

Administrative Services

DEPARTMENT PURPOSE

The Town Manager provides overall management, administration, and direction for the entire Town organization, reporting to the full Town Council. The Town Manager identifies community issues and needs requiring legislative policy decisions and provides alternative solutions for Council consideration; assures that the Council's policies, programs, and priorities are effectively and efficiently implemented; prepares the Town budget with recommendations on the appropriate resources for Council action; provides research and information necessary for responsible decision making; fosters public awareness of municipal programs, services, and goals; responds to resident and other constituent inquiries by explaining Town services and functions; and investigates problems and provides information and specialized assistance on more complex Town issues.

The Administrative Services portion of Town Manager oversight encompasses responsibility for human resources, finance, budgeting, purchasing, labor relations, information technology systems, economic vitality, equipment replacement, workers' compensation, records management, customer service management, and other administrative support. For budget purposes, Administrative Services incorporates six key programs: Town Manager's Office, Clerk Department, Finance Department, Human Resources Department, Non-Departmental, and Information Technology (IT). In addition, the Town's Workers' Compensation Fund and Office Stores Fund are accounted for in the Administrative Services. The following sections provide summaries of the Administrative Services' core services and service objectives.

BUDGET OVERVIEW

The majority of revenues which support Town wide services are accounted for in the Non-departmental program within Administrative Services. For FY 2018/19 revenues captured in Administrative Services reflect increases in Property Tax, Transient Occupancy Tax, Franchise Fees Licenses and Permits, and Charges for Services, all indicative of the continuing strength in the regional and local economy. However, despite these revenue increases, the FY 2018/19

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Sales Tax projection is being reduced due to the ongoing transition in consumer preferences for online sales instead of purchases from local establishments. As a result, the FY 2018/19 Administrative Services budget continues to be conservative in nature and reflects only obligated and minor expenditure enhancements, including increases in benefit rates, including workers' compensation, and pensions (CalPERS). The FY 2018/19 budget also reflects the addition of a newly created IT Analyst position to provide critical support to the burgeoning technology infrastructure necessary to support modern governance.

ADMINISTRATIVE SERVICES

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Other Taxes</i>	\$ 1,779,407	\$ 1,465,547	\$ 1,720,980	\$ 1,575,000	\$ 1,650,000	\$ 1,650,000
<i>Intergovernmental Revenues</i>	-	-	19,998	-	-	-
<i>Service Charges</i>	651	555	1,019	-	319	-
<i>Interest</i>	430,476	620,895	171,653	270,723	270,723	267,806
<i>Other Revenues</i>	1,054	20,341	25,366	8,721	8,527	187,551
TOTAL REVENUES	\$ 2,211,588	\$ 2,107,338	\$ 1,939,016	\$ 1,854,444	\$ 1,929,569	\$ 2,105,357
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 2,269,816	\$ 2,233,083	\$ 2,138,861	\$ 2,794,970	\$ 2,475,897	\$ 3,590,421
<i>Operating Expenditures</i>	329,596	373,777	364,660	409,463	394,681	451,819
<i>Grants</i>	110,200	99,000	119,800	124,800	124,800	142,000
<i>Pass Through Accounts</i>	-	-	-	7,194	-	10,196
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	175,276	177,430	201,762	226,395	219,645	96,524
TOTAL EXPENDITURES	\$ 2,884,888	\$ 2,883,290	\$ 2,825,083	\$ 3,562,822	\$ 3,215,023	\$ 4,290,960
	2014/15	2015/16	2016/17	2017/18	2017/18	2018/19
	Actuals	Actuals	Actuals	Adopted	Estimated	Proposed
PROGRAM						
<i>Town Manager's Office</i>	\$ 1,059,703	\$ 950,977	\$ 825,373	\$ 1,132,302	\$ 1,067,697	\$ 1,119,982
<i>Community Grants</i>	114,522	103,519	119,800	124,800	124,800	142,000
<i>Human Resources</i>	484,291	559,612	552,914	683,958	628,288	699,694
<i>Finance & Admin Services</i>	1,057,993	992,764	1,002,075	1,279,607	1,056,522	1,291,818
<i>Clerk Administration</i>	168,379	276,418	315,912	334,961	337,716	342,507
<i>Information Technology Management</i>	-	-	-	-	-	684,763
<i>Smoking restriction Implementantation</i>	-	-	9,009	-	-	-
<i>Obesity Grant</i>	-	-	-	-	-	-
<i>Pass Through</i>	-	-	-	7,194	-	10,196
TOTAL EXPENDITURES	\$ 2,884,888	\$ 2,883,290	\$ 2,825,083	\$ 3,562,822	\$ 3,215,023	\$ 4,290,960

* Personnel previously budgeted in Administrative Services Department Internal Service funds are budgeted in the General Fund beginning in FY 2018/19.

ADMINISTRATIVE SERVICES

ADMINISTRATIVE SERVICES STAFFING

<i>Full Time Equivalents (FTE)</i>					
	2014/15	2015/16	2016/17	2017/18	2018/19
<i>General Fund</i>	Funded	Funded	Funded	Funded	Proposed
Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	-	-	1.00	1.00	1.00
Asst. Town Manager/CDD Director	0.50	0.50	-	-	-
Assistant To Town Manager	1.00	1.00	1.00	-	-
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Economic Vitality Manager	-	-	-	0.30	0.30
Economic Vitality Coordinator	0.25	0.25	0.25	-	-
Office Assistant*	1.28	1.63	1.88	1.75	1.88
Communications Coordinator	0.80	0.80	-	-	-
Community Outreach Coordinator	1.00	1.00	1.00	-	-
Human Resources Director*	0.75	0.75	0.75	0.75	1.00
Administrative Analyst*	0.80	0.80	1.70	4.10	4.00
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	1.00
Accountant/Finance Analyst	1.00	1.00	1.00	0.99	0.99
Payroll Specialist*	0.95	0.95	0.95	0.95	1.00
Administrative Technician	0.90	0.90	-	-	-
Account Technician	1.25	1.25	1.25	0.35	0.35
Clerk Administrator	1.00	1.00	1.00	1.00	1.00
Events & Marketing Specialist	-	-	-	0.50	0.50
IT Manager*	-	-	-	-	1.00
Network Administrator*	-	-	-	-	1.00
IT Analyst*	-	-	-	-	1.00
IT Technician*	-	-	-	-	1.00
Total General Fund FTEs	15.98	16.33	16.28	16.19	20.52
Non-General Fund FTEs (located in Administrative Services programs unless otherwise noted)					
Successor Agency to the Los Gatos RDA					
Accountant/Finance Analyst	-	-	-	0.01	0.01
Total Successor Agency FTEs	-	-	-	0.01	0.01
Equipment Replacement					
Account Technician	0.10	0.10	0.10	-	-
Administrative Analyst*	-	-	-	0.10	-
Total Equip Replace FTEs	0.10	0.10	0.10	0.10	-
Liability Self-Insurance					
Administrative Analyst*	-	-	0.10	0.10	-
Administrative Technician	0.10	0.10	-	-	-
Total Liability Self-Insurance	0.10	0.10	0.10	0.10	-

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ADMINISTRATIVE SERVICES STAFFING

<i>Full Time Equivalents (FTE)</i>	2014/15	2015/16	2016/17	2017/18	2018/19
	Funded	Funded	Funded	Funded	Proposed
Workers Compensation					
Human Resources Director*	0.25	0.25	0.25	0.25	-
Payroll Specialist*	0.05	0.05	0.05	0.05	-
Administrative Analyst*	0.20	0.20	0.20	0.20	-
Total Workers Comp FTEs	0.50	0.50	0.50	0.50	-
Information Technology Services					
IT Manager*	1.00	1.00	1.00	1.00	-
Network Administrator*	1.00	1.00	1.00	1.00	-
IT Technician*	1.00	1.00	1.00	1.00	-
Communications Coordinator	0.20	0.20	-	-	-
Office Assistant*	-	-	-	0.13	-
Total IT FTEs	3.20	3.20	3.00	3.13	-
Total Admin Services FTEs	19.88	20.23	19.98	20.02	20.53
Temporary Staff Hours					
Intern I	450	450	450	450	450
Facility Attendant	50	50	50	50	50
Administrative Analyst	620	726	726	726	626
IT Technician	-	-	720	720	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Total Annual Hours	1,370	1,476	2,196	2,196	1,376

**Personnel previously budgeted in Administrative Services Department Internal Service funds are budgeted in the General Fund beginning in FY 2018/19.*



Administrative Services

TOWN MANAGER'S OFFICE ADMINISTRATION PROGRAM 2101

PROGRAM PURPOSE

The Town Manager's Office ensures that all Town programs and services are provided effectively and efficiently. The core services of the Town Manager's Office are to: provide administrative direction and leadership for all Town Departments, programs, and services to ensure the community receives high quality services; oversee the Town Council agenda process to provide comprehensive information and analysis to the Town Council in a timely manner; support business attraction and retention through economic vitality efforts; provide staff support to all Council standing and Ad Hoc Committees and the Community and Senior Services Commission; and facilitate associated projects and services of these Committees and Commissions; foster public awareness of, equitable access to, and engagement in municipal programs, services, and goals; and provide timely and accurate responses to constituent inquiries, concerns, and requests.

Other key duties include providing direct staff assistance to the Mayor and Town Council on special projects and day-to-day activities, and initiating new or special projects under the direction of the Council that enhance the Town government and community.

BUDGET OVERVIEW

The FY 2018/19 budget includes increases in salary and benefit costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2018/19 Town Manager's Office budget is programmed to maintain existing staffing and service levels.

As in prior years, the Town Manager's Office will continue to direct its attention in managing key special projects and policies as reflected in the 2018-2020 Town Council Strategic Priorities.

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Town Manager’s Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Community Character</i> Preserve and enhance the appearance, character, and environmental quality of the community</p>	<ul style="list-style-type: none"> • Provided oversight for Council Ad Hoc Committees regarding Parking and Infrastructure. • Provided oversight to the Council Policy Committee as it evaluated a variety of land use policies and good government practices. • Assisted businesses to locate, expand, or stay in Los Gatos, including updating policies which inhibit the economic vitality of the Town. • Updated the Town’s Special Event Permit process to clarify and modernize the program. • Hosted Spring into Green, which included the State of the Town and a variety of Town Departments and partners.
<p><i>Good Governance</i> Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> • Established the Pension and OPEB Trusts Oversight Committee to manage the additional discretionary monies deposited into the Town’s IRS 115 Pension and healthcare accounts. • Continued to improve the Town’s website to provide timely, easy access to important information and services for the public through programs like What’s New, the Calendar, and Notify Me. • Represented the Town in County-wide and regional forums. • Continued to enhance community awareness and engagement through the Towns Facebook, Instagram and Twitter accounts. Initiated a “Did You Know” social media segment to continue to improve access to information and promote opportunities for involvement in public Town activities.
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Led the development of a comprehensive Town-wide budget. • Provided oversight to the Council Finance Committee as it continues to evaluate options to reduce the Town’s unfunded pension and other post-employment benefit obligations. • Provided oversight to the Council Finance Committee as it evaluated and recommended a general sales tax measure.

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Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p>Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<ul style="list-style-type: none"> • Supported the Council Policy Committee as it amended the Facilities Use Policy and Traffic Impact Fees. • Provided oversight to the Parking and Infrastructure Ad Hoc Committee as the Town evaluated the potential development of a downtown parking garage.
<p>Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none"> • Supported the Arts and Culture Commission in the implementation of the fourth phase of the Footbridge Restoration project and the Utility Art Box Program. • Provided oversight to the Leadership Los Gatos program which promotes community enrichment and involvement. • Worked with Jazz on the Plazz, Fiesta de Artes, Farmers' Market, and other community organizations regarding special events to ensure consistency across organizations. • Developed a business plan for the Town to host and operate the 2018 Music in the Park summer concert series. • Transitioned the Town events from the Parks and Public Works Department and Police Department to the Town Manager's Office and executed the Town's annual Spring into Green, Screen on the Green, and Fourth of July events. • The Town Manager's Office oversaw the successful completion of obtaining the World Health Organizations Age-Friendly Community Designation.

ADMINISTRATIVE SERVICES
Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p>Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<ul style="list-style-type: none"> • Continued to participate in County-led Emergency Management training programs and exercises. • Oversaw the successful recruitment of the Town's Police Chief. • Successfully oversaw the development and acceptance of the Los Gatos portion of the Santa Clara County Operation Area Hazard Mitigation Plan. • Developed a comprehensive training plan for all Town staff involved in the activation of the Emergency Operation Center (EOC)

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	125	400	510	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	1,054	13,147	7,129	1,527	8,527	8,055
TOTAL REVENUES	\$ 1,179	\$ 13,547	\$ 7,639	\$ 1,527	\$ 8,527	\$ 8,055
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 915,803	\$ 851,984	\$ 678,324	\$ 959,924	\$ 882,996	\$ 957,249
<i>Operating Expenditures</i>	73,897	23,773	63,255	76,202	95,275	115,258
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	70,003	75,220	83,794	96,176	89,426	47,475
TOTAL EXPENDITURES	\$ 1,059,703	\$ 950,977	\$ 825,373	\$ 1,132,302	\$ 1,067,697	\$ 1,119,982

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p>Community Character Preserve and enhance the appearance, character, and environmental quality of the community</p>	<p style="text-align: center;"><i>Land Use Policies Review</i></p> <p>The Town Manager's Office will continue to support the Council Policy Committee in its evaluation of land use policies.</p> <p style="text-align: center;"><i>Business Attraction and Retention</i></p> <p>Economic Vitality staff will continue to assist businesses find available locations in Los Gatos and encourage diversity in the downtown. Staff will also continue to identify actions in collaboration with other Town Departments to enhance overall community vitality for Council consideration.</p> <p style="text-align: center;"><i>Music in the Park</i></p> <p>The Town Manager's Office will oversee the Town's Music in the Park summer concert series.</p> <p style="text-align: center;"><i>Special Events</i></p> <p>The Town Manager's Office will continue to work with event organizers to streamline and improve the Special Events Permit process, providing guidelines and other information to assist events and processing all Special Event Permit applications.</p> <p style="text-align: center;"><i>General Plan Update</i></p> <p>The Town Manager's Office will ensure all Departments are actively engaged in the General Plan Update and provide support to the Community Development Department throughout the General Plan Update process.</p>
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<p style="text-align: center;"><i>Communication with the Public</i></p> <p>The Town Manager's Office will optimize the use of the Town's website and other communication tools, including social media, to enhance the availability and transparency of information and services for the public.</p> <p style="text-align: center;"><i>Technology Priority Plan</i></p> <p>In collaboration with all Departments, the Town Manager's Office will complete the IT Disaster Recovery Plan and implement high priority projects. In addition the Disaster Recovery Plan will be used as the basis to develop an IT Master Plan to ensure technology continues to enhance productivity and customer service.</p> <p style="text-align: center;"><i>Town Council Policies</i></p> <p>The Town Manager's Office will continue to provide support, research, and analysis to the Policy Committee for the review and revision of Town policies regarding a wide range of topics.</p>

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<i>Cost Containment</i>
	<p>The Town Manager's Office will provide oversight on efforts to identify and implement employee benefit pension and other post-employment benefit costs containment measures to address long-term fiscal structural issues.</p>
	<i>Fiscal Planning</i>
	<p>Continue to support the Town Pension and OPEB Trusts Oversight Committee and Finance Committee and their evaluation of options to reduce unfunded pension obligations</p>
	<i>Property Asset Management</i>
	<p>The Town Manager's Office will oversee research, analysis, and negotiations regarding the potential sale and/or lease of Town-owned properties.</p>
<p><i>Quality Public Infrastructure</i> Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<i>Cut Through Traffic</i>
	<p>The Town Manager's Office, in collaboration with the Parks and Public Works and Police Departments, will work on proactive communication regarding summer weekend traffic and host a hotline for resident concerns.</p>
	<i>Downtown Parking</i>
	<p>The Town Manager's Office, in collaboration with Parks and Public Works, will continue to support the development of a comprehensive parking study.</p>

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p><i>Civic Enrichment</i> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p style="text-align: center;"><i>Arts and Culture</i></p> <p>The Town Manager's Office will support the Arts and Culture Commission's Footbridge Mural project. Town Manager's Office will also continue supporting the Parks and Public Works in implementing the Outside the Box Program.</p>
	<p style="text-align: center;"><i>Cultural Partnerships</i></p> <p>The Town Manager's Office will continue to oversee the ongoing partnerships with the Museums of Los Gatos, the Friends of the Los Gatos Library, and other organizations.</p>
	<p style="text-align: center;"><i>Veterans Memorial</i></p> <p>The Town Manager's Office will offer guidance to the Veterans Foundation of Los Gatos during the construction of a Veterans memorial at the Civic Center.</p>
	<p style="text-align: center;"><i>Age Friendly Goals</i></p> <p>The Town Manager's Office will support the Community and Senior Services Commission in the implementation of the Town's Age Friendly Goals.</p>
<p><i>Public Safety</i> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<p style="text-align: center;"><i>Silicon Valley Regional Interoperability</i></p> <p>In collaboration with the Santa Clara County City Managers Association, the Town Manager's Office will provide recommendations as needed to the Council regarding actions to migrate to regional communications and interoperability with other public safety agencies throughout the region.</p>
	<p style="text-align: center;"><i>Emergency Preparedness</i></p> <p>The Town Manager's Office will continue to support emergency preparedness activities in collaboration with the City of Monte Sereno and volunteer organizations.</p>

ADMINISTRATIVE SERVICES
Town Manager's Office

KEY PROGRAM SERVICES

- Provides staff support to the Mayor and Town Council.
- Provides administrative direction and leadership over Town departments, programs, and services.
- Oversees the Town's organizational and fiscal management efforts and program development and evaluation processes.
- Leads the preparation of the annual Operating and Capital Budgets.
- Oversees and administers the Economic Vitality program.
- Oversees the Town Council agenda process.
- Provides centralized customer service through telephone, counter, and website assistance.
- Provides staff support to the Finance Committee, Policy Committee, Parking and Infrastructure Ad Hoc Committee, and the Community and Senior Services Commission.
- Manages the provision of senior services and the long term lease of the Los Gatos Adult Recreation Center through an agreement with LGS Recreation.
- Manages the contracts with NUMU, Friends of the Library, LGS Recreation, and other community organizations.
- Manages the Community Grant process.
- Oversees and executes Town events including Spring into Green, 4th of July, and Screen on the Green.
- Processes all Special Event Permits.
- Addresses resident complaints, inquiries, and requests.
- Oversees continuous improvements in Town administrative processes, measurements, and other activities.
- Provides public information and website management.
- Oversees special projects and new initiatives, particularly during policy development stages.
- Monitors and participates in regional activities to represent the Town interests.
- Monitors state and federal legislation.

ADMINISTRATIVE SERVICES
Town Manager's Office

TOWN MANAGER'S OFFICE STAFFING

Full Time Equivalents (FTE)

Town Staff	2014/15	2015/16	2016/17	2017/18	2018/19
	Funded	Funded	Funded	Funded	Proposed
Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	-	-	1.00	1.00	1.00
Asst. Town Manager/CDD Director	0.50	0.50	-	-	-
Administrative Analyst	-	-	-	1.00	1.00
Assistant to Town Manager	1.00	1.00	1.00	-	-
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Office Assistant	1.28	0.63	0.38	0.38	0.38
Communications Coordinator	0.80	0.80	-	-	-
Economic Vitality Manager	-	-	-	0.30	0.30
Economic Vitality Coordinator	0.25	0.25	0.25	-	-
Events & Marketing Specialist	-	-	-	0.50	0.50
Total Manager's Program FTEs	5.33	4.68	4.13	4.68	4.68

Temporary Staff Hours	2014/15	2015/16	2016/17	2017/18	2018/19
	Funded	Funded	Funded	Funded	Proposed
Facility Attendant	50	50	50	50	50
Administrative Analyst	100	100	100	100	-
Intern I	450	450	450	450	450
Total Annual Hours	600	600	600	600	500

ADMINISTRATIVE SERVICES
Town Manager's Office

GRANTS AND ARTS FUNDING SUMMARY

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Estimated	2018/19 Proposed
Human Services Grants					
Live Oak Adult Day Services	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
Live Oak Sr. Nutrition and Service	26,500	26,500	28,500	29,000	29,000
Next Door Solutions Dom. Violence	15,000	15,000	15,000	6,000	3,000
Parents Helping Parents	2,000	2,000	-	1,000	-
Support Network	6,000	6,000	6,000	-	-
United Way - 211 Funding	2,500	2,500	2,500	-	-
Counseling and Support Services for Youth	16,800	15,000	15,000	10,000	10,000
West Valley Community Services	10,000	10,000	20,000	20,000	20,000
LGS - Case Management	7,000	-	-	-	-
LGS Recreation - 55+ Program	-	-	-	10,000	15,000
LGS Recreation - Clubhouse Scholarship	-	-	-	11,000	9,000
LGS Recreation - Summer Enrichment School Scholarship	-	-	-	-	4,000
Total Human Services Grants	\$ 98,800	\$ 90,000	\$ 100,000	\$ 100,000	\$ 103,000
Arts, Cultural & Educational Grants					
Art Docents of Los Gatos	\$ 4,000	\$ 3,000	\$ 4,000	\$ 4,000	\$ 4,000
Festival Theatre Ensemble	1,400	-	-	-	-
Los Gatos Community Concert	1,000	1,000	3,800	5,000	5,000
Cat Walk	4,200	3,000	-	-	-
Youth Science Institute	-	-	5,000	-	-
NUMU - Explorer Program	4,000	5,000	7,000	6,500	6,500
NUMU - Cataloguing	-	-	-	2,800	-
NUMU - Video Histories with KCAT Project	-	-	-	-	3,000
Morning Rotary	-	-	-	1,500	-
St. Luke's/Sunset Concert Series	1,000	-	-	-	-
Veterans M & S F of LG - Veteran's Day Celebration	-	-	-	-	1,500
Total Arts, Cultural & Educational Grants	\$ 15,600	\$ 12,000	\$ 19,800	\$ 19,800	\$ 20,000
Special Events Grants					
Special Events Grants	\$ -	\$ -	\$ -	\$ -	\$ 19,000
Total Special Events Grants	\$ -	\$ -	\$ -	\$ -	\$ 19,000
Total Grant Funding	\$ 114,400	\$ 102,000	\$ 119,800	\$ 119,800	\$ 142,000
Arts Funding					
Forbes Mill	4,200	5,800	-	-	-
Arts & Culture Commission	-	2,000	-	5,000	-
Total Arts Funding	\$ 4,200	\$ 7,800	\$ -	\$ 5,000	\$ -
Grand Total	\$ 118,600	\$ 109,800	\$ 119,800	\$ 124,800	\$ 142,000

ADMINISTRATIVE SERVICES
Town Manager's Office

Performance Objectives and Measures	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. <i>Oversee the Town Council Agenda process to ensure</i>					
a. Percentage of Town Council reports available 120 hours prior to Town Council meetings:*	100%	<i>See Clerk</i>	<i>See Clerk</i>	<i>See Clerk</i>	<i>See Clerk</i>
<i>(Prior to FY 2015/16, reports were available 96 hours prior to Town Council meetings)</i>					
2. <i>Supplement resources for nonprofit agencies providing</i>					
a. The average percentage of a grantee's budget that comes from the Town's grant contributions:	12%	10%	6%	5%	5%
3. <i>Foster a comprehensive arts environment in Los Gatos</i>					
a. Percentage of public art pieces in good to excellent condition:	86%	86%	86%	80%	80%
b. Resident satisfaction with Arts and Cultural opportunities in Los Gatos:	99%	99%	99%	99%	95%
4. <i>Foster business growth and success to provide jobs and</i>					
a. Percentage of businesses satisfied or very satisfied with business assistance received:	98%	98%	98%	98%	98%

Activity and Workload Highlights	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. Number of Town Council agenda reports processed:*	212	<i>See Clerk</i>	<i>See Clerk</i>	<i>See Clerk</i>	<i>See Clerk</i>
2. Number of community/customer referrals:	196	238	304	437	418
3. Grant agreements administered:					
a. Number of Human Service grants:	8	8	8	8	8
b. Number of Arts/Cultural/Educational grants:	5	6	5	5	5
c. Number of Special Events grants:***	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	6
4. Total dollar amount of General Fund grant agreements	\$111,600	\$109,800	\$119,800	\$124,800	\$142,000
5. Number of Los Gatos residents directly served by Town	10,032	69,200	27,930	29,100	28,000
6. Number of Art in the Council Chambers exhibitions	4	4	4	4	4
7. Number of events, presentations or meetings designed to attract, retain or educate businesses.**	<i>Data Not Available</i>	30	30	30	30
8. Number of business, commercial property owners, and industry professionals receiving business liaison services through the Economic Vitality Office. **	<i>Data Not Available</i>	315	315	300	300
9. Number of attendees at events and meeting designed to attract, retain and educate businesses, and foster commerce:	65	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
10. Number of businesses receiving general business liaison assistance:	125	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
11. Number of businesses receiving direct business support including in person and phone meetings, and interface through OpenCounter:	60	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
12. Commercial Brokers/Property Owner Outreach Communications:	250	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>

* This measure was moved to Clerk Department during FY 2015/16.

** New measure effective FY 2015/16.

*** New measure effective FY 2018/19



Administrative Services

HUMAN RESOURCES PROGRAM 2201

PROGRAM PURPOSE

The purpose of the Human Resources Program is to attract, develop, and retain a quality workforce to provide high quality Town services. It accomplishes this by providing effective and efficient employee recruitment and retention, professional development, training, organizational development, compensation and classification administration, employee relations support, safety and workers' compensation administration, benefit administration, and policy and procedure development and administration. Employee relations activities emphasize proactive and preventive informal resolution of employee and management concerns. Program staff is responsible for the development of Memoranda of Understanding (MOU's) with the Town's three bargaining units and informal discussions with the Town's management and confidential employees, all subject to Council direction and approval.

BUDGET OVERVIEW

The FY 2018/19 budget reflects an increase in salaries and benefits attributed to increased CalPERS and medical benefits rates. In addition, all personnel that were previously funded in Internal Service Fund Programs are programmed starting in FY 2018/19 in the General Fund, increasing total General Fund salaries and benefits expenditures while decreasing the Internal Service Fund charges by the same amount. Salary increases are not reflected in the proposed budget as labor negotiations with the Town's unions are pending.

The FY 2018/19 Human Resources Budget also reflects the deletion of a one-time funded 0.50 FTE Human Resources Analyst position which was dedicated to complete special projects within the program.

Human Resource staff will continue to assist the organization with filling critical Town-wide

ADMINISTRATIVE SERVICES

Human Resources

positions through effective recruitment and selection methods and will continue to assist Departments with succession planning; retention and training; and restructuring and redesigning jobs for efficiencies as vacancies become available.

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p align="center">Good Governance Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"> • Coordinated executive recruitments for the positions of Library Director and Police Chief. • Successfully recruited and onboarded 27 positions. • Audited a significant number of job descriptions and created, deleted, or refreshed classifications to capture current job duties, physical requirements, knowledge/skills/abilities, and minimum educational and experience requirements. • Increased deferred compensation benefit program participation by 5% as a result of on-site employee informational group sessions and individual meetings with ICMA, the Town’s program provider. • Enhanced communication and educational efforts related to the full array of employee benefits program available. • Collaborated with Santa Clara County Fire Department to offer CPR training to employees at no cost to the Town. • Hosted ICMA coaching webinars on a variety of professional development topics. • Created job announcement templates to provide a consistent look and feel as well as highlight the Town’s competitive employee benefits package. • Successfully completed a Request for Proposal process to select a safety and ergonomics vendor to ensure compliance with OSHA standards and promote the prevention of repetitive stress injuries in the workplace. • Launched labor negotiations with two of the Town’s three bargaining units.

ADMINISTRATIVE SERVICES
Human Resources

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	15,235	-	-	-
TOTAL REVENUES	\$ -	\$ -	\$ 15,235	\$ -	\$ -	\$ -
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 357,130	\$ 330,228	\$ 379,863	\$ 504,240	\$ 449,401	\$ 545,798
<i>Operating Expenditures</i>	97,826	204,794	143,114	142,156	141,325	142,156
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	29,335	24,590	29,937	37,562	37,562	11,740
TOTAL EXPENDITURES	\$ 484,291	\$ 559,612	\$ 552,914	\$ 683,958	\$ 628,288	\$ 699,694

* Personnel previously budgeted in the Workers' Compensation Internal Service Fund are budgeted in the Human Resources Program beginning in FY2018/19.

ADMINISTRATIVE SERVICES
Human Resources

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable and collaborate government</p>	<p style="text-align: center;">Personnel Rules and Regulations</p> <p>Complete the process to review and update the Town’s Personnel Rules and Regulations, which includes: meeting and conferring with employee groups regarding the proposed changes and bringing a recommendation to the Town Council to formally adopt a resolution accepting the revisions.</p> <p style="text-align: center;">Labor Relations</p> <p>Initiate and complete negotiations before contracts expire on June 30, 2018 for TEA and AFSCME and begin preparations to negotiate with LGPOA before their contract expires on September 30, 2018.</p> <p>Communicate process, procedure, and pay changes resulting from negotiations with affected Departments to ensure all changes are implemented accurately and efficiently.</p> <p style="text-align: center;">Training and Development</p> <p>Engage with a certified trainer to conduct bi-annually required training for Preventing Workplace Harassment, Discrimination and Retaliation to all employees and elected officials.</p> <p>Develop and present an internal employee training program related to interview skills.</p> <p>Identify and make available other training opportunities.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;">Recruitment</p> <p>Improve efficiencies within the recruitment process, such as:</p> <ul style="list-style-type: none"> ○ Initiating advertising and outreach through social media and career fairs. ○ Transferring all job descriptions and salary schedules to NeoGov to streamline new job posting timelines. <p style="text-align: center;">Succession Planning</p> <p>Partner with Departments to identify future retirements and create a plan to ensure the transfer of institutional knowledge while simultaneously providing training opportunities to prepare employees for upcoming promotional opportunities.</p> <p style="text-align: center;">Wellness Program</p> <p>Reinvigorate the Town’s employee wellness program to promote a healthy work environment.</p>

ADMINISTRATIVE SERVICES
Human Resources

KEY PROGRAM SERVICES

- Provides effective administration of employee relations program.
- Conducts employee training and organizational development assessments.
- Administers employee benefits.
- Directs the Town's recruitment and selection programs.
- Administers classification and compensation plans.
- Provides information and interpretation regarding Town personnel rules, regulations and procedures, MOUs, and ordinances.
- Partners with the Town Manager's Office and Town Attorney's Office to resolve personnel issues.
- Maintains employee personnel files, records, and documentation.
- Ensures the all legislative changes related to the Human Resources program areas i.e., employment, benefits, training and recruitment) are communicated and implemented in a timely manner.
- Manages the workers' compensation program.
- Collaborates with the Parks and Public Works Department to administer the safety and ergonomics programs, including supporting the Town's employee Health and Safety Committee.
- Develops, implements, revises, and maintains administrative policies and procedures to ensure incorporation of legislative and Town-wide changes.
- Serves as advisor to employee recognition program.
- Provides support for Personnel Board activities.

ADMINISTRATIVE SERVICES
Human Resources

HUMAN RESOURCES PROGRAM STAFFING

Full Time Equivalents (FTE)

Town Staff	2014/15	2015/16	2016/17	2017/18	2018/19
	Funded	Funded	Funded	Funded	Proposed
Human Resources Director*	0.75	0.75	0.75	0.75	1.00
Administrative Analyst*	0.80	0.80	0.80	1.30	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00
Office Assistant	-	-	0.13	-	-
Total Human Resources FTEs	2.55	2.55	2.68	3.05	3.00

**Personnel previously budgeted in Administrative Services Department Internal Service funds are budgeted in the General Fund beginning in FY 2018/19.*

ADMINISTRATIVE SERVICES
Human Resources

Performance Objectives and Measures	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. <i>To provide effective and efficient employee recruitment and</i>					
a. Percentage of employees rating benefit program material, products, and services as good to excellent:	89%	89%	95%	94%	95%
2. <i>To provide effective and efficient professional</i>					
a. Percentage of employees rating the effectiveness of training classes as good to excellent:	71%	71%	82%	83%	85%
b. Percentage of employee evaluations completed by due date:	90%	90%	90%	90%	90%
3. <i>To provide effective and efficient safety programs.</i>					
a. Percentage of employees rating safety programs as good or excellent based on quality, content, and	78%	78%	76%	78%	80%
4. <i>To provide effective and efficient employee relations</i>					
a. Percentage of labor agreements ratified prior to expiration of existing contracts:	<i>Not Applicable</i>	<i>0%</i>	<i>Not Applicable</i>	<i>100%</i>	<i>Not Applicable</i>

Activity and Workload Highlights	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. Number of (full-time, part-time, and temporary) employees:	210	186	208	205	205
2. Number of recruitments conducted:	25	30	26	27	25
3. Number of employment applications processed:	3,687	2,914	3,100	2,000	2,100
4. Number of Workers' Compensation claims filed:	10	14	9	8	8
5. Percentage of eligible employees participating in deferred compensation:	50%	49%	50%	55%	55%
6. Number of sick leave hours used per benefitted employee:	50	51	58	55	54



Administrative Services

FINANCE PROGRAM 2301

PROGRAM PURPOSE

The Finance Program assures fiscal accountability to the Council and to the public. The Finance Program's core services are to: provide financial oversight and administer accounting functions for all of the Town's funds and accounts; prepare the Town's Annual Operating and Capital Budgets for fiscal and service accountability; coordinate the annual financial audit and preparation of the Comprehensive Annual Financial Report (CAFR) to verify that proper fiscal practices are maintained; administer the Town's Business License, Accounts Payable, Accounts Receivable, Investing, and Payroll functions; and oversee the Town's Purchasing and Claims Administration functions, ensuring proper practices are in place, and that fiscal and operational responsibility is upheld.

BUDGET OVERVIEW

The Finance Program's FY 2018/19 budget reflects an increase in business license tax revenue due to the growth of economic activity in Los Gatos. Business license revenue is based on the anticipated number of licensed businesses and gross receipts activity. The Finance Program continues to monitor receipts and improve collections. The FY 2018/19 budget reflects an increase in salaries and benefits attributed to increased CalPERS and medical benefits rates. In addition, all personnel that were previously funded in Internal Service Fund Programs are programmed starting in FY 2018/19 in the General Fund, increasing total General Fund salaries and benefits expenditures while decreasing the Internal Service Fund charges by the same amount. Salary increases are not reflected in the proposed budget as labor negotiations with the Town's unions are pending.

ADMINISTRATIVE SERVICES

Finance

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p align="center">Good Governance Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"> • Coordinated a successful FY 2016/17 financial and compliance audit of the Town of Los Gatos. • Achieved the GFOA’s Distinguished Budget Presentation Award for the FY 2017/18 Operating Budget. • Achieved the California Society of Municipal Finance Officers’ Operating Budgeting Excellence Award for FY 2017/18. • Achieved the CSMFO’s Capital Budgeting Excellence Award for FY 2017/18. • Completed State Controller’s “Cities Annual Report” and “Streets Report.”
<p align="center">Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Managed the coordination and on-time preparation of the FY 2018/19 Operating Budget and FY 2018/19-2022/23 Capital Improvement Program for Council consideration. • Managed the Town’s investments and prepared quarterly investment reports. • Supported the Successor Agency and its required filings. • Conducted further analyses for the Council Finance Committee and Town Council regarding options to pay down unfunded liabilities. • Established IRS 115 Pension Trust Fund and developed a pension funding strategy to more aggressively pay down the unfunded pension obligation. • Provided ongoing fiscal controls for contracts and other Town expenditures.

ADMINISTRATIVE SERVICES
Finance

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Other Taxes</i>	\$ 1,779,407	\$ 1,465,547	\$ 1,720,980	\$ 1,575,000	\$ 1,650,000	\$ 1,650,000
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	526	155	509	-	319	-
<i>Interest</i>	430,476	620,895	171,653	270,723	270,723	267,806
<i>Other Revenues</i>	-	-	-	-	-	-
TOTAL REVENUES	\$ 2,210,409	\$ 2,086,597	\$ 1,893,142	\$ 1,845,723	\$ 1,921,042	\$ 1,917,806
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 858,171	\$ 807,744	\$ 797,403	\$ 1,036,064	\$ 845,803	\$ 1,092,989
<i>Operating Expenditures</i>	136,449	123,678	135,057	169,800	136,976	170,300
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	63,373	61,342	69,615	73,743	73,743	28,529
TOTAL EXPENDITURES	\$ 1,057,993	\$ 992,764	\$ 1,002,075	\$ 1,279,607	\$ 1,056,522	\$ 1,291,818

* Personnel previously budgeted in various Internal Service funds are budgeted in the Finance Program beginning in FY 2018/19.

ADMINISTRATIVE SERVICES
Finance

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<p style="text-align: center;">Financial System Upgrade</p> <p>Identify system parameters and evaluate potential replacement options of the Town’s financial/personnel information system to support Town-wide budget-related operations and community needs.</p>
	<p style="text-align: center;">Electronic General Ledger Journal Entry Files</p> <p>Continue to scan general ledger journal entry files to store electronically in Laserfiche.</p>
	<p style="text-align: center;">Department Cross Training in Key Functional Areas</p> <p>Continue to cross train in key functional areas of the Finance Department with an emphasis on Payroll.</p>
	<p style="text-align: center;">Online Timesheets</p> <p>Research viability of online submittal and approval of payroll timesheets, through the existing financial information system. Implementation would be done through a phased approach.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;">Comprehensive Fee Study</p> <p>Complete a comprehensive fee study for the Town to evaluate cost recovery and recommend potential fee schedule modifications for FY 2018/19.</p>
	<p style="text-align: center;">Long-Term Budget Development</p> <p>Provide support, analysis, and recommendations to restructure and reduce long-term projected increases in employee salary and benefit costs. Explore ways to generate one-time or ongoing funds through any idle assets.</p>
	<p style="text-align: center;">Business License Amnesty Program</p> <p>Identify terms and conditions, timeframe, and notify businesses of a potential amnesty program. Provide compliance period in which businesses can pay business license with no penalty.</p>
	<p style="text-align: center;">Town Council Finance Committee</p> <p>Further support the Town newly enlarged Finance Committee as it pursues identifying strategies to address the Town’s unfunded pension and OPEB liabilities.</p>

ADMINISTRATIVE SERVICES

Finance

KEY PROGRAM SERVICES

- Develops and monitors the Town's Annual Operating and Capital Budgets in accordance with Governmental Finance Officer Association (GFOA) guidelines.
- Coordinates the annual audit of the Town's financial statements and preparation of the Comprehensive Annual Financial Report (CAFR).
- Maintains the Town's financial information system for record-keeping and reporting of all financial transactions.
- Oversees Town's Investment portfolio.
- Manages Other Post-Employment Benefits (OPEB) and Pension Trusts.
- Track existing enforceable obligations that must be paid over the remaining life of the debt service.
- Provides Accounts Payable and Payroll disbursement and reporting services; Accounts Receivable invoicing, revenue collection, and cash reconciliation; and Business License Tax processing and auditing services.
- Provides accounting, arbitrage reporting, and claim reimbursement services for bond issues.
- Provides oversight of procurement functions including Purchase Order processing, financial tracking of contracts, vendor resolution issues, and proper accounting allocation.

ADMINISTRATIVE SERVICES
Finance

FINANCE PROGRAM STAFFING

Full Time Equivalents (FTE)

	2014/15	2015/16	2016/17	2017/18	2018/19
Town Staff	Funded	Funded	Funded	Funded	Proposed
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	1.00
Accountant/Fin Analyst	1.00	1.00	1.00	0.99	0.99
Payroll Specialist*	0.95	0.95	0.95	0.95	1.00
Administrative Analyst*	-	-	0.90	1.80	2.00
Administrative Technician	0.90	0.90	-	-	-
Account Technician	1.25	1.25	1.25	0.35	0.35
Total Finance Services FTEs	6.10	6.10	6.10	6.09	6.34

	2014/15	2015/16	2016/17	2017/18	2018/19
Temporary Staff	Funded	Funded	Funded	Funded	Proposed
Administrative Analyst	520	626	626	626	626
Mail Room Clerk(Library Dept Temps)	250	250	250	250	250
Total Annual Hours	770	876	876	876	876

**Personnel previously budgeted in Administrative Services Department Internal Service funds are budgeted in the General Fund beginning in FY 2018/19.*

ADMINISTRATIVE SERVICES

Finance

Performance Objectives and Measures	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. <i>Provide oversight of Town investment activities to obtain highest available portfolio earnings in accordance with State and Town Codes.</i>					
a. Average rate of return on investments:	0.85%	0.86%	1.25%	1.53%	1.53%
2. <i>Assure legal and fiscal accountability to the public, in compliance with established accounting standards.</i>					
a. Town Financial Statements receive an 'Unqualified Opinion' from the Town's independent auditor:	Yes	Yes	Yes	Yes	Yes
b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Financial Reporting' awarded to the Town:	Yes	Yes	Yes	Yes	Yes
3. <i>Prepare accurate budget forecasts and workplans in compliance with standard budgeting practices.</i>					
a. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the Town:	Yes	Yes	Yes	Yes	Yes
4. <i>Provide timely and accurate financial reports within specified deadlines.</i>					
a. Percent of State Controller's annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
b. Percent of County annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
c. Percent of time revenue analyses completed within 30 days of month-end:*	100%	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
d. Percent of time bank statements reconciled to general ledger within 30 days of month-end:*	100%	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
e. Percent of quarterly reports completed and submitted to Council by deadlines:**	<i>Data Not Available</i>	100%	100%	100%	100%
5. <i>Provide financial oversight and administer accounting functions for all Town funds and accounts.</i>					
a. Percentage of Accounts Payable invoices paid accurately:	99%	99%	99%	99%	99%
b. Percentage of Payroll checks paid accurately and on-time:	99%	99%	99%	99%	99%

Activity and Workload Highlights	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. Quarterly investment reports to Town Council:	4	4	4	4	4
2. Number of general ledger corrections needed during audit	0	0	0	0	0
3. Annual number of invoices entered into the Accounts Payable	9,156	8,443	7,855	8,000	8,000
4. Average number of Accounts Payable checks issued weekly:	68	75	68	68	70
5. Average number of regular and temporary employee payroll checks issued bi-weekly:	183	186	186	186	186
6. Number of Business Licenses issued annually:	4,013	4,389	4,057	4,100	4,100

* During FY 2015/16, the method for calculating this performance measure was changed. See measure #4e.

** New measure effective FY 2015/16.



Administrative Services

CLERK ADMINISTRATION PROGRAM 2401

PROGRAM PURPOSE

The Clerk Administration Program serves the public by providing information and assistance related to Town records; Council actions; Boards, Commissions, and Committees; public meetings; and elections. Currently, core services include maintaining key Town records through the timely indexing of resolutions, ordinances, minutes, rosters, recordings, and agreements. The program is focused on making Town records accessible by adding to the electronic repository of documents. The program's ultimate goal is to have all Town public records accessible to the public through the Town's website. The Clerk Administration Program also recruits individuals to serve on the Town's advisory bodies and assists them with the document filing requirements of the Fair Political Practices Commission. The Clerk Administration Program handles Town-related election activities and coordinates its efforts with the Santa Clara County Registrar of Voters to ensure an efficient election process. The Clerk Administration Program also manages the Council agenda packet preparation, posting, and distribution.

BUDGET OVERVIEW

The FY 2018/19 budget reflects an increase in salaries and benefits attributed to increased CalPERS and medical benefits rates. In addition all personnel that were previously funded in Internal Service Fund Programs are programmed starting in FY 2018/19 in the General Fund, increasing total General Fund salaries and benefits expenditures while decreasing the Internal Service Fund charges by the same amount. Salary increases are not reflected in the proposed budget as labor negotiations with the Town's unions are pending.

ADMINISTRATIVE SERVICES
Clerk Administration

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable and collaborative government</p>	<ul style="list-style-type: none"> • The Clerk Department completed the transition of offsite records retention to a new vendor. This enables easier document retrieval, more options for records storage at a lower cost. The new vendor holds the certifications required to allow the Police Department to begin storing retention files offsite. • The Clerk Department transitioned the Fair Political Practices Commission (FPPC) required Form 700 filings and Campaign Filings from paper to electronic with the purchase of the NetFile paperless e-file system. • As part of the Town’s continuing efforts to increase efficiency in applying for, interviewing, and appointing candidates to Boards, Commissions, and Committees, a comprehensive review of the Youth Commissioner appointment process modifications was undertaken. • The Clerk Department, the Town Attorney, and the Manager’s Office conducted a comprehensive review of the policies, procedures, and retention schedule. The Town approved a policy guiding the Town’s Retention.
<p><i>Civic Enrichment</i> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p style="text-align: center;"><i>Public Engagement</i></p> <ul style="list-style-type: none"> • The Clerk Department presented an overview of the Clerk Department’s role and responsibilities at Leadership Los Gatos, highlighting the Board, Commission, and Committee Commissioner recruitment process. • The Clerk Department celebrated Municipal Clerks Week in May by inviting the public into the Clerk’s office for tours and to increase the public’s awareness of Municipal Clerks and the vital services they provide for local government and the community.

ADMINISTRATIVE SERVICES
Clerk Administration

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	-	-	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 138,712	\$ 243,127	\$ 283,271	\$ 294,742	\$ 297,697	\$ 311,423
<i>Operating Expenditures</i>	17,102	17,013	14,225	21,305	21,105	24,105
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	12,565	16,278	18,416	18,914	18,914	6,979
TOTAL EXPENDITURES	\$ 168,379	\$ 276,418	\$ 315,912	\$ 334,961	\$ 337,716	\$ 342,507

ADMINISTRATIVE SERVICES
Clerk Administration

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p style="text-align: center;">Good Governance</p> <p style="text-align: center;">Ensure responsive, accountable and collaborate government</p>	Records Retention
	<p>The Clerk Department will continue to implement the Town’s Retention Policy, including procedures and schedules.</p>
	Public Engagement
	<p>The Clerk Department will celebrate Municipal Clerks Week in May by inviting the public into the Clerk’s office for tours and to increase the public’s awareness of Municipal Clerks and the vital services they provide for local government and the community.</p> <p>The Clerk Department will continue to participate in Leadership Los Gatos, highlighting the Board, Commission, and Committee Commissioner recruitment process.</p>
<p>Quality Public Infrastructure</p> <p>Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	Public Document Accessibility
	<p>The Clerk Department makes various public documents available to the public through the Town’s website. The Clerk Department continues to add documents to the repository so that the public can access documents directly through the Town’s website.</p> <p>The Clerk Department began utilizing NetFile, e-filing for the required Fair Political Practices Commission (FPPC) Form 700 and Campaign Statements. The system allows the public to access the documents directly through the Town website.</p>

ADMINISTRATIVE SERVICES
Clerk Administration

KEY PROGRAM SERVICES

- Prepares and distributes all Town Council and Council Committee agenda packets.
- Provides public notice of Town Council, Commission, Committee, and Board meetings.
- Coordinates recruitment and appointment process for Town Boards, Commissions, and Committees.
- Accepts and files appropriate documents associated with municipal elections.
- Acts as Filing Official for the Town’s Conflict of Interest Code (Form 700) in conformance with the requirements of the Fair Political Practices Commission.
- Preserves and maintains the Town records and legislative history.
- Responds to Public Records Act requests.
- Provides risk management services, and processes and monitors all Town contracts.

CLERK ADMINISTRATION STAFFING

Full Time Equivalent (FTE)

Town Staff	2014/15	2015/16	2016/17	2017/18	2018/19
	Funded	Funded	Funded	Funded	Proposed
Clerk Administrator	1.00	1.00	1.00	1.00	1.00
Office Assistant*	-	1.00	1.25	1.38	1.50
Total Clerk Admin FTEs	1.00	2.00	2.25	2.38	2.50

**Personnel previously budgeted in Administrative Services Department Internal Service funds are budgeted in the General Fund beginning in FY 2018/19.*

ADMINISTRATIVE SERVICES
Clerk Administration

Performance Objectives and Measures	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. <i>Provide efficient and effective indexing of key documents to ensure adequate tracking of and accessibility to the Town's legislative</i>					
a. Percentage of resolutions, agreements, and ordinances indexed within five business days:	99%	99%	99%	99%	99%
b. Percentage of Town Council Minutes prepared within five business days:	99%	99%	99%	99%	99%
2. <i>Oversee the Town Council Agenda process to ensure comprehensive information and analysis is provided to the Town Council in a timely manner.</i>					
a. Percentage of Town Council reports available 120 hours prior to Town Council meetings:* (Prior to FY 2015/16, reports were available 96 hours prior to Town Council meetings)	100%	100%	100%	100%	100%
3. <i>Oversee the Public Records Act requests in a timely and effective manner.</i>					
a. Percentage of Public Records requests received by the Town Clerk's Office that are completed within 10 days.**	95%	95%	95%	95%	95%
4. <i>Percentage of vacancies filled on an annual basis to maximize community participation within the Town's advisory bodies.</i>	99%	99%	95%	95%	95%

Activity and Workload Highlights	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. <i>Number of Legislative Records indexed:</i>					
a. Number of resolutions indexed:	72	50	70	75	75
b. Number of agreements indexed:	222	302	240	250	245
c. Number of documents recorded:	79	80	52	65	60
d. Number of ordinances indexed:	13	12	5	14	8
2. Number of commission and board applications and appointments	76	97	96	85	80
3. Number of commission and board seats available:****	75	90	87	87	87
4. Number of Legal Notices published within established timelines:	117	156	110	120	115
5. Number of Fair Political Practices Commission (FPPC) Form 700:	107	173	190	165	170
6. Number of bids processed and project files monitored for final action:	15	12	19	12	15
7. Number of Town records processed for retention:*****	1,500	1,500	Measure Discontinued	Measure Discontinued	Measure Discontinued
8. Number of required insurance certificates verified:	325	352	381	390	390
9. Number of Town Council agenda reports processed:*	212	320	315	260	275
10. Number of Public Records Act requests processed:***	152	162	135	155	150

* This measure moved from Town Manager Office during FY 2015/16.

** New measure effective FY 2014/15.

*** This measure moved from Town Attorney Office during FY 2015/16.

**** This measure used to read "Number of advisory board seats available". Changed to "commission and board" to align better with the related measure #2.

***** This measure was discontinued effective FY 2018/19 since the Town is moving into more electronic storage of documents.

Administrative Services

INFORMATION TECHNOLOGY STAFFING PROGRAM 2502

PROGRAM PURPOSE

Information Technology (IT) staffing program reflects all salaries and benefits related to IT staffing.

BUDGET OVERVIEW

The FY 2018/19 budget reflects an increase in salaries and benefits attributed to increased CalPERS and medical benefits rates as well as a 1.0 FTE addition of an IT Analyst position. This position will be responsible for assisting in the implementation of technology improvements ensuring that the Town continues to provide cost-effective and efficient service delivery. In addition, all personnel that were previously funded in Internal Service Fund Programs are programmed starting in FY 2018/19 in the General Fund, increasing total General Fund salaries and benefits expenditures while decreasing the Internal Service Fund charges by the same amount. Salary increases are not reflected in the proposed budget as labor negotiations with the Town's unions are pending.

ADMINISTRATIVE SERVICES
Information Technology Staffing

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	-	-	169,300
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 169,300
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 682,962
<i>Operating Expenditures</i>	-	-	-	-	-	-
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	1,801
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 684,763

* Personnel previously budgeted in Information Technology Internal Service fund are budgeted in the Information Technology Staffing Program beginning FY 2018/19.

INFORMATION TECHNOLOGY STAFFING

Full Time Equivalent (FTE)

	2014/15 Funded	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Proposed
Town Staff					
IT Manager*	-	-	-	-	1.00
Network Administrator*	-	-	-	-	1.00
IT Analyst	-	-	-	-	1.00
IT Technician*	-	-	-	-	1.00
Total IT FTEs	-	-	-	-	4.00

*Personnel previously budgeted in Information Technology Internal Service fund are budgeted in the Information Technology Staffing General Fund program beginning in FY 2018/19.

Administrative Services

NON-DEPARTMENTAL PROGRAM PROGRAM 1201

PROGRAM PURPOSE

Appropriated funds are provided in the Non-Departmental Program to account for a variety of Town services and activities not specifically attributable to individual Departments. Tax revenues, license and permit fees, and intergovernmental revenues are generated as a result of overall government operations. Non-Departmental employee and retiree expenditures, Town-wide organizational costs, Town memberships, and joint-agency service agreements benefiting the entire Town are also contained in the Non-Departmental Program.

BUDGET OVERVIEW

The majority of the Town's general revenues are accounted for in the Non-Departmental Program. Current trends in some tax revenues indicate that the local economy is continuing to be strong. The FY 2018/19 proposed General Fund budget assumes growth trends in economically sensitive revenue sources such as Property Tax, Transient Occupancy Tax, and Franchise Fees. The FY 2018/19 Sales Tax projection is declining overall as online sales continue to detract from brick and mortar shops and due to the Netflix business model change. As a result, these estimates are conservative, and the Town will continue its proactive efforts to retain and protect vital revenue sources, align Town services with projected revenue streams to improve and enhance efficiencies, and manage staff deployment consistent with service delivery.

Los Gatos, like all California cities, has experienced increases in the employer's share of its public retirement system contributions, a cost factor that is in large measure immune to employer control. California Public Employees' Retirement System (CalPERS) offers a defined benefit plan where retirement benefits are based on a formula, rather than contributions and earnings to a savings plan. Retirement benefits are calculated based on a member's years of

ADMINISTRATIVE SERVICES

Non-Departmental

service credit, age at retirement, and final compensation (average salary for a defined period of employment).

Effective during FY 2012/13 a 3-tier employee retirement formula system was adopted. Under this system, the retirement formula for existing public safety employees remained at 3% at age 50; however, for “new” safety employees first hired into any public pension system after 1/1/13, the calculation is 2.7% at age 57. Likewise, the retirement calculation for all other employees (known as miscellaneous) has changed. Employees hired prior to 9/15/12 maintain the 2.5% at age 55 calculation; however, for employees hired after 9/15/12 and before 1/1/13 the formula is 2% at age 60 and for “new” employees hired after 1/1/13 the formula is 2% at age 62. The tiered benefit package helps to offset some of the Town’s future increasing costs of retirement contributions due to negative investment returns in the State of CalPERS pension system and changes to the CalPERS calculation basis. Further, employer rates have increased annually for both miscellaneous and sworn public safety employees. The CalPERS rates for FY 2018/19 are either 46.085% or 12.961% for public safety employees, depending on date of entrance into CalPERS, and 30.87% for miscellaneous employees.

Most Non-Departmental expenditures for FY 2018/19 have stayed relatively flat. There are increases associated with Post-Employee Medical cost increases and election costs. The Non-Departmental Program will continue to fund the following:

- \$3,490,000 payment to the Town newly established IRS 115 Pension Trust.
- \$1,200,000 for the cost of covering the Town’s portion of retiree medical insurance premiums. The Town has paid for this expenditure since the Town became a member of the CalPERS medical plan as it is part of the CalPERS agreement.
- \$1,100,000 for the actuarially-required contribution for post-retirement benefit and pension obligations. The Governmental Accounting Standards Board Statement No. 45 (GASB 45) requires that the Town accrue an annual expenditure on its financial statements for the cost of providing post-retirement health care costs.
- \$1,233,525 for the lease payment on the Town’s Library building as pledged under the 2010 Certificates of Participation. This payment is offset by a reimbursement from the Successor Agency to the Los Gatos Redevelopment Agency, with a result of no net impact on the Town’s General Fund budget.

ADMINISTRATIVE SERVICES

Non-Departmental

- \$675,548 for the lease payment on the Town's Corporation Yard property as pledged under the 2002 Certificates of Participation. This payment is offset by a reimbursement from the Successor Agency to the Los Gatos Redevelopment Agency, with a result of no net impact on the Town's General Fund budget.
- \$221,500 for animal control services provided by the City of San Jose. The Town entered into a 20-year agreement with the City of San Jose effective July 1, 2004.
- \$139,900 for Santa Clara County's Tax Administration fee for collecting and processing of the Town's assorted tax receipts.
- \$110,000 for the anticipated Santa Clara County Election Expenses.
- \$100,000 for the Town Manager's Contingency and Productivity Funds to address unforeseen situations or opportunities that may arise during the fiscal year.
- \$70,000 for additional special studies when needed.
- \$50,000 for the Los Gatos Chamber of Commerce contract to provide support for the Chamber's information center and implementation of the Town's Leadership Los Gatos program.
- \$20,000 for a new Town Council Contingency Fund for the Council to address unique issues that may arise during the fiscal year.
- \$17,000 for a second year of a pilot to provide senior transportation services within the West Valley. The program will provide predominantly volunteer door to door transport services to seniors at a discounted or subsidized rate.
- \$10,000 for organizational development and training to address needs of the Town organization when opportunities arise.

The Non-Departmental program budget also reflects a transfer of \$2.9 million from the Reserves. \$2.4 million to the General Fund Appropriated Reserves (GFAR) will support the Capital Improvement Program (CIP) and \$0.5 million is being transferred to the Equipment Replacement Fund. The transfers will assist with general capital projects including park, street and facilities upgrades and improvements, and equipment needs.

ADMINISTRATIVE SERVICES
Non-Departmental

SUMMARY OF REVENUES AND EXPENDITURES

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
REVENUES						
<i>Property Tax</i>	\$ 10,113,287	\$ 10,779,434	\$ 11,518,257	\$ 11,383,073	\$ 11,957,352	\$ 12,507,071
<i> VLF Backfill Property Tax</i>	2,818,316	2,984,023	3,237,955	3,269,370	3,447,584	3,482,060
<i>Sales & Use Tax</i>	8,202,678	7,501,175	9,171,373	7,972,195	7,681,546	7,744,208
<i>Franchise Fees</i>	2,215,430	2,258,892	2,366,908	2,287,390	2,317,390	2,386,910
<i>Other Taxes</i>	-	-	-	-	-	-
<i>Transient Occupancy Tax</i>	1,896,721	1,943,166	2,322,910	2,060,000	2,250,000	2,272,500
<i>Licenses & Permits</i>	-	-	-	-	-	-
<i>Intergovernmental Revenues</i>	199,674	74,003	20,169	10,460	7,800	7,800
<i>Lease Payments</i>	1,928,056	1,922,398	1,923,303	1,914,739	1,914,739	1,909,073
<i>Charges for Services</i>	216,855	161,206	159,830	151,260	151,260	148,979
<i>Fines & Forfeitures</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Sources</i>	401,260	148,505	1,960,441	437,420	237,420	137,420
TOTAL REVENUES	\$ 27,992,277	\$ 27,772,802	\$ 32,681,146	\$ 29,485,907	\$ 29,965,091	\$ 30,596,021
TRANSFERS IN						
<i>Transfer from Parking District</i>	\$ -	\$ 179,204	\$ -	\$ -	\$ -	\$ -
<i>Transfer from Blackwell Dst</i>	460	460	460	460	460	460
<i>Transfer from Kennedy Meadow Dst</i>	1,510	1,510	1,510	1,510	1,510	1,510
<i>Transfer from Gemini Court Dst</i>	610	610	610	610	610	610
<i>Transfer from Santa Rosa Dst</i>	660	660	660	660	660	660
<i>Transfer from Vasona Heights Dst</i>	1,430	1,430	1,430	1,430	1,430	1,430
<i>Transfer from Hillbrook Dst</i>	250	250	250	250	250	250
<i>Transfer from Capital Project Funds</i>	108,429	540,792	102,000	102,000	102,000	102,000
<i>Transfer from Traffic Mitigations</i>	5,504	12,147	3,097	10,000	10,000	10,000
<i>Transfer from Gas Tax</i>	106,000	106,000	106,000	106,000	106,000	106,000
<i>Transfer from 942 SA Housing Trust</i>	86,957	69,654	-	6,300	6,300	6,300
TOTAL TRANSFERS IN	\$ 311,810	\$ 2,401,404	\$ 216,017	\$ 229,220	\$ 229,220	\$ 229,220
TOTAL REVENUES & TRANSFERS	\$ 28,304,087	\$ 30,174,206	\$ 32,897,163	\$ 29,715,127	\$ 30,194,311	\$ 30,825,241
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 407,216	\$ 371,680	\$ 497,408	\$ 250,000	\$ 290,641	\$ 50,000
<i>Operating Expenditures</i>	2,827,913	3,399,896	4,381,239	3,677,490	4,708,184	6,900,300
<i>Charges for Services</i>	5,254	5,359	5,493	-	5,917	-
<i>Debt Service</i>	1,928,056	1,922,398	1,923,303	1,914,739	1,914,739	1,909,073
TOTAL EXPENDITURES	\$ 5,230,442	\$ 5,761,887	\$ 6,869,047	\$ 5,907,229	\$ 6,984,481	\$ 8,924,373
TRANSFERS OUT						
<i>Transfer fo History Project Fund</i>	-	-	-	-	-	-
<i>Transfers to GFAR</i>	\$ 7,271,491	\$ 531,014	\$ 7,298,187	\$ 2,482,227	\$ 2,482,227	\$ 2,335,220
<i>Transfers to Solid Waste</i>	100,000	50,000	-	-	-	-
<i>Transfer to Equipment Replacement</i>	-	-	-	300,000	300,000	450,000
<i>Transfer to Facilities</i>	-	-	-	300,000	300,000	-
<i>Transfer to SA Housing</i>	-	-	-	-	-	-
TOTAL TRANSFERS OUT	\$ 7,371,491	\$ 581,014	\$ 7,298,187	\$ 3,082,227	\$ 3,082,227	\$ 2,785,220
TOTAL EXPEND'S & TRANSFERS	\$ 12,601,933	\$ 6,342,901	\$ 14,167,234	\$ 8,989,456	\$ 10,066,708	\$ 11,709,593

⌘ ADMINISTRATIVE SERVICES ⌘

Non-Departmental

NON-DEPARTMENTAL STAFFING

Full Time Equivalent (FTE)

	2014/15	2015/16	2016/17	2017/18	2018/19
<i>Town Staff</i>	Funded	Funded	Funded	Funded	Proposed
Community Outreach Coordinator	1.00	1.00	1.00	-	-
Total Non-Departmental FTEs	1.00	1.00	1.00	-	-



Administrative Services

INFORMATION TECHNOLOGY FUND FUND 621

FUND PURPOSE

Information Technology Services (IT) supports the delivery of services to all the Town's employees and customers through the use of SMART technology (Sensible, Multi-modal, Accessible, Responsive, and Time-phased Technology). Key services include the maintenance, replacement, and upgrade of existing technology and the support for new information technology initiatives.

In meeting the Town organization's information technology needs, the IT Program strives to achieve the following goals:

- Enhance and improve customer service
- Maintain and enhance a sound, secure, and reliable IT infrastructure
- Use information technology to provide seamless and more efficient services
- Operate as a team to achieve information technology goals

BUDGET OVERVIEW

The FY 2018/19 budget for IT recognizes the continued need to identify and invest in information technology opportunities. Continued investment is a cost-effective approach to maintain or potentially improve service delivery levels in a fiscally prudent manner. To this end, in FY 2018/19, the Town's IT Master Plan will be updated.

The IT Program receives revenues through charges to General Fund and Special Revenue departmental programs based on service and equipment replacement costs. Service rates are adjusted to build fund balance capacity for future technology projects.

ADMINISTRATIVE SERVICES
Information Technology Fund

Personnel that were previously funded in Information Technology Internal Service Fund are programmed beginning in FY 2018/19 in the General Fund Information Technology Staffing Program. IT program expenses are budgeted to increase for FY 2018/19 due to the scheduled replacement of network servers and systems.

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable, and collaborative government</p>	<p>Completed new, improved, and upgraded systems, including the following:</p> <ul style="list-style-type: none"> • Wireless network system replacement • Disaster recovery plan inventory • Online mapping upgrades • Security best practices improvements • Council chambers projector/switch replacement • Electronic form and workflow improvements • PC, laptop, and server replacements • Accela development application system upgrade • Internet security upgrades • Anti-virus/ransomware upgrades • Email security phish/malware training implementation • Server operating systems and management systems upgrades • Police computer aided dispatch and reports upgrades • Library phone system replacement

ADMINISTRATIVE SERVICES
Information Technology Fund

STATEMENT OF SOURCE AND USE OF FUNDS

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	2,661,265	2,833,160	2,888,452	2,251,332	2,251,332	2,111,875
Total Beginning Fund Balance	2,661,265	2,833,160	2,888,452	2,251,332	2,251,332	2,111,875
Revenues						
<i>Service Charge</i>	931,738	972,184	981,378	1,090,879	1,054,845	244,478
<i>Other Revenues</i>	157,516	142,199	128,984	90,000	132,280	90,000
Total Revenues	<u>1,089,254</u>	<u>1,114,383</u>	<u>1,110,362</u>	<u>1,180,879</u>	<u>1,187,125</u>	<u>334,478</u>
TRANSFERS IN						
<i>From Library Trust</i>	-	-	-	-	-	-
TOTAL TRANSFERS IN	-	-	-	-	-	-
TOTAL REVENUES & TRANSFERS	<u>1,089,254</u>	<u>1,114,383</u>	<u>1,110,362</u>	<u>1,180,879</u>	<u>1,187,125</u>	<u>334,478</u>
TOTAL SOURCE OF FUNDS	<u>\$ 3,750,519</u>	<u>\$ 3,947,543</u>	<u>\$ 3,998,814</u>	<u>\$ 3,432,211</u>	<u>\$ 3,438,457</u>	<u>\$ 2,446,353</u>
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits*</i>	\$ 409,180	\$ 440,482	\$ 1,195,735	\$ 543,175	\$ 518,923	\$ -
<i>Operating Expenditures</i>	492,113	601,937	551,694	731,775	807,659	761,775
<i>Fixed Assets</i>	-	16,672	-	150,000	-	150,000
<i>Internal Service Charges</i>	-	-	53	-	-	-
Total Expenditures	<u>901,293</u>	<u>1,059,091</u>	<u>1,747,482</u>	<u>1,424,950</u>	<u>1,326,582</u>	<u>911,775</u>
Transfers Out						
<i>Transfer to General</i>	-	-	-	-	-	-
<i>Transfer to Equipment Replacement</i>	16,066	-	-	-	-	-
<i>Transfer to GFAR</i>	-	-	-	-	-	300,000
Total Transfers Out	<u>16,066</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>300,000</u>
Total Expenditures & Transfers Out	<u>917,359</u>	<u>1,059,091</u>	<u>1,747,482</u>	<u>1,424,950</u>	<u>1,326,582</u>	<u>\$ 1,211,775</u>
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	2,833,160	2,888,452	2,251,332	2,007,261	2,111,875	1,234,578
Total Ending Fund Balance	<u>2,833,160</u>	<u>2,888,452</u>	<u>2,251,332</u>	<u>2,007,261</u>	<u>2,111,875</u>	<u>1,234,578</u>
TOTAL USE OF FUNDS	<u>\$ 3,734,453</u>	<u>\$ 3,947,543</u>	<u>\$ 3,998,814</u>	<u>\$ 3,432,211</u>	<u>\$ 3,438,457</u>	<u>\$ 2,146,353</u>

* Personnel are budgeted in the Information Technology Staffing Program beginning in FY 2018/19.

ADMINISTRATIVE SERVICES
Information Technology Fund

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p>Community Character Preserve and enhance the appearance, character, and environment quality of the community</p>	<p style="text-align: center;">Development of IT Master Plan Projects</p> <p>Continue to implement selected projects in the current IT master plan to enhance productivity, including e-government improvements.</p>
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<p style="text-align: center;">Equipment Replacement</p> <p>Replace certain servers, computers, notebooks, monitors, and printers as part of the replacement program.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;">Electronic Document Management System</p> <p>Expand electronic document management in Finance, Human Resources, Parks and Public Works, and other Departments to increase efficiency of record retrieval.</p> <p style="text-align: center;">Update IT Master Plan</p> <p>Complete an updated Master Plan to guide the Town’s strategic investments in technology to improve Town service delivery, transparency, efficiency, and government access.</p>
<p>Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<p style="text-align: center;">Disaster Recovery</p> <p>Expand virtualization of servers to aid in disaster recovery and added efficiency to improve disaster recovery.</p>
<p>Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p style="text-align: center;">Online Services Improvements</p> <p>Complete improvements for the online tree permits and development applications, online business license applications, and other online improvements, consistent with the Town Council’s Strategic Priorities to improve efficiency and 24/7 service to the public.</p>

ADMINISTRATIVE SERVICES
Information Technology Fund

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p><i>Public Safety</i> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<p><i>Police Support Technology</i> Maintain the Police computer aided dispatch and records management systems.</p>

KEY PROGRAM SERVICES

- Performs maintenance and upgrades of administrative network system (servers, PCs, notebooks, printers, hardware, and software).
- Makes Town-wide IT replacement program purchases.
- Provides customer technical support.
- Completes research and planning for new technology solutions.

ADMINISTRATIVE SERVICES
Information Technology Fund

Performance Objectives and Measures	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. Support the delivery of services to all the Town's customers through the use of SMART technology (Sensible, Multi-modal, Accessible, Responsive, and Time phased technology).					
a. Percentage of time service requests are resolved within established guidelines:	88%	85%	87%	85%	85%
b. Percentage of network availability during normal business hours:	99%	99%	99%	99%	99%
c. Percentage of customers rating support as "good" or "excellent" based on timeliness:	96%	98%	98%	97%	95%
d. Percentage of customers rating support as "good" or "excellent" based on quality of service:	92%	98%	96%	96%	95%

Activity and Workload Highlights	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Estimated	2018/19 Budget
1. Number of PCs/Notebooks maintained:*	223	230	238	240	240
2. Number of network servers maintained:	70	72	73	75	75
3. Number of network printers maintained:	33	34	33	33	33
4. Number of service requests received:	1820	2980	3040	4000	4000

INFORMATION TECHNOLOGY FUND STAFFING

Full Time Equivalent (FTE)

	2014/15 Funded	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Proposed
Town Staff					
IT Manager*	1.00	1.00	1.00	1.00	-
Network Administrator*	1.00	1.00	1.00	1.00	-
IT Technician*	1.00	1.00	1.00	1.00	-
Communications Coordinator	0.20	0.20	-	-	-
Office Assistant*	-	-	0.13	0.13	-
Total IT FTEs	3.20	3.20	3.13	3.13	-

	2014/15 Funded	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Proposed
Temporary Staff Hours					
IT Technician temp/hourly	-	-	720	720	-
Total Annual Hours	-	-	720	720	-

*Personnel previously budgeted in Information Technology Internal Service fund are budgeted in the Information Technology Staffing General Fund program beginning in FY 2018/19.

Administrative Services

WORKERS' COMPENSATION FUND FUND 612

FUND PURPOSE

The Town's Workers' Compensation Program provides for anticipated liabilities for worker compensation benefits. The Town self-insures for benefits provided to Town employees and volunteers for work-related injuries up to \$250,000, and has excess insurance coverage for claims up to \$25 million. The Town belongs to the Local Agency Workers' Compensation Excess (LAWCX) Joint Powers Authority for the purpose of pooling for this excess insurance. A third party administrator, Innovative Claims Solutions, Inc. (ICS), handles the Town's day-to-day workers' compensation claims administration.

BUDGET OVERVIEW

Revenues to fund this program are derived as a percentage of salary each payroll period. Each Department pays a portion of the program's cost based on gross wages and level of risk for the various job classifications within the Department. The annual appropriation to this fund represents the self-insurance premiums paid by the operating Departments. Service rates are established which maintain fund balance capacity at approximately two and one-half times the annual operating expenditures. Any excess funds are returned through reduced rates and fund balance transfers as needed.

Program costs covered in the internal rates include administration fees, claim settlement costs, attorney fees (outside counsel), medical expenses, payment for temporary and permanent disability, safety program administration and training, and excess insurance premiums. The budget for workers' compensation is based on actual payroll in the same manner as prior years. In Fiscal Year 2015/16 staff increased rates by 1.5% to begin restoring fund balance which has significantly declined in the last few years due to several on the job-related injuries. Staff is not

ADMINISTRATIVE SERVICES
Workers' Compensation Fund

anticipating to further increase the rate this Fiscal Year.

Personnel that were previously funded in Workers' Compensation Internal Service Fund are programmed beginning in FY 2018/19 in other General Fund Programs.

STATEMENT OF SOURCE AND USE OF FUNDS

	2014/15	2015/16	2016/17	2017/18	2017/18	2018/19
	Actuals	Actuals	Actuals	Adopted	Estimated	Proposed
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	<u>1,576,699</u>	<u>1,514,858</u>	<u>1,213,324</u>	<u>902,308</u>	<u>902,308</u>	<u>756,411</u>
Total Beginning Fund Balance	1,576,699	1,514,858	1,213,324	902,308	902,308	756,411
Revenues						
<i>Service Charge</i>	634,144	863,342	868,527	969,547	878,429	878,386
<i>Interest</i>	5	6	8	-	-	-
<i>Other Revenues</i>	<u>370,425</u>	<u>99,807</u>	<u>157,820</u>	<u>-</u>	<u>132,019</u>	<u>-</u>
Total Revenues	<u>1,004,574</u>	<u>963,155</u>	<u>1,026,355</u>	<u>969,547</u>	<u>1,010,448</u>	<u>878,386</u>
TOTAL SOURCE OF FUNDS	<u>\$ 2,581,273</u>	<u>\$ 2,478,013</u>	<u>\$ 2,239,679</u>	<u>\$ 1,871,855</u>	<u>\$ 1,912,756</u>	<u>\$ 1,634,797</u>
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits*</i>	\$ 107,496	\$ 90,014	\$ 278,539	\$ 112,842	\$ 118,709	\$ -
<i>Operating Expenditures</i>	958,919	1,174,505	1,058,832	1,145,624	1,015,392	1,218,202
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	<u>-</u>	<u>170</u>	<u>-</u>	<u>-</u>	<u>22,244</u>	<u>-</u>
Total Expenditures	<u>1,066,415</u>	<u>1,264,689</u>	<u>1,337,371</u>	<u>1,258,466</u>	<u>1,156,345</u>	<u>1,218,202</u>
Transfers Out						
<i>Transfer to Grant Funds</i>	-	-	-	-	-	-
<i>Transfer to General Fund</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Transfers Out	<u>1,066,415</u>	<u>1,264,689</u>	<u>1,337,371</u>	<u>1,258,466</u>	<u>1,156,345</u>	<u>1,218,202</u>
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	<u>1,514,858</u>	<u>1,213,324</u>	<u>902,308</u>	<u>613,389</u>	<u>756,411</u>	<u>416,595</u>
Total Ending Fund Balance	<u>1,514,858</u>	<u>1,213,324</u>	<u>902,308</u>	<u>613,389</u>	<u>756,411</u>	<u>416,595</u>
TOTAL USE OF FUNDS	<u>\$ 2,581,273</u>	<u>\$ 2,478,013</u>	<u>\$ 2,239,679</u>	<u>\$ 1,871,855</u>	<u>\$ 1,912,756</u>	<u>\$ 1,634,797</u>

* Personnel are budgeted in the Human Resources Program beginning in FY 2018/19.

ADMINISTRATIVE SERVICES
Workers' Compensation Fund

FY 2018/19 KEY PROJECTS

Core Goals	Key Projects
<p style="text-align: center;">Good Governance</p> <p>Ensure responsive, accountable, and collaborative government</p>	Accident Reviews
	Coordinate with the Safety Committee to assist in accident review and help develop action plans to prevent future injuries on an on-going basis and reduce or eliminate exposure.
	Cal-OSHA Safety Compliance Programs
	Monitor work activities to identify and ensure compliance with safety programs that are mandated by Cal OSHA and oversee the setting of priorities and training as required.

KEY PROGRAM SERVICES

- Coordinates the Town's Workers' Compensation Program with a contract administration firm.
- Administers and/or coordinates work safety programs.
- Promotes safe work practices and employee wellness.
- Provides timely reporting of employee injury reports.
- Provides information to employees regarding workers' compensation reporting.
- Minimizes the Town's exposure to losses as a result of employee accidents or illnesses.

WORKERS' COMPENSATION FUND STAFFING

Full Time Equivalent (FTE)

Town Staff	2014/15 Funded	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Proposed
Human Resources Director*	0.25	0.25	0.25	0.25	-
Town Attorney*	0.05	0.05	0.05	0.05	-
Payroll Specialist*	0.05	0.05	0.05	0.05	-
Administrative Analyst*	0.20	0.20	0.20	0.20	-
Total Workers Compensation FTEs	0.55	0.55	0.55	0.55	-

*Personnel previously budgeted in Administrative Services Department Internal Service funds are budgeted in the General Fund beginning in FY 2018/19.



Administrative Services

OFFICE STORES FUND FUND 622

FUND PURPOSE

Photocopy and printer equipment, postage, and bulk mail expenditures are centrally funded through the Town's Office Stores Program, and subsequently charged back to the appropriate Department for services and materials utilized on a monthly basis. Due to limited personnel activity in the operations of this program, there are no staffing, key projects, or performance measures accounted for in this fund.

BUDGET OVERVIEW

The Office Stores Program maintains approximately 36 printers and copiers. The lease and maintenance program includes toner and repairs for all copiers and printers and the Office Stores Fund pays for copy paper for use on the printers and copiers on the program.

ADMINISTRATIVE SERVICES
Office Stores Fund

STATEMENT OF SOURCE AND USE OF FUNDS

	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2017/18 Estimated	2018/19 Proposed
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	149,292	187,955	183,127	200,437	200,437	201,202
Total Beginning Fund Balance	149,292	187,955	183,127	200,437	200,437	201,202
Revenues						
<i>Service Charge</i>	142,020	112,083	125,377	113,000	113,000	113,000
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	5,963	5,651	5,143	5,000	5,000	5,000
Total Revenues	147,983	117,734	130,520	118,000	118,000	118,000
Transfers In						
<i>Equipment Replacement Fund</i>	-	-	-	-	-	-
Total Transfers In	-	-	-	-	-	-
Total Revenues & Transfers In	147,983	117,734	130,520	118,000	118,000	118,000
TOTAL SOURCE OF FUNDS	\$ 297,275	\$ 305,689	\$ 313,647	\$ 318,437	\$ 318,437	\$ 319,202
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	109,320	122,562	113,210	134,500	117,235	134,500
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	109,320	122,562	113,210	134,500	117,235	134,500
Transfers Out						
<i>Transfer to Grant Funds</i>	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	109,320	122,562	113,210	134,500	117,235	134,500
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	187,955	183,127	200,437	183,937	201,202	184,702
Total Ending Fund Balance	187,955	183,127	200,437	183,937	201,202	184,702
TOTAL USE OF FUNDS	\$ 297,275	\$ 305,689	\$ 313,647	\$ 318,437	\$ 318,437	\$ 319,202

KEY PROGRAM SERVICES

- Provides postage and photocopier equipment and supplies for all Town Departments.
- Monitors service levels and performance of copiers, printers, and postage machines, maintaining and replacing equipment as needed.