		

Project 24-xx City Hall HVAC GHG Offsets, Phase II SubProjects:1-\$75k FA Appliance Rplc 2-\$175k Local Tree Planting	Sponsor Department:		PW/CSD Departments			
	Category:		Miscellaneous			
	Additional Annual O&M Costs:		None	Prevailing Wage?		Yes
Funding Sources	Project Number and Fiscal Year					
			24-xx			
	2022-23	2023-24	2024-25	2025-26		
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ -	\$ 250	\$ -	\$ -	\$ 250	
Total	\$ -	\$ 250	\$ -	\$ -	\$ 250	

Project 24-xx Callahan (Crittenden) Field Lighting Upgrade Upgrade lighting at Callahan Field to new system to be consistent with all other lighted fields.	Sponsor Department:		Community Services Department		
	Category:		Parks and Recreation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	TBD
Funding Sources	Project Number and Fiscal Year				Total
		24-xx			
	2022-23	2023-24	2024-25	2025-26	
Construction/Conveyance Tax	\$ -	\$ 430	\$ -	\$ -	\$ 430
Total	\$ -	\$ 430	\$ -	\$ -	\$ 430

Project 24-xx Terra Bella Park Feasibility Study This project will conduct a feasibility study to convert the Recology site at San Leandro/Terra Bella to a park.	Sponsor Department:		Community Services Department		
	Category:		Parks and Recreation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	No
Funding Sources	Project Number and Fiscal Year				
		24-xx			
	2022-23	2023-24	2024-25	2025-26	Total
Parkland	\$ -	\$ 160	\$ -	\$ -	\$ 160
Total	\$ -	\$ 160	\$ -	\$ -	\$ 160

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx El Camino Real Median Landscaping Project Re-landscape medians along eight blocks of El Camino Real. The work covers median islands from west of Crestview to Phyllis/Calderon intersection.	Sponsor Department:		Community Services Department			
	Category:		Parks and Recreation			
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes	
Funding Sources	Project Number and Fiscal Year					Total
		24-xx				
	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ -	\$ 180	\$ -	\$ -	\$ 180	
Total	\$ -	\$ 180	\$ -	\$ -	\$ 180	

Project 24-xx North Bayshore Stevens Creek Trail Connections Design and construction of one or two connecting multi-use paths from the Stevens Creek Trail to existing or planned paths in North Bayshore.	Sponsor Department:		Community Services Department		
	Category:		Parks and Recreation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				
		24-xx			
	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ -	\$ 1,190	\$ -	\$ -	\$ 1,190
Total	\$ -	\$ 1,190	\$ -	\$ -	\$ 1,190

Project 24-xx Signage Program for Shoreline at Mountain View - Implementation of Shoreline Master Plan CIP16-35: Shoreline Master Plan is utilizing consultant to create a new master plan for Shoreline Regional Park. Part of this plan will include updated guidelines and recommendations for traffic control, wayfinding signage, train signage, interpretive signage, and other signage needs. This CIP request is for funding to update the signage at Shoreline Regional Park based on the recommendations in the new Shoreline Master Plan.	Sponsor Department: Community Services Department				
	Category: Parks and Recreation				
	Additional Annual O&M Costs:	None	Prevailing Wage?	Yes	
Funding Sources	Project Number and Fiscal Year				
		24-xx			
	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Total	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx Rengstorff House Restoration, Construction Construction project for design recommendations from CIP 22-38	Sponsor Department:		Community Services Department				
	Category:		Facilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		Yes
	<div>Project Number and Fiscal Year</div>						
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total		
Shoreline Community	\$ -	\$ 660	\$ -	\$ -	\$ 660		
Total	\$ -	\$ 660	\$ -	\$ -	\$ 660		

Project 24-xx		Sponsor Department:		Community Services Department		
Rengstorff House West Grass & Brick Patio Stabilization Project		Category:		Facilities		
This project will provide for consultant services to determine cause of settlement of the patio, provide solutions to the problem as well as cost of construction to stabilize the patio, replace bricks as necessary and rebuild the sitting wall.		Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources		Project Number and Fiscal Year				
			24-xx			
		2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community		\$ -	\$ 560	\$ -	\$ -	\$ 560
Total		\$ -	\$ 560	\$ -	\$ -	\$ 560

Project 24-xx Middlefield Road and Moffett Boulevard Sewer Replacement, Construction Construction project as part of the sewer system plan to eliminate the sewer crossing of Stevens Creek and Highway 85, the sewage flow is proposed to be reversed to flow south on Moffett Blvd and then connecting to Middlefield Rd.	Sponsor Department:		Public Works Department			
	Category:		Utilities			
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes	
Funding Sources	Project Number and Fiscal Year					Total
		24-xx				
	2022-23	2023-24	2024-25	2025-26		
Wastewater (Includes Sewer Capacity Fees)	\$ -	\$ 8,350	\$ -	\$ -	\$ 8,350	
Total	\$ -	\$ 8,350	\$ -	\$ -	\$ 8,350	

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 24-xx Shoreline Area Water, Recycled Water, and Irrigation Main Replacements, Construction Based on study and design in CIP 20-62, replace and upgrade various mains within Shoreline Park. The irrigation, recycled and water mains were constructed in 1981. Each main has experienced numerous breaks.	Sponsor Department:		Community Services Department		
	Category:		Utilities		
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				
		24-xx			
	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ -	\$ 4,730	\$ -	\$ -	\$ 4,730
Total	\$ -	\$ 4,730	\$ -	\$ -	\$ 4,730

Project 24-xx San Antonio Sewer Improvements, Construction Phase I Construction phase to replace sewer on Showers Drive to California Street. CIP 17-50 Design	Sponsor Department:		Public Works Department																						
	Category:		Utilities																						
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes																				
	<table><tr><th colspan="5">Project Number and Fiscal Year</th></tr><tr><td></td><td>24-xx</td><td></td><td></td><td></td></tr><tr><td></td><td>2022-23</td><td>2023-24</td><td>2024-25</td><td>2025-26</td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table>					Project Number and Fiscal Year						24-xx					2022-23	2023-24	2024-25	2025-26					
Project Number and Fiscal Year																									
	24-xx																								
	2022-23	2023-24	2024-25	2025-26																					
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total																				
Wastewater (Includes Sewer Capacity Fees)	\$ -	\$ 810	\$ -	\$ -	\$ 810																				
Total	\$ -	\$ 810	\$ -	\$ -	\$ 810																				

Project 25-xx

Sponsor Department: Public Works Department

Category: Traffic, Parking and Transportation

Additional Annual O&M Costs: None

Prevailing Wage? Yes

Shoreline Boulevard Pathway Improvements (Wright Avenue and Villa Street), Construction

The project proposes to reconstruct the pathway on the eastern side of Shoreline Boulevard from Wright Avenue to Villa Street and install new pathway connections to Jackson Street and Central Expressway.

The project scope includes removal and replacement of the existing pathway for bicycles and pedestrians and installation of new curb, gutter, curb ramps, stairs, pathways, pathway lighting, landscaping, irrigation, storm drains and retaining walls.

Funding Sources	Project Number and Fiscal Year				Total
			25-xx		
	2022-23	2023-24	2024-25	2025-26	
Measure P (GF Transportation)	\$ -	\$ -	\$ 3,740	\$ -	\$ 3,740
Shoreline Community	\$ -	\$ -	\$ 1,250	\$ -	\$ 1,250
Total	\$ -	\$ -	\$ 4,990	\$ -	\$ 4,990

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 25-xx East Whisman Area Transit Oriented Development Improvements - Phase II Construction This project will construct Phase II of the East Whisman Area Transit Oriented Development Improvements Project which proposes bicycle and pedestrian access improvements on Ellis Street between Fairchild Drive and Manila Avenue. Scope of work includes widening existing 4' wide sidewalk to 8-10' wide multi-use pathway, modification of traffic signals on Ellis Street at Fairchild Drive, SB 101 off-ramp, and NB 101 ramps, and installation of new pavement, lighting, and retaining wall.	Sponsor Department:		Public Works Department		
	Category:		Traffic, Parking and Transportation		
	Additional Annual O&M Costs:		None	Prevailing Wage?	Yes
Funding Sources	Project Number and Fiscal Year				Total
	2022-23	2023-24	2024-25	2025-26	
Measure P (GF Transportation)	\$ -	\$ -	\$ 1,240	\$ -	\$ 1,240
Transit Oriented Development	\$ -	\$ -	\$ 3,200	\$ -	\$ 3,200
Total	\$ -	\$ -	\$ 4,440	\$ -	\$ 4,440

Project 25-xx Showers/California Park Part of the Los Altos School District future school site at the corner of California and Showers, City acquired 2 acres of land for an additional public park that will be adjacent to the shared school district space.	Sponsor Department:		Community Services Department																			
	Category:		Parks and Recreation																			
	Additional Annual O&M Costs:		TBD	Prevailing Wage?	Yes																	
	<table><tr><th colspan="5">Project Number and Fiscal Year</th></tr><tr><th></th><th></th><th>25-xx</th><th></th><th></th></tr><tr><th>Funding Sources</th><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th>Total</th></tr></table>						Project Number and Fiscal Year							25-xx			Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
	Project Number and Fiscal Year																					
		25-xx																				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total																	
Parkland	\$ -	\$ -	\$ 5,200	\$ -	\$ 5,200																	
Total	\$ -	\$ -	\$ 5,200	\$ -	\$ 5,200																	

Project 25-xx Adobe HVAC Assessment Investigate a centrally controlled A/C system for the Historic Adobe Building to go with the central heating system.	Sponsor Department:		Community Services Department				
	Category:		Facilities				
	Additional Annual O&M Costs:		None		Prevailing Wage?		No
Funding Sources	Project Number and Fiscal Year					Total	
			25-xx				
	2022-23	2023-24	2024-25	2025-26			
Capital Improvement Reserve (including At Risk Lease Evaluation and Parking Lot Sublease)	\$ -	\$ -	\$ 160	\$ -	\$ 160		
Total	\$ -	\$ -	\$ 160	\$ -	\$ 160		

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 25-xx Replace Landfill Gas System Microturbines The current Microturbines were replaced in 2013. They typically have a ten (10) year lifespan.	Sponsor Department:		Utilities		
	Category:		Regulatory Requirements		
	Additional Annual O&M Costs:		None	Prevailin g Wage?	Yes
	Project Number and Fiscal Year				
	25-xx				
Funding Sources	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ -	\$ -	\$ 3,090	\$ -	\$ 3,090
Total	\$ -	\$ -	\$ 3,090	\$ -	\$ 3,090

Project 25-xx		Sponsor Department:		Public Works	
Coast Casey Pump Station Evaluation and Repair		Category:		Utilities	
The 2008 Storm Drain Pump Station Evaluation indicated deficiencies beginning 2018. New evaluation and repairs are needed to update the Coast Casey Pump Station.		Additional Annual O&M Costs:		None	Prevailing Wage?
					TBD
		Project Number and Fiscal Year			
Funding Sources				25-xx	
		2022-23	2023-24	2024-25	2025-26
		Total			
Shoreline Community		\$ -	\$ -	\$ 1,000	\$ -
Total		\$ -	\$ -	\$ 1,000	\$ -

Project 25-xx High Level Ditch, Evaluation and Repair The 2008 Storm Drain Pump Station Evaluation indicated deficiencies beginning 2018. New evaluation and repairs are needed to update the High Level Ditch Pump Station.	Sponsor Department:		Public Works Department		
	Category:		Utilities		
	Additional Annual O&M Costs:		None	Prevailing Wage?	TBD
Funding Sources	Project Number and Fiscal Year				
			25-xx		
	2022-23	2023-24	2024-25	2025-26	Total
Shoreline Community	\$ -	\$ -	\$ 1,120	\$ -	\$ 1,120
Total	\$ -	\$ -	\$ 1,120	\$ -	\$ 1,120

Planned FY 2022-23 through FY 2023-24 Discretionary Projects
(in thousands of dollars)

Project 26-xx Central Expressway Bicycle and Pedestrian Crossing, Villa Undercrossing, Feasibility Study Feasibility study of undercrossing across Caltrain and Central Expressway from 1710 Villa Street.	Sponsor Department:		Public Works Department			
	Category:		Traffic, Parking and Transportation			
	Additional Annual O&M Costs:		None	Prevailing Wage?	No	
Funding Sources	Project Number and Fiscal Year				Total	
				26-xx		
	2022-23	2023-24	2024-25	2025-26		
Construction/Conveyance Tax	\$ -	\$ -	\$ -	\$ 450	\$ 450	
Total	\$ -	\$ -	\$ -	\$ 450	\$ 450	

Project 26-xx		Sponsor Department:		Community Services Department		
Turf Replacement - Crittenden Field		Category:		Parks and Recreation		
The project covers the replacement of the synthetic turf football/soccer field at Crittenden Junior High School. Project includes minor grading and contract award utilizing existing government pricing through the State of California.		Additional Annual O&M Costs:		None	Prevailing Wage?	
					TBD	
Funding Sources		Project Number and Fiscal Year				Total
					26-xx	
		2022-23	2023-24	2024-25	2025-26	
Parkland		\$ -	\$ -	\$ -	\$ 860	\$ 860
Total		\$ -	\$ -	\$ -	\$ 860	\$ 860

Project 26-xx		Sponsor Department:		Community Services Department		
355 East Middlefield Road Park		Category:		Parks and Recreation		
The project at 355 East Middlefield Road is dedicating a park site to the City. The park will be a mini park.		Additional Annual O&M Costs:		TBD	Prevailing Wage?	
					Yes	
Funding Sources		Project Number and Fiscal Year				Total
		2022-23	2023-24	2024-25	2025-26	
Park Land		\$ -	\$ -	\$ -	\$ 2,090	\$ 2,090
Total		\$ -	\$ -	\$ -	\$ 2,090	\$ 2,090

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MISCELLANEOUS INFORMATION

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Regular Full-Time and Part-Time Position Allocation

	2019-20 <u>ADJUSTED</u>	2020-21 <u>ADOPTED</u>	2021-22 <u>RECOM.</u>	<u>CHANGE</u>
<u>GENERAL OPERATING FUND</u>				
CITY COUNCIL	7.00	7.00	7.00	
CITY CLERK	4.00	4.00	5.00	+1.00 (a)
CITY ATTORNEY	9.00	9.00	9.00	
CITY MANAGER	12.25	13.75	15.25	+1.50 (b)
HUMAN RESOURCES	8.75	8.75	8.25	-0.50 (c)
INFORMATION TECHNOLOGY	18.40	18.40	20.40	+2.00 (d)
FINANCE AND ADMIN SRVCS	34.25	34.25	34.25	
COMMUNITY DEVELOPMENT	7.20	7.20	7.20	
PUBLIC WORKS	42.87	42.87	43.87	+1.00 (e)
COMMUNITY SERVICES	71.56	71.56	71.56	
LIBRARY SERVICES	30.75	30.75	30.75	
FIRE	76.60	76.60	76.60	
POLICE	143.50	143.50	142.50	-1.00 (f)
	<u>466.13</u>	<u>467.63</u>	<u>471.63</u>	<u>4.00</u>
<u>OTHER FUNDS</u>				
INFORMATION TECHNOLOGY				
WATER	1.60	1.60	1.60	
FINANCE AND ADMIN SRVCS				
WATER	2.25	2.25	2.25	
COMMUNITY DEVELOPMENT				
DEVELOPMENT SERVICES	37.60	37.60	37.60	
BELOW-MARKET-RATE HOUSING	2.20	2.20	2.20	
HOUSING IMPACT FEE	1.10	1.10	1.10	
CSFRA/RENTAL HOUSING COMMITTEE	4.00	4.00	5.00	+1.00 (g)
PARKING DISTRICT	0.35	0.35	0.35	
COMMUNITY DEVELOPMENT BLOCK GRANT	0.45	0.45	0.45	
SHORELINE REGIONAL PARK COMMUNITY	1.10	1.10	1.10	
PUBLIC WORKS				
DEVELOPMENT SERVICES	11.40	11.40	11.40	
SHORELINE REGIONAL PARK COMMUNITY	5.13	5.13	5.13	
WATER	33.50	34.00	34.00	
WASTEWATER	14.80	14.80	14.80	
SOLID WASTE MANAGEMENT	14.80	14.80	14.80	
EQUIPMENT MAINTENANCE	9.50	9.50	9.50	
COMMUNITY SERVICES				
SHORELINE GOLF/MICHAELS RESTAURANT	0.30	0.30	0.30	
SHORELINE REGIONAL PARK COMMUNITY	18.64	18.64	18.64	
FIRE				
DEVELOPMENT SERVICES	3.00	3.00	3.00	
WASTEWATER	6.90	6.90	6.90	
POLICE				
WASTEWATER	1.00	1.00	1.00	
	<u>169.62</u>	<u>170.12</u>	<u>171.12</u>	<u>1.00</u>
TOTAL REGULAR POSITIONS	<u>635.75</u>	<u>637.75</u>	<u>642.75</u>	<u>5.00</u>
Total Limited-Period Positions	<u>20.00</u>	<u>23.50</u>	<u>19.50</u>	<u>-4.00 (h)</u>
NET FUNDED POSITIONS	<u>655.75</u>	<u>661.25</u>	<u>662.25</u>	
CHANGE FROM PRIOR FISCAL YEAR	17.50	11.50	6.50	

Regular Full-Time and Part-Time Position Allocation
(Continued)

Notes:

- a. Includes the addition of an Assistant City Clerk position.
- b. Includes the addition of a Human Services Manager position. Also, with the separation of the Human Resources Department, the Assistant City Manager/Chief Operating Officer position is no longer split.
- c. See above, 0.5 Assistant City Manager/Chief Operating Officer position transferred to the City Manager's Office.
- d. Includes the addition of an IT Applications Manager position and a, IT Technician I/II position.
- e. Includes the addition of a Principal Project Manager position.
- f. Includes the reduction of one Police Officer position.
- g. Includes the midyear addition of a Senior Management Analyst position.
- h. Includes the following limited-period positions and overhire positions funded with limited-period funds:

City Manager's Office: Continuation of a Management Fellow and new 0.5 Website Coordinator. Also includes an Analyst I/II funded by the Sustainability CIP for 2 years.

Human Resources Department: Continuation of a Human Resources Analyst I/II.

Information Technology Department: Continuation of a Systems Coordinator Technician.

Community Development Department: Continuation of a Senior Planner (for the duration of the Google Agreement), an Associate Planner, and 0.50 FTE Secretary.

Public Works Department: Continuation of 2.0 FTE Sr. Civil Engineers (for the duration of the Google Agreement) and 4.0 FTE Jr/Asst/Associate Civil Engineers, a Public Works Inspector I/II, and an Administrative Aide. Also includes a Senior Civil Engineer and a Facilities Maintenance Worker I/II funded by the Sustainability CIP for 2 years.

Community Services Department: Continuation of a 0.50 FTE Communications Coordinator.

Police Department: Continuation of a Police Officer and a Senior Systems Specialist Overhire.

FISCAL YEAR 2021-22

Funding of Nonprofit Agencies

<u>AGENCY</u>	<u>2020-21 Adopted</u>	<u>2021-22 Recom.</u>
<u>General Fund Funded</u>		(a)
Catholic Charities – Long-Term Care Ombudsman	\$ 7,800	See CDBG below
Child Advocates of Silicon Valley	N/A	15,525
Community Legal Services in East Palo Alto	N/A	18,000
Community School of Music & Arts	15,103	36,030 (d)
CSA – Homelessness Prevention/Homeless Services	5,000 (c)	See CDBG below
CSA – Senior Nutrition Program	32,228	31,500
Day Worker Center of Mountain View	19,500 (d)	18,000
Healthier Kids Foundation – Vision Screening	11,876	11,245
Housing and Economics Rights Advocates – Legal & Financial Counseling	5,000	N/A
Junior Achievement of Northern California	5,000	9,000 (d)
South County Community Health Center, Ravenswood		
Family Health Network	48,750 (d)	22,500
Parents Helping Parents, Inc. – Support Services	5,000	7,500
The Health Trust's Meals on Wheels Program	24,375 (d)	27,430
United Way of the Bay Area	5,000 (c)	5,000 (c)
YWCA Domestic Violence Dept/Maitri	36,075 (d)	61,250 (c,d)
General Fund Total	\$ <u>220,707</u>	<u>262,980</u>
<u>CDBG Funded:</u>		(b)
Bill Wilson Center	\$ N/A	56,000
Catholic Charities of Santa Clara Co.	See GF Above	12,480
Child Advocates of Silicon Valley	13,280	N/A
CSA – Homelessness Prevention/Homeless Services	29,046	62,720
CSA – Senior Services Program	20,482	38,400
Day Worker Center of Mountain View	See GF Above	48,808 (d)
LifeMoves – Homeless Prevention Services	N/A	53,224 (d)
Next Door Solutions to Domestic Violence	5,000	11,200
Senior Adults Legal Assistance	8,853	24,000
Silicon Valley Independent Living Center (SVILC) – Housing-Related Assistance for the Disabled	5,000	17,600
Vista – Support Services for Blind & Visually Impaired Persons	7,253	49,600
CDBG Total	\$ <u>88,914</u>	<u>374,032</u>

(a) One year funding except additional limited-period ARPA funding for two years.

(b) Two years funding, not including a proportion of estimated \$90,000 FY22-23 CDBG Funds.

(c) Includes funding from General Housing (Boomerang) Fund.

(d) Includes partial limited-period funding, FY21-22 from ARPA.

FISCAL YEAR 2021-22

Funding of Nonprofit Agencies
(Continued)

<u>AGENCY</u>	<u>2020-21</u> <u>Adopted</u>	<u>2021-22</u> <u>Recom.</u>
<u>Other Nonprofit Agencies - not requested by an agency during CDBG Public Hearing</u>		
Community Health Awareness Council	\$ 196,000 (e)	221,000 (e)
Community School of Music & Arts		
Art4Schools	52,259	52,259
Music4Schools	24,800	24,800
Housing Trust Silicon Valley	150,000 (f)	150,000 (f)
Police Activities League (MVPAL)	5,000	5,000
Project Sentinel – Fair Housing Services	25,000	25,000
Project Sentinel – Mediation Program	91,944	91,944
Silicon Valley @ Home	2,500 (f)	2,500 (f)
Regional Airplane Noise Roundtable	22,800 (g)	23,000 (g)
Youth Sports Fee Waiver	2,000	2,000
Total Other Nonprofit Funding	\$ <u>572,303</u>	<u>597,503</u>

(e) Includes \$100,000 in one-time emergency funding from ARPA funds.

(f) Funded by the Below-Market-Rate Housing Fund.

(g) Limited-period funding.

FISCAL YEAR 2021-22

Citywide Memberships

<u>MEMBERSHIP</u>	<u>Budget Amount</u>	<u>Responsible Department</u>
Sister City Membership	\$ 480	City Clerk
Alliance for Innovation	5,400	CMO
Association of Bay Area Governments (ABAG)	18,000	CMO
Local Agency Formation Commission (LAFCO)	14,000	CMO
League of California Cities (LCC) Peninsula Division	100	CMO
League of California Cities	23,000	CMO
Mayor's Innovation	2,000	CMO
Mountain View Chamber of Commerce	1,000	CMO
National League of Cities	6,500	CMO
Santa Clara County Cities Association	11,000	CMO
Sustainable Silicon Valley	1,500	CMO
Joint Venture Silicon Valley	20,000 ^(a)	CDD
Bay Area Water Supply & Conservation Agency (BAWSCA)	244,000 ^(b)	PWD
Congestion Management Agency	155,000	PWD
Cal Urban Water Conservation Council	3,200 ^(b)	PWD
Transportation Management Association	55,000 ^(a)	PWD
Silicon Valley Library System	8,950	Library
Pacific Library Partnership	11,011	Library

(a) Includes Shoreline Regional Park Community funding of \$5,000 for Joint Venture Silicon Valley and \$27,500 for Transportation Management Association.

(b) Funded from the Water Fund.

FISCAL YEAR 2021-22

Recommended On-Going Changes
NON-DISCRETIONARY

General Operating Fund

INFORMATION TECHNOLOGY DEPARTMENT

Information Technology Services, Licenses, and Software Renewals: \$ 110,000

Provides new and increased funding for the annual services, licenses and software renewals for the Zoom Web conferencing, redundant internet connection, Code Enforcement Software, eProcurement software, and various other software licenses.

Information Technology Department Total **\$ 110,000**

FIRE DEPARTMENT

Fire Station Alerting Annual Service Agreement: \$ 17,600

Provides new funding for the new fire station alerting system annual service agreement.

VHF Infrastructure Maintenance: \$ 15,000

Provides funding to maintain the conventional very high frequency (VHF) infrastructure and channels. All Santa Clara County fire agencies are in the process of migrating to the Silicon Valley Regional Communications System (SVRCS).

Fire Hose Replacement: \$ 7,200

Provides increased funding for replacement of fire hoses.

Pulse Point Application: \$ 5,000

Provides funding for the Pulse Point mobile application. Funding for the application was previously funded by a grant from local hospitals and the grant is no longer available. This mobile application alerts CPR-trained citizens when someone nearby is having a cardiac emergency.

Fire Department Total **\$ 44,800**

POLICE DEPARTMENT

Crossing Guard Services: \$ 22,800

Provides increased funding for Crossing Guard services at schools.

Police Department Total **\$ 22,800**

Total Non-Discretionary On-Going for General Fund **\$ 177,600**

FISCAL YEAR 2021-22

Recommended On-Going Changes NON-DISCRETIONARY

Other Funds

NON-DEPARTMENT

Transportation Reserve

Community Shuttle: \$ 88,000

Provides first year funding as required matching funds to receive a VTA Measure B award of funds for expanded service hours. The same amount will be requested again for Fiscal Year 2022-23 for the second year of matching funds.

Non-Department Total **\$ 88,000**

CITY ATTORNEY'S OFFICE

General Liability Insurance Fund

Legal Services: \$ 15,000

Provides increased funding for outside legal counsel for general liability issues.

City Attorney's Office Total **\$ 15,000**

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

Water Fund

Online Payment Processing Charges: \$ 30,000

Provides increased funding for online payment processing charges for utility bills. The increased cost is due to increased usage of online bill pay.

Workers' Compensation Self-Insurance Fund

Workers' Compensation Excess Insurance: \$ 59,000

Provides increased funding for Workers' Compensation excess insurance. The increased cost is related to increased overtime, payroll, and loss experience.

General Liability Insurance Fund

Liability Insurances: \$ 727,000

Provides increased funding for cost increases related to the City's excess liability insurance and property insurance.

Finance and Administrative Services Department Total **\$ 816,000**

COMMUNITY SERVICES DEPARTMENT

Shoreline Golf Links

Water Cost Increase: \$ 64,500

Provides increased funding for water cost increases to maintain the golf course.

FISCAL YEAR 2021-22

Recommended On-Going Changes
NON-DISCRETIONARY

Other Funds

(Continued)

Net Operating Changes: \$ (39,900)

Provides net savings from increases in personnel related costs (\$24,400), contracts (\$19,200) and miscellaneous (\$4,800), offset by reductions in materials and supplies (\$88,300).

Shoreline Restaurant

Net Operating Changes: \$ (399,200) (offset by \$617,200 reduced revenue)

Provides operating savings to partially offset estimated lower revenue. Net savings from an increase in maintenance and operations (\$73,300) offset by reductions to personnel related costs (\$236,800), food and beverage costs (\$157,700), materials and supplies (\$50,100), utilities (\$13,900), contracts (\$12,000), and other operating costs (\$2,000).

Community Services Department Total	\$ (374,600)
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Total Non-Discretionary On-Going for Other Funds	<u>\$ 544,400</u>
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FISCAL YEAR 2021-22

Recommended On-Going Changes DISCRETIONARY

General Operating Fund

CITY CLERK'S OFFICE

Assistant City Clerk Position: \$201,200

Provides funding for an Assistant City Clerk position. This position will provide a high level review of records responsive to Public Records Act requests before final review by the City Clerk and will oversee the administration of the records retention schedule including coordinating the retention and destruction of records, training departments Citywide to properly manage destruction of records and managing offsite records storage. This position is needed to assist the City Clerk with implementing and maintaining more efficient processes in the City Clerk's Office and will act as the City Clerk in their absence.

City Clerk's Office Total

\$ 201,200

CITY ATTORNEY'S OFFICE

Reclassification of the Senior Deputy City Attorney position to Assistant City Attorney: \$ 47,500

Provides funding to reclassify the Senior Deputy City Attorney position to Assistant City Attorney. This reclassification will help support the high volume and complex work in the City Attorney's Office.

Books and Memberships: \$ 6,300

Provides increased funding for books and memberships.

City Attorney's Office Total

\$ 53,800

CITY MANAGER'S OFFICE

Human Services Manager Position: \$ 231,400

Provides funding for a Human Services Manager position. The cost of this position is offset by the reduction of a Police Officer position (noted in the Police Department). This position will manage the City's programs and contracts related to homeless and unstably housed residents, mental health services and other critical needs for vulnerable populations.

Communications Software Tools/Media Monitoring, Training, and Memberships:
\$ 49,800

Provides funding for various software tools and media monitoring platform to support communications and outreach. Provides increased funding for training and memberships for the Communications and Outreach Division staff.

FISCAL YEAR 2021-22

Recommended On-Going Changes
DISCRETIONARY

General Operating Fund
(Continued)

Multicultural Engagement Program Wages: \$ 15,000

Provides increased funding for wages to accommodate increased demand for translations and interpretations, along with language access training. Expanding the City's ability to engage with residents Spanish, Chinese, and Russian has a direct benefit for communities of color in Mountain View.

Postage for The View: \$ 9,000

Provides increased funding for postage for The View.

City Manager's Office Total **\$ 305,200**

HUMAN RESOURCES DEPARTMENT

Employee Homebuyer Program Administration: \$ 5,000

Provides funding for a consultant to administer the Employee Homebuyer Program.

Human Resources Department Total **\$ 5,000**

INFORMATION TECHNOLOGY DEPARTMENT

Information Technology Applications Manager Position: \$ 256,200

Provides funding for an Information Technology Applications Manager position. This position will manage and support the Applications Analysts.

Information Technology Desktop Technician I/II Position: \$ 166,300

Provides funding for an Information Technology Desktop Technician I/II position. This position will respond to helpdesk requests, support managing IT inventory and equipment rollouts, and support major software rollouts.

Information Services Department Total **\$ 422,500**

COMMUNITY DEVELOPMENT DEPARTMENT

Reclassification of Administrative Aide Position to Analyst I/II (0.75FTE): \$ 21,500

Provides funding to reclassify the Administrative Aide position to Analyst I/II (the other 0.25 FTE is funded from the Development Services Fund) to provide additional analytical support.

Community Development Department Total **\$ 21,500**

FISCAL YEAR 2021-22

Recommended On-Going Changes
DISCRETIONARY

General Operating Fund
(Continued)

PUBLIC WORKS DEPARTMENT

Principal Project Manager Position: \$ 27,300 (\$272,700 offset by charges to CIPs)

Provides funding for a Principal Project Manager position. This position will oversee Project Managers and other staff in the Capital Projects Section, and help alleviate workload due to the significantly higher number of capital projects.

Public Works Department Total **\$ 27,300**

COMMUNITY SERVICES DEPARTMENT

Janitorial Services for Park Restrooms: \$ 81,800 (\$121,800 offset by reduction in hourly wages)

Provides increased funding for janitorial services in park restrooms. The total cost is partially offset by the reduction in hourly wages. This increases cleanings from weekend service to daily service, primarily related to additional cleanings needed due to the COVID pandemic.

Community Center Day Porter Services: \$ 67,000

Provides funding for additional janitorial services, room setup/teardown, and support for special events at Recreation facilities. These resources will provide a day porter at the new Community Center.

Annual Rigging Inspection and Maintenance-Center for Performing Arts: \$ 27,000

Provides additional funding for the annual inspection and maintenance of the rigging above MainStage.

Community Services Department Total **\$ 175,800**

FIRE DEPARTMENT

Entry Level Recruitment: \$ 50,000

Provides increased funding for overtime and material costs related to entry level recruitment efforts.

Fire Department Total **\$ 50,000**

FISCAL YEAR 2021-22

Recommended On-Going Changes
DISCRETIONARY

General Operating Fund
(Continued)

POLICE DEPARTMENT

Eliminate One Police Officer Position: (\$ 297,300)

Eliminates one Police Officer position to offset the cost of the Human Services Manager position in the City Manager's Office.

Communications Operations: (\$11,400)

- **Elimination of the Assistant Communications Operations Supervisor Position:**
(\$ 228,300)
- **Addition of Public Safety Dispatcher Coordinator Position:** \$ 226,700
- **Reclassification of Lead Public Safety Dispatcher Position to Public Safety Dispatcher Coordinator:** (\$ 9,800)

Eliminates the Assistant Communications Operations Supervisor position and creates two Public Safety Dispatcher Coordinator positions. This will provide administrative support for staff development, training program management, policy development and implementation, technological support and supporting front-line supervisors.

Police Department Total **(\$ 308,700)**

Total Discretionary On-Going for General Fund **\$ 953,600**

FISCAL YEAR 2021-22

Recommended On-Going Changes
DISCRETIONARY

Other Funds

COMMUNITY DEVELOPMENT DEPARTMENT

Development Services Fund

Reclassification of Administrative Aide Position to Analyst I/II (0.25FTE): \$ 7,100

Provides funding to reclassify the Administrative Aide position to Analyst I/II (the other 0.75 FTE is funded from the General Operating Fund) to provide additional analytical support.

Community Stabilization and Fair Rent Act (CSFRA)/Rental Housing Committee (RHC) Fund

Net Miscellaneous Expenses: \$ (46,500)

Provides savings from operating expenses as presented to the RHC on May 17, 2021.

Community Development Department Total **(\$ 39,400)**

PUBLIC WORKS DEPARTMENT

Development Services Fund

Master Contract Services for Development Review: \$ 170,000

Provides funding to establish master contracts that will allow necessary utility and transportation studies for development review to be completed within streamlined timelines.

Water Fund

Contract Services - SCADA: \$ 35,000

Provides funding for contract services to perform complex control system programming, troubleshooting, and repairs for the electrical and mechanical equipment of the supervisory control and data acquisition (SCADA) system. The City has a large inventory of electrical and mechanical equipment to operate and maintain infrastructure used to deliver potable water, collect and pump wastewater, collect and discharge storm water, and collect and destroy landfill gas. Costs are split with the Wastewater Fund.

Customer Portal and Dashboard Program: \$ 34,000

Provides funding for the continuation of the program which provides custom water conservation and water-use efficiency recommendations to water utility customers.

Wastewater Fund

Contract Services - SCADA: \$ 35,000

Provides funding for contract services as described in the Water Fund above.

FISCAL YEAR 2021-22

Recommended On-Going Changes
DISCRETIONARY

Other Funds
(Continued)

Solid Waste Fund

Processing Costs (Net from SMaRT to City): \$ 689,500

Provides increased funding for food waste composting (both commercial and multi-family residential) and net processing cost increases for construction & demolition and recycle programs previously provided under the SMaRT agreement.

Contract Services - Zero Waste Plan Initiatives: \$ 15,000

Provides funding for contract services to support Zero Waste Plan initiatives and SB1383 implementation.

Public Works Department Total **\$ 978,500**

COMMUNITY SERVICES DEPARTMENT

Shoreline Regional Park Community Fund

Janitorial Services for Park Restrooms: No Net Cost (\$17,700 offset by reduction in hourly wages)

Provides funding for increased janitorial services in park restrooms. The total cost is offset by a reduction in hourly wages. This increases cleanings from weekend service to daily service, primarily related to additional cleanings needed due to the COVID pandemic.

Community Services Department Total **\$ 0**

Total Discretionary On-Going for Other Funds **\$ 939,100**

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES

(Funded From Prior Fiscal Year Carryover)

General Fund

CITY ATTORNEY'S OFFICE

City Council Strategic Priority Project – Mobile Home Park Space Rents: \$ 57,800
(rebudget balance)

Rebudgets the balance of funding to develop a mobile home rent control ordinance and related work.

Legal Services: \$ 50,000 (rebudget)

Rebudgets funding for outside legal counsel.

City Attorney's Office Total

\$ 107,800

CITY MANAGER'S OFFICE

Americans With Disabilities Act (ADA) Consultant: \$ 200,000 (rebudget)

Rebudgets funding for a consultant to prepare an ADA assessment and transition plan for City facilities, website, and public programs (streets, sidewalks, etc.).

Organizational Analysis: \$200,000 (rebudget)

Rebudgets funding to support an analysis of the City's administrative functions, procedures, and resources to help streamline and modernize these functions to provide superior, customer-driven, and cost effective services to both external and internal customers.

Management Fellow Position: \$ 169,400

Provides continued funding for a Management Fellow position. The objective of this position is to provide increased capacity and an increased level of analytical rigor for important department and Citywide projects.

Website Coordinator Position (0.5 FTE): \$ 108,900

Provides funding for a half-time Website Coordinator position. This position will support the transition to a new website and intranet design, apply web best practices, including ADA accessibility, make recommendations for site navigation, support departments on web publishing processes, identify and resolve problems with web content and links, analyze data for search engine optimization, monitor and report on analytics and recommend changes to enhance site accessibility and effectiveness, and promote uniform fonts, formatting and design.

City Council Strategic Priority Project-Legislative Advocacy: \$ 100,000

Provides funding to engage the services of a legislative advocacy consultant to support the City's legislative priorities at a State and Federal level to include assistance with legislative tracking and updates, analysis, development of a

FISCAL YEAR 2021-22

Recommended LIMITED-PERIOD EXPENDITURES

(Continued)

legislative strategy and advocacy plan, and assist with establishing interagency relationships, regional advocacy, and stakeholder engagement.

City Council Strategic Priority Project-Homeless Response Strategy: \$ 75,000

Provides funding to prepare a comprehensive review of community needs and available resources related to housing and supportive services for homeless and unstably housed Mountain View residents and develop an expenditure and funding plan in coordination with regional partners.

Sustainability Fellow Contract: \$ 55,000

Provides funding for a professional service agreement for a Sustainability Fellow to support the implementation of Sustainability Action Plan 4 (SAP-4) with a focus on community outreach and engagement.

Sustainability Outreach and Engagement Program: \$ 40,000

Provides funding for the City's outreach program in support of SAP-4.

Homeless Initiatives: \$ 20,900 (*rebudget balance*)

Rebudgets the balance of funding for homeless initiatives.

Mobile Sanitation: \$ 15,000 (*rebudget balance*)

Rebudgets the balance of funding for mobile sanitation services.

City Manager's Office Total

\$ 984,200

HUMAN RESOURCES DEPARTMENT

Frontline Employee Development Technology Fund: \$ 221,900

Provides continued funding for the Frontline Employee Development Program.

Human Resources Analyst I/II Position: \$ 201,300

Provides continued funding for a Human Resources Analyst I/II position. This position will provide needed staffing to assist with the leave administration, training functions, and recruitments.

Employee Relations Consultants \$ 100,000

Provides funding for outside consultants to support investigations and class/comp surveys.

Employee Relations/Labor Negotiations Attorney Services: \$ 95,000

Provides funding for labor negotiation services and support implementation of any new agreement terms that require legal advice. Also, provides funding for legal advice on general employee relation matters.

FISCAL YEAR 2021-22

Recommended LIMITED-PERIOD EXPENDITURES

(Continued)

Citywide Succession Planning: \$ 92,700

Provides continued funding for Citywide Succession Planning efforts. The funds will be used for recruitment resources, coaching, and development to prepare the organization for upcoming retirements and transitions in essential leadership positions.

Human Resources Analyst Wages: \$ 65,000

Provides funding for the Human Resources Analyst hourly wages. The funding will provide dedicated resources for special projects and employee communications.

Human Resources Department

\$ 775,900

INFORMATION TECHNOLOGY DEPARTMENT

Cyber Attack Monitoring Services: \$ 200,000 (*\$110,000 rebudget balance*)

Provides \$90,000 new funding and rebudget balance of \$110,000 for consultant services to provide real-time monitoring of network firewall and perimeter systems to prevent cyberattacks.

Professional IT Services: \$ 120,000

Provides funding for consultant services to assist with the backlog of funded infrastructure and capital improvement projects that cannot be executed due to limited resources.

Smart City Innovation: \$ 110,000 (*rebudget balance*)

Rebudgets the balance of funding for consulting services to help implement new technology and innovations to increase staff's efficiency and/or provide new services to the community.

IT Desktop Technician Temporary Help: \$ 100,000

Provides funding for temporary help at the IT Desktop Technician level to provide support for employee helpdesk requests which have increased due to teleworking.

Public Records Act Management Software: \$ 60,000 (*\$40,000 rebudget*)

Provides \$20,000 new funding and rebudget of \$40,000 for software to provide more efficient management of public records requests.

Fax Host Update: \$ 20,000

Provides funding for to update the fax host.

Envisio Software: \$ 15,000

Provides continued funding for a software system to better track City Council goals and other projects.

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES

(Continued)

SharePoint Consultant: \$ 15,000 (rebudget)

Rebudgets funding for consulting services to integrate information from an obsolete Public Works software system into the SharePoint software system.

Information Technology Department Total

\$ 640,000

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

Overhire Positions Funding: \$ 400,000 (rebudget balance)

Rebudgets the balance of funding for two overhire positions approved midyear through December 2021 for the anticipated retirements of two long-term employees.

COVID-19 Emergency Expenses: \$ 250,000

Provides continued funding for COVID-19 related mitigation costs.

City Council Strategic Priority Project-Potential TOT Ballot Measure: \$ 120,000

Provides funding for consultants and other costs to study the feasibility of a potential Transient Occupancy Tax (TOT) rate increase.

Accounting Temporary Staffing: \$ 41,000

Provides funding for temporary Accounting staff to cover an employee on long-term leave.

Regional Airplane Noise Round Table: \$ 23,000

Provides continued funding to participate in a Memorandum of Understanding for the Regional Airplane Noise Round Table.

Finance and Administrative Services Department Total

\$ 834,000

COMMUNITY DEVELOPMENT DEPARTMENT

Secretary – Economic Development Division Position (0.15): \$ 25,400

Provides continued funding for a half-time Secretary position to support the Economic Development division (the other 0.35 FTE is funded from the Downtown Benefit Assessment District Fund and the Shoreline Community Fund).

City Council Strategic Priority Project-Public Art Strategy: \$ 10,000

Provides funding for a consultant to complete the public art strategy.

Lot 12 Development: \$ 8,600 (rebudget balance)

Rebudgets the balance of funding to continue with the development of Lot 12. Next steps include retaining attorney services to prepare the legal documents. Additional funding of \$50,000 is included in the BMR Housing Fund.

Community Development Department Total

\$ 44,000

FISCAL YEAR 2021-22

Recommended LIMITED-PERIOD EXPENDITURES (Continued)

PUBLIC WORKS DEPARTMENT

Hourly Staff to Support the Traffic Section: \$ 150,000

Provides continued funding for hourly staff to support the Traffic Section. The increase in workload is mainly attributable to the high level of development activity.

City Council Strategic Priority Project-Community Workforce Agreement: \$ 75,000

Provides funding for a consultant to assist with outreach, analysis, and development of proposed terms for a Community Workforce Agreement.

Program for Sidewalk Ramping, Grinding, and Inspecting: \$ 75,000

Provides continued funding to hire hourly seasonal workers to continue performing sidewalk ramping and grinding operations, including bimonthly sidewalk inspections to target areas needing repair.

Hourly Staff to Support the Capital Projects Section: \$ 60,000

Provides continued funding for hourly staff to support the Capital Projects Section. The increase in workload is attributable to the large number of capital projects.

Survey Monument Preservation: \$ 50,000

Provides funding for a contractor and/or surveyor to maintain or re-establish survey monuments that are paved over or destroyed, and the necessary re-filing of documents with the Office of the County Surveyor.

External Window Cleaning for City Facilities: \$ 40,000

Provides funding to clean the exterior windows of City buildings.

Hourly Staff to Support the Transportation Section: \$ 30,000

Provides continued funding for hourly staff to support the Transportation Section. The increase in workload is mainly attributable to the increased volume of transportation issues.

Public Works Department Total

\$ 480,000

COMMUNITY SERVICES DEPARTMENT

Communications Coordinator Position (0.50): \$ 113,600

Provides continued funding for a 0.50 FTE Communications Coordinator position. The additional resources will provide continued support for marketing and public relations at the Center for Performing Arts.

FISCAL YEAR 2021-22

Recommended LIMITED-PERIOD EXPENDITURES

(Continued)

Janitorial Services for Pool Buildings: \$ 90,100

Provides continued funding for janitorial services at the City's two aquatic facilities. Janitorial services will be provided when the facilities are open and will include cleaning and sanitizing the shower rooms, bathrooms, and floors.

Community Services Department Total **\$ 203,700**

LIBRARY SERVICES DEPARTMENT

Books and Materials: \$ 20,000

Provides increased funding for eBooks and electronic resources to address the significant increase in demand.

Library Services Department Total **\$ 20,000**

FIRE DEPARTMENT

Firefighter Recruit Academy: \$ 474,000 (*rebudget balance*)

Rebudgets the balance of funding for Firefighter recruits to attend the Firefighter Academy for three months and for approximately one month transition-to-shift schedules. The level of recruitments will continue to be high due to the number of current and expected vacancies/retirements.

Training and Education Overtime: \$ 221,000 (\$101,000 *rebudget balance*)

Provides \$120,000 new funding and rebudgets \$101,000 for training and education to meet the State and National Training Standards for Fire Captain, Fire Engineer and Firefighter/Paramedic.

Fire Operations Training: \$ 136,800 (\$33,150 *rebudget balance*)

Provides \$103,650 new funding and rebudgets \$33,150 for nine Fire personnel to attend live-fire training courses.

HazMat Training: \$ 72,300 (*rebudget balance*)

Rebudgets the balance of funding for training new HazMat team members in anticipation of retirements.

Emergency Medical Services Conference: \$ 29,800

Provides funding for four staff to attend the premier emergency medical services (EMS) conference in Austin Texas. Calls for EMS make up approximately 70% of Mountain View Fire Department incident volume.

Tactical Paramedic Training and Equipment: \$ 26,900 (*rebudget balance*)

Rebudgets the balance of funding for two Fire personnel to attend tactical paramedic training and to purchase personal protective equipment.

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES
(Continued)

Cost of Services Study-Fire and Environmental Protection Division: \$ 15,000

Provides funding to conduct a cost of service study for the Fire and Environmental Protection Division. Total cost of the study is \$40,000, funding is split with the Wastewater Fund.

City's Antique Fire Apparatus: \$ 8,600 *(rebudget balance)*

Rebudgets the balance of funding to support the maintenance and restoration of the City's Antique Fire Apparatus and other historical MVFD memorabilia.

Fire Department Total **\$ 984,400**

POLICE DEPARTMENT

Police Officer Position-Community Outreach: \$ 297,300

Provides continued funding for a Police Officer position. This position focuses on improving the effectiveness of the Police Department's handling of community concerns and issues related to vulnerable populations, to include homeless and the mentally ill, and works in close coordination with staff in the City Manager's Office. In addition, the officer would coordinate and expand the Department's Crisis Intervention Training (CIT) efforts.

Senior System Specialist Overhire Position: \$ 59,400 *(rebudget)*

Rebudgets funding for a Senior System Specialist Overhire position for 3 months funding. This position is requested due to an upcoming vacancy and a lengthy selection and training process.

State-Allocated Assembly Bill 109 (AB109) Funds: \$ 2,900 *(rebudget balance)*

Rebudgets the balance of funding received as part of the Public Safety Realignment Act. The department intends to use these funds for technology projects.

Police Department Total **\$ 359,600**

Total General Fund Limited-Period Expenditures **\$ 5,433,600**

(New \$3,402,600; Rebudget \$2,031,000)

Rebudgets are italicized and are Fiscal Year 2020-21 non-operating appropriations that are unspent and recommended to be carried over to Fiscal Year 2021-22.

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES

(Continued)

Other Funds

NON-DEPARTMENT

CASp and Training Fund

Certified Access Specialist (CASp) Training: \$ 68,100 (\$52,000 *rebudget balance*)

Provides \$16,100 increased funding and rebudgets \$52,000 for CASp Training per Assembly Bill (AB) 1379. The city collects four dollars for every business license issued and retains 90 percent of the funds. The City is required to use the funds on CASp training and certification to facilitate compliance with construction-related accessibility requirements.

General Housing Fund

General Housing Funds: \$ 261,000 (*rebudget*)

Rebudgets the balance of General Housing funds available for affordable housing.

Safe Parking Program: \$ 85,000

Provides additional continued funding for the safe parking program. An additional \$250,000 is recommended to be funded by the American Rescue Plan Act (ARPA) Funds for total funding of \$335,000 for Fiscal Year 2021-22.

City Council Strategic Priority Project-Affordable Housing Strategies for Middle Income Persons: \$ 50,000

Provides funding for a consultant to conduct a landscape analysis of potential middle income housing/programs that the City may wish to consider to meet the goals of this priority project.

One Portable Restroom and Wash Station at Rengstorff Park: \$ 12,000

Provides funding for portable restroom services and a wash station at Rengstorff Park.

Successor Agency Fund

Housing and Services for Low-Income Residents: \$ 250,000

Provides funding to continue outreach, case worker services, and safe parking services in support of homelessness prevention and rapid housing services.

Retirees' Health Fund

Actuarial Valuation Update: \$ 25,000

Provides funding for an outside consultant to prepare the updated actuarial valuation as of 7-1-21 as required.

Non-Department Total

\$ 751,100

FISCAL YEAR 2021-22
Recommended
LIMITED-PERIOD EXPENDITURES
(Continued)

CITY MANAGER'S OFFICE

Cable Fund

Audio/Visual Equipment: \$ 5,000

Provides funding for audio/visual equipment for staff or freelance photographers to use for City video productions that would be shown on Mountain View City Television and social media platforms including YouTube.

City Manager's Office Total **\$ 5,000**

INFORMATION TECHNOLOGY DEPARTMENT

Water Fund

Systems Coordinator/Technician Position: \$ 170,800

Provides funding for a Systems Coordinator/Technician position to assist the Public Works Department with GIS and utility functions.

Information Technology Department Total **\$ 170,800**

COMMUNITY DEVELOPMENT DEPARTMENT

Development Services Fund

Associate Planner Position: \$ 205,200

Provides continued funding for an Associate Planner position to support the continued high level of development activity and provide additional support at the Development Services Counter.

Legal Services: \$ 125,000

Provides funding for legal services to assist with complex development projects and/or policies.

City Council Strategic Priority Project-Transportation Demand Management Ordinance: \$ 100,000 (rebudget)

Rebudgets funding for the General Plan action item for a consultant to help prepare a Transportation Demand Management Ordinance.

Precise Plan Noticing: \$ 29,000 (rebudget balance)

Rebudgets the balance of funding for noticing of planning projects. The notices are mailed to the Precise Plan areas to notify residents of Study Sessions, Public Hearings, and neighborhood meetings.

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES
(Continued)

Below Market Rate (BMR) Housing Fund

Lot 12 Predevelopment: \$ 1,300,000 (*rebudget balance*)

Rebudgets the balance of funding approved midyear for the predevelopment of Lot 12.

La Avenida Predevelopment: \$ 1,269,000 (*rebudget balance*)

Rebudgets the balance of funding approved midyear for the predevelopment of the La Avenida NOFA project.

Legal Services: \$ 75,000

Provides funding for legal services to comply with new housing laws.

Lot 12 Development: \$ 50,000 (*rebudget balance*)

Rebudgets the balance of funding for consulting services related to the Lot 12 development. Funding of \$8,600 is also being rebudgeted in the General Non-Operating Fund.

Downtown Benefit Assessments Districts Fund

Downtown Parking Consultant Services: \$100,000 (*rebudget balance*)

Rebudgets the balance of funding for consultant services for downtown parking issues including a valet parking program or the transition to another parking or transportation program to support COVID-19 efforts.

Secretary – Economic Development Division Position (0.25): \$ 42,400

Provides continued funding for the allocation to the Downtown Benefit Assessment District Fund for the half-time position as mentioned in the General Fund section above.

Shoreline Community Fund

Legal Services: \$ 40,000

Provides continued funding for legal services on matters involving North Bayshore district planning.

Secretary – Economic Development Division Position (0.1): \$ 16,900

Provides continued funding for the allocation to the Shoreline Community Fund for the new half-time position as mentioned in the General Fund section above.

Community Development Department Total

\$ 3,352,500

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES
(Continued)

PUBLIC WORKS DEPARTMENT

Development Services Fund

Consultants to Support Land Development Section: \$ 580,000 (*\$130,000 rebudget*)

Provides \$450,000 continued funding and rebudgets \$130,000 for consultants to support the Land Development Section. Additional resources are necessary to process the additional workload created by the high level of development activity.

Consultants to Support Construction Section: \$ 400,000

Provides continued funding for consultants to support the Construction Section. Additional resources are necessary to process the additional workload created by the high level of development activity.

Consultants to Support Traffic Engineering Section: \$ 275,000

Provides continued funding for consultants to support the Traffic Engineering Section. The increase in activity is mainly attributable to the approval of the three Precise Plans. The total funding of \$375,000 is allocated between the Development Services Fund and the Shoreline Community Fund.

Associate Civil Engineer – Construction Section Position: \$ 231,300

Provides continued funding for an Associate Civil Engineer position. This position will support the increased workload in the Construction Section due to the high level of private development and related excavation permits activity.

Associate Civil Engineer – Land Development Section Position: \$ 231,300

Provides continued funding for an Associate Civil Engineer position. This position will support the increased workload in the Land Development Section due to the high level of development activity and higher complexity of projects.

Hourly Staff to Support the Land Development Section: \$ 130,000

Provides continued funding for hourly staff to support the Land Development Section. The increase in workload is mainly attributable to the high level of development activity.

Hourly Staff to Support the Construction Section: \$ 60,000

Provides continued funding for hourly staff to support the Construction Section. The increase in workload is mainly attributable to the high level of development activity.

Associate Civil Engineer – Land Development Section Position (0.25): \$ 57,800

Provides continued funding for 0.25 FTE of an Associate Civil Engineer position (the other 0.75 FTE is funded from the Shoreline Community, Water, and Wastewater Funds). This position will support the increased workload in the Land Development

FISCAL YEAR 2021-22

Recommended LIMITED-PERIOD EXPENDITURES

(Continued)

Section due to the high level of development activity and higher complexity of projects.

Engineering Inspections and Materials Testing: \$ 50,000

Provides continued funding for inspections and materials testing during the construction process.

Public Works Inspector I/II-Construction Section Position: \$ 21,000 (\$210,400 offset by charges to CIPs)

Provides continued funding for a Public Works Inspector I/II position. The position will support the high level of private development related construction activity in North Bayshore.

Shoreline Community Fund

Consultants to Support Traffic Engineering Section: \$ 100,000

Provides continued funding for the allocation to the Shoreline Community Fund for consultants to support the Traffic Engineering Section as mentioned in the Development Services Fund section above.

Associate Civil Engineer – Land Development Section Position (0.25): \$ 57,800

Provides continued funding for the allocation to the Shoreline Community Fund for this position as mentioned in the Development Services Fund section above.

Water Fund

Associate Civil Engineer – Engineering and Environmental Compliance Section Position: \$ 231,300

Provides continued funding for an Associate Civil Engineer position. Additional staff resources are necessary to comply with recycled water regulations.

Associate Civil Engineer – Land Development Section Position (0.25): \$ 57,800

Provides continued funding for the allocation to the Water Fund for this position as mentioned in the Development Services Fund section above.

Wastewater Fund

Associate Civil Engineer – Land Development Section Position (0.25): \$ 57,800

Provides continued funding for the allocation to the Wastewater Fund for this position as mentioned in the Development Services Fund section above.

FISCAL YEAR 2021-22

Recommended
LIMITED-PERIOD EXPENDITURES
(Continued)

Solid Waste Fund

Administrative Aide – Solid Waste Section Position: \$ 172,600

Provides continued funding for an Administrative Aide position to assist with increasing responsibilities and workload due to new regulations and a commitment to zero waste.

Zero Waste Plan Initiatives: \$ 80,000

Provides funding to support the short-term initiatives for the adopted Zero Waste Plan, including new regulations that require the City to provide food scraps services to all residents and businesses.

Equipment Maintenance and Replacement Fund

Hourly Staff to Support the Fleet Section: \$ 25,000

Provides continued funding for hourly staff to continue supporting the Fleet Section. The additional resources will allow for an on-site fabricator to perform on-site metal work to create and repair vehicle and equipment components.

Public Works Department Total

\$ 2,818,700

FIRE DEPARTMENT

Development Services Fund

Strong Motion Instrumentation Program (SMIP): \$ 35,000 (\$25,900 *rebudget balance*)

Provides \$9,100 increased funding and rebudgets the balance of funding available for SMIP funds to be used for a Community Emergency Response Team (CERT) grant program.

Wastewater Fund

Cost of Services Study-Fire and Environmental Protection Division: \$ 25,000

Provides funding to conduct a cost of service study for the Fire and Environmental Protection Division as mentioned in the GNOF above.

Consultant Services for Web-Based Reporting: \$ 20,000 (*rebudget*)

Rebudgets funding to create an electronic reporting system. The State requires all local government agencies to electronically report hazardous materials business plan, inspection, and enforcement information.

Fire Department Total

\$ 80,000

Total Other Funds Limited-Period Expenditures

\$ 7,178,100

FISCAL YEAR 2021-22

Recommended
CAPITAL OUTLAY

General Operating Fund

Public Works Department:		\$ <u>35,000</u>
New Vehicle for Traffic Engineering Section (RAV4)	35,000	
Community Service Department:		<u>43,000</u>
Upgrade to Tree Trimming Truck (split with SRPC Fund)	21,600	
Contactless, Self-Standing, Ticketing Scanner Pedestals (4)	21,400	
Library Services Department:		<u>39,100</u>
Upgrade Bookmobile (split with GNOF)	39,100	
Fire Department:		<u>382,900</u>
LifePak Cardiac Monitor Repl. (9) (split with SRPC)	247,000	
Training Captain Vehicle (F-150 crew cab)	75,000	
LED Illuminated Door Safety Kit (11)	39,900	
Radios for Training Captain Vehicle (2)	14,000	
Radio for Reserve BC Vehicle (1)	7,000	
General Operating Fund Total		\$ <u>500,000</u>

FISCAL YEAR 2021-22

Recommended
CAPITAL OUTLAY

(Continued)

Other Funds

Finance and Administrative Services Department:

<u>General Non-Operating Fund:</u>		\$ <u>15,000</u>
Fixed Asset Bar Code Scanner (rebudget)	15,000	

Community Development Department:

<u>Community Stabilization & Fair Rent Act Fund:</u>		<u>120,200</u>
Start-up Software for RHC (rebudget balance)	120,200	

Community Services Department:

<u>Shoreline Regional Park Community Fund:</u>		<u>5,400</u>
Upgrade to Tree Trimming Truck (split with GOF)	5,400	

Library Services Department:

<u>General Non-Operating Fund:</u>		<u>135,900</u>
Upgrade Bookmobile (split with GOF)	135,900	

Fire Department:

<u>General Non-Operating Fund:</u>		<u>294,100</u>
Fast Response Vehicle	294,100	

<u>Shoreline Regional Park Community Fund:</u>		<u>61,800</u>
LifePak Cardiac Monitor Repl. (9) (split with GOF)	61,800	

Police Department:

<u>General Non-Operating Fund:</u>		<u>80,600</u>
Mobile Responder Software (rebudget balance)	55,600	
Interview Room Recording System (rebudget)	25,000	

Total Other Funds		\$ <u>713,000</u>
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Total Capital Outlay		\$ <u>1,213,000</u>
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FISCAL YEAR 2021-22
Recommended
EQUIPMENT REPLACEMENT

COMPUTERS: \$ 1,183,500

23	Switches (12 Rebudget)	319,100
185	Computers	234,400
7	Server (3 Rebudget)	142,000
1	CH-PD Link Server (Rebudget)	100,000
2	VDI Blade Server (Rebudget) and Storage	88,000
1	Plaza Conference Room AV System & Microphones	60,000
23	Printers	50,500
23	UPSs for Network Closet (Rebudget)	46,000
1	Council Chamber PCs, Monitors (Rebudget)	40,000
1	Large Format Scanner	36,000
1	Atrium Conference Room AV System (Rebudget)	25,000
9	Firewall (Rebudget)	16,500
1	Plotter (Rebudget)	15,000
4	Portable Projectors Overhead Display	6,000
2	Miscellaneous (router, small UPS, etc.)	5,000

COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM: 635,200

9	Servers (Rebudget)	326,000
1	Software (Rebudget)	147,700
55	Data Modems	82,500
10	Mobile Data Computers (Rebudget)	70,000
2	Firewall (Rebudget)	6,000
1	Router (Rebudget)	3,000

COMMUNICATIONS CENTER: 597,200

3	Antenna (FD St 4 Rebudget)	162,000
11	Base (Rebudget)	99,200
7	T-1 Transmitter/Receivers & Routers (Rebudget)	72,000
1	Large UPS (Rebudget)	60,000
5	Console PCs and software	57,000
12	Monitor Receiver (Rebudget)	42,000
2	Voter/Comparator (Rebudget)	32,000
4	Voting Receiver (Rebudget)	24,000
1	Remote Voter Monitor (Rebudget)	16,000
1	Digital Access and Cross-Connect System (Rebudget)	15,000
1	Small UPS (Rebudget)	15,000
1	Encoder (Rebudget)	3,000

FISCAL YEAR 2021-22
Recommended
EQUIPMENT REPLACEMENT
(Continued)

FLEET: \$ 3,070,000

10	¾ Ton Truck (3 Rebudget)	650,000
6	Patrol	390,000
4	Safety Full Size SUV (1 Rebudget)	300,000
1	Bookmobile	225,000
13	Trailers (1 sm, 2 med, 2 lg, 1 HD Rebudget))	215,000
1	Aerial Truck (Rebudget)	200,000
1	Bull Dozer (Rebudget)	179,000
2	Large Chippers (Rebudget)	160,000
1	Lube Truck	112,000
1	Riding Mower-Large	90,000
1	1 Ton Truck (Rebudget)	85,000
1	Van-SUV	80,000
1	Sweeper Med (Rebudget)	80,000
5	Portable Pumps (3 sm, 1 med Rebudget)	61,000
6	Electric Vehicles	60,000
1	½ Ton Truck w Safety Package (Rebudget)	50,000
1	Street Tar Kettle Pump (Rebudget)	50,000
1	Sedan/Wagon	43,000
2	Misc (Undesignated)	20,000
1	Pavements Saw-Med (Rebudget)	20,000

GOLF EQUIPMENT: 42,500

1	Utility Vehicle-Heavy Duty	30,000
1	Topdresser	12,500

TOTAL EQUIPMENT REPLACEMENT \$ 5,528,400
(New \$2,945,900; Rebudget \$2,582,500)



MEMORANDUM

Finance and Administrative Services Department

DATE: June 8, 2021

TO: City Council

FROM: Ann Trinh, Senior Financial Analyst
Suzanne Niederhofer, Assistant Finance and Administrative
Services Director
Jesse Takahashi, Finance and Administrative Services Director

VIA: Kimbra McCarthy, City Manager

SUBJECT: Fiscal Year 2021-22 Recommended Fee Modifications

INTRODUCTION

As part of the annual budget process, departments review their fees and prepare recommendations to modify current fees, add appropriate new fees, and eliminate any fees that are no longer necessary. If there are services provided that specifically benefit a particular individual/household or segment of the population versus more global services that generally benefit the entire community, a fee may be calculated and recommended to Council to recover all or a portion of the cost of providing the service. The Master Fee Schedule, the complete listing of all City fees, will be updated to reflect Council actions on June 22, 2021, pertaining to fees, and then published for Fiscal Year 2021-22.

BACKGROUND AND ANALYSIS

Each fee recommended to be modified, added, or eliminated is listed on the attached Exhibits A through J, which detail the fee amounts in effect for Fiscal Year 2020-21 and the Fiscal Year 2021-22 recommended fees, amounts, fee basis, and effective dates. The significant fee modifications are summarized below, and if the fee is not a General Operating Fund revenue source, the applicable fund is identified. The remaining fees on the attached exhibits are recommended with an adjustment by the appropriate factor (Consumer Price Index (CPI), Cost-of-Living Adjustment, or Engineering News Record Construction Cost Index (ENR-CCI)) or resulting from a new contract. Some fees received a multi-year increase as the annual factors have not been sufficient to round to

the next highest dollar or staff recommended waiting some period of time to evaluate a fee.

The Fiscal Year 2021-22 Master Fee Schedule, a complete listing of all current City fees, will be posted to the City's website.

Community Development Department (Exhibit C)

Rental Housing Impact Fund

The Rental Housing Impact Fee (RHIF) was rescinded and removed from the Master Fee Schedule with Resolution 18196. With adoption of Resolution 18229 on June 19, 2018, the City Council restored the RHIF for those development projects that were approved or deemed complete prior to April 28, 2018 to ensure the project condition can be met and the RHIF is collected. Staff recommends eliminating the RHIF as all such developments have paid the fee.

Other Transportation Developer Fees Fund

Staff also recommends eliminating the Transit-Oriented Development Fees. The permits no longer exist and were removed from the code with the adoption of the East Whisman Precise Plan.

Community Services Department (Exhibit D)

Park Land Dedication Fund

Forestry/Parks:

On April 13, 2021, the City Council amended Chapter 41 of the City Code, the Park Land Dedication or Fees In-Lieu Thereof Ordinance. As part of those amendments, the Ordinance requires an appraiser to determine fair market value ranges for an acre of land for each density category in Chapter 41, which must be adopted by Council resolution. To effectuate this requirement, staff has included the appraised fair market value ranges in Exhibit D, which is recommended to be adopted by Council resolution as part of the budget process, and would take effect July 1, 2021.

Land Values by Density Category to Be Effective July 1, 2021:

Value Conclusion	
Component	As Is
Value Type	Fair Market Value
Property Rights Appraised	Fee Simple
Effective Date of Value	February 16, 2021
Value Range Conclusion (Price/SF)	
Low Density (1-6 du/ac)	\$120-\$145
Medium Low (7-12 du/ac)	\$130-\$160
Medium Density (13-25 du/ac)	\$180-\$220
Medium-High and High Density (26+ du/ac)	\$240-\$280

General Operating Fund*Recreation:*

The minimum wage in Mountain View increased by \$1.30 per hour since the last fee increase to the Tennis Cuesta Court Lessons two years ago. Staff recommends increasing the fee range by up to \$1.50 per hour.

Shoreline Golf Links Fund

In order to offset increased costs and maintain revenue levels with increased competition from nearby golf courses, Touchstone and staff are recommending the following changes:

- Increase Frequent Player Rates by approximately 3.0% with fluctuations occurring due to rounding in order to facilitate marketing and sales using round dollar figures. Staff also recommends amending the frequent player fees to be Monday through Thursday as opposed to Monday through Friday.
- Increase Green Fees by \$1.
- Increase the Loyalty Program, NCGA/PWGA Shoreline Golf Club Fee for the Men's Club, Golf Cart (by rider), Member Cart, and Push/Pull Cart fees by \$1 per rider to bring them in line with the \$1 increases to the Green Fees.
- Increase the NCGA/PWGA Fee for the Women's and Seniors Club by \$2 to catch up to the Men's Club rate, which have historically increased at a greater rate.

- Increase Range Ball Fees by \$1 or \$2 per player in coordination with the renovated driving range and create higher separate fees by up to \$2 per player during the weekends and holidays.
- Increase Tournament Fees by up to \$15, primarily to allow for range buckets and other bonuses to be included when booking a tournament.

Fire Department (Exhibit F)

Environmental Safety:

Wastewater Fund

Staff recommends two new Environmental Safety fees, Wastewater/Stormwater Plan Check and Plan Review Inspection Fee and Wastewater/Stormwater Inspection/Reinspection Fee, for time spent reviewing plans as part of the building permit review and approval process and inspections related to confirming construction/installation of required systems or controls.

Staff also recommends updating the outdated hourly rates for the Hazardous Materials Facility Closure Review/Inspection and Plan Check and Plan Review Inspection fees from \$122 to \$189 to better reflect the positions performing the tasks.

Library Services Department (Exhibit G)

The \$1 per item Hold Restocking Fee does not seem to be a deterrent for customers and often results in negative customer interactions. Staff recommends eliminating the fee as it will not have an impact on staff and will improve good customer service standards. In addition, it will have a positive impact on low-income residents because it will remove a financial barrier to Library usage.

The Library participates in the LINK+ program, which gives Library patrons access to books and media materials that are not a part of the Library collection. Staff recommends eliminating the LINK+ Items library fine of \$1 per day as it will have a positive impact on low-income residents and remove an additional financial barrier to Library usage.

Police Department (Exhibit H)

Staff recommends a new Parking Prohibited on Streets Adjacent to Class II Bikeways Fee of \$44, similar to other parking citation fees for the new Bike Lane Ordinance 19.79.3 that

went into effect on June 30, 2020. The fee prohibits parking of oversized vehicles on certain streets adjacent to Class II bikeways.

Public Works Department Utility Services (Exhibit J)

Water, Wastewater, and Solid Waste Management Funds

Utility rates are detailed in the attached Exhibit J and include the following recommended adjustments:

- Water – 1.0% for the average cost of water, meter rates, and recycled water.
- Wastewater – 6.0% overall increase (includes a 2.0% increase for Year 8 of a 10-year phase-in period to fund future major renovations at the Treatment Plant).
- Solid Waste Management – 4.0% overall increase.

CONCLUSION

Departments reviewed their fees and recommended the new, modified, or eliminated fees discussed in this memorandum and detailed in Exhibits A through J. As part of the budget noticing process, the City will comply with all noticing requirements which apply to fees.

AT-SN-JT/2/FIN

574-06-08-21M

- Exhibits:
- A. Fee Schedule – Citywide Administrative
 - B. Fee Schedule – City Clerk’s Office
 - C. Fee Schedule – Community Development Department
 - D. Fee Schedule – Community Services Department
 - E. Fee Schedule – Finance and Administrative Services Department
 - F. Fee Schedule – Fire Department
 - G. Fee Schedule – Library Services Department
 - H. Fee Schedule – Police Department
 - I. Fee Schedule – Public Works Department
 - J. Fee Schedule – Utility Services

FEE SCHEDULE – CITYWIDE ADMINISTRATIVE**Exhibit A**

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	38.3.g; CP H-5	Building Attendant (as required for utilization of City facilities)	\$28.00	\$29.00	Hour	7/1/21

FEE SCHEDULE – CITY CLERK’S OFFICE

Exhibit B

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	38.101; CP H-5	Facility Reservation/Rental: Council Chambers Nonprofits Off Peak	\$133.00	\$135.00	Hour (1-hour min.)	7/1/21
		Peak	\$133.00	\$135.00	Hour (2-hour min.)	7/1/21

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		<u>PARKING</u>				
		Parking In-Lieu:				
	Reso 14763; 18082	New Construction ¹	\$54,934.00	\$56,692.00	Space	7/1/21
	Downtown Precise Plan Table II-2	Change of Use ¹	\$27,467.00	\$28,346.00	Space	7/1/21
	19.92.1; Reso 17820	Parking Permits: ²				
		Downtown Parking Annual ³	\$371.00	\$378.00	Space	1/1/22
		Daily	\$5.00	\$6.00	Space	1/1/22
		Daily	\$123.00	\$125.00	25 Daily Permits	1/1/22
		Monthly ³	\$63.00	\$64.00	Space	1/1/22
		Quarterly ³	\$123.00	\$125.00	Space	1/1/22
		<u>PLANNING</u>				
		Housing Fees:				
	36.40.10, Reso 18370	Below-Market-Rate ² BMR In-Lieu Ownership	\$56.24	\$57.14	Net New Habitable Square Foot	8/22/21
	36, Reso 18197, 18370	BMR In-Lieu Rental	\$99.07	\$100.66	Net New Habitable Square Foot	8/22/21
	36, Reso 18370	BMR In-Lieu Rowhouse/ Townhouse Ownership Residential Projects	\$129.00	\$131.06	Net New Habitable Square Foot	8/22/21
	36.40.55.b Reso 16666	Housing Impact ² Commercial/Entertainment/ Hotel/Retail				
		First 25,000 square feet	\$1.57	\$1.60	Net New Square Foot	8/22/21
		25,000+ square feet	\$3.12	\$3.17	Net New Square Foot	8/22/21

FEE SCHEDULE – COMMUNITY DEVELOPMENT DEPARTMENT

Exhibit C

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	36.40.55.b Reso 16666, 17938	High-Tech/Industrial/ Office				
		First 10,000 square feet	\$14.58	\$14.81	Net Square Foot	8/22/21
		10,000+ square feet	\$29.15	\$29.62	Net Square Foot	8/22/21
	Reso 17748, 17937	Rental Housing Impact ⁴	\$19.82	Eliminate	Net New Habitable Square Foot	8/22/21
GC 66000	Reso 18029	North Bayshore Development Impact: Hotel ⁵ Transportation	\$2,216.00	\$2,336.00	Per Guest Room	8/22/21
GC 66000	Reso 18029	Water	\$4,352.00	\$4,587.00	Per Guest Room	8/22/21
GC 66000	Reso 18029	Sewer	\$784.00	\$826.00	Per Guest Room	8/22/21
GC 66000	Reso 18029	Office/R&D ⁵ Transportation	\$24.88	\$26.22	Per Square Foot Net New Gross Floor Area	8/22/21
GC 66000	Reso 18029	Water	\$7.03	\$7.41	Per Square Foot Net New Gross Floor Area	8/22/21
GC 66000	Reso 18029	Sewer	\$1.31	\$1.38	Per Square Foot Net New Gross Floor Area	8/22/21
GC 66000	Reso 18029	Retail ⁵ Transportation	\$2.60	\$2.74	Per Square Foot Net New Gross Floor Area	8/22/21

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
GC 66000	Reso 18029	Sewer	\$0.87	\$0.92	Per Square Foot Net New Gross Floor Area	8/22/21
	36.56.15	Transit-Oriented Development (TOD): Major Modification (ZA review)	\$1,883.00	Eliminate	Fixed	7/1/21
	36.56.15	New Construction (ZA, CC Review)	\$7,647.00	Eliminate	Fixed	7/1/21

-
1. Previously authorized by City Council to be modified annually by the December 31 Engineering News Record Construction Cost Index (ENR-CCI).
 2. Previously authorized by City Council to be modified annually by the prior year Consumer Price Index increase as part of the annual budget process.
 3. For Fiscal Year 2021-22 permit cycles beginning on or after January 1, 2022 regardless of payment date.
 4. The Rental Housing Impact Fee (RHIF) was rescinded and removed from the Master Fee Schedule with Resolution 18196. With adoption of Resolution 18229 on June 19, 2018, the City Council restored the RHIF for those development projects that were approved or deemed complete prior to April 28, 2018 to ensure the project condition can be met and the RHIF is collected. Staff recommends eliminating the fee as all such developments have paid the RHIF.
 5. Previously authorized by City Council to be modified annually by the June 30 ENR-CCI as part of the annual budget process.

FEE SCHEDULE – COMMUNITY SERVICES DEPARTMENT

Exhibit D

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
GC66477	41.8, 41.9	<u>FORESTRY/PARKS</u>				
		Park Land Dedication In-Lieu	Variable (see Code Section for calculation)	Variable (see Code Section for calculation) Fair Market Value Ranges (variable) ¹	Variable	7/1/21
		<u>RECREATION</u>				
		Tennis:				
	Agreement (reference fee schedule)	Cuesta Court Lessons				
		Adult	\$15.75-\$34.00	\$16.75-\$35.50	Hour	7/1/21
		Junior	\$13.75-\$34.00	\$14.75-\$35.50	Hour	7/1/21
		Youth Camp	\$10.00-\$34.00	\$11.50-\$35.50	Hour	7/1/21
		<u>SHORELINE GOLF LINKS</u>				
		Frequent Player:				
	38.8	Junior (≤17) (Annual)	\$420.00	\$430.00	Fixed	7/1/21
	38.8	Regular Play (Annual) – Gold	\$2,820.00	\$2,900.00	Fixed	7/1/21
	38.8	Regular Play (Annual Family)	\$4,200.00	\$4,330.00	Fixed	7/1/21
	38.8	Regular (M- F Th/ Annual)	\$1,920.00	\$1,980.00	Fixed	7/1/21
	38.8	Regular (M- F Th/ Annual Family)	\$2,520.00	\$2,600.00	Fixed	7/1/21
	38.8	Regular (M- F Th)/Quarterly)	\$600.00	\$620.00	Fixed	7/1/21
	38.8	Senior (M- F Th/ Annual)	\$1,500.00	\$1,550.00	Fixed	7/1/21
	38.8	Senior (M- F Th/ Annual Family)	\$2,400.00	\$2,470.00	Fixed	7/1/21
	38.8	Senior (M- F Th/Quarterly	\$450.00	\$460.00	Fixed	7/1/21
	38.8	Twilight (Annual)	\$1,200.00	\$1,240.00	Fixed	7/1/21
	38.8	Twilight (Annual Family)	\$1,920.00	\$1,980.00	Fixed	7/1/21
		Green Fees (18 holes):				
		Super Twilight				
	38.11	Regular	Up to \$23.00	Up to \$24.00	Fixed	7/1/21
38.11	Resident	Up to \$16.00	Up to \$17.00	Fixed	7/1/21	

FEE SCHEDULE – COMMUNITY SERVICES DEPARTMENT

Exhibit D

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	38.11	Weekday M-F: Afternoon (March-October, 2 hours prior to twilight)	Up to \$31.00	Up to \$32.00	Fixed	7/1/21
	38.11	Junior (≤17)	Up to \$20.00	Up to \$21.00	Fixed	7/1/21
	38.11	Regular	Up to \$44.00	Up to \$45.00	Fixed	7/1/21
	38.11	Resident	Up to \$37.00	Up to \$38.00	Fixed	7/1/21
	38.11	Senior (≥60)	Up to \$34.00	Up to \$35.00	Fixed	7/1/21
	38.11	Senior Resident (≥60)	Up to \$27.00	Up to \$28.00	Fixed	7/1/21
	38.11	Twilight Back 9 Regular	Up to \$31.00	Up to \$32.00	Fixed	7/1/21
	38.11	Twilight Back 9 Resident	Up to \$24.00	Up to \$25.00	Fixed	7/1/21
	38.11	All Others	Up to \$38.00	Up to \$39.00	Fixed	7/1/21
		Weekends/Holidays:				
	38.11	Junior (≤17)	Up to \$20.00	Up to \$21.00	Fixed	7/1/21
	38.11	Regular	Up to \$60.00	Up to \$61.00	Fixed	7/1/21
	38.11	Resident	Up to \$53.00	Up to \$54.00	Fixed	7/1/21
	38.11	Twilight Back 9 Regular	Up to \$34.00	Up to \$35.00	Fixed	7/1/21
	38.11	Twilight Back 9 Resident	Up to \$27.00	Up to \$28.00	Fixed	7/1/21
		Loyalty Program:				
		Green Fees – Super Twilight				
	38.8	Regular	\$19.00	\$20.00	Fixed	7/1/21
	38.8	Resident	\$12.00	\$13.00	Fixed	7/1/21
		Green Fees – Weekday				
	38.8	Regular	\$40.00	\$41.00	Fixed	7/1/21
	38.8	Resident	\$33.00	\$34.00	Fixed	7/1/21
	38.8	Senior (≥60)	\$30.00	\$31.00	Fixed	7/1/21
	38.8	Senior Resident (≥60)	\$23.00	\$24.00	Fixed	7/1/21
	38.8	Twilight Back 9 Regular	\$27.00	\$28.00	Fixed	7/1/21
	38.8	Twilight Back 9 Resident	\$20.00	\$21.00	Fixed	7/1/21
		Green Fees – Weekends/Holidays				
	38.8	Regular	\$56.00	\$57.00	Fixed	7/1/21
	38.8	Resident	\$49.00	\$50.00	Fixed	7/1/21
	38.8	Twilight Back 9 Regular	\$30.00	\$31.00	Fixed	7/1/21
	38.8	Twilight Back 9 Resident	\$23.00	\$24.00	Fixed	7/1/21
		NCGA/PWGA Member Club Play Day Rates:				
	38.8	Shoreline Seniors	Up to \$26.00	Up to \$28.00	Fixed	7/1/21
	38.8	Shoreline Women	Up to \$26.00	Up to \$28.00	Fixed	7/1/21
	38.8	Shoreline Golf Club	Up to \$46.00	Up to \$47.00	Fixed	7/1/21
		Golf Car:				
	38.8	18 holes	\$32.00	\$34.00	Day	7/1/21
	38.8	Back Nine	\$24.00	\$26.00	Day	7/1/21

FEE SCHEDULE – COMMUNITY SERVICES DEPARTMENT

Exhibit D

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	38.8	Member Clubs	\$16.00	\$17.00	Day	7/1/21
	38.8	Push/Pull Cart	\$10.00	\$11.00	Day	7/1/21
		Single Rider	\$16.00	\$17.00	Day	7/1/21
		Rentals:				
		Range Balls – Weekday :				
	38.8	Jumbo Bucket	\$16.00	\$17.00	Fixed/Player	7/1/21
	38.8	Large Bucket	\$13.00	\$15.00	Fixed/Player	7/1/21
	38.8	Medium Bucket	\$9.00	\$10.00	Fixed/Player	7/1/21
	38.8	Small Bucket and Practice Area Tube	\$6.00	\$8.00	Fixed/Player	7/1/21
		Range Balls – Weekends/ Holidays ² :				
	38.8	Jumbo Bucket	N/A	\$19.00	Fixed/Player	7/1/21
	38.8	Large Bucket	N/A	\$16.00	Fixed/Player	7/1/21
	38.8	Medium Bucket	N/A	\$12.00	Fixed/Player	7/1/21
	38.8	Small Bucket and Practice Area Tube	N/A	\$9.00	Fixed/Player	7/1/21
		Tournaments:				
		All-Day Course Closure (depending on time of year and staff approval)				
	38.8	Friday (per player min)	Up to \$55.00	Up to \$65.00	Fixed/Player Add'l	7/1/21
	38.8	Saturday (per player min)	Up to \$65.00	Up to \$75.00	Fixed/Player Add'l	7/1/21
		Shotgun Tournaments				
		Shotgun Tournament Premium (minimum 60 players)				
	38.8	Friday	Up to \$55.00	Up to \$70.00	Fixed/Player Additional	7/1/21
	38.8	Saturday	Up to \$65.00	Up to \$80.00	Fixed/Player Additional	7/1/21
		Other Tournament				
	38.8	Mon-Fri Regular	Up to \$55.00	Up to \$65.00	Fixed/Player	7/1/21
	38.8	Mon-Fri Senior	Up to \$46.00	Up to \$55.00	Fixed/Player	7/1/21
	38.8	Weekend/Holiday	Up to \$65.00	Up to \$80.00	Fixed/Player	7/1/21
	38.8	Golf Car Rental (mandatory)	\$16.00	\$17.00	Fixed/Player	7/1/21
	38.8	Tournament Player Fee	Up to \$10.00	Up to \$12.00	Player	7/1/21

- ¹ Pursuant to Mountain View City Code Section 41.8, the following are the Land Values By Density Category to be Effective July 1, 2021:

Value Conclusion	
Component	As Is
Value Type	Fair Market Value
Property Rights Appraised	Fee Simple
Effective Date of Value	February 16, 2021
Value Range Conclusion (Price/SF)	
Low Density (1-6 du/ac)	\$120-\$145
Medium Low (7-12 du/ac)	\$130-\$160
Medium Density (13-25 du/ac)	\$180-\$220
Medium-High and High Density (26+ du/ac)	\$240-\$280

- ² New fee.

NOTE: Bold font indicates language added, and strikeout indicates language deleted.

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	44.5c	Short-Term Rental Registration ¹	\$170.00	\$173.00	Annual (calendar)	1/1/22
	30.2	Taxi Permits: ¹ Taxi Company	\$1,790.00	\$1,877.00	Biennial (fixed 2-year cycle)	1/1/22
		Taxi Vehicle	\$245.00	\$257.00	Biennial (fixed 2-year cycle)	1/1/22
	15.31.b.4	Vendor Permits: Merchant Vendor ¹ (downtown)	\$847.00	\$864.00	Annual (rolling)	1/1/22
	15.17.b	Mobile Vendor ¹	\$135.00	\$138.00	Annual (calendar)	1/1/22

¹ For Fiscal Year 2021-22, permit cycles with an effective date beginning on or after January 1, 2022 regardless of the payment date.

FEE SCHEDULE – FIRE DEPARTMENT

Exhibit F

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
IFC 105		<u>ENVIRONMENTAL SAFETY</u>				
	24	Electronic/Computer Entry of Hazardous Materials Management Plan Data	\$106.00	\$109.00	Hour (1-hour min.)	7/1/21
	24	Fire Safety Facility Inspection: 0-5,000	\$36.00	\$37.00	Square Foot	7/1/21
	24	5,001-25,000	\$216.00	\$219.00	Square Foot	7/1/21
	24	25,001-100,000	\$895.00	\$909.00	Square Foot	7/1/21
	24	100,001-250,000	\$2,504.00	\$2,544.00	Square Foot	7/1/21
	24	250,001-500,000	\$5,365.00	\$5,451.00	Square Foot	7/1/21
	24	500,001+	\$7,154.00	\$7,268.00	Square Foot	7/1/21
	14	Fire Safety Operational Permits: Hazardous Materials Permitted Occupancy	\$231.00	\$235.00	Annual	7/1/21
	24	Hazardous Materials: Emergency Response (Hazardous Materials Specialist)	\$118.00 + equipment costs	\$122.00 + equipment costs	Hour	7/1/21
	24	Hazardous Materials Facility Closure Review/Inspection	\$122.00	\$189.00	Hour (2-hour min.)	7/1/21
	24	Hazardous Materials Third and Subsequent Reinspection(s)	\$397.00	\$409.00	Hour	7/1/21
	24	Plan Check or and Plan Review/ Inspection	\$122.00	\$189.00	Hour (2-hour min.)	7/1/21
		Hazardous Materials Permit for the following hazard classes: Miscellaneous Hazardous Materials – Liquids, Solids				
	24	QR1	\$147.00	\$149.00	Annual	7/1/21
	24	QR2	\$180.00	\$183.00	Annual	7/1/21
	24	QR3	\$219.00	\$223.00	Annual	7/1/21
	24	QR4	\$254.00	\$258.00	Annual	7/1/21
	24	QR5	\$291.00	\$296.00	Annual	7/1/21

FEE SCHEDULE – FIRE DEPARTMENT

Exhibit F

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		Combustible Liquids, Flammable (Liquids, Solids), and Nonflammable (Gas)				
	24	QR1	\$147.00	\$149.00	Annual	7/1/21
	24	QR2	\$219.00	\$223.00	Annual	7/1/21
	24	QR3	\$291.00	\$296.00	Annual	7/1/21
	24	QR4	\$365.00	\$371.00	Annual	7/1/21
	24	QR5	\$437.00	\$444.00	Annual	7/1/21
		Corrosive (Gas, Liquids, Solids), Cryogen, Flammable (Gas), Explosives, Infectious Substances, and Oxidizers (Gas, Liquids, Solids)				
	24	QR1	\$147.00	\$149.00	Annual	7/1/21
	24	QR2	\$291.00	\$296.00	Annual	7/1/21
	24	QR3	\$437.00	\$444.00	Annual	7/1/21
	24	QR4	\$510.00	\$518.00	Annual	7/1/21
	24	QR5	\$581.00	\$590.00	Annual	7/1/21
		Poisonous Materials (Gas, Liquids, Solids), Spontaneous Combustible Materials, Dangerous When Wet Materials (Liquids, Solids), and Organic Peroxides				
	24	QR1	\$147.00	\$149.00	Annual	7/1/21
	24	QR2	\$291.00	\$296.00	Annual	7/1/21
	24	QR3	\$437.00	\$444.00	Annual	7/1/21
	24	QR4	\$581.00	\$590.00	Annual	7/1/21
	24	QR5	\$728.00	\$740.00	Annual	7/1/21
	24	Radioactive QR1-QR5	\$181.00	\$184.00	Annual	7/1/21
IFC 105	14	On-Demand Mobile Fueling: Operating Permit Demonstration and Equipment Inspection/ Documentation Review (Initial and/or Change in Conditions)	\$191.00	\$197.00	Hour (2-hour min.)	7/1/21
IFC 105	14	Operator Permit	\$195.00	\$201.00	Annual Renewal	7/1/21
IFC 105	14	Site Permit Plan Review and Site Inspection (Initial and/or Change in Conditions)	\$191.00	\$197.00	Hour (2-hour min.)	7/1/21

FEE SCHEDULE – FIRE DEPARTMENT

Exhibit F

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
IFC 105	14	Site Permit	\$195.00	\$201.00	Annual Renewal	7/1/21
	24	Underground Storage Tank Closure/Demolition: First Tank	\$122.00	\$126.00	Hour (2- hour min.)	7/1/21
	24	Each Add'l Tank	\$122.00	\$126.00	Hour (1- hour min.)	7/1/21
	35	Wastewater/Stormwater: Plan Check and Plan Review Inspection ¹	N/A	\$154.00	Hour	7/1/21
		Inspection/Reinspection ¹	N/A	\$139.00	Hour	7/1/21
		<u>ENVIRONMENTAL SAFETY/FIRE AND BUILDING SAFETY</u>				
IFC Chapter 9	14	Fire Protection/Public Safety System Maintenance: Required to be Tested on a Frequency of < 1 Year (waived if test completed within 30 days)	\$128.00	\$130.00	System	7/1/21
IFC Chapter 9	14	Required to be Tested on a Frequency of ≥ 1 Year and < 5 Years (waived if test completed within 30 days)	\$258.00	\$262.00	System	7/1/21
IFC Chapter 9	14	Required to be Tested on a Frequency of ≥ 5 Years (waived if test completed within 30 days)	\$387.00	\$393.00	System	7/1/21
IFC Chapter 9	14	Deficiencies Failed to be Corrected Within 30 Days	\$197.00	\$200.00	System	7/1/21
		<u>FIRE AND BUILDING SAFETY</u>				
	14	Alarm (Preventable False)	\$164.00	\$167.00	3rd and Subsequent Alarm/180 Days	7/1/21
	14	Extended Consultation/ Preconstruction Conference	\$182.00	\$187.00	Hour	7/1/21

FEE SCHEDULE – FIRE DEPARTMENT

Exhibit F

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
IFC 105	14	Fire Inspections (Temporary Installation/Events):	\$191.00	\$197.00	Hour (2-hour min.)	7/1/21
		All Others				
		Carnivals				
		Christmas Tree Lot				
		Fairs				
		Fireworks Display				
	Reso 17968	Haunted Houses				
	Reso 17968	Live Audiences				
	Reso 17968	Production Facility				
	Reso 17968	Pumpkin Patch				
IFC 105		Pyrotechnical Special Effects				
		Special Inspection of Temporary Installation				
		Temporary Membrane Structures, Tents, Canopies				
	14	After Hours or Weekend Duty M-F 5:00 p.m.-6:59 a.m., Sat, Sun, Holidays	\$191.00	\$197.00	Hour (2-hour min.)	7/1/21
	14	Fire Safety Operational Permits:				
		Fire Prevention Bureau (Nonhazardous Materials Permitted Occupancy)	\$195.00	\$201.00	Annual	7/1/21
		Reinspections (third and subsequent)	\$193.00	\$199.00	Hour	7/1/21
	25.77	Multi-Housing Inspection: Hotels and Motels	\$91.00	\$92.00	Hour (2-hour min.)	7/1/21
	25.78	Reinspections: Hotels and Motels	\$115.00	\$118.00	Hour (2-hour min.)	7/1/21
	25.79	Multi-Housing	\$115.00	\$118.00	Hour (2-hour min.)	7/1/21
	25.81	Valid Service Request	\$114.00	\$117.00	Hour (2-hour min.)	7/1/21

FEE SCHEDULE – FIRE DEPARTMENT

Exhibit F

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	CP B-3	Reports: Fire Investigation Report Request	\$14.00	\$15.00	Fixed	7/1/21
		<u>SUPPRESSION</u>				
GC 53150, HSC 13009.6		Emergency Response Reimbursement: Battalion Chief	\$137.00	\$142.00	Hour (1/2- hour increments)	7/1/21
GC 53150, HSC 13009.6		Deputy Fire Marshal	\$169.00	\$176.00	Hour (1/2- hour increments)	7/1/21
GC 53150, HSC 13009.6		Engine/Truck (3-Person)	\$306.00	\$318.00	Hour (1/2- hour increments)	7/1/21
GC 53150, HSC 13009.6		Engine Company OT Rate (Event Coverage, 3-Person)	100% of Cost (max \$306.00/hr)	100% of Cost (max \$318.00/hr)	Fixed	7/1/21
GC 53150, HSC 13009.6		Event Team (4-Person)	\$616.00	\$641.00	Hour (1/2- hour increments)	7/1/21
GC 53150, HSC 13009.6		Public Safety Social Media/ Community Coordinator	\$146.00	\$150.00	Hour (1/2- hour increments)	7/1/21
GC 53150, HSC 13009.6		Rescue Company	\$190.00	\$198.00	Hour (1/2- hour increments)	7/1/21

¹ New fee.

NOTE: Bold font indicates language added, and strikeout indicates language deleted.

FEE SCHEDULE – LIBRARY SERVICES DEPARTMENT

Exhibit G

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		Hold Restocking	\$1.00	Eliminate	Item	7/1/21
		Library Fines: Link+ Items	\$1.00	Eliminate	Day	7/1/21

FEE SCHEDULE – POLICE DEPARTMENT

Exhibit H

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		Administrative Fee – Not Displaying Handicapped Placard	\$38.00	\$39.00	Fixed	7/1/21
	26.54	Adult Entertainment: Application	\$889.00	\$903.00	Initial	7/1/21
	26.54	Renewal	\$425.00	\$432.00	Annual	7/1/21
	9	Cannabis: Cannabis Business Background Screening	\$1,200.00	\$1,219.00	Application	7/1/21
		Cannabis Business Registration – Initial	\$124,680.00	\$126,675.00	Registration Application	7/1/21
		Cannabis Business Registration Renewal	\$122,616.00	\$124,578.00	Annual Application	7/1/21
		Cannabis Business Owner, Manager, Employee, or Contractor Registration – Initial	\$1,920.00	\$1,951.00	Registration Application	7/1/21
		Cannabis Business Owner, Manager, Employee, or Contractor Registration Renewal	\$1,734.00	\$1,762.00	Annual Application	7/1/21
		Delivery Registration – Initial	\$1,920.00	\$1,951.00	Registration Application	7/1/21
		Delivery Registration Renewal	\$1,734.00	\$1,762.00	Annual Application	7/1/21
	9.14	Card Rooms: Dealer Application	\$307.00	\$312.00	Biennial	7/1/21
	9.14	Dealer Renewal	\$153.00	\$155.00	Biennial	7/1/21
	9.4	Permit Application	\$1,231.00	\$1,251.00	Initial	7/1/21
	26.29	Dance Permit (public and private)	\$38.00	\$39.00	Fixed	7/1/21
	6.7	Going Out of Business: Permit	\$75.00	\$76.00	In Business < 2 years	7/1/21
	6.7	Permit	\$35.00	\$36.00	In Business > 2 years	7/1/21
	6.3	Permit Extension	\$35.00	\$36.00	30-Day Extension	7/1/21
	9.53	Hot Tub: Business Permit Application	\$1,708.00	\$1,735.00	Initial	7/1/21
	9.53	Business Renewal	\$855.00	\$869.00	Annual	7/1/21
	9.57	Manager	\$602.00	\$612.00	Initial	7/1/21

FEE SCHEDULE – POLICE DEPARTMENT

Exhibit H

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
BPC §4600 et seq. BPC §4600 et seq.	26.29	Live Entertainment: Permit	\$443.00	\$450.00	Initial	7/1/21
	26.29	Renewal	\$146.00	\$148.00	Annual	7/1/21
	26.29	Permit (w/dance)	\$443.00	\$450.00	Initial	7/1/21
	26.29	Renewal (w/dance)	\$146.00	\$148.00	Annual	7/1/21
	9.24	Massage Business: Massage Establishment Permit	\$182.00	\$185.00	Initial	7/1/21
	9.32	Massage Establishment Renewal	\$182.00	\$185.00	Annual	7/1/21
	22	Parade Permit	\$222.00	\$226.00	Parade	7/1/21
	38.9(f)	Parking Citations: City Park – Operate any Vehicle (moving or parked)	\$47.00	\$48.00	Fixed	7/1/21
	38.9(g)	City Park – Park or Stop Other than Where Authorized	\$47.00	\$48.00	Fixed	7/1/21
	39.16(b)	City Park – Parked Abandoned/Wrecked Vehicle Over 72 Hours	\$45.00	\$46.00	Fixed	7/1/21
	38.13(c)	City Park – Vehicle Parked After Hours	\$139.00	\$141.00	Fixed	7/1/21
	19.96	1-Hour Parking Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.95	2-Hour Parking Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.94	3-Hour Parking Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.95.2	2-Hour Parking Zones – 24 Hours/Day	\$50.00	\$51.00	Fixed	7/1/21
	19.95.1a	3-Hour Parking Zones – 3 Hour No Return	\$50.00	\$51.00	Fixed	7/1/21
	19.98	12-Minute Parking Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.97	24-Minute Parking Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.89	Blocking or Obstructing Alley	\$45.00	\$46.00	Fixed	7/1/21
	19.64	Double Parking Prohibited	\$43.00	\$44.00	Fixed	7/1/21
	21.39	Leave Key in Parked Vehicle	\$45.00	\$46.00	Fixed	7/1/21
	19.69	Limited Curb Parking Space: Right-of-Way	\$43.00	\$44.00	Fixed	7/1/21
	19.99.6	No Parking of Vehicle Over 6' in Height	\$50.00	\$51.00	Fixed	7/1/21
	19.99	No Parking Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.99.2	No Parking Zones – 2:00 a.m. to 7:00 p.m.	\$50.00	\$51.00	Fixed	7/1/21
	19.99.5	No Parking Zones – 7:00 a.m. to 6:00 p.m.	\$50.00	\$51.00	Fixed	7/1/21
	19.99.3	No Parking Zones – Middlefield Road – Crittenden School Athletic Park	\$50.00	\$51.00	Fixed	7/1/21

FEE SCHEDULE – POLICE DEPARTMENT

Exhibit H

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	19.99.4	No Parking Zone Near Schools	\$50.00	\$51.00	Fixed	7/1/21
	19.82	No Parking Zones to Prevent Flooding	\$43.00	\$44.00	Fixed	7/1/21
	19.99.1	No Stopping Zones	\$50.00	\$51.00	Fixed	7/1/21
	19.67	Obstruction of Street Sidewalk Parking Lot	\$43.00	\$44.00	Fixed	7/1/21
	19.75	Park or Leave Vehicle for Washing Service	\$43.00	\$44.00	Fixed	7/1/21
	19.87	Park/Stand/Stop for Loading or Unloading Only	\$43.00	\$44.00	Fixed	7/1/21
	19.88	Park/Stand/Stop in Passenger Loading Zone	\$43.00	\$44.00	Fixed	7/1/21
	19.76	Parking Adjacent to Schools	\$43.00	\$44.00	Fixed	7/1/21
	19.79.1	Parking Commercial Vehicles Over 10,000 Pounds on Residential Streets	\$101.00	\$103.00	Fixed	7/1/21
	19.65	Parking Commercial Vehicles Restricted	\$98.00	\$100.00	Fixed	7/1/21
	19.68	Parking Improperly within Single Space	\$45.00	\$46.00	Fixed	7/1/21
	19.91	Parking in Bus Zone	\$45.00	\$46.00	Fixed	7/1/21
	19.72	Parking in Excess of 72 Hours	\$101.00	\$103.00	Fixed	7/1/21
	19.93	Parking in Excess of 5 Hours	\$45.00	\$46.00	Fixed	7/1/21
	19.92	Parking in Excess of Time (as est. by the City for each specific area)	\$45.00	\$46.00	Fixed	7/1/21
	19.95.1	Parking in Same Lot Excess Time	\$45.00	\$46.00	Fixed	7/1/21
	19.80	Parking in Violation of Curb Markings	\$45.00	\$46.00	Fixed	7/1/21
	19.71	Parking >1 Hour from 2 a.m. to 6 a.m.	\$45.00	\$46.00	Fixed	7/1/21
	19.79.2	Parking of Certain Commercial Vehicles on Certain Streets Prohibited	\$101.00	\$103.00	Fixed	7/1/21
	19.73	Parking on Hills	\$43.00	\$44.00	Fixed	7/1/21
	19.92.4	Parking Prohibited for Street Cleaning	\$101.00	\$103.00	Fixed	7/1/21
	19.79.4	Parking Prohibited on Narrow Streets	\$43.00	\$44.00	Fixed	7/1/21
	19.79.3	Parking Prohibited on Streets Adjacent to Class II Bikeways ¹	N/A	\$44.00	Fixed	7/1/21
	19.99.9	Parking Restricted	\$51.00	\$52.00	Fixed	7/1/21
	19.79	Parking Where Prohibited by Sign	\$45.00	\$46.00	Fixed	7/1/21
	19.92.2	Parking Without Permit	\$45.00	\$46.00	Fixed	7/1/21
	19.92.1	Permit Parking in Parking District No. 2 Parking Lots	\$50.00	\$51.00	Fixed	7/1/21
	19.66	Proper Angle Parking	\$43.00	\$44.00	Fixed	7/1/21
	19.99.21	Residential Parking Permit Program Violation	\$42.00	\$43.00	Fixed	7/1/21

FEE SCHEDULE – POLICE DEPARTMENT

Exhibit H

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
VEH 22850.5	19.74	Standing in Parkways Prohibited	\$43.00	\$44.00	Fixed	7/1/21
	19.63	Standing or Parking Close to the Curb	\$43.00	\$44.00	Fixed	7/1/21
	19.78	Standing or Parking on One-Way Roadway	\$43.00	\$44.00	Fixed	7/1/21
	19.90	Unlawful Parking in Taxi Stand	\$45.00	\$46.00	Fixed	7/1/21
	19.77	Violation of Temporary No Parking Sign	\$45.00	\$46.00	Fixed	7/1/21
	19.62.3	Parking Citation Late Fee	\$41.00	\$42.00	Fixed	7/1/21
	26.12-.13	Pool/Billiard Room Permit	\$150.00	\$152.00	Fixed	7/1/21
	Contract	Rotation Tow Service Contract Application	\$199.00	\$202.00	Fixed	7/1/21
	30.2	Taxi: Driver Permit	\$204.00	\$207.00	Initial (Biennial-from approval date)	7/1/21
	30.2	Driver Renewal	\$144.00	\$146.00	Renewal (Biennial-from approval date)	7/1/21
		Vehicle Release: Impound/Storage	\$166.00	\$169.00	Fixed	7/1/21

¹ New fee.

FEE SCHEDULE – PUBLIC WORKS DEPARTMENT

Exhibit I

State Code § (if any)	MVCC§ §/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
GC66000 <i>et seq.</i>	43.5	Citywide Transportation Impact: ¹				
		Single-Family, attached or detached	\$4,922.00	\$5,188.00	Net New Dwelling Unit	8/22/21
		Multi-Family	\$2,756.00	\$2,905.00	Net New Dwelling Unit	8/22/21
		Hotels and Motels	\$3,044.00	\$3,208.00	Net New Guest Room	8/22/21
		Service and Retail Commercial	\$5.25	\$5.53	Sq. Ft., Net New Floor Area	8/22/21
		Office, R&D, Industrial	\$5.25	\$5.53	Sq. Ft., Net New Floor Area	8/22/21
		Low Trip Generating Uses	\$2,844.00	\$2,998.00	A.M. + P.M. Peak Hour Trip	8/22/21
		Storm Drainage Connection ²				
	28.51(b)	First-Class Rate	\$0.325	\$0.335	Net Square Foot	8/22/21
	28.51(b)	Second-Class Rate	\$0.156	\$0.161	Gross Square Foot	8/22/21
	27.65(c)	Street Improvement Reimbursement: ²				
		Major Structural Street Section	\$12.34	\$12.73	Square Foot	8/22/21
		R1 and R2 Structural Street Section	\$9.89	\$10.21	Square Foot	8/22/21
		R3 Structural Street Section	\$11.24	\$11.60	Square Foot	8/22/21
		Standard and Ornamental Street Lighting	\$31.09	\$32.08	Linear Foot	8/22/21
		Standard PCC Curb and Gutter	\$36.19	\$37.35	Linear Foot	8/22/21
		Standard PCC Driveway Approach	\$12.34	\$12.73	Square Foot	8/22/21
		Standard PCC Sidewalk	\$11.24	\$11.60	Square Foot	8/22/21
		Street Trees (15-gallon)	\$13.83	\$14.27	Linear Foot	8/22/21

¹ Modified annually by the June Engineering News Record Construction Cost Index (ENR-CCI).

² Modified annually by the December Engineering News Record Construction Cost Index (ENR-CCI).

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		<u>ENTERPRISE FUNDS</u>				
		Labor Rates:				
		Frontline				
		Regular	\$90.00	\$93.00	Hour	7/1/21
		Overtime	\$132.00	\$136.00	Hour	7/1/21
		Manager				
		Regular	\$137.00	\$141.00	Hour	7/1/21
		Supervisor				
		Regular	\$112.00	\$115.00	Hour	7/1/21
		Overtime	\$169.00	\$174.00	Hour	7/1/21
		Sewer Capacity Charges: ¹				
	35.41	Residential Class 1	\$3,330.00	\$3,510.00	Unit	7/1/21
	35.41	Residential Class 2	\$3,016.00	\$3,179.00	Unit	7/1/21
	35.41	Residential Class 3	\$2,346.00	\$2,473.00	Unit	7/1/21
	35.41	Commercial/Retail	\$1,631.00	\$1,719.00	1,000 Sq Ft	7/1/21
	35.41	Office/R&D	\$2,388.00	\$2,517.00	1,000 Sq Ft	7/1/21
	35.41	Restaurant	\$13,740.00	\$14,482.00	1,000 Sq Ft	7/1/21
	35.41	Hotels and Motels	\$1,508.00	\$1,589.00	charge/room/ dwelling unit	7/1/21
	35.41	Industrial/Other (charges based on estimated loadings)	\$14.986	\$15.795	flow/gpd	7/1/21
	35.41		\$1.456	\$1.535	BOD/lb/year	7/1/21
	35.41		\$1.456	\$1.535	SS/lb/year	7/1/21
		Water Capacity Charges: ¹				
	35.41	Residential Class 1	\$4,033.00	\$4,251.00	Unit	7/1/21
	35.41	Residential Class 2	\$3,426.00	\$3,611.00	Unit	7/1/21
	35.41	Residential Class 3	\$2,620.00	\$2,761.00	Unit	7/1/21
	35.41	3/4" meter	\$6,719.00	\$7,082.00	Meter	7/1/21
	35.41	1" meter	\$11,200.00	\$11,805.00	Meter	7/1/21
	35.41	1-1/2" meter	\$22,397.00	\$23,606.00	Meter	7/1/21
	35.41	2" meter	\$35,836.00	\$37,771.00	Meter	7/1/21
	35.41	3" meter	\$68,220.00	\$71,904.00	Meter	7/1/21
	35.41	Meters greater than 3"	\$17.918	\$18.886	Per gallons/ day estimated water demand	7/1/21
		<u>UTILITY SERVICES</u>				
		<u>Trash Disposal and Recycling Service:</u>				
	16	Bin For a Day	\$248.00	\$258.00	Fixed	7/1/21
		Bin Rental (Compost and Trash):				
	16	1 cubic yard	\$21.95	\$22.85	Container/Month	7/1/21
	16	2 cubic yards	\$32.85	\$34.20	Container/Month	7/1/21

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	16	3 cubic yards	\$43.75	\$45.50	Container/Month	7/1/21
	16	4 cubic yards	\$54.65	\$56.85	Container/Month	7/1/21
	16	6 cubic yards (trash only)	\$65.60	\$68.25	Container/Month	7/1/21
		Bin Service (Compost):				
		One Cubic Yard				
	16	1 Time/Week	\$81.85	\$85.15	Container/Month	7/1/21
	16	2 Times/Week	\$180.05	\$187.30	Container/Month	7/1/21
	16	3 Times/Week	\$277.90	\$289.05	Container/Month	7/1/21
	16	4 Times/Week	\$375.90	\$390.90	Container/Month	7/1/21
	16	5 Times/Week	\$473.80	\$492.75	Container/Month	7/1/21
	16	6 Times/Week	\$571.70	\$594.60	Container/Month	7/1/21
		Two Cubic Yards				
	16	1 Time/Week	\$163.40	\$169.95	Container/Month	7/1/21
	16	2 Times/Week	\$343.35	\$357.15	Container/Month	7/1/21
	16	3 Times/Week	\$523.05	\$544.00	Container/Month	7/1/21
	16	4 Times/Week	\$702.60	\$730.75	Container/Month	7/1/21
	16	5 Times/Week	\$882.25	\$917.55	Container/Month	7/1/21
	16	6 Times/Week	\$1,061.95	\$1,104.45	Container/Month	7/1/21
		Three Cubic Yards				
	16	1 Time/Week	\$245.05	\$254.85	Container/Month	7/1/21
	16	2 Times/Week	\$506.55	\$526.85	Container/Month	7/1/21
	16	3 Times/Week	\$767.95	\$798.70	Container/Month	7/1/21
	16	4 Times/Week	\$1,029.45	\$1,070.65	Container/Month	7/1/21
	16	5 Times/Week	\$1,290.75	\$1,342.40	Container/Month	7/1/21
	16	6 Times/Week	\$1,552.15	\$1,614.25	Container/Month	7/1/21
		Four Cubic Yards				
	16	1 Time/Week	\$326.70	\$339.75	Container/Month	7/1/21
	16	2 Times/Week	\$670.10	\$696.90	Container/Month	7/1/21
	16	3 Times/Week	\$1,012.95	\$1,053.50	Container/Month	7/1/21
	16	4 Times/Week	\$1,356.10	\$1,410.35	Container/Month	7/1/21
	16	5 Times/Week	\$1,699.15	\$1,767.15	Container/Month	7/1/21
	16	6 Times/Week	\$2,042.10	\$2,123.80	Container/Month	7/1/21
		Extra Pickup				
	16	1 cubic yard	\$63.75	\$66.30	Pickup	7/1/21
	16	2 cubic yards	\$79.80	\$83.05	Pickup	7/1/21
	16	3 cubic yards	\$101.95	\$106.05	Pickup	7/1/21
	16	4 cubic yards	\$139.45	\$145.05	Pickup	7/1/21
		Bin Service (Trash):				
		One Cubic Yard				
	16	1 Time/Week	\$109.10	\$113.50	Container/Month	7/1/21
	16	2 Times/Week	\$240.05	\$249.70	Container/Month	7/1/21
	16	3 Times/Week	\$370.50	\$385.35	Container/Month	7/1/21
	16	4 Times/Week	\$501.15	\$521.20	Container/Month	7/1/21
	16	5 Times/Week	\$631.70	\$657.00	Container/Month	7/1/21
	16	6 Times/Week	\$762.25	\$792.75	Container/Month	7/1/21

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		Two Cubic Yards				
	16	1 Time/Week	\$217.85	\$226.60	Container/Month	7/1/21
	16	2 Times/Week	\$457.80	\$476.15	Container/Month	7/1/21
	16	3 Times/Week	\$697.40	\$725.30	Container/Month	7/1/21
	16	4 Times/Week	\$936.80	\$974.30	Container/Month	7/1/21
	16	5 Times/Week	\$1,176.30	\$1,223.40	Container/Month	7/1/21
	16	6 Times/Week	\$1,415.90	\$1,472.55	Container/Month	7/1/21
		Three Cubic Yards				
	16	1 Time/Week	\$326.70	\$339.80	Container/Month	7/1/21
	16	2 Times/Week	\$675.40	\$702.45	Container/Month	7/1/21
	16	3 Times/Week	\$1,023.90	\$1,064.90	Container/Month	7/1/21
	16	4 Times/Week	\$1,372.55	\$1,427.50	Container/Month	7/1/21
	16	5 Times/Week	\$1,721.00	\$1,789.85	Container/Month	7/1/21
	16	6 Times/Week	\$2,069.50	\$2,152.30	Container/Month	7/1/21
		Four Cubic Yards				
	16	1 Time/Week	\$435.55	\$453.00	Container/Month	7/1/21
	16	2 Times/Week	\$893.45	\$929.20	Container/Month	7/1/21
	16	3 Times/Week	\$1,350.60	\$1,404.65	Container/Month	7/1/21
	16	4 Times/Week	\$1,808.10	\$1,880.45	Container/Month	7/1/21
	16	5 Times/Week	\$2,265.50	\$2,356.15	Container/Month	7/1/21
	16	6 Times/Week	\$2,722.75	\$2,831.70	Container/Month	7/1/21
		Six Cubic Yards				
	16	1 Time/Week	\$653.30	\$679.45	Container/Month	7/1/21
	16	2 Times/Week	\$1,328.80	\$1,382.00	Container/Month	7/1/21
	16	3 Times/Week	\$2,004.40	\$2,084.60	Container/Month	7/1/21
	16	4 Times/Week	\$2,679.60	\$2,786.80	Container/Month	7/1/21
	16	5 Times/Week	\$3,354.65	\$3,488.85	Container/Month	7/1/21
	16	6 Times/Week	\$4,029.85	\$4,191.05	Container/Month	7/1/21
		Extra Pickup				
	16	1 cubic yard	\$85.00	\$88.40	Pickup	7/1/21
	16	2 cubic yards	\$106.40	\$110.70	Pickup	7/1/21
	16	3 cubic yards	\$135.90	\$141.35	Pickup	7/1/21
	16	4 cubic yards	\$185.90	\$193.35	Pickup	7/1/21
	16	6 cubic yards	\$284.15	\$295.55	Pickup	7/1/21
		Cart Service (Trash):				
	16	20-Gallon (residential)	\$24.45	\$25.45	Container/Month	7/1/21
	16	32-Gallon	\$35.65	\$37.10	Container/Month	7/1/21
	16	64-Gallon	\$71.30	\$74.20	Container/Month	7/1/21
	16	96-Gallon	\$106.95	\$111.30	Container/Month	7/1/21

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
		Commercial Compost Service:				
	16	32-Gallon				
	16	1 Time/Week	\$13.05	\$13.60	Container/Month	7/1/21
	16	2 Times/Week	\$28.70	\$29.85	Container/Month	7/1/21
	16	3 Times/Week	\$44.25	\$46.05	Container/Month	7/1/21
	16	4 Times/Week	\$59.85	\$62.25	Container/Month	7/1/21
	16	5 Times/Week	\$75.45	\$78.45	Container/Month	7/1/21
	16	6 Times/Week	\$91.05	\$94.70	Container/Month	7/1/21
	16	Extra Pickup	\$10.15	\$10.60	Pickup	7/1/21
		64-Gallon				
	16	1 Time/Week	\$26.10	\$27.15	Container/Month	7/1/21
	16	2 Times/Week	\$57.35	\$59.65	Container/Month	7/1/21
	16	3 Times/Week	\$88.50	\$92.05	Container/Month	7/1/21
	16	4 Times/Week	\$119.70	\$124.50	Container/Month	7/1/21
	16	5 Times/Week	\$150.90	\$156.90	Container/Month	7/1/21
	16	6 Times/Week	\$182.05	\$189.35	Container/Month	7/1/21
	16	Extra Pickup	\$20.30	\$21.15	Pickup	7/1/21
		96-Gallon				
	16	1 Time/Week	\$39.10	\$40.70	Container/Month	7/1/21
	16	2 Times/Week	\$86.00	\$89.50	Container/Month	7/1/21
	16	3 Times/Week	\$132.75	\$138.10	Container/Month	7/1/21
	16	4 Times/Week	\$179.55	\$186.70	Container/Month	7/1/21
	16	5 Times/Week	\$226.30	\$235.35	Container/Month	7/1/21
	16	6 Times/Week	\$273.10	\$284.00	Container/Month	7/1/21
	16	Extra Pickup	\$30.45	\$31.70	Pickup	7/1/21
		Compactor Service (cardboard or mixed containers or mixed paper):				
	16	Per Compacted Yard	\$17.25	\$17.95	Pickup (on-call and regular service)	7/1/21
	16	10 cubic yards	\$172.40	\$179.40	Fixed	7/1/21
	16	20 cubic yards	\$344.75	\$358.75	Fixed	7/1/21
	16	25 cubic yards	\$430.95	\$448.45	Fixed	7/1/21
	16	30 cubic yards	\$517.15	\$538.15	Fixed	7/1/21
	16	35 cubic yards	\$603.35	\$627.85	Fixed	7/1/21
	16	40 cubic yards	\$689.50	\$717.50	Fixed	7/1/21
		Compactor Service (Compost):				
	16	Per Compacted Yard	\$51.75	\$53.85	Pickup (on-call and regular service)	7/1/21
	16	10 cubic yards	\$517.15	\$538.15	Fixed	7/1/21
	16	20 cubic yards	\$1,034.25	\$1,076.25	Fixed	7/1/21
	16	25 cubic yards	\$1,292.85	\$1,345.35	Fixed	7/1/21
	16	30 cubic yards	\$1,551.40	\$1,614.40	Fixed	7/1/21
	16	35 cubic yards	\$1,809.95	\$1,883.45	Fixed	7/1/21
	16	40 cubic yards	\$2,068.50	\$2,152.50	Fixed	7/1/21

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	16	Compactor Service (Trash): Per Compacted Yard	\$68.95	\$71.75	Pickup (on-call and regular service)	7/1/21
	16	10 cubic yards	\$689.50	\$717.50	Fixed	7/1/21
	16	20 cubic yards	\$1,379.00	\$1,435.00	Fixed	7/1/21
	16	25 cubic yards	\$1,723.75	\$1,793.75	Fixed	7/1/21
	16	30 cubic yards	\$2,068.50	\$2,152.50	Fixed	7/1/21
	16	35 cubic yards	\$2,413.25	\$2,511.25	Fixed	7/1/21
	16	40 cubic yards	\$2,758.00	\$2,870.00	Fixed	7/1/21
		Debris Box:				
		Rental:				
	16	Daily (after 7 days)	\$16.00	\$16.65	Daily	7/1/21
	16	Monthly	\$486.70	\$506.45	Month	7/1/21
		Service:				
		Cardboard				
	16	16 cubic yards	\$183.75	\$191.10	Pickup (on-call and regular service)	7/1/21
	16	20 cubic yards	\$212.45	\$220.95	Pickup (on-call and regular service)	7/1/21
	16	25 cubic yards	\$241.10	\$250.75	Pickup (on-call and regular service)	7/1/21
	16	30 cubic yards	\$272.60	\$283.50	Pickup (on-call and regular service)	7/1/21
	16	40 cubic yards	\$322.95	\$335.90	Pickup (on-call and regular service)	7/1/21
		Compost or Yard Trimmings				
	16	16 cubic yards	\$551.15	\$573.20	Pickup (on-call and regular service)	7/1/21
	16	20 cubic yards	\$637.25	\$662.75	Pickup (on-call and regular service)	7/1/21
	16	25 cubic yards	\$723.30	\$752.25	Pickup (on-call and regular service)	7/1/21
	16	30 cubic yards	\$817.80	\$850.50	Pickup (on-call and regular service)	7/1/21
	16	40 cubic yards	\$968.85	\$1,007.65	Pickup (on-call and regular service)	7/1/21

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	16	Trash: 8 cubic yards (rock box only)	\$699.95	\$727.95	Pickup (on-call and regular service)	7/1/21
	16	16 cubic yards	\$734.85	\$764.25	Pickup (on-call and regular service)	7/1/21
	16	20 cubic yards	\$849.65	\$883.65	Pickup (on-call and regular service)	7/1/21
	16	25 cubic yards	\$964.35	\$1,002.95	Pickup (on-call and regular service)	7/1/21
	16	30 cubic yards	\$1,090.35	\$1,134.00	Pickup (on-call and regular service)	7/1/21
	16	40 cubic yards	\$1,291.80	\$1,343.50	Pickup (on-call and regular service)	7/1/21
	35.35	<u>Wastewater Service:</u> Base Commercial	\$5.74/ unit (748 gallons) or fraction thereof of water consumed (\$40.18 min.)	\$6.09/ unit (748 gallons) or fraction thereof of water consumed (\$42.63 min.)	Quantity	7/1/21
	35.35	Commercial/Industrial, Chemical, Groundwater, Liquid Waste	\$9.76/ unit (1.7 x base) (748 gallons) or fraction thereof of water consumed (\$68.32 min.)	\$10.35/ unit (1.7 x base) (748 gallons) or fraction thereof of water consumed (\$72.45 min.)	Quantity	7/1/21
	35.35	Restaurant	\$11.20/ unit (1.95 x base) (748 gallons) or fraction thereof of water consumed (\$78.40 min.)	\$11.88/ unit (1.95 x base) (748 gallons) or fraction thereof of water consumed (\$83.16 min.)	Quantity	7/1/21
	35.35	Single-Family Residence, Duplex, Multiple Dwellings, Mobile Homes, and Trailer Courts	\$43.75	\$46.40	Dwelling Unit/Month	7/1/21
		<u>Water Service:</u> Backflow Prevention Devices (Commercial, Industrial)				
	35.27	5/8" to 1" meter	\$32.70	\$33.05	Monthly	7/1/21
	35.27	1.5" to 2" meter	\$49.80	\$50.30	Monthly	7/1/21
	35.27	3" meter	\$58.60	\$59.20	Monthly	7/1/21
	35.27	4" meter	\$69.20	\$69.90	Monthly	7/1/21
	35.27	6" meter	\$84.00	\$84.85	Monthly	7/1/21
	35.27	8" to 10" meter	\$103.35	\$104.40	Monthly	7/1/21

FEE SCHEDULE – UTILITY SERVICES

Exhibit J

State Code § (if any)	MVCC §§/CP/ Other	Title of Fee	Fiscal Year 2020-21 Adopted	Fiscal Year 2021-22 Recommended	Fee Basis	Effective Date
	35.26(a)	Consumption Commercial/Nonresidential – Uniform	\$7.01	\$7.09	ccf/month	7/1/21
	35.26	Recycled Water	\$5.00	\$5.05	ccf/month	7/1/21
	35.26(a)	Residential – Multi-Family 0 to 2 ccf	\$5.26	\$5.32	ccf/month/ dwelling	7/1/21
	35.26(a)	>2 to 7 ccf	\$7.01	\$7.09	ccf/month/ dwelling	7/1/21
	35.26(a)	>7 ccf	\$11.22	\$11.34	ccf/month/ dwelling	7/1/21
	35.26(a)	Residential – Single-Family 0 to 3 ccf	\$5.26	\$5.32	ccf/month/ dwelling	7/1/21
	35.26(a)	>3 to 15 ccf	\$7.01	\$7.09	ccf/month/ dwelling	7/1/21
	35.26(a)	>15 ccf	\$11.22	\$11.34	ccf/month/ dwelling	7/1/21
	35.26(a)	Fire Service:				
	35.26(a)	Consumption – Uniform	\$7.01	\$7.09	ccf/month	7/1/21
	35.26(a)	Meter	\$13.10/inch diameter (\$52.40 min.)	\$13.24/inch diameter (\$52.96 min.)	Monthly	7/1/21
		Meter:				
		Residential – Single-Family	\$15.55	\$15.75	Monthly	7/1/21
		Residential – Multi-Family/ Commercial/ Recycled Water/ All Other:				
	35.26(a)	5/8" and 3/4" meters	\$15.55	\$15.75	Monthly	7/1/21
	35.26(a)	1" meter	\$31.10	\$31.50	Monthly	7/1/21
	35.26(a)	1.5" meter	\$62.20	\$63.00	Monthly	7/1/21
	35.26(a)	2" meter	\$99.55	\$100.80	Monthly	7/1/21
	35.26(a)	3" meter	\$186.60	\$189.00	Monthly	7/1/21
	35.26(a)	4" meter	\$311.00	\$315.00	Monthly	7/1/21
	35.26(a)	6" meter	\$622.00	\$630.00	Monthly	7/1/21
	35.26(a)	8" meter	\$995.20	\$1,008.00	Monthly	7/1/21
	35.26(a)	10" meter	\$1,492.80	\$1,512.00	Monthly	7/1/21
	35.28	Special Water Service: Hydrant Meter Construction	\$16.08	\$16.24	ccf/month	7/1/21

¹ In accordance with MVCC Section 35.41, the capacity-based charges shall be adjusted annually as part of the City's annual budget process by the percentage change in the Engineering News Record Construction Cost Index (ENR-CCI) for the previous year.

Comparison of FY20-21 and FY21-22 Recommended Utility Rates

Single Family		FY20-21	FY21-22	Difference	% Change *
Water	(14 units)	\$ 108.44	109.70	1.26	1.2%
Sewer		43.75	46.40	2.65	6.1%
Trash	(1 32-gal cart)	<u>35.65</u>	<u>37.10</u>	<u>1.45</u>	4.1%
Total monthly bill:		\$ 187.84	193.20	5.36	2.9%

Multi-Family (4-plex)		FY20-21	FY21-22	Difference	% Change *
Water	(30 units)	\$ 220.27	222.79	2.52	1.1%
Sewer		175.00	185.60	10.60	6.1%
Trash	(4 32-gal carts)	<u>142.60</u>	<u>148.40</u>	<u>5.80</u>	4.1%
Total monthly bill:		\$ 537.87	556.79	18.92	3.5%

Apartment Complex (120 units)		FY20-21	FY21-22	Difference	% Change *
Water	(830 units)	\$ 5,778.50	5,844.80	66.30	1.1%
Sewer		5,250.00	5,568.00	318.00	6.1%
Trash	(ten 3 Yd Bins)	<u>4,053.20</u>	<u>4,215.65</u>	<u>162.45</u>	4.0%
Total monthly bill:		\$ 15,081.70	15,628.45	546.75	3.6%

Commercial		FY20-21	FY21-22	Difference	% Change *
Water	(60 units)	\$ 520.15	526.20	6.05	1.2%
Sewer		344.40	365.40	21.00	6.1%
Trash	(one 3 Yd Bin)	<u>370.45</u>	<u>385.30</u>	<u>14.85</u>	4.0%
Total monthly bill:		\$ 1,235.00	1,276.90	41.90	3.4%

*Note: Due to rounding to the next penny or nickel, actual increase may be slightly higher.
These are samples, actual effect is dependent on customer's service level.

Residential Services - Single Family

		Water (1)	Sewer	Trash (2)	Sample Monthly Bill
Mountain View					
FY 2020-21	\$	108.44	43.75	35.65	187.84
FY 2021-22	\$	109.70	46.40	37.10	193.20
% Increase		1.2%	6.1%	4.1%	
Palo Alto					
FY 2020-21	\$	140.77	41.37	50.07	232.21
FY 2021-22	\$	140.77	43.32	50.07	234.16
% Increase		0.0%	4.7%	0.0%	
Sunnyvale					
FY 2020-21	\$	84.24	53.38	37.36	174.98
FY 2021-22	\$	85.52	55.52	38.85	179.89
% Increase		1.5%	4.0%	4.0%	
Cal Water Rate					
FY 2020-21	\$	73.01	(3)		
FY 2021-22	\$	93.59	(4)		
% Increase		28.2%			

(1) Based on 15 units of water plus meter charge. Mountain View's meter charge for single family is for both 5/8 and 3/4 inch meter sizes. Sunnyvale, Palo Alto and Cal Water have separate rates. This comparison uses the lower 5/8 inch meter rate.

(2) Mountain View and Palo Alto based on 32-gallon, Sunnyvale based on 27-gallon. Mountain View has biweekly recycling pick-up; Palo Alto and Sunnyvale have weekly recycling pick-up.

(3) Rate in effect as of 1/1/20.

(4) Rate in effect as of 2/1/21.

Residential Services - Multi-Family (4-plex)

		Water (1)	Sewer	Trash (2)	Sample Monthly Bill
Mountain View					
FY 2020-21	\$	220.27	175.00	142.60	537.87
FY 2021-22	\$	222.79	185.60	148.40	556.79
% Increase		1.1%	6.1%	4.1%	
Palo Alto					
FY 2020-21	\$	301.26	165.48	200.28	667.02
FY 2021-22	\$	301.26	173.28	200.28	674.82
% Increase		0.0%	4.7%	0.0%	
Sunnyvale					
FY 2020-21	\$	239.70	147.84	199.36	586.90
FY 2021-22	\$	243.20	153.76	207.32	604.28
% Increase		1.5%	4.0%	4.0%	

(1) Based on 30 units of water plus meter charge.

(2) Mountain View and Palo Alto based on 32-gallon, Sunnyvale based on a 65-gallon minimum charge. Mountain View has biweekly recycling pick-up; Palo Alto and Sunnyvale have weekly recycling pick-up.

Residential Services - Apartment Complex (120 units)

		Water (1)	Sewer	Trash (2)	Sample Monthly Bill
Mountain View					
FY 2020-21	\$	5,778.50	5,250.00	4,053.20	15,081.70
FY 2021-22	\$	5,844.80	5,568.00	4,215.65	15,628.45
% Increase		1.1%	6.1%	4.0%	
Palo Alto					
FY 2020-21	\$	6,780.67	4,964.40	5,520.11	17,265.18
FY 2021-22	\$	6,780.67	5,198.40	5,520.11	17,499.18
% Increase		0.0%	4.7%	0.0%	
Sunnyvale					
FY 2020-21	\$	4,552.67	4,435.20	4,704.76	13,692.63
FY 2021-22	\$	4,618.68	4,612.80	4,892.90	14,124.38
% Increase		1.4%	4.0%	4.0%	

(1) Based on 830 units of water plus 4" meter charge.

(2) Based on nine 3-yard 1x/week and one 3-yard 2x/week. Mountain View has biweekly recycling pick-up; Palo Alto and Sunnyvale have weekly recycling pick-up.

Commercial Services

		Water (1)	Sewer	Trash (2)	Sample Monthly Bill
Mountain View					
FY 2020-21	\$	520.15	344.40	370.45	1,235.00
FY 2021-22	\$	526.20	365.40	385.30	1,276.90
% Increase		1.2%	6.1%	4.0%	
Palo Alto					
FY 2020-21	\$	563.77	478.20	504.40	1,546.37
FY 2021-22	\$	563.77	485.40	504.40	1,553.57
% Increase		0.0%	1.5%	0.0%	
Sunnyvale					
FY 2020-21	\$	461.44	340.20	429.37	1,231.01
FY 2021-22	\$	468.20	354.00	446.54	1,268.74
% Increase		1.5%	4.1%	4.0%	

(1) Based on 60 units of water plus 2" meter charge.

(2) Based on one 3-yard 1x/week. Mountain View has biweekly recycling pick-up;
Palo Alto and Sunnyvale have weekly recycling pick-up.

Debt Administration

Legal Debt Margin:

The legal debt margin for the City of Mountain View, California, is calculated using a debt limit of 15 percent of the assessed value of property (excluding tax increment) within the City limits. Computation of the City's legal debt margin as of June 30, 2020 is as follows (dollars in thousands):

Assessed value (net) – June 30, 2020 ⁽¹⁾	\$31,907,906,251
Debt limit: 15 percent of assessed value	4,786,185,938
Less total bonded debt, general obligation	<u>-0-</u>
Legal debt margin	<u>\$ 4,786,185,938</u>

In 2001 the City was awarded a AAA issuer credit rating (ICR) by Standard and Poor's (S&P), one of the nation's top-ranked independent credit rating agencies. S&P upgraded the City ICR from AA to AAA, the highest credit rating possible, because of a solid and diversified local tax base, the City's low debt burden, high property values and personal income levels, and the expectation of continued strong financial operations by the City. At that time, Mountain View was one of only three California cities to receive the AAA rating from S&P. The AAA ICR was last reaffirmed by S&P in 2014 and has resulted in lower debt costs and savings to the City.

Debt Obligations Outstanding:

As of June 30, 2021, the City is anticipated to have various debt obligations outstanding. These obligations are comprised of the following (dollars in thousands):

City of Mountain View:

Water Revenue Bonds were issued in 2004 to fund the construction of infrastructure to expand the City's water storage capacity. In 2008 these bonds were upgraded to a AAA underlying credit rating by S&P from AA. The AAA underlying credit rating was last affirmed by S&P in 2018.

The 2018 Wastewater Bank Loan was issued to finance Wastewater infrastructure projects. The proceeds have funded capital projects in Fiscal Years 2018-19, 2019-20, and 2020-21.

<u>Type of Indebtedness</u>	<u>Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding as of June 30, 2021</u>
2004 Water Revenue Bonds	2029	3.0%-4.5%	\$9,700	\$4,135
2018 Wastewater Bank Loan	2033	3.36%	\$10,100	\$8,979

⁽¹⁾ Source: California Municipal Statistics Inc.

Debt Administration
(Continued)

Shoreline Regional Park Community:

The 2011 Revenue Bonds were issued to refund the 1996 Tax Allocation Bonds (TABs) (which were originally issued to fund the acquisition of certain land from the City and to fund road, water, sewer, and other public improvements) and to fund the construction of Fire Station No. 5, Permanente Creek Trail improvements, and the Athletic Field projects. These bonds were awarded an A underlying credit rating by S&P and was upgraded to an A+ in 2018.

The 2018 Revenue Bonds were issued to finance the costs of acquiring and constructing certain public improvements to Shoreline Boulevard and Plymouth Street including a bicycle/pedestrian overcrossing of U.S. Highway 101, a freeway off-ramp realignment at Shoreline Boulevard, a Shoreline Boulevard reversible bus lane, Plymouth Street construction and Shoreline Boulevard bus lane extension, Shoreline Sailing Lake improvements, and police/fire training and classroom facility. These bonds were awarded an A+ underlying credit rating by S&P in 2018.

<u>Type of Indebtedness</u>	<u>Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding as of June 30, 2021</u>
2011 Revenue Refunding Bonds	2040	2.0%-5.75%	\$39,030	\$23,880
2018 Revenue Bonds	2048	3.36%-5.0%	\$63,800	\$63,800

Total long-term debt outstanding is \$100.8 million.

Annual debt service payments by entity for Fiscal Years 2019-20 Audited, 2020-21 Adopted and 2021-22 Recommended can be found on the following pages.

Annual Debt Service Payments by Entity

	<u>2019-20</u> <u>AUDITED</u>	<u>2020-21</u> <u>ADOPTED</u>	<u>2021-22</u> <u>RECOM.</u>
CITY OF MOUNTAIN VIEW			
2004 Water Revenue Bonds			
Principal	\$ 410,000	425,000	440,000
Interest	<u>219,824</u>	<u>207,250</u>	<u>189,400</u>
Total 2004 Water Revenue Bonds	<u>629,824</u>	<u>632,250</u>	<u>629,400</u>
2018 Wastewater Bank Loan			
Principal	579,000	542,000	560,000
Interest	<u>61,656</u>	<u>310,800</u>	<u>292,287</u>
Total 2018 Wastewater Bank Loan	<u>640,656</u>	<u>852,800</u>	<u>852,287</u>
TOTAL City of Mountain View	\$ <u>1,270,480</u>	<u>1,485,050</u>	<u>1,481,687</u>
SHORELINE REGIONAL PARK COMMUNITY			
2011 Revenue Bonds			
Principal	\$ 1,890,000	1,985,000	2,085,000
Interest	<u>1,453,122</u>	<u>1,356,707</u>	<u>1,254,957</u>
Total 2011 Revenue Bonds	<u>3,343,122</u>	<u>3,341,707</u>	<u>3,339,957</u>
2014 Bank Loan			
Principal	0	0	0
Interest	<u>0</u>	<u>0</u>	<u>0</u>
Total 2014 Bank Loan	<u>0</u>	<u>0</u>	<u>0</u>
2018 Revenue Bonds			
Principal	0	0	0
Interest	<u>3,078,700</u>	<u>3,078,950</u>	<u>3,078,950</u>
Total 2018 Revenue Bonds	<u>3,078,700</u>	<u>3,078,950</u>	<u>3,078,950</u>
TOTAL Shoreline Regional Park Community	\$ <u>6,421,822</u>	<u>6,420,657</u>	<u>6,418,907</u>
TOTAL DEBT SERVICE REQUIREMENTS	\$ <u>7,692,302</u>	<u>7,905,707</u>	<u>7,900,594</u>

Note: Interest payment includes trustee fees, if applicable.

FISCAL YEAR 2021-22
Calculation of Appropriations Limit

The City is required by the State Constitution, Article XIII B (Proposition 4), to annually calculate the maximum amount of appropriations subject to limitation. This calculation is intended to limit the annual growth in tax revenues used to fund governmental expenditures in California. Article XIII B was changed with the passage of Proposition 111 on the June 1990 ballot. These changes permit greater flexibility with regard to annually calculating increases in the appropriations limit (Gann Limit) by allowing additional growth factors to be used. The factors permitting the maximum allowable increase in the appropriations limit are chosen for the calculation each fiscal year.

As can be seen below, the City is substantially under its appropriations limit. The difference between the appropriations limit and the appropriations subject to limitation has grown over time as the limit has been substantially increased by the annual adjustment factors. This, combined with the comparatively slower pace of growth in proceeds of taxes over the same time period, has contributed to the amount under the appropriations limit.

Fiscal Year 2020-21 Limit	\$ 293,019,226
2021 Change in City of Mountain View Population	1.0186
2021-22 Change in California Per Capita Personal Income	<u>1.0573</u>
Fiscal Year 2021-22 Limit	315,571,679
Fiscal Year 2021-22 Budget Amount Subject to Limitation	<u>103,224,135</u>
Amount Under Appropriation Limit	\$ <u>212,347,544</u>

FISCAL YEAR 2021-22

Budget Preparation and Review Process

The budget process typically begins in November of each fiscal year when all City departments begin preparation of their budget proposals for the upcoming fiscal year. However, this past year the budget process was delayed to December. Budget requests are reviewed by the City Manager and the Budget Review Team (consisting of the Finance and Administrative Services Director and Assistant Finance and Administrative Services Director).

Below is a condensed time line for the entire Fiscal Year 2021-22 budget process:

December 2020 – February 2021	<p>Departments prepare and submit the following for the upcoming fiscal year:</p> <ul style="list-style-type: none">(1) budget transmittal letter, non-discretionary increases, discretionary increases, and limited-period requests to the Budget Review Team;(2) reclassification requests to Human Resources and then to the Budget Review Team;(3) capital outlay and equipment replacement requests to the Capital Outlay Review Committee;(4) new and modified performance measure proposals and current fiscal year 6 month actuals;(5) department goals work plan update and new department goals. <p>Initial forecast for upcoming fiscal year prepared and presented to City Council.*</p>
February 2021	<p>The Capital Outlay Review Committee meets with each department and reviews their capital requests.</p> <p>Departments develop and submit preliminary departmental goals.</p>
March 2021	<p>The City Manager and Budget Review Team meet with each department to review budget submittals, including capital outlay, department goals and fees.</p>
March 16, 2021	<p>City Council study session on draft vision, strategic priorities and potential projects.*</p>
March 23, 2021	<p>City Council study session for presentation and discussion of Proposed Fiscal Year 2021-22, Planned Fiscal Year 2022-23 through Fiscal Year 2025-26 Capital Improvement Program.*</p>

FISCAL YEAR 2021-22
Budget Preparation and Review Process
(Continued)

March – May 2021	Departments continue to review and modify goals/initiatives/projects to support City Council Strategic Priorities. Five-Year Financial Forecast updated for upcoming fiscal year. A 5-year financial forecast is prepared annually and a longer range 10-Year Financial Forecast is prepared periodically.
April 27, 2021	Strategic Roadmap Action Plan for Fiscal Years 2021-22 and 2022-23. Public Hearing for CDBG/HOME funds.* Fiscal Year 2020-21 3 rd Quarter Budget Status Update Report.
May 25, 2021	City Council study session for presentation and discussion of Recommended Fiscal Year 2021-22, Planned Fiscal Year 2022-23 through Fiscal Year 2025-26 Capital Improvement Program.*
June 8, 2021	City Council Public Hearing for presentation and discussion of the Fiscal Year 2021-22 Recommended Budget and approval of City Council's Strategic Roadmap and priorities.*
June 22, 2021	Proposition 218 public hearing.* Public hearing and adoption of Fiscal Year 2021-22 budgets, appropriations limit, fee modification (including utility rates), City Council's Strategic Roadmap and priorities, and adoption of Fiscal Year 2021-22 Capital Improvement Program.*

This process complies with the procedures required in the City Charter for adoption of the annual budget specifying the annual City budget must be adopted prior to July 1, the beginning of each fiscal year.

* The public has the opportunity to comment during study sessions and public hearings.

Financial and Budgetary Policies

The adopted Financial and Budgetary Policy A-11 can be found on the City's Website at the following link and following the below additional information not included in the policy.

<http://laserfiche.mountainview.gov/WebLink/0/doc/220277/Page1.aspx>

Budget Policies:

All governmental fund-type annual budgets are presented on a modified accrual basis consistent with the general purpose financial statements prepared in accordance with generally accepted accounting principles. Pursuant to Council-adopted financial and budgetary policies, budgets are approved at the fund and department level (legal level of control) and may not be exceeded without City Council approval. Transfers and adjustments between funds, departments or capital projects must be submitted to the City Council for approval. The City Charter requires approval by five votes of the seven-member City Council to amend the budget.

Budget Adjustments:

Budget adjustments are also required for grants and reimbursed services that were not anticipated or budgeted. Council Policy A-10 "Authorization to Execute City Contracts and Agreements and Increase Certain Limited Appropriations" authorizes the Finance and Administrative Services Director and the City Manager to increase appropriations up to \$20,000 and \$100,000 (indexed to 2011 dollars), respectively, when outside grants or reimbursement revenues have been received to offset expenditures that were not anticipated or budgeted. If the grant or reimbursement is not within the City Manager's level of authorization, a request for an appropriation increase must be submitted to the City Council for approval (five votes required).

Department heads are responsible for managing expenditures within their budget and assuring funds are only expended for properly authorized City expenses. Department heads are also responsible for expending funds consistent with the goals and objectives approved by the City Council.

Comprehensive Annual Financial Report (Annual Report):

The City's Annual Report is prepared in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 34 and provides the government-wide financial statements in addition to the fund financial statements. The accounting and financial reporting treatment applied to the fund financial statements is determined by the measurement focus of the individual fund.

Basis of Accounting:

Governmental fund types are accounted for using the modified accrual basis of accounting. Revenues are recorded as received or accrued if they are both measurable and available to finance expenditures of the current period. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on long-term debt, which are recorded when paid.

Financial and Budgetary Policies (Continued)

Proprietary fund types are accounted for using the accrual basis of accounting wherein revenues, unbilled or billed, are recognized in the accounting period in which they are earned, and expenses are recognized in the period liabilities are incurred. For budgetary purposes, capital projects are appropriated for the estimated cost of the total project. These financial uses of funds are not reflected as expenses in the City's financial statements but are capitalized and depreciated in accordance with generally accepted accounting principles.

Cost Allocation Plan:

The City prepares a cost allocation plan, to identify the costs associated with providing certain services. These indirect charges, noted as General Fund Administration on the fund schedules, reimburses the General Operating Fund for services such as those provided by the City Manager, Human Resources, City Attorney, Payroll, Purchasing, Accounts Payable and Information Technology. The full cost allocation plan delineates the basis of allocation by department which may include the total operating budget, the number of full-time equivalent positions per department, the number of work requests, square footage occupied, number of items processed, number of applicable devices, etc. The City also prepares a cost allocation plan for the Water Fund similar to the General Fund plan.

Internal Service Funds:

The City also has six internal service funds that provide service to all major funds within the City and, in turn, charge these funds for the cost of providing services. Revenues received for providing services are noted as interfund service charges in the fund schedules.

CITY COUNCIL POLICY

SUBJECT: FINANCIAL AND BUDGETARY POLICY

NO.: A-11

PURPOSE:

A comprehensive and consistent set of financial and budgetary policies provides a basis for sound financial planning, identifies appropriate directions for service level development, aids budgetary decision making, and serves as an overall framework to guide financial management and operations of the City of Mountain View (City).

This document incorporates existing adopted and informal policies. The formal adoption of financial policies allows for the consistent management of the City's financial resources and avoids the possibility of inconsistent or conflicting policies. These policies will establish criteria to evaluate the City's financial condition and to create a sound financial base for City operations.

A city's adoption of financial policies also promotes public confidence and increases the city's credibility in the eyes of bond rating agencies and potential investors. Such policies also provide the resources to react to potential financial emergencies in a prudent manner.

While these City Council-adopted policies will be amended periodically, the adoption of these policies will bring increased consistency to the management of the City's financial resources while establishing criteria and fiscal goals.

Policies presented here address the following topics:

1. Budget Policies
2. Revenue Policies
3. Expenditure Policies
4. Reserve Policies
5. Capital Improvement Policies
6. Cash Management and Investment Policies
7. Accounting Policies

CITY COUNCIL POLICY

SUBJECT: FINANCIAL AND BUDGETARY POLICY

NO.: A-11

8. Debt Management Policies

9. Risk Management Policies

POLICY:

1. Budget Policies

- a. The adopted budget shall serve as the annual financial plan for the City. This financial plan shall include the goals and objectives set by the City Council and the level of services determined by the City Council.
- b. A structurally balanced General Operating Fund budget will be adopted annually, whereby recurring operating expenditures shall not exceed recurring operating revenues.
- c. A midyear budget status report will be presented to the City Council annually.
- d. A budget Study Session will be held annually to review the "Narrative Budget" prior to the submittal of the proposed operating budget to the City Council.
- e. The proposed budget shall be prepared by City staff and submitted to the City Council prior to the budget hearing each fiscal year.
- f. The City Council shall adopt an annual operating budget before the first of July of each fiscal year.
- g. The Finance and Administrative Services Director shall have authority to make minor corrections in compiling the adopted budget.
- h. The City Manager or his/her designee shall have discretion for budget adjustments within a fund and within a department's operating budget.

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- i. All budget adjustments between funds or departments shall be submitted to the City Council for approval.
 - j. Performance and workload measures which reflect the effectiveness, efficiency, or workload of departmental operations will be included in the annual budget. The budget should include comparisons of actual performance to a target goal.
2. Revenue Policies
- a. The development and maintenance of diversified and reliable revenue streams will be the primary revenue policy of the City. The City will focus its efforts to optimize existing revenue sources while periodically reviewing potential new revenue sources.
 - b. Revenues for the General Operating Fund will be forecast for the upcoming budget year and the four subsequent fiscal years.
 - c. Revenues will be estimated conservatively using information provided by State and other governmental agencies, trending of historical information, and other relevant information.
 - d. Sources of revenues will be evaluated periodically to determine their applicability and relevance to City needs.
 - e. Fees and charges for services will be evaluated and, if necessary, adjusted annually. The City's objective in setting fees and charges for services is to achieve a reasonable level of cost recovery for services that are not provided to, or do not benefit, the community as a whole.
 - f. Periodic reviews or audits of significant revenue sources will be conducted to determine the accuracy of amounts paid and to monitor developments in the City's revenue base.

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3. Expenditure Policies

- a. City services and operations will be provided in an efficient manner with the objective of delivering the highest level of service possible at the lowest level of expenditure.
- b. Expenditures for the General Operating Fund will be forecast for the upcoming budget year and the four subsequent fiscal years.
- c. Expenditures will be estimated conservatively using information provided by State and other governmental agencies, trending of historical information, and other relevant information.
- d. A good internal control structure assuring that only properly authorized expenditures are made will be maintained.
- e. Expenditures will be controlled at the fund and department level and will not exceed appropriations without City Council authorization. Appropriations lapse at the end of the fiscal year to the extent that they have not been expended or encumbered.
- f. Obligations of the City will be recognized when incurred. Encumbrances will be used for outstanding commitments. Encumbrances outstanding at year end will be carried over to the next fiscal year and are automatically reappropriated for inclusion in the next fiscal year's budget.

4. Reserve Policies

The following is a list of reserves currently in place at the time these policies were adopted. City Council has the authority to add or remove reserves as needed at their discretion. Some reserves are only needed for a short period of time. This list will be updated each time the policies are updated. Reserves that affect the financial stability and credit worthiness of the City, such as the General Fund Reserve, will be maintained to the degree financial stability and credit worthiness are unaffected to the greatest extent possible.

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- a. The General Fund Reserve, to be funded at a level between 20.0 percent to 25.0 percent of General Operating Fund budgeted expenditures, net of budget savings, shall be used: (1) for City Council-approved expenditures not appropriated during the annual budget process; (2) to cover unanticipated revenue shortfalls; (3) in situations of extreme physical or financial emergency (with the approval of the City Council); (4) to generate ongoing investment earnings; and (5) as a funding source for interfund loans and other loans or advances from the General Fund as approved by City Council. Such loans and advances should accrue interest earnings for the General Operating Fund and include principal repayment to the extent possible.
- b. The General Fund Budget Contingency Reserve shall be used to provide one-time financial resources during uncertain economic conditions. This reserve may be used for such things as the transitioning of positions to be eliminated, the phasing out of certain expenditures, smoothing of employee benefit changes, or anticipated or unanticipated revenue declines, as approved by City Council.
- c. The General Fund Earned Lease Revenue Reserve shall be used to accumulate the rent from the ground lease of a portion of the City's Charleston East property to Google Inc. (Google). Google prepaid \$30.0 million as rent for the initial approximately 52-year lease term. The intent is for this reserve to accumulate the rent, as it is earned, so that the \$30.0 million principal balance will be available at the end of the initial lease term.
- d. The General Fund Transportation Reserve shall be used for the purpose of major priority transportation projects to mitigate traffic congestion, improve infrastructure, and meet the needs of the City, as authorized by the City Council.
- e. The General Fund Capital Improvement Reserve, to be funded with a goal of a minimum balance of \$5,000,000, shall be used for the funding of unanticipated priority capital improvement projects authorized by the City Council. To the extent possible, General Operating Fund carryovers remaining from the end of the fiscal year, not designated for other reserve purposes, may be applied to this Reserve.

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- f. The General Fund Open Space Acquisition Reserve shall be used for the purpose of acquiring open space to meet the needs of the City and as authorized by the City Council. Proceeds from excess City-owned properties shall fund this Reserve as directed by City Council.
- g. The General Fund Strategic Property Acquisition Reserve shall be used for the purpose of setting aside specific funds for the City to use for the acquisition of strategic property(ies).
- h. The General Fund Property Management Reserve shall be used to provide a source of funds for obligations which could arise from the City's leasing of property, including legal services, certain responsibilities identified in land leases, environmental testing, or other costs normally incurred by a lessor.
- i. The Graham Site Maintenance Reserve shall be used to fund the maintenance obligations, per the agreement with the school district, of the Graham Sports Complex, including the playing field at Graham Middle School beneath which the City has a reservoir.
- j. The Compensated Absences Reserve shall fund the disbursements of terminated or retired employees for accrued vacation and sick leave or other accrued leave as applicable. This Reserve shall be funded at a minimum of 80.0 percent of the accrued liabilities of the City for compensated absences such as vacation and vested sick leave.
- k. The Equipment Replacement Reserve shall be maintained to fund the replacement of capital equipment. The financial objectives of this fund is to permit the budgeting of level annual amounts for capital equipment replacement while utilizing this fund's reserves to absorb the cash flow variations caused by the timing of asset replacements. Major categories of capital assets (e.g., vehicles, information technology equipment, Police and Fire radios, CAD/RMS system hardware and Communications Center furniture and equipment, etc.) are included in this Reserve. Appropriations for this fund will be requested in the annual budget. It is policy direction that capital assets not be replaced before the end of their useful life unless justified by operating necessity.

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- l. The Workers' Compensation Self-Insurance Reserve shall be maintained at a level deemed adequate to meet projected liabilities as determined by an actuarial valuation to be conducted at least once every three years. This reserve may also be used for the backfill of public safety positions out on Workers' Compensation up to Two Hundred Thousand Dollars (\$200,000) annually. In addition to projected liabilities, the reserve balance shall include at a minimum the provision for two catastrophic losses at the City's current level of self-insured retention.
- m. The Liability Self-Insurance Reserve shall be maintained at a minimum level of \$2.0 million plus an amount deemed appropriate to cover expected claim settlements for the current fiscal year.
- n. The Unemployment Self-Insurance Reserve will be reviewed annually and maintained at a level adequate to meet estimated unemployment liabilities.
- o. The Employee Benefits Plan (Prescription/Vision) Reserve will be reviewed annually and maintained at a level adequate to meet estimated benefit liabilities.
- p. The Retirees' Health Insurance Program Reserve will be accounted for in accordance with Generally Accepted Accounting Principles (GAAP) which includes a periodic actuarial evaluation of the City's liability and for each fund to contribute, to the extent possible, its Annual Required Contribution (ARC). In addition, to the extent possible, payments toward the Unfunded Actuarial Accrued Liability (UAAL) shall be made. This Reserve may be held with a third-party trustee for the benefit of the retirees.

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- q. The Shoreline Regional Park Community shall maintain reserves as follows:
- (1) General Reserve shall be maintained at 25 percent of operating expenditures.
 - (2) Sea Level Rise Reserve shall be incrementally increased to accumulate approximately \$30 million in funds for projects identified in the Shoreline Sea Level Rise Study.
 - (3) Landfill Reserve shall be incrementally increased to accumulate funds to rebuild the landfill system. The Landfill Master Plan identified a need for a \$12 million reserve to rebuild the landfill system in case of a catastrophic event.
- r. The Water Fund Reserve shall be maintained as follows:
- (1) Minimum 10 percent of operating budget for emergencies.
 - (2) Minimum 5 percent of operating budget for contingencies.
 - (3) Goal of 10 percent of operating budget for rate stabilization.
 - (4) Goal for capital improvements which averages the amount budgeted for annual maintenance capital improvement projects over the prior three to five fiscal years.
- The purpose of the rate stabilization funds is to buffer any significant changes in revenues or expenses. Use of the rate stabilization funds is allowed to gradually or incrementally change rates in any fiscal year to lessen the impact of an otherwise significant rate change. The funds are to be adjusted in following fiscal years to meet the 10 percent guideline.
- s. The Wastewater Fund Reserve shall be maintained as follows:
- (1) Minimum 10 percent of operating budget for emergencies.
 - (2) Minimum 5 percent of operating budget for contingencies.

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- (3) Goal of 10 percent of operating budget for rate stabilization.
- (4) Goal for capital improvements which averages the amount budgeted for annual maintenance capital improvement projects over the prior three to five fiscal years.

The purpose of the rate stabilization funds is to buffer any significant changes in revenues or expenses. Use of the rate stabilization funds is allowed to gradually or incrementally change rates in any fiscal year to lessen the impact of an otherwise significant rate change. The funds are to be adjusted in following fiscal years to meet the 10 percent guideline.

t. The Solid Waste Fund Reserve shall be maintained as follows:

- (1) Minimum 10 percent of operating budget for emergencies.
- (2) Minimum 5 percent of operating budget for contingencies.
- (3) Goal of 10 percent of operating budget for rate stabilization.
- (4) Required Financial Assurance Mechanisms (FAMs) if applicable.

The purpose of the rate stabilization funds is to buffer any significant changes in revenues or expenses. Use of the rate stabilization funds is allowed to gradually or incrementally change rates in any fiscal year to lessen the impact of an otherwise significant rate change. The funds are to be adjusted in following fiscal years to meet the 10 percent guideline.

5. Capital Improvement Policies

- a. A five-year comprehensive Capital Improvement Program (CIP), identifying proposed major construction projects, capital equipment outlays, land acquisition, and other capital improvement expenditures, and providing an analysis of the estimated funding available and necessary to fund these projects, shall be prepared biennially and presented to the City Council for

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- approval. In the years when a five-year CIP is not prepared, capital projects for a single year will be presented to City Council for approval.
- b. The CIP shall identify all proposed projects to be initiated during the five-year period.
 - c. The first year of the CIP and single-year capital projects shall be appropriated with the annual budget. The appropriations for each project are ongoing until project completion, project cancellation, or amendment.
 - d. The first year of the CIP and single-year capital projects shall only include those projects which can reasonably be accomplished or substantially started within the fiscal year.
 - e. Recurring annual projects shall be closed out at the end of the fiscal year or as soon as all related expenditures have been paid.
 - f. Capital projects will be reviewed on an annual basis for amendments or potential closure/cancellation.
 - g. A list of unscheduled projects (projects not included in the five-year period) will be identified in the CIP as an indication of potential future projects.
 - h. Future potential ongoing operating costs associated with a project will be identified with the project in the CIP.
6. Cash Management and Investment Policies
- a. The City will follow modern cash management practices that require active revenue oversight, prompt collection, deposit, and investment of all funds and cash flow management which maximizes the amount of invested cash balanced with the timely payment of obligations.

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- b. The City will invest all funds in accordance with the City Council Investment Policy B-2 (Investment Policy) based on the following criteria:
 - (1) Safety of investment.
 - (2) Maintenance of sufficient liquidity to meet cash flow needs.
 - (3) Attainment of a market rate of return consistent with the requirements of the Investment Policy.
- c. The City shall conduct all of its investment activities in accordance with the California Government Code Section 53600 and the Investment Policy.
- d. The Investment Policy shall be updated as necessary and approved by the City Council.
- e. A complete report on the City's investment portfolio shall be presented to the City Council on a regular basis.
- f. A cash flow analysis shall be prepared on a monthly basis in order to estimate the amount of funds available for investment.

7. Accounting Policies

- a. A financial accounting system adequate to provide management information and meet reporting requirements shall be maintained.
- b. A system of effective internal controls will be maintained that assures only properly authorized expenditures, recordings of financial transactions, and accounting entries are executed.
- c. Financial reports shall be prepared and presented to the City Council on a regular basis.
- d. The City's financial records will be audited annually by an independent accounting firm as required by the City Charter.

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- e. A Comprehensive Annual Financial Report (CAFR) shall be prepared each year within six months of the close of the previous fiscal year. The CAFR will be presented to the City Council in a Study Session in accordance with Council Policy B-6.
- f. The CAFR shall be prepared in accordance with generally accepted accounting principles applicable to local governments.
- g. The “Management Letter” presented by the City’s independent accounting firm will be presented, with City staff’s comments if applicable, to the City Council.

8. Debt Management Policies

These Debt Management Policies are the debt management policies for the City of Mountain View, Mountain View Shoreline Regional Park Community, City of Mountain View Capital Improvement Financing Authority, and any other entity for which the City Council acts as legislative body, and the term “City” shall refer to each of such entities.

When used in these Debt Management Policies, “debt” refers to all forms of indebtedness and financing lease obligations.

These Debt Management Policies are intended to comply with California Government Code Section 8855 (i).

- a. Long-term borrowing will be restricted to the funding of capital improvement projects and equipment. The use of long-term borrowing for ongoing operations shall be avoided.
- b. Short-term debt may be issued to provide financing for the City’s operational cash flows in order to maintain a steady and even cash flow balance. Short-term debt may also be used to finance short-lived capital projects; for example, the City may undertake lease-purchase financing for equipment.
- c. The City may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public

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- purposes of the City. In such cases, the City shall take reasonable steps to confirm the financial feasibility of the project to be financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein.
- d. The term of the debt shall not exceed the expected useful life of the capital improvement project or equipment.
 - e. Debt obligations will be met in a timely and efficient manner.
 - f. The City will comply with all debt covenants.
 - g. Good communications with bond rating agencies about its financial condition will be maintained.
 - h. The City will not exceed its legal debt margin limit of 15 percent of assessed value of property within the City limits.
 - i. Refunding techniques will be used where appropriate to allow for the restructuring of its current outstanding debt to remove or change restrictive covenants, and/or to reduce annual debt service in an amount sufficient to justify the costs of the refunding/reissuance.
 - j. The City will comply with the postissuance policies and procedures specified in the tax certificate for any tax-exempt debt.
 - k. Types of Debt: The following types of debt are allowable under these Debt Management Policies:
 - General obligation bonds
 - Bond or grant anticipation notes
 - Lease revenue bonds, certificates of participation, and lease-purchase transactions
 - Other revenue bonds and certificates of participation

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- Tax and revenue anticipation notes
- Land-secured financings, such as special tax revenue bonds issued under the Mello-Roos Community Facilities Act of 1982, as amended, and limited obligation bonds issued under applicable assessment statutes
- Tax increment financing to the extent permitted under State law
- Conduit financings, such as financings for affordable rental housing and qualified 501(c)(3) organizations

The City may, from time to time, find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of these Debt Management Policies.

Debt shall be issued as fixed-rate debt unless the City makes a specific determination that a variable rate issue would be beneficial to the City in a specific circumstance.

1. Relationship of Debt to Capital Improvement Program and Budget

The City is committed to long-term capital planning. The City intends to issue debt for the purposes stated in these Debt Management Policies and to implement policy decisions incorporated in the City's capital budget and the capital improvement plan.

The City shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the City's public purposes.

The City shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its General Fund.

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m. Policy Goals Related to Planning Goals and Objectives

The City intends to issue debt for the purposes stated in these Debt Management Policies, General Plan, Precise Plans, and other planning policy documents and to implement policy decisions incorporated in the City's Capital Improvement Program and annual operating budget.

n. Internal Control Procedures

It is the policy of the City to ensure that proceeds of debt are spent only on lawful and intended uses. Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the City will submit written requisitions for such proceeds. The City will submit a requisition only after obtaining the signature of the Finance and Administrative Services Director. In those cases where it is not reasonably possible for the proceeds of debt to be held by a third-party trustee, the Finance and Administrative Services Director shall retain records of all expenditures of proceeds. The Finance and Administrative Services Director shall retain records of expenditures for the period ending on the later of: (a) the final payment of the debt; and (b) the period specified in the tax certificate for tax-exempt debt.

o. Disclosure Policies and Procedures

(1) These Disclosure Policies and Procedures are intended to ensure that the City is in compliance with all applicable Federal and State securities laws.

(2) Review of Official Statements.

(a) The Finance and Administrative Services Director of the City shall review any Official Statement prepared in connection with any debt issuance by the City in order to ensure that there are no misstatements or omissions of material information in any sections that contain descriptions of information prepared by the City.

(b) In connection with its review of the Official Statement, the Finance and Administrative Services Director shall consult with third

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parties, including outside professionals assisting the City, and all members of City staff, to the extent that the Finance and Administrative Services Director concludes they should be consulted so that the Official Statement will include all “material” information (as defined for purposes of Federal securities law).

- (c) As part of the review process, the Finance and Administrative Services Director shall submit all Official Statements to the City Council for approval. The cover letter used by the Finance and Administrative Services Director to submit the Official Statements shall briefly summarize the responsibilities of the City Council under Federal securities laws and identify the key sections of the Official Statement.
 - (d) The approval of an Official Statement by the City Council shall be placed on the agenda as a new business matter and shall not be approved as a consent item. The City Council shall undertake such review as deemed necessary by the City Council, following consultation with the Finance and Administrative Services Director, to fulfill the City Council’s responsibilities under applicable Federal and State securities laws. In this regard, the Finance and Administrative Services Director shall consult with the City’s Disclosure Counsel to the extent the Finance and Administrative Services Director considers appropriate.
- (3) Continuing Disclosure.
- (a) Under the continuing disclosure undertakings that the City has entered into in connection with its debt offerings, the City is required each year to file annual reports with the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access (“EMMA”) system in accordance with such undertakings. Such annual reports are required to include certain updated financial and operating information, and the City’s audited financial statements.

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- (b) The City is also required under its continuing disclosure undertakings to file notices of certain events with EMMA.
 - (c) The Finance and Administrative Services Director is responsible for establishing a system (which may involve the retention or one or more consultants) by which:
 - 1.) The City will make the annual filings required by its continuing disclosure undertakings on a complete and timely basis; and
 - 2.) The City will file notices of enumerated events on a timely basis.
- (4) Whenever the City makes statements or releases information relating to its finances to the public that are reasonably expected to reach investors and the trading markets, the City is obligated to ensure that such statements and information are complete, true, and accurate in all material respects.
- (5) Training.
 - (a) The Finance and Administrative Services Director shall ensure that the members of the City staff involved in the initial or continuing disclosure process and the City Council are properly trained to understand and perform their responsibilities.
 - (b) The Finance and Administrative Services Director shall arrange for disclosure training sessions conducted by the City's Disclosure Counsel. Such training sessions shall include education on these Disclosure Policies and Procedures, the City's disclosure obligations under applicable Federal and State securities laws, and the disclosure responsibilities and potential liabilities of members of the City's staff and members of the City Council. Such training sessions may be conducted using a recorded presentation.

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9. Risk Management Policies

- a. The City will maintain an appropriate level of funding or insurance coverage for exposure to risks of financial loss through self-insurance, partial self-insurance, commercial insurance, or pooled insurance with other agencies, whichever form is the most cost-effective in the long term. If self-insuring, stop loss insurance or pooled insurance should be acquired in order to minimize the amount of self-insured retention, or financial responsibility, at the lowest level that is cost effective. The form of insurance employed for different risks shall be periodically evaluated.
- b. City property shall be appropriately insured or self-insured to cover the City's losses through theft, destruction, fire, and other insurable perils.
- c. All liability-type losses and claims that occur with predictable frequency and which will not have a significant adverse impact on the City's financial position shall be self-insured to an appropriate level.
- d. An annual analysis shall be made of all insurance and self-insurance to monitor and compare costs.
- e. The City shall be self-insured for unemployment benefits.
- f. Workers' Compensation shall be insured or self-insured to an appropriate level and the program carried out according to State laws with the intent to care for the injured and preclude abuse to the extent allowable by law.

Revised: June 12, 2018 Resolution No.18220

Revised: June 13, 2017, Resolution No. 18147

Revised: March 27, 2007, Resolution No. 17191

Effective Date: December 13, 1976, Resolution No. 11280

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**SHORELINE
REGIONAL PARK
COMMUNITY**

Shoreline Regional Park Community

The Shoreline Regional Park Community (Shoreline Community) was created by legislation in 1969, known as the Shoreline Regional Park Community Act (Act), for the development and support of the Shoreline Regional Park (Shoreline Park) and to economically and environmentally enhance the surrounding North Bayshore Area. In accordance with the Act, all tax revenues received by the Shoreline Community are deposited into a special fund and used to pay the principal of and interest on loans, advances, and other indebtedness of the Shoreline Community. The Act prescribes the powers of the Shoreline Community, including the construction and replacement of the infrastructure needed to serve the Shoreline Community such as streets, curbs, gutters, parking lots, sidewalks, water and sewer services, lighting, waste disposal, power and communications, housing, and levees as well as operations and maintenance of Shoreline Park.

The Shoreline Community is a separate legal entity with its own budget and financial statements but is considered a blended component unit of the City, and financial activities are reported with the City's financial documents. A separate budget for the Shoreline Community is adopted by the Board of the Shoreline Community.

The primary source of revenues for the Shoreline Community is property taxes, which include the revenue generated from the Shoreline Community's 1.0 percent levy assessed on the incremental taxable value of real and personal property located within the Shoreline Community. The assessed value of secured real property that does not experience a change in ownership or is not subject to new construction is adjusted annually at a rate not to exceed the California Consumer Price Index (CCPI) or 2.0 percent, whichever is lower. However, if a property changes ownership, it is reassessed at the current market value and new construction is initially valued at the cost of the construction. Unsecured tax on personal property, such as computers and other equipment, is assessed on the value of the property as reported annually to the County by the owning business.

For Fiscal Year 2021-22, operating revenues are projected at \$51.0 million, \$2.2 million higher than the Fiscal Year 2020-21 Adopted. This is primarily due to higher property tax revenues. Operating expenditures are recommended at \$33.9 million, \$1.3 million higher than Fiscal Year 2020-21 Adopted, primarily due to payments to the County and school districts increasing by \$1.1 million. No ongoing changes are recommended, and there are limited-period expenditures of \$214,700. In addition, there is an \$89,000 transfer to the Compensated Absences Reserve, a CalPERS contribution of \$71,000 proportionate to the GOF share, and capital projects of \$13.4 million, of which \$2.8 million is funded from the Development Impact Fee.

The General Reserve, based on 25.0 percent of expenditures (similar to other reserves) net of intergovernmental payments, is \$5.4 million; the Landfill Reserve is increasing from \$9.0 million to \$10.0 million (incrementally increased in case of a catastrophic event); the Sea Level Rise Reserve is increasing \$3.0 million (as part of a plan to fund \$3.0 million annually for 10 years); the Development Impact Fee Reserve is estimated at \$173,000; and the reserve for bond proceeds is estimated at \$30,000. The remaining balance available is projected to be \$30.1 million.

As of June 30, 2021, the Shoreline Community is anticipated to have the following debt obligations outstanding (dollars in thousands):

The 2011 Revenue Bonds were issued to refund the 1996 Tax Allocation Bonds (TABs) (which were originally issued to fund the acquisition of certain land from the City and to fund road, water, sewer, and other public improvements) and to fund the construction of Fire Station No. 5, Permanente Creek Trail improvements, and the Athletic Field projects. These bonds were awarded an A underlying credit rating by Standard & Poor's (S&P) and was upgraded to an A+ in 2018.

The 2018 Revenue Bonds were issued to finance the costs of acquiring and constructing certain public improvements to Shoreline Boulevard and Plymouth Street, including a bicycle/pedestrian overcrossing of U.S. 101, a freeway off-ramp realignment at Shoreline Boulevard, a Shoreline Boulevard reversible bus lane, Plymouth Street construction and Shoreline Boulevard bus lane extension, Shoreline Sailing Lake improvements, and Police/Fire training and classroom facility. These bonds were awarded an A+ underlying credit rating by S&P in 2018.

<u>Type of Indebtedness</u>	<u>Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding as of June 30, 2021</u>
2011 Revenue Refunding Bonds	2040	2.0% - 5.75%	\$39,030	\$23,880
2018 Revenue Bonds	2048	3.36% - 5.0%	\$63,800	\$63,800

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SHORELINE REGIONAL PARK COMMUNITY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2019-20</u>	Adopted Budget <u>2020-21</u>	Estimated <u>2020-21</u>	Recom. Budget <u>2021-22</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 46,564,667	46,648,400	51,908,047	49,074,400
Investment Earnings	2,076,230	1,723,400	1,795,700	1,552,300
Invest Earn on Dev Imp Fees	515,355	0	416,200	0
Rents & Leases	366,750	359,000	182,000	255,000
Development Impact Fees	1,459,098	0	0	0
Other Revenues	220,916	89,000	58,800	89,000
Capital Projects Refunds	2,483,918	0	0	0
Bond Proceeds and Interest	1,830,013	0	239,158	0
Total	<u>55,516,947</u>	<u>48,819,800</u>	<u>54,599,905</u>	<u>50,970,700</u>
Expenditures and Uses of Funds:				
Operations	5,084,091	6,654,253	5,447,046	6,815,160
Intergovernmental Payments	10,389,619	11,522,000	11,651,038	12,573,000
Capital Projects	14,771,000	4,152,000	4,354,000	9,908,000
Capital Projects from Fees	3,848,000	0	0	2,790,000
Capital Projects from Bond Proceeds	69,280,000	0	1,580,000	673,000
General Fund Administration	7,723,700	7,801,000	7,801,000	7,879,000
Water Fund Administration	63,800	64,400	64,400	65,000
2011 Revenue Bonds	3,259,220	3,341,707	3,214,589	3,339,957
2018 Revenue Bonds	3,067,497	3,078,950	3,078,399	3,078,950
Self Insurance	61,430	73,670	73,670	109,550
Retirees' Health Unfunded Liability	500,000	0	0	0
Transfer to Comp Absences Res	70,000	50,000	50,000	89,000
Transfer to Equip Replace Res	103,078	120,267	120,267	126,540
Total	<u>118,221,435</u>	<u>36,858,247</u>	<u>37,434,409</u>	<u>47,447,157</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(62,704,488)	11,961,553	17,165,496	3,523,543
Beginning Balance, July 1	99,758,636	37,054,148	37,054,148	54,219,644
Reserve	(5,300,000)	(5,300,000)	(5,300,000)	(5,400,000)
Reserve for Bond Proceeds	(2,044,041)	(2,044,041)	(703,199)	(30,199)
Reserve for Landfill	(8,000,000)	(9,000,000)	(9,000,000)	(10,000,000)
Reserve for Sea Level Rise	(6,000,000)	(9,000,000)	(9,000,000)	(12,000,000)
Reserve for Dev Impact Fees	(2,547,136)	(2,547,136)	(2,963,336)	(173,336)
Ending Balance, June 30	<u>\$ 13,162,971</u>	<u>21,124,524</u>	<u>27,253,109</u>	<u>30,139,652</u>

The State legislature created the Shoreline Regional Park Community (Shoreline Community). Tax increment derived on the difference between the frozen base year value and the current fiscal year assessed value and other revenues generated from the activities of the Shoreline Community are to be utilized to develop and support the Shoreline Community and surrounding North Bayshore Area. Reserves are for general purposes, a catastrophic landfill event funding sea level rise infrastructure improvements, and tracking of development impact fees.

Assessed values are as follows (in thousands):

		<u>Total Assessed Value</u>	<u>Frozen Base</u>	<u>Tax Increment Value</u>
Actual	2018-19	\$3,911,328	\$33,888	\$3,877,440
Actual	2019-20	\$4,221,032	\$33,888	\$4,187,143
Actual	2020-21	\$4,690,599	\$33,888	\$4,656,711
Recommended	2021-22	\$4,753,214	\$33,888	\$4,719,326

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GLOSSARY AND INDEX

Glossary/Acronyms

Accounting System—The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

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

Actual/Audited Actual—The amount of expenditures or revenues, as verified by the auditors, or positions for the fiscal year.

Actuarial Accrued Liability (AAL)—The amount calculated by an actuary related to an incurred liability.

Actuarially Determined Contribution (ADC)—Equal to the sum of the Normal Cost (NC) and Amortization of the Unfunded Actuarial Accrued Liability (UAAL). Used when discussing the California Public Employees Retirement System (CalPERS) and Retirees' Health Insurance Program. Developed on the same basis as the Annual Required Contribution (ARC) previously developed under GASB Statement No. 45.

ADA—Americans with Disabilities Act.

Adjusted—Adopted plus/minus any encumbrance carryovers, donations, grants, and midyear Council action.

Adopted—Formal action is taken by the City Council to set a plan, action or strategy, etc. for the fiscal year.

Annual Budget—The total budget for a given fiscal year as approved by City Council.

Appropriation—A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

Assessed Value (AV)—A value established by the County Assessor which approximates fair-market value of real or personal property or fair-market value at the time of sale, change in ownership or completion of construction adjusted by the annual California Consumer Price Index not to exceed 2.0 percent annually. By State law, 100 percent of the property value is used for determining the basis for levying property taxes.

Bonds—A legal promise to pay a sum of money on a specific date at a specified interest rate.

Glossary/Acronyms (Continued)

Budget—A financial plan identifying projected revenues, planned expenditures and levels of service.

Budget Adjustment—Any lawful change after the formal adoption of the budget.

CalPERS—California Public Employees Retirement System.

Capital Improvement Program or Project (CIP)—Capital projects such as City buildings, General Plan update, park renovations, etc. These projects are usually multi-year and, thus, extend beyond the annual budget. The CIPs are supported by a five-year expenditure plan detailing funding sources and expenditure amounts.

Capital Outlay (also referred to as Capital Equipment)—Expenditures that result in the acquisition of assets with an estimated useful life of two or more years and a unit cost of \$5,000 or more (account classification 56100s).

Capital Projects Fund—Used to account for financial resources for the construction or acquisition of major capital facilities (other than those financed by Enterprise Funds). For the annual budget, only the Capital Project Funds that have annual budgets are included.

Carryover Balance—The difference between actual General Operating Fund (GOF) revenues received and actual GOF expenditures (operating balance), plus any other GOF one-time revenues or expenditure savings in a given fiscal year.

CCPI—California Consumer Price Index

CERBT—California Employers' Retiree Benefit Trust.

Certificates of Participation (COPs)—Provides a long-term financing mechanism through a financing lease agreement.

COLA—Cost-of-living adjustment.

Community Development Block Grant (CDBG)—A grant received by the Department of Housing and Urban Development (HUD).

Community Stabilization and Fair Rent Act (CSFRA)—On November 8, 2017 voters adopted Measure V, or CSFRA, to stabilize rents and provide just cause eviction protections for certain rental units in Mountain View.

Glossary/Acronyms (Continued)

Component Units—Legally separate entities for which the elected officials of the primary government are financially accountable.

Consumer Price Index (CPI)—A statistical measure of price levels provided by the U.S. Department of Labor signifying the cost-of-living and economic inflation.

Contingency—An amount set aside for emergency or unanticipated expenditure and revenue shortfall.

Cost Recovery Program—Service provided to a specific group or population where the fee is established to partially or fully offset the expenditures incurred for the program or service.

Debt Retirement Costs—Costs associated with the payoff of debt.

Debt Service—The payment of principal and interest on borrowed funds such as bonds.

Debt Service Fund—Government fund type used to account for the accumulation of resources for and the payment of interest and principal on a debt issue.

Department—The highest organizational unit within the City which is responsible for managing divisions or activities within a functional area.

Depreciation— The cost of an asset divided by its expected useful life in years.

Discretionary Expenditure— An expenditure that is avoidable.

Division— An organizational unit within a department that provides a specific service.

Educational Revenue Augmentation Fund (ERAF)— The mechanism used by the State to shift local taxes for the State's education funding commitments. This mechanism has been used three different times, thus the terms ERAF I, ERAF II and ERAF III.

EIR— Environmental Impact Report.

Encumbrances— A legal expenditure obligations of the City established when an agreement for services or goods is entered into. The appropriations for a legal encumbrance does not lapse at the end of the fiscal year.

Glossary/Acronyms (Continued)

Ending Balance— A fund's accumulation of revenues over its expenditures available for appropriation.

Enterprise Funds— Used to account for an activity for which a fee (or fees) is charged to external users for goods or services. The City has three Enterprise (or Utility) Funds, Water, Wastewater and Solid Waste Management, that account for the water services, wastewater (sewer) services, and trash and recycling services provided to residents and businesses in the City.

Estimated Expenditures— The amount of expenditures expected to be spent in the current fiscal year.

Estimated Revenue— The amount of revenue expected to be received in the current fiscal year.

Expenditures— The use of financial resources typically spent for goods or services.

Fiscal Year— A 12-month period specified for recording financial transactions. The City of Mountain View's fiscal year starts on July 1 and ends on the following June 30.

Full-Time Equivalent (FTE)— Part-time and hourly positions expressed as a fraction of full-time positions (2,080 hours per year). Example: 3 positions working 1/2 time equal 1-1/2 FTEs.

Functions— Long-term goals of a department which are tied to performance measures.

Fund— A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance— The difference between assets and deferred outflows and liabilities and deferred inflows reported in a governmental fund.

General Fund— Accounts for the operations of the City which are not recorded in other funds.

General Fund Budget Contingency Reserve— A reserve set aside for uncertain economic conditions to provide for financial flexibility.

Glossary/Acronyms (Continued)

General Fund Reserve—The reserve that provides a source of funding for necessary, but unanticipated, expenditures during the fiscal year, unanticipated revenue shortfalls, sources for interfund loans, emergencies and to generate ongoing interest earnings for the General Operating Fund.

General Fund Reserves—The combination of all General Fund Reserves.

General Government—A grouping of departments that support those which give direct service to the public.

General Non-Operating Fund—A "sub" fund of the General Fund which accounts for the limited-period revenues and expenditures of the General Fund.

General Obligation Bonds—Are issued to fund public projects and are backed by the full faith and credit of the issuer.

General Operating Fund (GOF)—A "sub" fund of the General Fund which accounts for the ongoing annual operations of the City which are not recorded in other funds.

Goals/Projects/Initiatives—A set of criteria to be achieved within a certain time period.

Governmental Funds—Funds generally used to account for tax-supported activities. There are four different types of governmental funds: the General Fund, special revenue funds, debt service funds, and capital projects funds.

Grant Funds—Moneys received from another government, such as the State or Federal government, usually restricted to a specific purpose.

Gross—Amount prior to any deductions.

Infrastructure—A substructure or underlying foundation on which the continuance or growth of a community depends: roads, schools, transportation systems, etc.

Initiative Process—A system designed to place lawmaking power in the hands of the people. Allows voters to collect signatures to place a new law or change on the ballot.

Interdepartmental Charges—Charges from one department or fund to another department or fund within the governmental entity.

Interfund Expenditure—An expenditure reported in one department or fund that is generated by another department or fund within the governmental entity.

Glossary/Acronyms (Continued)

Interfund Transfers—Movement of money from one fund to another within the City of Mountain View or component units of the City of Mountain View.

Intergovernmental Revenue—Grants, entitlements and cost reimbursements from another Federal, State or local governmental unit.

Internal Service Fund—Used to account for any activity that provides goods or services to other funds or departments on a cost reimbursement basis. The City uses Internal Service Funds for fleet maintenance, equipment replacement, Workers' Compensation, unemployment, liability risk exposure, retirees' health and employee benefits.

Investment Portfolio—The accumulation of all cash and investments regardless of source or ownership, placed in securities or vehicles for purposes of generating interest income.

Labor Chargeback—An account used to credit salaries and benefits when time is charged to a capital improvement project or another fund or department for services provided.

Limited-Period Expenditure—An expenditure that is of a one-time or limited duration and not considered ongoing in nature.

Maintenance and Operations—Cost of upkeep and running of property or equipment (account classification 55200s).

Major Fund—Are funds that have either assets, liabilities, revenues or expenditures/expenses equal to 10 percent of their fund type total and 5 percent of the grand total of governmental and enterprise funds or can be a fund designated by the City.

Materials and Supplies—Expenditures for goods used to support operations (account classification 55100s).

Measurement Focus—Types of balances (and related changes) reported in a given set of financial statements (e.g., economic resources, current financial resources, assets and liabilities resulting from cash transactions).

Mission Statement—A broad direction based on the needs of the community. A mission is general and timeless; it is not concerned with a specific achievement in a given time period.

Glossary/Acronyms (Continued)

Modified Accrual Basis of Accounting—Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable; and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due. (NCGA Statement 1)

Net—Amount after consideration of any adjustments.

Non-Discretionary Expenditure—Unavoidable expenditure

Normal Cost (NC)—Represents the annual cost estimated for pension or retirees' health benefits of the future liability for current employees.

Objective—Something aimed at or strived for.

OneSolution—The accounting and budgetary system implemented by the City of Mountain View in March 2016.

Operating Balance—The balance of ongoing revenues and expenditures before one-time revenues or expenditures such as capital projects.

Operating Budget—Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

Operations—Includes salaries, benefits, supplies and services, and capital outlay expenditures.

Other Expenses—All expenditures not recorded in other major account classifications (account classification 55500s).

Other Funds—The reference used for funds other than the General Fund (e.g., Special Revenue, Debt Service, Capital Projects, etc.).

Overhire Position—A position created for temporary use above the approved budgeted number of positions. This is used as an overlap when someone is retiring, out on disability, etc.

Glossary/Acronyms (Continued)

Performance/Workload Measures – Number or percentage of work category completed or performed. The performance/workload measures provide an indicator of the amount of work performed or measures the quality of effectiveness of work performed by a department or program from year to year.

Personnel Services – Salaries and benefits paid to City employees (account classification 54100-54300s).

Position Classification – Includes job titles, job grades and job families for an overall job level.

Primary Government – Any state government or general purpose local government (municipality or county).

Professional/Technical Services – Expertise purchased from external sources (account classification 55400s).

Projected Revenue – The amount of revenue projected for future fiscal year's budget(s).

Property Tax Apportionment – The allotment of direct taxes on the basis of population.

Proposed Budget – The initial plan by the City Manager for the fiscal year presented to the City Council before adoption.

Proposition 4/GANN Initiative Limit – The City is required, under Article XIII B of the State Constitution, to limit appropriations from proceeds of taxes. The annual appropriation limit is based on data received from the State, including various growth measures such as population, CPI and nonresidential construction changes.

Proprietary Funds – To account for operations that involve business-like activities. There are two different types of proprietary funds: enterprise funds and internal service funds.

Rebudget – Funding for limited-period (one-time), capital outlay or equipment replacement items carried over from the current fiscal year to the next fiscal year with Council approval.

Recommended Budget – The preliminary spending plan for the fiscal year presented to the City Council in the Narrative Budget Report.

Glossary/Acronyms (Continued)

Rental Housing Committee (RHC)—Established by the Community Stabilization and Fair Rent Act, and consists of five members and one alternate member.

Reserves—Used to indicate that resources are not available for appropriation and subsequent spending, but is set aside for future use and is either for a specific purpose or to fund a liability.

Revenue Enhancements—Any action that increases current revenue sources or creates new ones.

Salaries and Benefits—The set of all City-related operating costs for personnel (e.g., salaries, wages, retirement, health, dental, etc.).

Section 1103 of City Charter—Mandates that the City Manager will send a careful estimate, in writing, detailing the amount of expenditures required to ensure the proper conduct of business at all levels the City Manager has control of and an estimate of incomes expected.

Secured Debt—Debt guaranteed by the pledge of assets or other collateral.

Services and Supplies—The set of all nonpersonnel-related operating costs (e.g., supplies, maintenance, utilities, services, etc.).

Services to Other Departments—Includes interdepartmental charges and credits received for work performed for another department or fund (account classification 54100).

Shoreline Community (SRPC) — The Shoreline Regional Park Community.

Significant Changes—Any increase above the base budget that is discretionary.

SMaRT® Station—The copyright protected acronym used for the Sunnyvale Materials and Recovery Transfer Station.

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

Special Revenue Funds—Governmental fund type used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted for specified purposes.

Glossary/Acronyms (Continued)

Structural Deficit— The deficit that occurs when there is an imbalance between ongoing revenues and ongoing expenditures.

Structurally Balanced Budget— Ongoing revenues are greater than or equal to ongoing expenditures.

TABs— Tax Allocation Bonds. Bonds issued by a government agency secured by the agency's pledge of tax increment revenues.

Taxes— Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Unfunded Actuarial Accrued Liability (UAAL)— The portion of the AAL that does not have funds set aside toward this liability. Used in reference to the CalPERS system and Retirees' Health Benefit Program.

Unsecured Debt— Obligation not backed by the pledge of specific collateral.

Utilities— A public service such as gas, electricity or water. Also used to account for expenditures for services such as gas, electricity, water, trash and recycling collection, etc. (account classification 55300s).

Utility Funds— See Enterprise Funds.

Utility Rolls— Utility property assessed by the State Board of Equalization.

Vehicle License Fee (VLF)— Established in 1953 as a uniform statewide tax, the VLF is a tax on the ownership of a registered vehicle in place of taxing vehicles as personal property. By law, all revenues from the VLF fund city and county services, but the state legislature controls the tax rate and the allocation among local governments. In 2004, the Legislature permanently reduced the VLF tax rate and eliminated state general fund backfill to cities and counties. Instead, cities and counties now receive additional transfers of property tax revenues in lieu of VLF. In 2011 the legislature eliminated all VLF allocations to local agencies in order to fund COP's grant, booking fee subvention and other safety related grants.

VTA— Valley Transportation Authority.

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