

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 to determine appropriate actions; 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, Information Technology (IT), Non-Departmental (i.e., Town services and functions that are not attributable to a single Department). In addition, the Town's Workers' Compensation Fund is 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 2020/21, revenues captured in Administrative Services reflect changes in Property Tax, Transient Occupancy Tax, Franchise Fees Licenses and Permits, and Charges for Services due to the forecasted economic impact of the

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COVID-19 pandemic and the mandated Public Health Orders. These revenue modifications are informed by the Town's sales tax consultant MuniServices, the County Tax Assessor, communications with Los Gatos hoteliers, and other sources. These estimates are conservative, assuming a recession scenario.

In terms of expenditures, the FY 2020/21 budget includes increases in salary and benefit costs attributable to negotiated salary raises, and higher benefit and CalPERS pension rates.

The FY 2020/21 budget also reflects the second year of a part time, two-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement and the reclassification of the Payroll Technician position to an Administrative Analyst position to better align current service delivery and needs.

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SUMMARY OF REVENUES AND EXPENDITURES

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
REVENUES						
Other Taxes	\$ 1,720,980	\$ 1,686,251	\$ 1,526,894	\$ 1,400,000	\$ 1,294,011	\$ 1,300,000
Licenses and Permits	-	965	11,405	114,415	88,654	92,964
Intergovernmental Revenues	19,998	-	-	-	-	-
Service Charges	1,019	60	200	-	-	-
Interest	171,653	930	1,196	-	-	-
Other Revenues	25,366	258,327	1,632,324	661,968	1,272,593	1,589,067
TOTAL REVENUES	\$ 1,939,016	\$ 1,946,533	\$ 3,172,019	\$ 2,176,383	\$ 2,655,258	\$ 2,982,031
EXPENDITURES						
Salaries and Benefits*	\$ 2,138,861	\$ 2,493,535	\$ 3,341,837	\$ 4,076,442	\$ 3,610,441	\$ 4,216,498
Operating Expenditures	355,651	368,698	347,429	450,411	393,051	467,261
Grants	128,809	119,800	136,513	142,500	142,500	150,000
Pass Through Accounts	-	-	2,845	7,194	-	-
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	201,762	211,962	103,182	138,592	135,874	140,856
TOTAL EXPENDITURES	\$ 2,825,083	\$ 3,193,995	\$ 3,931,806	\$ 4,815,139	\$ 4,281,866	\$ 4,974,615
	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
PROGRAM						
Town Manager's Office	\$ 825,373	\$ 1,070,761	\$ 1,077,603	\$ 1,341,099	\$ 1,218,648	\$ 1,406,422
Community Grants	119,800	119,800	136,513	142,500	142,500	150,000
Human Resources	552,914	630,554	678,490	761,991	734,548	785,883
Finance & Admin Services	1,002,075	1,049,871	1,145,906	1,545,213	1,279,576	1,550,837
Clerk Administration	315,912	322,976	349,776	438,948	376,422	459,193
Information Technology Management	-	33	540,044	578,194	530,172	622,280
Smoking Restriction Implementation	9,009	-	629	-	-	-
Pass Through	-	-	2,845	7,194	-	-
TOTAL EXPENDITURES	\$ 2,825,083	\$ 3,193,995	\$ 3,931,806	\$ 4,815,139	\$ 4,281,866	\$ 4,974,615

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

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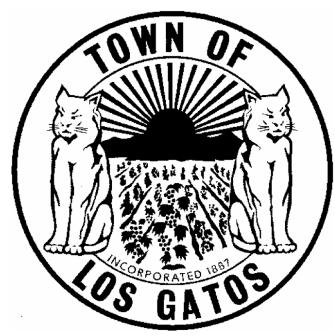
DEPARTMENT STAFFING

<i>Full Time Equivalents (FTE)</i>		2016/17	2017/18	2018/19	2019/20	2020/21
<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	1.00	1.00
Assistant To Town Manager		1.00	-	-	-	-
Executive Asst. to Town Mgr.		0.50	0.50	0.50	0.50	0.50
Economic Vitality Manager		-	0.30	0.30	0.30	0.30
Economic Vitality Coordinator		0.25	-	-	-	-
Administrative Assistant		-	-	-	1.00	0.88
Office Assistant		1.88	1.75	1.88	-	-
Community Outreach Coordinator		1.00	-	-	-	-
Human Resources Director		0.75	0.75	1.00	1.00	1.00
Administrative Analyst		1.70	4.10	4.00	4.00	5.00
Human Resources Technician		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	0.99	0.99	1.99	1.99
Payroll Technician		0.95	0.95	1.00	1.00	-
Account Technician		1.25	0.35	0.35	-	-
Town Clerk		-	-	-	1.00	1.00
Clerk Administrator		1.00	1.00	1.00	-	-
Deputy Town Clerk		-	-	-	0.88	1.00
Events & Marketing Specialist		-	0.50	0.50	0.50	0.50
IT Manager		-	-	1.00	1.00	1.00
IT Systems Administrator		-	-	-	1.00	1.00
Network Administrator		-	-	1.00	-	-
IT Analyst		-	-	1.00	-	-
IT Technician		-	-	1.00	1.00	1.00
Total General Fund FTEs		16.28	16.19	20.52	20.17	20.17
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Non-General Fund FTEs (located in Administrative Services programs unless otherwise noted)						
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<i>Successor Agency to the Los Gatos RDA</i>						
Accountant/Finance Analyst		-	0.01	0.01	0.01	0.01
Total Successor Agency FTEs		-	0.01	0.01	0.01	0.01
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<i>Equipment Replacement</i>						
Account Technician		0.10	-	-	-	-
Administrative Analyst		-	0.10	-	-	-
Total Equip Replace FTEs		0.10	0.10	-	-	-
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<i>Liability Self-Insurance</i>						
Administrative Analyst		0.10	0.10	-	-	-
Total Liability Self-Insurance		0.10	0.10	-	-	-

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ADMINISTRATIVE SERVICES STAFFING

Full Time Equivalents (FTE)	ADMINISTRATIVE SERVICES STAFFING				
	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
Workers Compensation					
Human Resources Director	0.25	0.25	-	-	-
Payroll Technician	0.05	0.05	-	-	-
Administrative Analyst	0.20	0.20	-	-	-
Total Workers Comp FTEs	0.50	0.50	-	-	-
 Information Technology Services					
IT Manager	1.00	1.00	-	-	-
Network Administrator	1.00	1.00	-	-	-
IT Technician	1.00	1.00	-	-	-
Office Assistant	-	0.13	-	-	-
Total IT FTEs	3.00	3.13	-	-	-
Total Admin Services FTEs	19.98	20.02	20.53	20.18	20.18
 Temporary Staff Hours					
Intern I	450	450	450	1,050	1,050
Facility Attendant	50	50	50	50	50
Administrative Analyst	726	726	626	-	-
IT Technician	720	720	-	-	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Emergency Management	-	-	-	1,000	1,000
Total Annual Hours	2,196	2,196	1,376	2,350	2,350



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 and programs 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 Committees and the Community and Senior Services Commission; and facilitate associated projects and services of these Committees and the Commission; 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 2020/21 budget includes increases in salary and benefit costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2020/21 Town Manager's Office budget is programmed to maintain existing staffing and service levels with the continuation of a part time, two-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement.

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 2020-2022 Town Council Strategic Priorities.

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

ACCOMPLISHMENTS

Core Goals	Accomplishments
<i>Community Character</i> Preserve and enhance the appearance, character, and environmental quality of the community	<ul style="list-style-type: none"> • Provided support 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 to strengthen the economic vitality of the Town. • Initiated work on the downtown parklet pilot program. • Provided strategic guidance to the launch of the Town's General Plan update, involving all Town Departments and Boards, Commissions, and Committees.
<i>Good Governance</i> Ensure responsive, accountable, and collaborative government	<ul style="list-style-type: none"> • Supported the Town Council in its decision making. • Led streamlining efforts to improve the efficiency of Town processes. • Provided administrative support to the Pension and OPEB Trusts Oversight Committee to manage the additional discretionary monies deposited into the Town's IRS 115 Pension and healthcare accounts. • Led an inter-departmental Communications Team with a goal of creating a Town Communication Plan to increase community engagement. • Continued to increase transparency and community access to Town financial information through the development of a dedicated Fiscal Transparency webpage. • Represented the Town in County-wide and regional forums. • Supported the Town Council as it took positions on pending legislation and funding items affecting Los Gatos. • Continued to enhance community awareness and engagement through increased content on the Town's Facebook, Instagram, Nextdoor and Twitter accounts. • Promoted community participation in Town matters by signing up for notifications through a dedicated email and Notify me on the Town's website.

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

Core Goals	Accomplishments
<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 a series of Town Council discussions and in-depth examinations of municipal financial practices. • Led the development of additional discretionary payments directly to CalPERS. • Led the development of a comprehensive Town-wide budget. • Provided technical and administrative support to the Council Finance Committee as it advises the Town Council on options to reduce the Town's unfunded pension and other post-employment benefit obligations. • Conducted an initial community budget survey. • Transitioned the Dittos Lane property to Below Market Price Housing. • Facilitated the sale of the Winchester Boulevard property.
<p><i>Quality Public Infrastructure</i> Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<ul style="list-style-type: none"> • Supported respective Council Members as they serve on regional boards governing transportation, clean energy, and other topics. • Led an inter-Departmental team regarding cut-through traffic and staffed a hotline to respond to community input. • Provided the Council and community with feedback received on the completed one-way street pilot for North Santa Cruz Avenue and supported the economic vitality and infrastructure elements of the downtown parklet pilot program.

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Town Manager's Office

Core Goals	Accomplishments
<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 another phase of the Footbridge Restoration project, the Utility Art Box Program, and potential funding sources for Town art. • 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. • Operated the 2019 Music in the Park summer concert series and facilitated an RFP for future management. • Hosted the Town's annual Tree Lighting, Screen on the Green, and Fourth of July events. • Oversaw the continuation of the Town's action items in support of its World Health Organizations Age-Friendly Community Designation.
<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. • Continued to implement a comprehensive training plan for all Town staff involved in the activation of the Emergency Operation Center. • Expanded communication and coordination with County Fire and other agencies regarding wildfire prevention and preparedness. • Led the Town's response to the COVID-19 emergency. • Developed a Wildland Urban Interface Evacuation Assessment for the Town. • Adopted Annex 9 of the Santa Clara County Community Wildfire Protection Plan. • Enhanced the Town's defensible space ordinances. • Managed responses to three PG&E Public Safety Power Shutoff events.

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SUMMARY OF REVENUES AND EXPENDITURES

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Licenses and Permits</i>	-	965	11,405	4,415	2,964	2,964
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	510	60	200	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	<u>7,129</u>	<u>13,565</u>	<u>17,384</u>	<u>25,000</u>	<u>799</u>	<u>500</u>
TOTAL REVENUES	\$ 7,639	\$ 14,590	\$ 28,989	\$ 29,415	\$ 3,763	\$ 3,464
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 678,324	\$ 894,948	\$ 945,000	\$ 1,157,583	\$ 1,065,697	\$ 1,208,383
<i>Operating Expenditures</i>	63,255	83,539	81,929	116,050	85,721	129,050
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	<u>83,794</u>	<u>92,274</u>	<u>50,674</u>	<u>67,466</u>	<u>67,230</u>	<u>68,989</u>
TOTAL EXPENDITURES	\$ 825,373	\$ 1,070,761	\$ 1,077,603	\$ 1,341,099	\$ 1,218,648	\$ 1,406,422

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Community Character Preserve and enhance the appearance, character, and environmental quality of the community</p>	<p>Land Use Policies Review Continue to support the Council Policy Committee in its evaluation of land use and other policies.</p> <p>Business Attraction and Retention Continue to assist businesses to find available locations in Los Gatos and encourage diverse and unique offerings in the downtown. Economic Vitality staff will also continue to identify actions in collaboration with other Town Departments to enhance overall community vitality for Council consideration.</p> <p>Music in the Park Oversee the transition of production of the Music in the Park summer concert series to a new management team.</p> <p>Special Events Continue to work with event organizers to fine tune the Special Events Permit process, providing guidelines and other information to assist events and processing all Special Event Permit applications.</p> <p>General Plan Update Continue to ensure all Departments and Town Commissions are actively engaged in the General Plan Update, foster community involvement, and provide strategic support to the Community Development Department throughout the General Plan Update process.</p> <p>COVID-19 Recovery Leverage the Town organization to ensure an efficient and robust recovery from the impacts of COVID-19.</p>

 **ADMINISTRATIVE SERVICES &
Town Manager's Office**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<p>Communication with the Public Enhance the usefulness of the Town's website and social media channels to improve accessibility and transparency of information and services for the public. Continue community budget survey efforts. Work with KCAT-TV to develop and maintain a Town-branded YouTube page for viewing live and archived Town Council and other meetings. Continue the new postcard mailing program to all Los Gatos residents, businesses, and property owners encouraging online engagement with the Town.</p> <p>Town Council Policies 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. Continue to lead the inter-departmental Communications Team on the development of a Town Communications Plan and supporting policies and procedures.</p> <p>Town Council Priorities Lead an annual Strategic Priorities session with the Town Council to provide guidance on policy, special projects, and key capital investments to align the work of Town Department and Commissions with current and future budgets.</p> <p>IT Complete migration of eFinance hosted 5.1 finance system to enhance efficiencies and remove dependence on physical server data storage.</p>

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

FY 2020/21 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>	<p><i>Cost Containment</i> Continue to provide oversight on the efforts to identify and implement employee benefit pension and other post-employment benefit costs containment measures to address long-term fiscal structural issues.</p> <p><i>Fiscal Planning</i> Continue to support the Town Pension and OPEB Trusts Oversight Committee and Finance Committee to develop additional discretionary payment strategies to address long-term pension liabilities.</p> <p><i>Financial Information</i> Enhance the description of budget assumptions and graphic representation to better explain the Town's budget and other financial documents, including developing alternate budget scenarios to illustrate the effects of economic assumptions.</p> <p><i>Property Asset Management</i> Continue to manage the research, analysis, and negotiations regarding the potential sale and/or lease of remaining 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>	<p><i>Downtown Parking</i> Support the Police Department in the implementation of the Comprehensive Parking Study.</p>

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FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p>Arts and Culture Support the Arts and Culture Commission's Gateway art project and the Parks and Public Works' Outside the Box Program.</p> <p>Cultural Partnerships Continue to oversee the ongoing partnerships with the Museums of Los Gatos, the Friends of the Los Gatos Library, Los Gatos-Saratoga Recreation, local school districts, and other organizations.</p> <p>Age Friendly Goals Support the community and Senior Services Commission in the implementation of the Town's current Age Friendly Goals, identification of additional goals, and adoption of wellness initiatives.</p>
<p>Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<p>Overall Emergency Preparedness Increase emergency preparedness activities in collaboration with the County Fire Department, County Office of Emergency Management, City of Monte Sereno, and volunteer organizations. Staff and manage a part-time Emergency Services Coordinator position. Work on updating and preparing the Town's Emergency Operations Center for activation when necessary. Enhance the "emergency preparedness" sections of the Town's website.</p> <p>PG&E Shutoffs Prepare for Summer 2020 PG&E Public Safety Power Shutoff Events and update website information for future events.</p> <p>COVID-19 Emergency Continue to lead the town's implementation of County Public Health Orders.</p>

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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, and the Community and Senior Services Commission.
- Manages the provision of senior services at the Los Gatos Adult Recreation Center through the long-term lease agreement with LGS Recreation.
- Manages the contracts with NUMU, Friends of the Library, LGS Recreation, and other community organizations.
- Manages the Community Grant process in partnership with the Library Director.
- Oversees and executes Town events, such as 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/social media 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.

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Town Manager's Office**

TOWN MANAGER'S OFFICE STAFFING

Full Time Equivalents (FTE)

Town Staff	2016/17	2017/18	2018/19	2019/20	2020/21
	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	1.00	1.00
Administrative Analyst	-	1.00	1.00	1.00	1.00
Deputy Town Clerk	-	-	-	0.25	0.13
Assistant to Town Manager	1.00	-	-	-	-
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	-	-	-	0.13	0.25
Office Assistant	0.38	0.38	0.38	-	-
Economic Vitality Manager	-	0.30	0.30	0.30	0.30
Economic Vitality Coordinator	0.25	-	-	-	-
Events & Marketing Specialist	-	0.50	0.50	0.50	0.50
Total Manager's Program FTEs	4.13	4.68	4.68	4.68	4.68

Temporary Staff Hours

Temporary Staff Hours	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
Facility Attendant	50	50	50	50	50
Emergency Management	-	-	-	1,000	1,000
Administrative Analyst	100	100	-	-	-
Intern I	450	450	450	675	675
Total Annual Hours	600	600	500	1,725	1,725

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

Performance Objectives and Measures	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. <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)	See Clerk	See Clerk	See Clerk	See Clerk	See Clerk
2. <i>Supplement resources for nonprofit agencies providing human services and art, cultural, and educational programming so that residents may maintain or improve their quality of life.</i>					
a. The average percentage of a grantee's budget that comes from the Town's grant contributions:	6%	10%	2%	2%	2%
3. <i>Foster a comprehensive arts environment in Los Gatos through the support, development, and appreciation of the arts.</i>					
a. Percentage of public art pieces in good to excellent condition:	86%	80%	80%	80%	80%
b. Resident satisfaction with Arts and Cultural opportunities in Los Gatos:	99%	81%	76%	80%	80%
4. <i>Foster business growth and success to provide jobs and enhance economic vitality. Ensure efforts are being made for business attraction, retention, and promotion.</i>					
a. Percentage of businesses satisfied or very satisfied with business assistance received:**	98%	Measure Discontinued	Measure Discontinued	Measure Discontinued	Measure Discontinued

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

Activity and Workload Highlights	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. Number of Town Council agenda reports processed:*	See Clerk	See Clerk	See Clerk	See Clerk	See Clerk
2. Number of community/customer referrals:	304	414	744	662	700
3. Grant agreements administered:					
a. Number of Human Service grants:	8	8	8	12	10
b. Number of Arts/Cultural/Educational grants:	5	5	5	5	5
c. Number of Special Events grants:**	Data Not Available	Measure Discontinued	Measure Discontinued	Measure Discontinued	Measure Discontinued
d. Dollar amount of Special Event grants:***	Data Not Available	Data Not Available	\$13,513	\$10,000	\$10,000
4. Total dollar amount of General Fund grant agreements administered:	\$119,800	\$124,800	\$136,513	\$142,400	\$150,000
5. Number of Los Gatos residents directly served by Town grant-funded organizations:	27,930	40,000	29,000	30,000	30,000
6. Number of Art in the Council Chambers exhibitions installed and curated:	4	4	4	4	4
7. Number of events, presentations or meetings designed to attract, retain or educate businesses:**	30	Measure Discontinued	Measure Discontinued	Measure Discontinued	Measure Discontinued
8. Number of business, commercial property owners, and industry professionals receiving business liaison services through the Economic Vitality Office: **	315	Measure Discontinued	Measure Discontinued	Measure Discontinued	Measure Discontinued
9. Number of attendees at events and meeting designed to attract, retain and educate businesses, and foster commerce:**	Data Not Available	Data Not Available	Data Not Available	Measure Discontinued	Measure Discontinued
10. Number of businesses receiving general business liaison assistance:	Data Not Available	75	100	85	90
11. Number of businesses receiving direct business support including in person and phone meetings, and interface through OpenCounter:**	Data Not Available	Data Not Available	Data Not Available	Measure Discontinued	Measure Discontinued
12. Commercial Brokers/Property Owner Outreach Communications:	Data Not Available	50	75	65	65

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

**Measure discontinued effective FY 19/20.

***New measure effective FY 19/20.

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

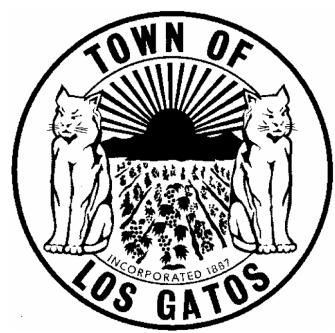
COMMUNITY GRANT PROGRAM

The Community Grant program is undergoing a significant procedural change in FY2020/21 compared to previous years. Changes include shifting the grant calendar process for applications and awards to earlier in the fiscal year and budgeting the lump sum amounts of all grant expenditures rather than noting each individual grantee at the time of budget adoption. The three expenditure lines that have been added for this fiscal year, "one-time grants," "innovation grants," and "recurring grants," are the lump sum amounts of all smaller grant funds that will be dispersed to grantees after the application and award process is completed. When the FY2020/21 actuals are reported at the close of year, these lump sum amounts will be noted as individual smaller grant amounts to the individual Grantees in order to compare historical budget year trends. The total amount of grant funding budgeted for FY 2020/21 is \$150,000.

**ADMINISTRATIVE SERVICES &
Town Manager's Office**

GRANTS AND ARTS FUNDING SUMMARY

	2016/17 Actuals	2017/18 Actuals	2018/19 Awarded	2019/20 Awarded	2020/21 Proposed
Grants to Award					
Recurring Grants	-	-	-	-	\$ 70,000
One- time Grants	-	-	-	-	74,000
Innovation Grants	-	-	-	-	6,000
Total Grants to Award	<hr/>	<hr/>	<hr/>	<hr/>	\$ 150,000
Human Services Grants					
Counseling and Support Services for Youth	\$ 15,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ -
LGS Recreation - 55+ Program	-	10,000	15,000	15,000	-
LGS Recreation - Clubhouse Scholarship	-	11,000	9,000	7,000	-
LGS Recreation - Summer Enrichment School Scholarship	-	-	4,000	4,000	-
Live Oak Adult Day Services	13,000	13,000	13,000	13,000	-
Live Oak Sr. Nutrition and Service	28,500	29,000	29,000	35,000	-
Los Gatos Community Concert Association				500	-
Next Door Solutions Dom. Violence	15,000	6,000	3,000	15,000	-
NUMU - Senior Explorer Program	-	-	-	1,000	-
Parents Helping Parents	-	1,000	-	6,000	-
Saratoga Area and Senior Coordinating Council	-	-	-	5,000	-
Support Network	6,000	-	-	-	-
United Way - 211 Funding	2,500	-	-	-	-
West Valley Community Services	20,000	20,000	20,000	30,000	-
West Valley Muslim Association	-	-	-	1,000	-
Total Human Services Grants	\$ 100,000	\$ 100,000	\$ 103,000	\$ 152,500	\$ -
Arts, Cultural & Educational Grants					
Art Docents of Los Gatos	\$ 4,000	\$ 4,000	\$ 4,000	\$ 3,000	\$ -
Cat Walk	-	-	-	-	-
Los Gatos Community Concert	3,800	5,000	5,000	4,000	-
Los Gatos High School New Millennium Foundation - 2019 STEAM	-	-	-	3,000	-
Morning Rotary	-	1,500	-	4,000	-
NUMU - Cataloguing	-	2,800	-	-	-
NUMU - Youth Explorer Program	7,000	6,500	6,500	6,000	-
NUMU - Video Histories with KCAT Project	-	-	3,000	-	-
Veterans M & S F of LG - Veteran's Day Celebration	-	-	1,500	-	-
Youth Science Institute	5,000	-	-	-	-
Total Arts, Cultural & Educational Grants	\$ 19,800	\$ 19,800	\$ 20,000	\$ 20,000	\$ -
Special Events Grants					
Special Events Grants	\$ -	\$ -	\$ 19,000	\$ 10,000	\$ -
Total Special Events Grants	\$ -	\$ -	\$ 19,000	\$ 10,000	\$ -
Total Grant Funding	\$ 119,800	\$ 119,800	\$ 123,000	\$ 172,500	\$ -
Arts Funding					
Arts & Culture Commission	-	5,000	5,000	-	-
Forbes Mill	-	-	-	-	-
Total Arts Funding	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -
Grand Total	\$ 119,800	\$ 124,800	\$ 147,000	\$ 182,500	\$ 150,000



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 2020/21 budget includes increases in salary and benefit costs attributable to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2020/21 Human Resource's budget is programmed to maintain existing staffing and service levels.

Human Resource staff will continue to assist the organization with filling critical Town-wide 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. In addition, Human Resources invested in software focused on the automation of the performance evaluation process, new employee onboarding, and creation of electronic forms to improve efficiencies.

 **ADMINISTRATIVE SERVICES &**
Human Resources

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none">• Successfully recruited and onboarded 32 positions.• Organized a Health and Wellness Fair for employees with various local vendors in attendance offering preventative health screenings, flu shots, healthy snacks, and wellness information.• In compliance with SB 1343, training sessions were conducted related to preventing workplace harassment, discrimination and retaliation, including bullying and bystander segments, for all employees and elected officials.• In collaboration with the Town Attorney, created an administrative policy to capture the new employee paid sick leave and expanded family and medical leave provisions of the Families First Coronavirus Response Act.• Established a fully remote oral board experience using MS Teams to ensure continuation of the recruitment process for vacancies during the shelter-in-place Order.• Received a Talent Action Program Recognition award sponsored by Cal-ICMA in the employee attraction and recruitment category.• Developed Disaster Service Worker (DSW) Procedure.
<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">• Conducted the meet and confer process with AFSCME and TEA related to the salary re-opener language in both contracts.• Conducted a competitive request for proposal for the Town's workers' compensation third party administrator (TPA) services and replaced the Town's long-standing TPA with LWP Claims Solutions.• Amended the Town's pension contract with CalPERS to implement the negotiated change of a three percent additional contribution toward the employer's cost by Classic Members in the Police Officer Association.

**ADMINISTRATIVE SERVICES &
Human Resources**

SUMMARY OF REVENUES AND EXPENDITURES

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	<u>15,235</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES	\$ 15,235	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 379,863	\$ 454,488	\$ 550,744	\$ 601,497	\$ 584,575	\$ 624,666
<i>Operating Expenditures</i>	143,114	141,199	114,411	142,156	131,637	142,156
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	29,937	34,867	13,335	18,338	18,336	19,061
TOTAL EXPENDITURES	\$ 552,914	\$ 630,554	\$ 678,490	\$ 761,991	\$ 734,548	\$ 785,883

* 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 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable and collaborate government</p>	<p>Personnel Rules and Regulations 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>Create an Administrative Policy to capture the new California Department of Transportation provisions related to commercial drivers participating in a nationwide clearing house database.</p> <p>Labor Relations Meet and confer regarding salary re-opener language related to the POA contract prior to September 30, 2020.</p> <p>Initiate and complete the negotiation process of the full labor contracts for the TEA and AFSCME groups prior to June 20, 2021.</p> <p>Training and Development Develop and present an internal employee training program related to interview and public presentation skills.</p> <p>Continue to identify and make available other training opportunities.</p> <p>Records Management Activate the Forms module of the Town's current recruitment platform, NeoGov, to transition all Human Resources related forms to an electronic format allowing for the creation of signature workflows/routing and a seamless upload to employee files as well as automated delivery of executed forms to employees and management.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p>Recruitment/Onboarding Implement the Onboarding module of the Town's current recruitment platform, NeoGov, to create efficiencies and consistencies in the hiring of new employees as well as to deliver a welcoming experience.</p> <p>Succession Planning Continue to 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>

**ADMINISTRATIVE SERVICES &
Human Resources**

KEY PROGRAM SERVICES

- Provides effective administration and ensures legal compliance of employee relations program.
- Conducts employee training and organizational development assessments.
- Administers, evaluates, and selects competitive employee benefits.
- Works collaboratively with Department managers to facilitate the Town's recruitment and selection programs.
- Administers and refreshes classification and compensation plans.
- Provides information and interpretation regarding Town personnel rules, regulations and procedures, MOUs, administrative policies, 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 all legislative changes related to the Human Resources program areas (i.e., employment, benefits, training, workers' compensation, 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.
- Participates in the development of multi-agency training programs, such as the Leadership Academy.

**ADMINISTRATIVE SERVICES &
Human Resources**

HUMAN RESOURCES PROGRAM STAFFING

Full Time Equivalents (FTE)

Town Staff	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
Human Resources Director*	0.75	0.75	1.00	1.00	1.00
Administrative Analyst*	0.80	1.30	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.13	-	-	-	-
Total Human Resources FTEs	2.68	3.05	3.00	3.00	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	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. <i>To provide a competitive employee benefit package that contributes to the recruitment and retention of employees.*</i>					
a. Percentage of employees rating benefit program material, products, and services as good to excellent:	95%	94%	96%	98%	98%
b. Percentage of employees rating communication of the benefit program as good to excellent:*	Not Applicable	Not Applicable	Not Applicable	98%	98%
2. <i>To provide effective and efficient professional development, training, and organizational development.</i>					
a. Percentage of employees rating the effectiveness of training classes as good to excellent:	82%	83%	79%	96%	96%
b. Percentage of employee evaluations completed by due date:	90%	90%	Not Applicable	Not Applicable	Not Applicable
c. Percentage of employees who have received a formal evaluation in the last 12 months:*	Not Applicable	Not Applicable	Not Applicable	75%	95%
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 response:	76%	78%	Not Applicable	Not Applicable	Not Applicable
4. <i>To provide effective and efficient employee recruitment services to departments.*</i>					
a. Percentage of hiring managers rating recruitment process timeline as good to excellent:	Not Applicable	Not Applicable	Not Applicable	83%	90%
5. <i>To provide effective and efficient employee relations support.</i>					
a. Percentage of labor agreements ratified prior to expiration of existing contracts:	Not Applicable	100%	100%	Not Applicable	100%
b. Percentage of employees rating the availability and timeliness of HR staff response to inquiries as good to excellent:*	Not Applicable	Not Applicable	Not Applicable	96%	96%

**ADMINISTRATIVE SERVICES &
Human Resources**

Activity and Workload Highlights	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. Number of (full-time, part-time, and temporary) employees:	208	165	Not applicable	Not applicable	Not applicable
2. Number of recruitments conducted:	26	31	15	33	25
3. Number of employment applications reviewed:	3,100	2,147	2,139	2,540	2,300
4. Number of Workers' Compensation claims filed:	9	8	15	15	10
5. Percentage of eligible employees participating in deferred compensation:	50%	56%	42%	44%	48%
6. Number of sick leave hours used per benefitted employee:	58	52	Not applicable	Not applicable	Not applicable
7. Number of Personnel Action Forms processed:*	Not Applicable	Not Applicable	248	202	230
8. Number of employee promotions:*	Not Applicable	Not Applicable	4	8	8
9. Number of ergonomic evaluations conducted:*	Not Applicable	Not Applicable	24	6	12
10. Number of new employee onboarding sessions conducted (full-time, part-time, and temporary):*	Not Applicable	Not Applicable	21	23	34
11. Number of job classifications revised or created:*	Not Applicable	Not Applicable	2	5	6
12. Vacancy rate:*	Not Applicable	Not Applicable	9%	13%	10%

*New measure effective FY 20/21

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 2020/21 budget reflects a decrease in business license tax revenue, business license processing fees and interest earnings due to the effect of the international COVID-19 pandemic. The Finance Program continues to monitor business license tax receipts and implement improvements for collections. The FY 2020/21 budget includes increases in salary and benefit costs attributable to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2020/21 budget reflects a reclassification of a Payroll Technician to an Administrative Analyst to better align current service deliveries with Town needs.

**ADMINISTRATIVE SERVICES &
Finance**

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none">• Coordinated the successful development of the FY 2018/19 Comprehensive Annual Financial Report (CAFR) and corresponding financial and compliance audit of the Town of Los Gatos.• Achieved the GFOA's Certificate of Achievement for Excellence in Financial Reporting for the CAFR for the FY 2017/18.• Achieved the GFOA's Distinguished Budget Presentation Award for the FY 2019/20 Operating Budget.• Completed State Controller's "Cities Annual Report" and "Streets Report."
<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">• Managed the coordination and on-time preparation of the FY 2020/21 Operating Budget and FY 2020/21-2024/25 Capital Improvement Program for Council consideration.• Managed the Town's investments and prepared quarterly investment reports.• Supported the Successor Agency and its required filings.• Supported the Council Finance Committee and Pension/OPEB Oversight Committee.• Provided ongoing fiscal controls for contracts and other Town expenditures.

**ADMINISTRATIVE SERVICES &
Finance**

SUMMARY OF REVENUES AND EXPENDITURES

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
REVENUES						
Other Taxes	\$ 1,720,980	\$ 1,686,251	\$ 1,526,894	\$ 1,400,000	\$ 1,294,011	\$ 1,300,000
Licenses and Permits	-	-	-	110,000	85,690	90,000
Intergovernmental Revenues	-	-	-	-	-	-
Service Charges	509	930	1,196	-	-	-
Interest	171,653	244,762	1,445,640	629,774	1,271,344	801,961
Other Revenues	-	-	-	-	-	-
TOTAL REVENUES	\$ 1,893,142	\$ 1,931,943	\$ 2,973,730	\$ 2,139,774	\$ 2,651,045	\$ 2,191,961
EXPENDITURES						
Salaries and Benefits*	\$ 797,403	\$ 857,806	\$ 988,993	\$ 1,343,403	\$ 1,094,720	\$ 1,348,033
Operating Expenditures	135,057	125,833	125,617	170,200	153,934	170,200
Grants	-	-	-	-	-	-
Pass Through Accounts	-	-	-	-	-	-
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	69,615	66,232	31,296	31,610	30,922	32,604
TOTAL EXPENDITURES	\$ 1,002,075	\$ 1,049,871	\$ 1,145,906	\$ 1,545,213	\$ 1,279,576	\$ 1,550,837

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

 **ADMINISTRATIVE SERVICES &
Finance**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<p><i>Financial System Upgrade</i> 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><i>Electronic General Ledger Journal Entry Files</i> Continue to scan general ledger journal entry files to store electronically in Laserfiche.</p> <p><i>Department Cross Training in Key Functional Areas</i> Continue to cross train in key functional areas of the Finance Department with an emphasis on Payroll and Accountant functions.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p><i>Long-Term Budget Development</i> 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.</p> <p><i>Business License Amnesty Program</i> 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><i>Town Council Finance Committee</i> Further support the Town Finance Committee as it pursues identifying strategies to address the Town's unfunded pension and OPEB liabilities, and identify new revenue sources.</p>

ADMINISTRATIVE SERVICES  OF
Finance

KEY PROGRAM SERVICES

- Develops and monitors the Town's Annual Operating and Capital Budgets in accordance with Governmental Finance Officer Association (GFOA) guidelines. Monitoring includes a Mid-Year Budget Report.
- 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.
- Tracks legacy Redevelopment 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)

<i>Town Staff</i>	2016/17	2017/18	2018/19	2019/20	2020/21 Proposed
	Funded	Funded	Funded	Funded	
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	0.99	0.99	1.99	1.99
Payroll Technician*	0.95	0.95	1.00	1.00	-
Administrative Analyst*	0.90	1.80	2.00	2.00	3.00
Account Technician	1.25	0.35	0.35	-	-
Total Finance Services FTEs	6.10	6.09	6.34	6.99	6.99

Temporary Staff

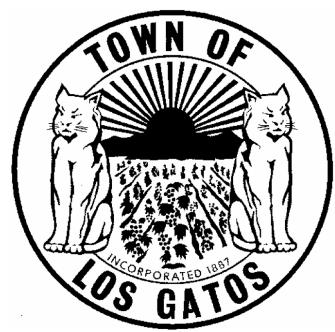
<i>Temporary Staff</i>	2016/17	2017/18	2018/19	2019/20	2020/21 Proposed
	Funded	Funded	Funded	Funded	
Administrative Analyst	626	626	626	-	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Total Annual Hours	876	876	876	250	250

**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	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
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:	1.25%	1.73%	2.05%	1.75%	1.50%
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 bank statements reconciled to general ledger within 30 days of month-end:*	60%	80%	80%	90%	100%
d. Percent of quarterly reports completed and submitted to Council by deadlines:	100%	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	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. Quarterly investment reports to Town Council:	4	4	4	4	4
2. Number of general ledger corrections needed during audit due to processing error:	0	0	0	0	0
3. Annual number of invoices entered into the Accounts Payable system:	7,855	7,643	7,185	6,900	7,000
4. Average number of Accounts Payable checks issued weekly:	68	62	57	62	62
5. Average number of regular and temporary employee payroll checks issued bi-weekly:	186	186	185	186	186
6. Number of Business Licenses issued annually:	4,057	4,468	4,293	4,350	4,350



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 manages the Council agenda packet preparation, posting, and distribution. The Clerk Administration program also provides administrative support to the Town Attorney.

BUDGET OVERVIEW

The FY 2020/21 budget includes increases in salaries and benefits costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2020/21 Clerk's budget is programmed to maintain existing staffing and service levels.

 **ADMINISTRATIVE SERVICES &
Clerk Administration**

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p>Good Governance Ensure responsive, accountable and collaborative government</p>	<ul style="list-style-type: none">Continued the creation of a Council Member Handbook as part of the Town's continuing efforts to increase efficiency and service to the Town Council.Continued the update of the Retention Schedule and created the required forms for transferring and destroying of records in coordination with the Town Attorney and the Manager's Office.Began using Municode Meetings as the agenda management system for Town Council, Planning Commission, Council Finance Committee, and Council Policy Committee meetings.Began storing Town Council and Planning Commission meeting videos on the Town's branded YouTube page through KCAT.In collaboration with the Town Attorney's Office, administered the Town's role in processing two ballot initiatives for the November 2020 election.Explored remote participation software to support the Town Council and other Town Commissions during the COVID-19 emergency.Administered DocuSign as a more efficient process for contract review and approval.
<p>Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none">Presented an overview of the Clerk Department's role and responsibilities at Leadership Los Gatos, highlighting the Board, Commission, and Committee Commissioner recruitment process.

**ADMINISTRATIVE SERVICES &
Clerk Administration**

SUMMARY OF REVENUES AND EXPENDITURES

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	-	450	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 450	\$ -
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 283,271	\$ 286,260	\$ 317,056	\$ 397,425	\$ 335,277	\$ 413,136
<i>Operating Expenditures</i>	14,225	18,127	24,843	22,005	21,759	25,855
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	18,416	18,589	7,877	19,518	19,386	20,202
TOTAL EXPENDITURES	\$ 315,912	\$ 322,976	\$ 349,776	\$ 438,948	\$ 376,422	\$ 459,193

**ADMINISTRATIVE SERVICES &
Clerk Administration**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable and collaborate government</p>	<p>Records Retention Continue to implement the Town's Retention Policy, including procedures and schedules.</p> <p>Public Engagement 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>Continue to participate in Town events and other opportunities to increase the public's awareness of the vital role of the Clerk Department.</p> <p>Continue to participate in Leadership Los Gatos, highlighting the Board, Commission, and Committee Commissioner recruitment process, how to communicate with Council Members, and participate in public meetings.</p> <p>Elections Administer the Town role for the November 2020 election, including candidate orientation and other tasks.</p>
<p>Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<p>Public Document Accessibility Makes various public documents available to the public through the Town's website. All resolutions and ordinances have been added to the repository and the Department is now adding historical minutes so that the public can access documents directly through the Town's website.</p> <p>Continue to utilize NetFile to facilitate 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) and campaign statements 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.
- Processes and monitors all Town contracts.

CLERK ADMINISTRATION STAFFING

Full Time Equivalents (FTE)		2016/17	2017/18	2018/19	2019/20	2020/21
Town Staff		Funded	Funded	Funded	Funded	Proposed
Clerk Administrator		1.00	1.00	1.00	-	-
Town Clerk		-	-	-	1.00	1.00
Deputy Town Clerk		-	-	-	0.63	0.88
Administrative Assistant		-	-	-	0.88	0.63
Office Assistant*		1.25	1.38	1.50	-	-
Total Clerk Admin FTEs		2.25	2.38	2.50	2.50	2.50

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

Temporary Staff	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
Intern 1	-	-	-	375	375
Total Annual Hours	-	-	-	375	375

**ADMINISTRATIVE SERVICES &
Clerk Administration**

Performance Objectives and Measures	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. <i>Provide efficient and effective indexing of key documents to ensure adequate tracking of and accessibility to the Town's legislative history.</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>	95%	95%	95%	95%	95%

Activity and Workload Highlights	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. Number of Legislative Records indexed:					
a. Number of resolutions indexed:	70	68	57	60	65
b. Number of agreements indexed:	240	262	242	250	260
c. Number of documents recorded:	52	65	53	50	50
d. Number of ordinances indexed:	5	17	10	30	20
2. Number of commission and board applications and appointments processed:	96	74	73	70	75
3. Number of commission and board seats available:****	87	91	78	78	78
4. Number of Legal Notices published within established timelines:	110	145	159	200	200
5. Number of Fair Political Practices Commission (FPPC) Form 700:	190	164	142	150	150
6. Number of bids processed and project files monitored for final action:	19	7	38	30	20
7. Number of required insurance certificates verified:	381	368	316	320	320
8. Number of Town Council agenda reports processed:*	315	378	213	225	225
9. Number of Public Records Act requests processed:***	135	139	133	140	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.

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 2020/21 budget includes increases in salary and benefit costs attributable to negotiated salary raises, and higher benefit and CalPERS pension rates. IT is providing increasingly critical services and support as Town Departments offer online options to supplement in-person service delivery.

 **ADMINISTRATIVE SERVICES &
Information Technology Staffing**

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">• COVID19 remote staffing systems support• Network redesign planning• Wireless network system replacement• Disaster recovery plan inventory• Online mapping upgrades• Security best practices improvements• Electronic form and workflow improvements• PC, laptop, and server replacements• Accela development application system upgrade• Laserfiche document management system upgrade• Internet security upgrades• Internet access provider reliability and performance upgrade• Server operating systems and management systems upgrades• System redundancy during PSPS and other power outage events

**ADMINISTRATIVE SERVICES &
Information Technology Staffing**

SUMMARY OF REVENUES AND EXPENDITURES

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 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>	\$ -	\$ 33	\$ 540,044	\$ 576,534	\$ 530,172	\$ 622,280
<i>Operating Expenditures</i>	-	-	-	-	-	-
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	1,660	-	-
TOTAL EXPENDITURES	\$ -	\$ 33	\$ 540,044	\$ 578,194	\$ 530,172	\$ 622,280

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

**ADMINISTRATIVE SERVICES &
Information Technology Staffing**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
Community Character Preserve and enhance the appearance, character, and environment quality of the community	Development of IT Master Plan Projects Continue to implement selected projects in the current IT master plan to enhance productivity, including e-government improvements.
Good Governance Ensure responsive, accountable, and collaborative government	Equipment Replacement Replace certain firewalls, switches, routers, servers, computers, notebooks, and monitors, as part of the replacement program.
Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community	Electronic Document Management System Expand electronic document management in Finance, Human Resources, Parks and Public Works, and other Departments to increase efficiency of record retrieval. Update IT Master Plan Complete an updated Master Plan to guide the Town's strategic investments in technology to improve Town service delivery, transparency, efficiency, and government access.
Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure	Disaster Recovery Expand cloud backup of servers to aid in disaster recovery. Improve internet connection reliability and redundancy. Network Redesign Replace network components and redesign for added redundancy, performance, and next generation security.
Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment	Online Services Improvements Support Town Departments with exploring and implementing the transition of services to online formats, when appropriate and consistent with the Council's Strategic Priorities, in order to improve access and efficiency for the public.

**ADMINISTRATIVE SERVICES &
Information Technology Staffing**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness	Police Support Technology Assist with maintenance of Police IT systems and upgrades.

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.

INFORMATION TECHNOLOGY STAFFING

Full Time Equivalent (FTE)

Town Staff	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
IT Manager*	-	-	1.00	1.00	1.00
Network Administrator*	-	-	1.00	-	-
IT Systems Administrator	-	-	-	1.00	1.00
IT Analyst	-	-	1.00	-	-
IT Technician*	-	-	1.00	1.00	1.00
Total IT FTEs	-	-	4.00	3.00	3.00

*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 &
Information Technology Staffing**

Performance Objectives and Measures	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. <i>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).</i>					
a. Percentage of time service requests are resolved within established guidelines:	87%	85%	80%	96%	98%
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:	98%	97%	98%	96%	98%
d. Percentage of customers rating support as "good" or "excellent" based on quality of service:	96%	96%	97%	96%	98%
Activity and Workload Highlights	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimated	2020/21 Planned
1. Number of PCs/Notebooks maintained:	238	238	275	277	281
2. Number of network servers maintained:	73	77	78	80	82
3. Number of network printers maintained:	33	33	45	45	45
4. Number of service requests received:	3,040	4,020	3,080	3,000	3,000

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 revenues which support Town wide services are accounted for in this program. For FY 2020/21, revenues captured in Non-Departmental reflect changes in Property Tax, Transient Occupancy Tax, Franchise Fees Licenses and Permits, and Charges for Services due to the forecasted economic impact of the COVID-19 pandemic and the mandated Public Health Orders. These revenue modifications are informed by the Town's sales tax consultant, MuniServices, the County Tax Assessor, communications with Los Gatos hoteliers, and other sources. These estimates are conservative, assuming a COVID-19 impact scenario.

The Town of Los Gatos provides a defined benefit pension plan for all full-time employees and some part time benefitted employees as part of their total compensation package. Defined benefit plans provide a fixed, pre-established benefit payment for employees in retirement based on a formula which takes into account an employee's year of service and highest average annual salary. The defined benefit pension has been a standard part of compensation in governmental organizations and in Los Gatos is in lieu of participating in Social Security, except for the required Medicare rate of 1.45% of all wages.

ADMINISTRATIVE SERVICES & Non-Departmental

The Town's pension plans are administered by the Board of Administration of the California Public Employees' Retirement System (CalPERS). The Board of Administration is responsible for the management and control of CalPERS. In addition, the Board has exclusive control of the administration and investment of funds.

The Town's pension plans over the past several decades, like all other CalPERS participants, have experienced unfavorable investment returns, changes in actuarial assumptions, and unfavorable demographic shifts which have outweighed any positive plan experiences, resulting in increasing employer contributions. The CalPERS rates for FY 2020/21 are either 63.67% or 15.94% for public safety employees, depending on date of entrance into CalPERS, and 34.23% for miscellaneous employees.

The Town also provides a healthcare benefit for all eligible employees. The healthcare plan pays all, or a portion of, health insurance premiums for qualified retirees and their survivors and dependents. The Town's healthcare plan is an Internal Revenue Code Section 115 Trust which is administered by the Town Pension and OPEB Trusts Oversight Committee.

Photocopy and printer equipment, postage, and bulk mail expenditures are now centrally funded through the Non-Departmental Program, and subsequently charged back to the appropriate Department for services and materials utilized on a monthly basis. The Town maintains approximately 45 printers and copiers. The lease and maintenance service includes toner and repairs for all copiers and printers and the Non-Departmental Program pays for copy paper for use on the printers and copiers.

The Non-Departmental Program includes the following:

- \$4,622,500 payment toward unfunded pension liability.
- \$1,268,000 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.
- \$1,232,025 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.
- \$676,479 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.

**ADMINISTRATIVE SERVICES &
Non-Departmental**

- \$591,000 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.
- \$240,000 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.
- \$185,000 for Santa Clara County Election services, including for town Council seats and the two citizen initiatives. The cost of the initiatives are \$108,000.
- \$139,900 for Santa Clara County's Tax Administration fee for collecting and processing of the Town's assorted tax receipts.
- \$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 special studies as needed.
- \$60,000 for the Los Gatos Chamber of Commerce contract to provide support for the Chamber's information center and co-facilitation of the Leadership Los Gatos program.
- \$55,000 for the KCAT for public meetings' broadcasting and video streaming services.
- \$20,000 for a Town Council Contingency Fund for the Council to address unique issues that may arise during the fiscal year.
- \$15,000 for employee health and wellness program.
- \$15,000 for employee commuter benefits program.
- \$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 \$3.4 million from the General Fund Capital and Special Projects Reserve to the General Fund Appropriated Reserves (GFAR) to support the Capital Improvement Program (CIP). The transfer supports capital projects as outlined in the proposed Capital Improvement Program.

**ADMINISTRATIVE SERVICES &
Non-Departmental**

SUMMARY OF REVENUES AND EXPENDITURES

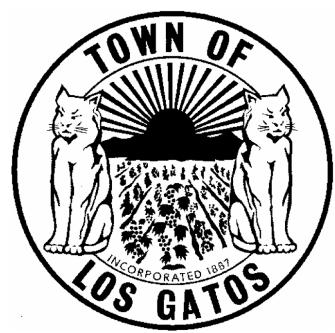
	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
REVENUES						
<i>Property Tax</i>	\$ 11,518,257	\$ 12,510,822	\$ 13,636,099	\$ 14,174,700	\$ 13,860,986	\$ 14,678,319
<i>VLF Backfill Property Tax</i>	3,237,955	3,447,584	3,685,247	3,795,800	3,895,800	3,973,720
<i>Sales & Use Tax</i>	9,171,373	7,592,206	8,158,152	8,001,917	8,104,256	7,987,247
<i>Franchise Fees</i>	2,366,908	2,474,814	2,475,916	2,458,520	2,458,520	2,532,289
<i>Other Taxes</i>	-	-	-	-	-	-
<i>Transient Occupancy Tax</i>	2,322,910	2,628,927	2,692,043	2,848,730	1,874,052	2,287,671
<i>Licenses & Permits</i>	3,655	-	8,100	-	-	-
<i>Intergovernmental Revenues</i>	20,169	24,237	24,950	9,350	9,350	9,350
<i>Lease Payments</i>	1,923,303	1,914,739	1,909,073	1,905,024	1,905,024	1,908,494
<i>Charges for Services</i>	138,454	110,785	123,562	134,452	115,250	138,952
<i>Fines & Forfeitures</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Sources</i>	1,978,162	514,713	3,997,192	160,036	1,364,473	160,036
TOTAL REVENUES	\$ 32,681,146	\$ 31,218,827	\$ 36,710,334	\$ 33,488,529	\$ 33,587,711	\$ 33,676,078
TRANSFERS IN						
<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>	102,000	102,000	102,000	102,000	102,000	102,000
<i>Transfer from Traffic Mitigations</i>	3,097	10,000	-	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 Equipment Maintenance</i>	-	-	774,991	-	-	-
<i>Transfer from Stores</i>	-	-	265,384	-	-	-
<i>Transfer from SA</i>	-	6,300	-	-	-	-
TOTAL TRANSFERS IN	\$ 216,017	\$ 229,220	\$ 1,253,295	\$ 222,920	\$ 222,920	\$ 222,920
TOTAL REVENUES & TRANSFERS	\$ 32,897,163	\$ 31,448,047	\$ 37,963,629	\$ 33,711,449	\$ 33,810,631	\$ 33,898,998
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 497,408	\$ 402,057	\$ 125,416	\$ 50,000	\$ 3,572	\$ -
<i>Operating Expenditures</i>	4,381,239	4,643,978	6,661,978	3,762,500	3,489,687	7,723,168
<i>Charges for Services</i>	5,493	-	-	755	755	5,500
<i>Debt Service</i>	1,923,303	1,914,739	1,909,073	1,905,024	1,905,024	1,908,494
TOTAL EXPENDITURES	\$ 6,869,047	\$ 7,024,195	\$ 8,784,833	\$ 5,778,279	\$ 5,479,038	\$ 9,712,162
TRANSFERS OUT						
<i>Transfers to GFAR</i>	\$ 7,298,187	\$ 2,638,224	\$ 2,335,220	\$ 6,681,884	\$ 6,982,591	\$ 3,401,479
<i>Transfers to Pollution Prevention</i>	-	-	-	10,000	10,000	-
<i>Transfer to Equipment Replacement</i>	-	300,000	450,000	-	-	-
<i>Transfer to Facilities</i>	-	300,000	-	-	-	-
<i>Transfer to Workers' Comp</i>	-	-	-	1,061,256	1,232,654	-
<i>Transfer to IT fund</i>	-	5,371	-	-	-	-
TOTAL TRANSFERS OUT	\$ 7,298,187	\$ 3,243,595	\$ 2,785,220	\$ 7,753,140	\$ 8,225,245	\$ 3,401,479
TOTAL EXPEND'S & TRANSFERS	\$ 14,167,234	\$ 10,267,790	\$ 11,570,053	\$ 13,531,419	\$ 13,704,283	\$ 13,113,641

**ADMINISTRATIVE SERVICES &
Non-Departmental**

NON-DEPARTMENTAL STAFFING

Full Time Equivalents (FTE)

<i>Town Staff</i>	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
Community Outreach Coordinator	1.00	-	-	-	-
Total Non-Departmental FTEs	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 2020/21 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. In addition, IT has assisted behind-the-scenes in implementing new software to improve the processing of contracts, records retention, and related back office work. These efforts result in increased costs of licensing fees and other support.

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**

IT program expenses are budgeted to increase for FY 2020/21 due to the scheduled replacements.

STATEMENT OF SOURCE AND USE OF FUNDS

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
SOURCES OF FUNDS						
Beginning Fund Balance						
Designated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated	2,888,452	2,251,332	2,156,438	2,513,097	2,513,097	2,531,053
Total Beginning Fund Balance	2,888,452	2,251,332	2,156,438	2,513,097	2,513,097	2,531,053
Revenues						
Service Charge	981,378	1,016,399	295,330	769,223	766,534	827,219
Other Revenues	128,984	156,056	928,411	90,000	113,652	90,000
Total Revenues	1,110,362	1,172,455	1,223,741	859,223	880,186	917,219
TRANSFERS IN						
From General Fund	-	5,371	-	-	-	-
TOTAL TRANSFERS IN	-	5,371	-	-	-	-
TOTAL REVENUES & TRANSFERS	1,110,362	1,177,826	1,223,741	859,223	880,186	917,219
TOTAL SOURCE OF FUNDS	\$ 3,998,814	\$ 3,423,787	\$ 3,380,179	\$ 3,372,320	\$ 3,393,283	\$ 3,448,272
USES OF FUNDS						
Expenditures						
Salaries and Benefits*	\$ 1,195,735	\$ 581,371	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	551,694	685,978	567,082	955,575	862,230	1,020,075
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	53	-	-	-	-	-
Total Expenditures	1,747,482	1,267,349	567,082	955,575	862,230	1,020,075
Transfers Out						
Transfer to General	-	-	-	-	-	37,800
Transfer to Equipment Replacement	-	-	-	-	-	-
Transfer to GFAR	-	-	300,000	-	-	-
Total Transfers Out	-	-	300,000	-	-	37,800
Total Expenditures & Transfers Out	1,747,482	1,267,349	867,082	955,575	862,230	\$ 1,057,875
Ending Fund Balance						
Designated	-	-	-	-	-	-
Undesignated	2,251,332	2,156,438	2,513,097	2,416,745	2,531,053	2,390,397
Total Ending Fund Balance	2,251,332	2,156,438	2,513,097	2,416,745	2,531,053	2,390,397
TOTAL USE OF FUNDS	\$ 3,998,814	\$ 3,423,787	\$ 3,080,179	\$ 3,372,320	\$ 3,393,283	\$ 3,410,472

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

**ADMINISTRATIVE SERVICES &
Information Technology Fund**

INFORMATION TECHNOLOGY FUND STAFFING

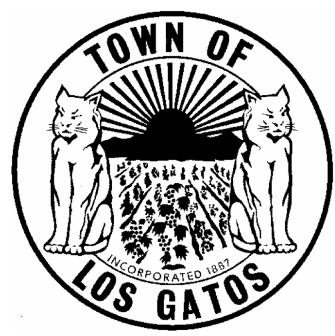
Full Time Equivalent (FTE)

Town Staff	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
IT Manager*	1.00	1.00	-	-	-
Network Administrator*	1.00	1.00	-	-	-
IT Technician*	1.00	1.00	-	-	-
Communications Coordinator	-	-	-	-	-
Office Assistant*	0.13	0.13	-	-	-
Total IT FTEs	3.13	3.13	-	-	-

Temporary Staff Hours

Temporary Staff Hours	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
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, LWP Claims Solutions, coordinates 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.

**ADMINISTRATIVE SERVICES &
Workers' Compensation Fund**

Staff is not anticipating to further increase the rate this Fiscal Year.

STATEMENT OF SOURCE AND USE OF FUNDS

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
SOURCES OF FUNDS						
Beginning Fund Balance						
Designated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated	1,213,324	902,308	620,726	843,079	843,079	1,244,531
Total Beginning Fund Balance	1,213,324	902,308	620,726	843,079	843,079	1,244,531
Revenues						
Service Charge	868,527	884,190	875,419	1,026,229	894,339	1,000,906
Interest	8	5	8	-	-	-
Other Revenues	157,820	250,945	617,554	-	288,304	185,000
Total Revenues	1,026,355	1,135,140	1,492,981	1,026,229	1,182,643	1,185,906
TRANSFERS IN						
From General Fund	-	-	-	1,061,256	1,232,654	-
TOTAL TRANSFERS IN	-	-	-	1,061,256	1,232,654	-
TOTAL REVENUES & TRANSFERS	1,026,355	1,135,140	1,492,981	2,087,485	2,415,297	\$ 1,185,906
TOTAL SOURCE OF FUNDS	\$ 2,239,679	\$ 2,037,448	\$ 2,113,707	\$ 2,930,564	\$ 3,258,376	\$ 2,430,437
USES OF FUNDS						
Expenditures						
Salaries and Benefits*	\$ 278,539	\$ 137,014	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	1,058,832	1,279,708	1,270,628	1,657,210	2,013,845	1,775,300
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	-	-	-	-	-	-
Total Expenditures	1,337,371	1,416,722	1,270,628	1,657,210	2,013,845	1,775,300
Transfers Out						
Transfer to Grant Funds	-	-	-	-	-	-
Transfer to General Fund	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	1,337,371	1,416,722	1,270,628	1,657,210	2,013,845	1,775,300
Ending Fund Balance						
Designated	-	-	-	-	-	-
Undesignated	902,308	620,726	843,079	1,273,354	1,244,531	655,137
Total Ending Fund Balance	902,308	620,726	843,079	1,273,354	1,244,531	655,137
TOTAL USE OF FUNDS	\$ 2,239,679	\$ 2,037,448	\$ 2,113,707	\$ 2,930,564	\$ 3,258,376	\$ 2,430,437

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

**ADMINISTRATIVE SERVICES &
Workers' Compensation Fund**

FY 2020/21 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<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.</p> <p>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.</p>

KEY PROGRAM SERVICES

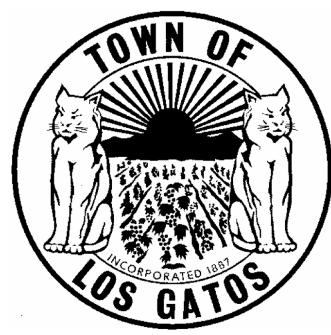
- Coordinates the Town's Workers' Compensation Program with a contract administration firm.
- Administers and/or coordinates work safety programs.
- Promotes safe work practices and employee wellness.
- Provides timely reporting of employee injury reports.
- Provides information to employees regarding 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	2016/17	2017/18	2018/19	2019/20	2020/21
	Funded	Funded	Funded	Funded	Proposed
Human Resources Director*	0.25	0.25	-	-	-
Town Attorney*	0.05	0.05	-	-	-
Payroll Technician*	0.05	0.05	-	-	-
Administrative Analyst*	0.20	0.20	-	-	-
Total Workers Compensation FTEs	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

The Town closed the Office Stores Fund at the end of FY 2018/19. Residual fund balance was added to the General Fund Assigned Reserve. Town Council programmed the residual balance toward the Downtown Revitalization capital project.

**ADMINISTRATIVE SERVICES &
Office Stores Fund**

STATEMENT OF SOURCE AND USE OF FUNDS

	2016/17 Actuals	2017/18 Actuals	2018/19 Actuals	2019/20 Adopted	2019/20 Estimated	2020/21 Proposed
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	<u>183,127</u>	<u>200,437</u>	<u>227,791</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Beginning Fund Balance	<u>183,127</u>	<u>200,437</u>	<u>227,791</u>	<u>-</u>	<u>-</u>	<u>-</u>
Revenues						
<i>Service Charge</i>	125,377	122,247	124,574	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	<u>5,143</u>	<u>5,539</u>	<u>17,364</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>130,520</u>	<u>127,786</u>	<u>141,938</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In						
<i>Equipment Replacement Fund</i>	-	-	-	-	-	-
Total Transfers In	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Transfers In	<u>130,520</u>	<u>127,786</u>	<u>141,938</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL SOURCE OF FUNDS	<u>\$ 313,647</u>	<u>\$ 328,223</u>	<u>\$ 369,729</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	<u>113,210</u>	<u>100,432</u>	<u>104,345</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	<u>113,210</u>	<u>100,432</u>	<u>104,345</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers Out						
<i>Transfer to General Fund</i>	-	-	265,384	-	-	-
Total Transfers Out	<u>-</u>	<u>-</u>	<u>265,384</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Transfers Out	<u>113,210</u>	<u>100,432</u>	<u>369,729</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	<u>200,437</u>	<u>227,791</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Ending Fund Balance	<u>200,437</u>	<u>227,791</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL USE OF FUNDS	<u>\$ 313,647</u>	<u>\$ 328,223</u>	<u>\$ 104,345</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>