

# **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.

## **ADMINISTRATIVE SERVICES**

For FY 2023/24, revenues captured in Administrative Services reflect positive changes in Transient Occupancy Tax (TOT), Sales Tax, and Property Tax as the impacts from the COVID-19 pandemic and the corresponding mandated Public Health Orders have significantly decreased. 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.

The FY 2023/24 budget includes increases in salary and benefit costs attributed to cost of living increases approved in the negotiated Memoranda of Understanding, anticipated merit step increases, and higher benefit and CalPERS pension rates. The FY 2023/24 budget reflects the proposed continuation of a part time, three-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement, and one-time temporary Project Manager hours to assist with IT needs as the Town implements a new Enterprise Resource Planning system for financial and human resources functions.

## ADMINISTRATIVE SERVICES

### SUMMARY OF REVENUES AND EXPENDITURES

	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adopted	2022/23 Estimated	2023/24 Proposed
<b>REVENUES</b>						
<i>Other Taxes</i>	\$ 1,357,080	\$ 1,386,943	\$ 1,481,667	\$ 2,444,000	\$ 2,346,847	\$ 2,440,766
<i>Licenses and Permits</i>	2,444	851	3,056	1,500	3,300	3,000
<i>Intergovernmental Revenues</i>	8,258	2,365	-	-	-	-
<i>Service Charges</i>	90,593	-	-	-	-	7,000
<i>Interest</i>	2,238,102	93,008	99,907	87,550	87,000	87,000
<i>Other Revenues</i>	17,722	118,250	(990,074)	432,947	967,231	1,560,097
<b>TOTAL REVENUES</b>	<b>\$ 3,714,199</b>	<b>\$ 1,601,417</b>	<b>\$ 594,556</b>	<b>\$ 2,965,997</b>	<b>\$ 3,404,378</b>	<b>\$ 4,097,863</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits</i>	\$ 3,742,818	\$ 4,093,118	\$ 4,234,583	\$ 4,556,184	\$ 4,180,462	\$ 4,802,377
<i>Operating Expenditures</i>	319,300	285,911	597,493	528,931	617,660	654,400
<i>Grants</i>	182,303	207,801	464,610	151,000	502,600	651,000
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	8,258	2,365	-	-	-	-
<i>Internal Service Charges</i>	136,083	141,164	144,920	140,874	140,275	170,861
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,388,762</b>	<b>\$ 4,730,359</b>	<b>\$ 5,441,606</b>	<b>\$ 5,376,989</b>	<b>\$ 5,440,997</b>	<b>\$ 6,278,638</b>
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	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adopted	2022/23 Estimated	2023/24 Proposed
<b>PROGRAM</b>						
<i>Town Manager's Office</i>	\$ 1,271,552	\$ 1,257,889	\$ 1,362,014	\$ 1,505,772	\$ 1,568,632	\$ 1,664,921
<i>Community Grants</i>	182,303	207,801	464,610	151,000	502,600	651,000
<i>Human Resources</i>	713,842	782,478	1,008,583	865,569	860,486	922,552
<i>Finance &amp; Admin Services</i>	1,293,793	1,436,560	1,594,731	1,694,574	1,420,657	1,871,210
<i>Clerk Administration</i>	387,470	416,204	430,781	484,180	486,216	483,912
<i>Information Technology Management</i>	539,802	629,427	580,887	675,894	602,406	685,043
<i>Smoking Restriction Implementatation</i>	-	-	-	-	-	-
<i>Pass Through</i>	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,388,762</b>	<b>\$ 4,730,359</b>	<b>\$ 5,441,606</b>	<b>\$ 5,376,989</b>	<b>\$ 5,440,997</b>	<b>\$ 6,278,638</b>

## ADMINISTRATIVE SERVICES

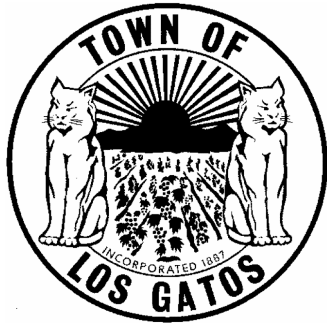
### DEPARTMENT STAFFING

<i>Full Time Equivalents (FTE)</i>	<b>DEPARTMENT STAFFING</b>				
<i>General Fund</i>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
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
Senior Administrative Analyst	-	-	-	-	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	0.30
Administrative Assistant	1.00	1.00	0.88	0.88	-
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Administrative Analyst	4.00	4.00	5.00	5.00	4.00
Administrative Technician	-	-	-	-	0.25
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 & Accounting Manager	-	-	-	-	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	-
Accountant/Finance Analyst	1.99	1.99	1.99	1.99	1.99
Payroll Technician	1.00	1.00	-	-	-
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	0.88	0.88	1.00	1.00	1.88
Events & Marketing Specialist	0.50	0.50	0.50	0.50	0.50
IT Manager	1.00	1.00	1.00	1.00	1.00
IT Systems Administrator	1.00	1.00	1.00	1.00	1.00
IT Technician	1.00	1.00	1.00	1.00	1.00
<b>Total General Fund FTEs</b>	<b>20.17</b>	<b>20.17</b>	<b>20.17</b>	<b>20.17</b>	<b>20.42</b>
<b>Non-General Fund FTEs (located in Administrative Services programs unless otherwise noted)</b>					
<b>Successor Agency to the Los Gatos RDA</b>					
Accountant/Finance Analyst	0.01	0.01	0.01	0.01	0.01
<b>Total Successor Agency FTEs</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>

## ADMINISTRATIVE SERVICES

### ADMINISTRATIVE SERVICES STAFFING

	2019/20 Funded	2020/21 Funded	2021/22 Funded	2022/23 Funded	2023/24 Proposed
<b><i>Temporary Staff Hours</i></b>					
Intern I	1,050	1,050	-	-	-
Office Assistant	-	-	1,040	1,040	-
Facility Attendant	50	50	50	50	50
Mail Room Clerk (Library Dept Temps)	250	250	250	250	-
Emergency Management	1,000	1,000	1,000	1,000	960
Human Resources Technician	-	-	1,040	-	400
Finance Project Manager	-	-	-	-	350
IT Project Manager	-	-	650	520	260
<b>Total Annual Hours</b>	<b>2,350</b>	<b>2,350</b>	<b>4,030</b>	<b>2,860</b>	<b>2,020</b>



# **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, the Community Health and Senior Services Commission, and Finance Commission; and facilitate associated projects and services of these Committees and Commissions; foster public awareness of, equitable access to, and engagement in municipal programs, services, and goals; and provide timely and accurate responses to constituent inquiries, concerns, and requests.

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

### **BUDGET OVERVIEW**

The FY 2023/24 budget includes increases in salary and benefit costs attributed to cost of living increases approved in the negotiated Memoranda of Understanding, anticipated merit step increases, and higher benefit and CalPERS pension rates. The FY 2023/24 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.

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

In FY 2023/24, the Leadership Los Gatos program will return for the first time since before the pandemic. In previous years, the Chamber of Commerce managed the program in partnership with the Town, but due to the Chamber's limited capacity stemming from a transition in their management this year, the Town will solely manage Leadership Los Gatos. There is an added revenue line and expense line in the Town Manager's Office budget this year to accommodate management of both the tuition and costs for the program. The Town will continue to supplement the program as in prior years.

Additionally, in FY 2023/24, the Town will transition away from the holiday valet parking program due to low usage. The \$35,000 previously allocated to the valet parking program will move to Special Events to support planned street closures and traffic management for Halloween and the Children's Holiday Parade as directed by Town Council.

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 2023-2025 Town Council Strategic Priorities.



**ADMINISTRATIVE SERVICES**  
**Town Manager’s Office**

**FY 2022/23 ACCOMPLISHMENTS**

Core Goals	Accomplishments
<p style="text-align: center;"><b><i>Community Character</i></b>            Preserve and enhance the appearance, character, and environmental quality of the community</p>	<ul style="list-style-type: none"> <li>• Provided support to the Council Policy Committee as it evaluated a variety of policies and good government practices.</li> <li>• Assisted businesses to locate, expand, or stay in Los Gatos, including support through the Council-adopted Economic Recovery Initiatives, providing a variety of process streamlining, reduced fees, and other business opportunities to create a more flexible business environment.</li> <li>• Continued work on the downtown Semi-Permanent Parklet Program, completing the transition from the Temporary KRail Parklet Program.</li> <li>• Continued administration of a grant match program for businesses to provide platforms, ramps, and other essential items that allow the parklets to become accessible and meet Americans with Disabilities Act requirements.</li> <li>• Provided strategic guidance for the Town’s General Plan and Housing Element update processes, involving all Town Departments and Boards, Commissions, and Committees.</li> <li>• Justice, Equity, Diversity, and Inclusion (JEDI) work, including maintaining the “Becoming an Inclusive Community” website and working on the development of a JEDI Plan with the Town’s consultant in conjunction with Town Boards, Committees, and Commissions; staff; and the greater Los Gatos community.</li> <li>• Led the creation of an inter-Departmental staff Equity Team to form a foundation to advance equity within Departments and Town service delivery.</li> <li>• Coordinated a staff, Council, and Commissioner JEDI training regarding how we can create a welcoming workplace where everyone can learn and contribute and in turn, provide high quality services for our community and a better Los Gatos for everyone.</li> <li>• Led an Executive Leadership Team Retreat and discussed how the Town’s Mission, Customer Service Commitment, and Organizational Values have evolved in order to best serve the community.</li> </ul>

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

**FY 2022/23 ACCOMPLISHMENTS**

Core Goals	Accomplishments
<p><b><i>Good Governance</i></b>            Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> <li>• Supported the Town Council in its decision making.</li> <li>• Led streamlining efforts to improve the efficiency of Town processes.</li> <li>• 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.</li> <li>• Led an inter-Departmental Communications Team in creating a Town Communication Administrative Plan, a revised Social Media Policy, an updated staff presentation template, and discussing other related topics to increase community engagement, access, and transparency.</li> <li>• Led a seven-month process to redesign the Town website with increased responsiveness on mobile devices, improved functionality for accessibility, updated Town branding logo and colors, and a cleaner and modern look to be more user friendly.</li> <li>• Coordinated training for all staff website users to improve website content, accessibility, and stay up to date with best practices.</li> <li>• Worked closely with a consultant to complete a scientific community survey to gather resident feedback and measure satisfaction with Town services, quality of life, and other information to help the Town better understand the community's priorities, concerns, and needs. Continued work with the consultant on a pulse survey to drill deeper into some of the topics explored by the initial survey.</li> <li>• Represented the Town in County-wide and regional forums.</li> </ul>

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

**FY 2022/23 ACCOMPLISHMENTS**

<b>Core Goals</b>	<b>Accomplishments</b>
<p><b><i>Good Governance</i></b>            Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> <li>• Supported the Town Council as it took positions on pending legislation and regional/Statewide items affecting Los Gatos.</li> <li>• Continued to enhance community awareness and engagement through increased social media content on the Town's Facebook, Instagram, Nextdoor, LinkedIn, and Twitter accounts.</li> <li>• Promoted community participation in Town matters by signing up for the weekly Town newsletter and other notifications through a dedicated email, by phone, or on the Town's website.</li> <li>• Utilized teleconferencing technology for fully remote and remote/in-person hybrid public meetings in compliance with Public Health Orders.</li> <li>• Provided oversight of the Town's new Enterprise Resource Planning System implementation.</li> </ul>
<p><b><i>Fiscal Stability</i></b>            Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> <li>• Led a series of Town Council discussions and in-depth examinations of municipal financial practices.</li> <li>• Led the development of a comprehensive, balanced Town-wide budget.</li> <li>• Provided technical and administrative support to the Finance Commission.</li> <li>• Continued to increase transparency and community access to Town financial information through work on dedicated Fiscal Transparency webpages.</li> <li>• Oversaw Federal American Recovery Plan Act (ARPA) COVID-19 recovery assistance.</li> <li>• Provided community outreach and support for the development of Business License Modernization Ballot Measure J and support for implementation after the measure passed in the November 2022 election, increasing the Town's business license taxes and revenue for the first time in over 30 years.</li> </ul>

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

**FY 2022/23 ACCOMPLISHMENTS**

<b>Core Goals</b>	<b>Accomplishments</b>
<p><b><i>Quality Public Infrastructure</i></b>  Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<ul style="list-style-type: none"> <li>• Supported respective Council Members as they serve on regional boards governing transportation, clean energy, and other topics.</li> <li>• Supported the economic vitality and infrastructure elements of the downtown parklet programs, and other economic recovery efforts.</li> </ul>
<p><b><i>Civic Enrichment</i></b>  Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none"> <li>• Supported the Arts and Culture Commission in the implementation of the Gateway Art Project, the Utility Art Box Program, and obtaining funding sources for Town art.</li> <li>• Supported the Footbridge Art Project.</li> <li>• Oversaw the reopening, selection of an operator, and ongoing management of the Los Gatos Theatre, a fixture downtown since 1915, on behalf of the Town.</li> <li>• Facilitated a large number of special events offered by local organizations and returned to hosting Town events.</li> <li>• Worked with the Chamber of Commerce to provide large festive lighting displays throughout Los Gatos in the winter months to provide additional holiday cheer and promote economic vitality.</li> <li>• Oversaw the continuation of the Town's action items in support of its World Health Organizations Age-Friendly Community Designation.</li> <li>• Oversaw the development of a Senior Services Roadmap by the Senior Service Committee.</li> <li>• Provided support to bring a free San Francisco Opera weekend pop-up event to Los Gatos.</li> </ul>

**ADMINISTRATIVE SERVICES  
Town Manager's Office**

**FY 2022/23 ACCOMPLISHMENTS**

<b>Core Goals</b>	<b>Accomplishments</b>
<p><b><i>Public Safety</i></b> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<ul style="list-style-type: none"> <li>• Continued to participate in County-led Emergency Management training programs and exercises.</li> <li>• Continued to implement a comprehensive training plan for all Town staff involved in the activation of the Emergency Operation Center.</li> <li>• Expanded communication and coordination with County Fire and other agencies regarding wildfire prevention and preparedness.</li> <li>• Led the Town's response to the COVID-19 emergency including coordinating and staffing COVID pop-up testing sites at the Los Gatos Recreation Center in partnership with Santa Clara County.</li> <li>• Continued working to implement the Council Ad Hoc Wildfire Committee's Report and vegetation and tree management.</li> <li>• Managed crisis communications including storm and flooding safety, hot and cold weather resources, and general emergency preparedness.</li> </ul>

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

SUMMARY OF REVENUES AND EXPENDITURES

	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adjusted	2022/23 Estimated	2023/24 Proposed
<b>REVENUES</b>						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Licenses and Permits</i>	2,444	851	3,056	1,500	3,300	3,000
<i>Intergovernmental Revenues</i>	8,258	2,365	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	7,000
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	17,272	-	69,855	-	90,628	50,000
<b>TOTAL REVENUES</b>	<b>\$ 27,974</b>	<b>\$ 3,216</b>	<b>\$ 72,911</b>	<b>\$ 1,500</b>	<b>\$ 93,928</b>	<b>\$ 60,000</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits</i>	\$ 1,105,538	\$ 1,160,885	\$ 1,161,830	\$ 1,293,020	\$ 1,271,563	\$ 1,384,260
<i>Operating Expenditures</i>	90,491	25,699	129,532	143,550	227,868	202,900
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	8,258	2,365	-	-	-	-
<i>Internal Service Charges</i>	67,265	68,940	70,652	69,202	69,201	77,761
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,271,552</b>	<b>\$ 1,257,889</b>	<b>\$ 1,362,014</b>	<b>\$ 1,505,772</b>	<b>\$ 1,568,632</b>	<b>\$ 1,664,921</b>

**ADMINISTRATIVE SERVICES**  
**Town Manager’s Office**

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p style="text-align: center;"><b>Community Character</b></p> <p>Preserve and enhance the appearance, character, and environmental quality of the community</p>	<p><b><i>Business Attraction and Retention</i></b></p>
	<p>Continue to assist businesses to find available locations in Los Gatos, encourage diverse and unique offerings in the downtown, and implement economic recovery initiatives. 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><b><i>Music in the Park</i></b></p>
	<p>Oversee the management of the Music in the Park summer concert series by a new production team.</p>
	<p><b><i>Special Events</i></b></p>
	<p>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. Provide support for road closures and traffic management for Halloween and the Children’s Holiday Parade as directed by the Town Council.</p>
	<p><b><i>2040 General Plan Update</i></b></p>
	<p>Provide support to the Community Development Department regarding the referendum to repeal the Land Use and Community Design Elements of the adopted 2040 General Plan.</p>
	<p><b><i>Housing Element Update</i></b></p>
	<p>Provide support to the Community Development Department in engaging all Town Departments and the community in the Housing Element Update process.</p>
<p><b><i>Leadership Los Gatos</i></b></p>	
<p>Resume, lead, and coordinate the Leadership Los Gatos program.</p>	
<p><b><i>Diversity, Equity, and Inclusion</i></b></p>	
<p>Continue work on the Justice, Equity, Diversity, and Inclusion Plan and implementation strategies. Continue to lead the inter-Departmental staff Equity Team to discuss how the Town can be more welcoming for all.</p>	
<p><b><i>Sustainability</i></b></p>	
<p>Continue to work with all Departments to increase sustainability efforts Town-wide.</p>	

**ADMINISTRATIVE SERVICES  
Town Manager’s Office**

**FY 2023/24 KEY PROJECTS**

<b>Core Goals</b>	<b>Key Projects</b>
<p><b><i>Good Governance</i></b> Ensure responsive, accountable, and collaborative government</p>	<b><i>Communication with the Public</i></b>
	Enhance the usefulness of the Town’s website and social media channels to improve accessibility and transparency of information and services for the public. Work with KCAT-TV to maintain the Town-branded YouTube page for viewing live and archived Town Council and other meetings. Continue the weekly digital Town Newsletter distribution.
	<b><i>Town Council Policies</i></b>
	Continue to provide support, research, and analysis to the Policy Committee for the review and revision of Town policies. Continue to lead the inter-Departmental Communications Team and address a variety of community engagement and communication topics.
	<b><i>Town Council Priorities</i></b>
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.	
<b><i>IT</i></b>	
Oversee implementation of the Town’s new Enterprise Resource Planning System and coordinate an ongoing training schedule for website users.	



**ADMINISTRATIVE SERVICES  
Town Manager’s Office**

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p><b><i>Fiscal Stability</i></b> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<b><i>Cost Containment</i></b>
	Continue to provide oversight on the efforts to identify and implement efficiencies in the delivery of Town services, and employee pension and other post-employment benefit cost containment measures to address long-term fiscal structural issues.
	<b><i>Fiscal Planning</i></b>
	Continue to support the Town Pension and OPEB Trusts Oversight Committee and the Finance Commission to develop additional cost-saving strategies and identify increased revenue options in alignment with the Council’s Strategic Priorities.
	<b><i>Financial Information</i></b>
	Continue enhancing 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 differing economic assumptions.
	<b><i>Property Asset Management</i></b>
	Continue to manage the research, analysis, and negotiations regarding the potential sale and/or lease of remaining Town-owned properties. Manage the operator for the Los Gatos Theatre to ensure success of the revitalized asset.
<p><b><i>Quality Public Infrastructure</i></b> Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<b><i>Downtown Parking</i></b>
	Support the Parks and Public Works Department and Police Department in the implementation of the Comprehensive Parking Study.

**ADMINISTRATIVE SERVICES  
Town Manager’s Office**

**FY 2023/24 KEY PROJECTS**

<b>Core Goals</b>	<b>Key Projects</b>
<p><b><i>Civic Enrichment</i></b> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<b><i>Arts and Culture</i></b>
	Support the Arts and Culture Commission’s Gateway Art Project and the Parks and Public Works’ Outside the Box Utility Box Art Program.
	<b><i>Cultural and Community Partnerships</i></b>
	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><b><i>Public Safety</i></b> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<b><i>Senior Initiatives</i></b>
	Support the Community Health and Senior Services Commission in the implementation of the Senior Services Roadmap.
	<b><i>Los Gatos Theatre</i></b>
	Oversee the contract of the operator of the Los Gatos Theatre, a downtown fixture since 1915.
<p><b><i>Public Safety</i></b> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<b><i>Overall Emergency Preparedness</i></b>
	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. Continue updating and preparing the Town’s Emergency Operations Center for activation when necessary.
	<b><i>PG&amp;E Shutoffs</i></b>
	Prepare for potential PG&E Public Safety Power Shutoff Events and keep website information current for future events.
<p><b><i>Public Safety</i></b> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<b><i>Wildfire Preparedness</i></b>
	Continue implementation plans for the short-term and long-term goals identified in the Council Ad Hoc Wildfire Committee’s plan and tree and vegetation management.

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

**KEY PROGRAM SERVICES**

- Provides staff support to the Mayor and Town Council.
- Provides administrative direction and leadership over Town departments, programs, and services.
- Oversees the Town's organizational and fiscal management efforts and program development and evaluation processes.
- Leads the preparation of the annual Operating and Capital Budgets.
- Oversees and administers the Economic Vitality program.
- Oversees the Town Council agenda process.
- Provides centralized customer service through email, telephone, counter, and website assistance.
- Provides staff support to the Finance Commission, Policy Committee, Pension and OPEB Trust Oversight Committee, and the Community Health and Senior Services Commission.
- Monitors 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, Farmers' Market, KCAT, and other community organizations.
- Manages the annual Community Grant process in partnership with the Library Director.
- Oversees and executes Town events, such as Spring into Green, 4<sup>th</sup> of July Symphony in the Park, Screen on the Green, and the annual Tree Lighting ceremony.
- 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 manages website content, the Town's social media platforms, and the weekly Newsletter.
- Develops the Annual Report, in coordination with all Town Departments, highlighting the Town's work and accomplishments each Fiscal Year.
- Oversees special projects and new initiatives, particularly during policy development stages.
- Monitors and participates in regional activities to represent the Town interests.
- Monitors state and federal legislation.

**ADMINISTRATIVE SERVICES  
Town Manager's Office**

**TOWN MANAGER'S OFFICE STAFFING**

**Full Time Equivalent (FTE)**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Town Staff</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
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
Senior Administrative Analyst	-	-	-	-	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	-
Administrative Technician	-	-	-	-	0.25
Deputy Town Clerk	0.25	0.13	0.13	0.13	0.38
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	0.13	0.25	0.25	0.25	-
Economic Vitality Manager	0.30	0.30	0.30	0.30	0.30
Events & Marketing Specialist	0.50	0.50	0.50	0.50	0.50
<b>Total Manager's Program FTEs</b>	<b>4.68</b>	<b>4.68</b>	<b>4.68</b>	<b>4.68</b>	<b>4.93</b>

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Temporary Staff Hours</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Facility Attendant	50	50	50	50	50
Emergency Management	1,000	1,000	1,000	1,000	960
Intern I	675	675	-	-	-
Office Assistant	-	-	520	520	260
<b>Total Annual Hours</b>	<b>1,725</b>	<b>1,725</b>	<b>1,570</b>	<b>1,570</b>	<b>1,270</b>

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

Performance Objectives and Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 Planned
1. <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:	1.5%	<i>Not able to determine due to COVID</i>	1%	1%	1%
2. <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:	<i>Public survey not conducted due to COVID</i>	80%	85%	85%	90%
b. Resident satisfaction with Arts and Cultural opportunities in Los Gatos:	<i>Public survey not conducted due to COVID</i>	70%	74%	80%	80%

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

Activity and Workload Highlights	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 Planned
1. Number of community/customer referrals:	784	986	1,056	1,103	1,213
2. Grant agreements administered:					
a. Number of Human Service grants:	10	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
b. Number of Arts/Cultural/Educational grants:	7	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
c. Dollar amount of Special Event grants:**	\$10,000	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
e. Number of One-Time Grants***	N/A	10	8	12	10
f. Dollar amount of One-Time Grants***	N/A	\$70,000	\$75,013	\$81,100	\$75,000
g. Number of Innovation Grants***	N/A	3	0	4	4
h. Dollar amount of Innovation Grants***	N/A	\$4,500	\$0	\$6,000	\$6,000
i. Number of Sustaining Grants***	N/A	5	5	4	4
j. Dollar amount of Sustaining Grants***	N/A	\$70,000	\$70,000	\$62,000	\$70,000
3. Total dollar amount of General Fund grant agreements administered:	\$182,303	\$144,500	\$145,013	\$149,100	\$151,000
4. Number of Los Gatos residents directly served by Town grant-funded organizations:	37,000	<i>Not able to determine due to COVID</i>	3,800	4,000	4,000
5. Number of Art in the Council Chambers exhibitions installed and curated:	3	1	0	0	4
6. Number of businesses receiving general business liaison assistance:	115	175	150	140	150
7. Commercial Brokers/Property Owner Outreach Communications:	50	40	45	40	40

\* Customer satisfaction Performane Measures are based on Town's 2003 survey results.

\*Measure discontinued effective FY 19/20.

\*\*New measure effective FY 19/20.

\*\*\*New measure effective FY 20/21.

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

**COMMUNITY GRANT PROGRAM**

The Community Grant program underwent a significant procedural change in FY2020/21 compared to previous years. Changes included 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 (“one-time grants,” “innovation grants,” and “recurring grants”) include 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 FY2022/23 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 2023/24 is \$150,000 with an additional one-time \$150,000 in American Rescue Plan Act (ARPA) funding as directed by Council, for a total of \$300,000. The program also include additional one-time funding in the amount of \$225,000 to support Los Gatos Recreation Center 55+ programing and \$100,000 to support KCAT Producers Network programming (for seniors) from ARPA proceeds.

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

**GRANTS AND ARTS FUNDING SUMMARY**

	<u>2019/20</u> <u>Awarded</u>	<u>2020/21</u> <u>Awarded</u>	<u>2021/22</u> <u>Awarded</u>	<u>2022/23</u> <u>Awarded</u>	<u>2023/24</u> <u>Adopted</u>
<b>Grants to Award</b>					
<b>Recurring Grants</b>					
West Valley Community Services	\$ -	\$ 35,000	\$ 20,000	\$ 20,000	
Next Door Solutions	-	20,000	5,000	10,000	
Live Oak Senior Nutrition	-	37,000	22,000	22,000	
CASSY	-	25,000	10,000	10,000	
Live Oak Adult Day Services	-	13,000	13,000	-	
<b>Total Recurring Grants</b>	<b>-</b>	<b>130,000</b>	<b>70,000</b>	<b>62,000</b>	<b>\$ 70,000</b>
<b>One-Time Grants</b>					
Parent Helping Parents	-	7,500	10,000		
St. Luke's Episcopal Church	-	7,500	-		
Mariposa Montessori School	-	7,500	9,263		
Los Gatos Lions	-	7,500	-	-	
Los Gatos Chamber	-	7,500	-	-	
Art Docents	-	7,000	-	-	
Silicon Valley Jewish Film Festival	-	5,000	-	-	
JCC Los Gatos	-	7,500	-	7,500	
New Museum of Los Gatos (NUMU)	-	7,500	10,000	7,500	
New Millennium Foundation	-	5,000	-		
Los Gatos Methodist Church	-	4,975	5,750	6,000	
History Club of Los Gatos	-	-	10,000		
West Valley Community Services	-	-	10,000		
Arts Docents of Los Gatos	-	-	10,000		
KCAT 55+ Program	-	-	100,000		100,000
SASCC Senior Drive Through	-	-	5,000		
SASCC Health Fair	-	-	15,000		
SASCC Outlook Newspaper	-	-	30,000		
LGS 55+ Programs	-	-	328,500		225,000
SASCC Community Assesment Survey	-	-	21,500		
AWO				7,500	
Bay Area Housing Corp				7,500	
Friends of the Library				600	
Los Gatos Music and Arts				7,000	
Los Gatos Public Media, Inc. / KCAT TV				7,500	
Louise Van Meter Project Cornerstone				7,500	
NAMI Santa Clara County				7,500	
Veterans' Memorial and Support Foundation				7,500	
Youth Theater Alliance				7,500	
<b>Total One-Time Grants</b>	<b>-</b>	<b>74,475</b>	<b>565,013</b>	<b>81,100</b>	<b>\$ 250,000</b>
<b>Innovation Grants</b>					
Bruce Preville	-	326	-	-	
Cheryl Hansen	-	1,500	-	-	
Arjun Seshadri	-	1,500	-	-	
Heather Shaw				1,500	
Tom Picraux				1,500	
Lilli Valencia				1,500	
Farah Tavana				1,500	
<b>Total Innovation Grants</b>	<b>-</b>	<b>3,326</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>
<b>Total Human Services Grants</b>	<b>152,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Arts, Cultural &amp; Educational Grants</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Special Events Grants</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Arts Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Grants to Award</b>	<b>\$ 182,500</b>	<b>\$ -</b>	<b>\$ 635,013</b>	<b>\$ 149,100</b>	<b>\$ 326,000</b>



# **Administrative Services**

## **HUMAN RESOURCES PROGRAM 2201**

### **PROGRAM PURPOSE**

The purpose of the Human Resources Program is to attract, develop, and retain a quality diverse 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 (MOUs) 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 2023/24 budget includes increases in salary and benefit costs attributed to cost of living increases approved in the negotiated MOUs, anticipated merit step increases, and higher benefit and CalPERS pension rates.

## ADMINISTRATIVE SERVICES

### Human Resources

Human Resource staff will continue to assist the organization with filling critical Town-wide positions through effective recruitment and selection methods that strive to support workforce diversity and will continue to assist Departments with succession planning; retention and training; and restructuring and redesigning jobs for efficiencies as vacancies become available. 400 temporary hours are included to provide additional technical support for the Department.

### FY 2022/23 ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><b><i>Good Governance</i></b> Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"><li>• Successfully recruited and onboarded 19 positions.</li><li>• Conducted an in-person open enrollment and Health and Wellness Fair.</li><li>• Continued to support the organization with in-person and virtual oral board experiences to ensure continuation of the recruitment processes for vacancies.</li><li>• Transitioned from virtual to in-person new employee onboarding and offboarding of departing employees.</li><li>• Provided Diversity, Equity and Inclusion training to all employees.</li><li>• Ensured the Town was adhering to the current Cal/OSHA, County, State, and Federal Government COVID guidelines.</li><li>• Established a library of professional development resources for all Town staff.</li><li>• Supported two staff in the County-wide Leadership Academy.</li></ul>
<p><b><i>Fiscal Stability</i></b> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"><li>• Continued the revision and creation of job classifications to meet the changing needs of the Departments including the creation flexibly staffed job series.</li></ul>

**ADMINISTRATIVE SERVICES**  
**Human Resources**

SUMMARY OF REVENUES AND EXPENDITURES

	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adjusted	2022/23 Estimated	2023/24 Proposed
<b>REVENUES</b>						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits</i>	\$ 611,571	\$ 647,813	\$ 681,260	\$ 644,916	\$ 629,268	\$ 718,458
<i>Operating Expenditures</i>	83,899	115,436	307,810	202,526	213,092	181,450
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	18,372	19,229	19,513	18,127	18,126	22,644
<b>TOTAL EXPENDITURES</b>	<b>\$ 713,842</b>	<b>\$ 782,478</b>	<b>\$ 1,008,583</b>	<b>\$ 865,569</b>	<b>\$ 860,486</b>	<b>\$ 922,552</b>

**ADMINISTRATIVE SERVICES**  
**Human Resources**

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p><b>Good Governance</b> Ensure responsive, accountable and collaborate government</p>	<p><b><i>Personnel Rules and Regulations</i></b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Develop a retired annuitant procedure.</li> <li>• Revise and update current administrative procedures related to workplace violence, harassment and bullying in the workplace.</li> <li>• Revitalize the Town’s employee recognition program.</li> <li>• Develop new recruiting and outreach strategies and techniques.</li> </ul>
	<p><b><i>Labor Relations</i></b></p> <ul style="list-style-type: none"> <li>• Initiate the negotiation process prior to March 31, 2024 for the full labor contracts for the Town Employee Association (TEA), American Federation of State, County and Municipal Employees (AFSCME), and Police Officer Association (POA) groups. Complete negotiations prior to the expiration of the current contracts.</li> </ul>
	<p><b><i>Training and Development</i></b></p> <ul style="list-style-type: none"> <li>• Provide opportunities for staff to participate in the annual Santa Clara County Leadership Academy.</li> <li>• Continue to identify and make available other training opportunities for employees.</li> <li>• Continue to cross train within the HR Department for critical recruitment, workers’ compensation, and other functions.</li> </ul>
	<p><b><i>Records Management</i></b></p> <ul style="list-style-type: none"> <li>• Work with Finance and IT to implement the Enterprise Resource Planning (ERP) software program.</li> <li>• Continue to create and implement electronic HR related forms.</li> </ul>

**ADMINISTRATIVE SERVICES**  
**Human Resources**  
**FY 2023/24 KEY PROJECTS**

<b>Core Goals</b>	<b>Key Projects</b>
<p style="text-align: center;"><b><i>Good Governance</i></b>            Ensure responsive, accountable and collaborate government</p>	<p style="text-align: center;"><b><i>Safety/Health</i></b></p> <ul style="list-style-type: none"> <li>• Ensure the Town is adhering to the current Cal/OSHA, County, State and Federal Government COVID and other workplace guidelines.</li> <li>• Continue to lead the Town’s Safety Committee.</li> </ul>
<p style="text-align: center;"><b><i>Fiscal Stability</i></b>            Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;"><b><i>Recruitment/Onboarding</i></b></p> <p>Support all Town Departments to quickly fill vacancies while using recruitment efforts that encourage diversity within the Town’s workforce.</p> <p style="text-align: center;"><b><i>Succession Planning</i></b></p> <p>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>

**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, Memoranda of Understanding, administrative policies, and ordinances.

## **ADMINISTRATIVE SERVICES**

### **Human Resources**

#### **KEY PROGRAM SERVICES**

- 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 Equivalent (FTE)***

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b><i>Town Staff</i></b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00	1.00
<b>Total Human Resources FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b><i>Temporary Staff Hours</i></b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Human Resources Technician	-	-	1,040	-	400
<b>Total Annual Hours</b>	<b>-</b>	<b>-</b>	<b>1,040</b>	<b>-</b>	<b>400</b>

## ADMINISTRATIVE SERVICES

### Human Resources

Performance Objectives and Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 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 neutral to excellent:	96%	96%	96%	94%	95%
b. Percentage of employees rating communication of the benefit program as neutral to excellent:*	94%	94%	94%	96%	95%
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:	<i>Not Applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>
b. Percentage of employees who have received a formal evaluation in the last 12 months:**	31%	22%	<i>Unable to obtain accurate data</i>	<i>Unable to obtain accurate data</i>	50%
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:	89%	89%	89%	94%	95%
5. <i>To provide effective and efficient employee relations support.</i>					
a. Percentage of labor agreements ratified prior to expiration of existing contracts:	<i>Not Applicable</i>	100%	100%	100%	100%
b. Percentage of employees rating the availability and timeliness of HR staff response to inquiries as neutral to excellent:*	94%	94%	94%	90%	95%

Activity and Workload Highlights	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 Planned
1. Number of recruitments conducted:	23	17	35	30	30
2. Number of employment applications reviewed:	3,551	2,244	2,033	2,200	2,200
3. Number of Workers' Compensation claims filed:	14	16	17	7	15
4. Percentage of eligible employees participating in deferred compensation:	45%	60%	68%	70%	70%
5. Number of Personnel Action Forms processed:*	173	198	231	200	200
6. Number of employee promotions:*	10	8	19	16	15
7. Number of ergonomic evaluations conducted:*	9	10	14	15	25
8. Number of new employee onboarding sessions conducted (full-time, part-time, and temporary):*	33	25	22	25	25
9. Number of job classifications revised or created:*	5	3	5	5	5
10. Vacancy rate:*	11%	11%	12%	11%	11%

\*New measure effective FY 20/21.

\*\*Due to implementation of new online performance evaluation systems, this data is unavailable for previous and current fiscal year, but will be in the next fiscal year.



# **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 Annual Comprehensive Financial Report (ACFR) 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 FY 2023/24 budget includes increases in salary and benefit costs attributed to cost of living increases approved in the negotiated Memoranda of Understanding, anticipated merit step increases, and higher benefit and CalPERS pension rates.

**ADMINISTRATIVE SERVICES**

**Finance**

**FY 2022/23 ACCOMPLISHMENTS**

<b>Core Goals</b>	<b>Accomplishments</b>
<p align="center"><b><i>Good Governance</i></b> Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"> <li>• Coordinated the successful development of the FY 2021/22 Annual Comprehensive Financial Report (ACFR) and corresponding financial and compliance audit of the Town of Los Gatos.</li> <li>• Achieved the Government Finance Officers Association’s (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the ACFR for the FY 2020/21.</li> <li>• Achieved the GFOA’s Distinguished Budget Presentation Award for the FY 2022/23 Operating Budget.</li> <li>• Completed State Controller’s “Cities Annual Report” and “Streets Report.”</li> </ul>
<p align="center"><b><i>Fiscal Stability</i></b> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> <li>• Managed the coordination and on-time preparation of the FY 2023/24 Operating Budget and FY 2023/24-2027/28 Capital Improvement Program for Council consideration.</li> <li>• Managed the Town’s investments and prepared financial and investment reports.</li> <li>• Supported the Successor Agency and its required filings.</li> <li>• Supported the Finance Commission and Pension/OPEB Oversight Committee.</li> <li>• Provided ongoing fiscal controls for contracts and other Town expenditures.</li> <li>• Modified the structure of business license taxes following the business license modernization study and prepared a ballot measure for voter consideration.</li> </ul>

**ADMINISTRATIVE SERVICES**  
**Finance**

**SUMMARY OF REVENUES AND EXPENDITURES**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted</b>	<b>Estimated</b>	<b>Proposed</b>
<b>REVENUES</b>						
<i>Other Taxes</i>	\$ 1,357,080	\$ 1,386,943	\$ 1,481,667	\$ 2,444,000	\$ 2,346,847	\$ 2,440,766
<i>Licenses and Permits</i>	-	-	-	-	-	-
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	90,593	93,008	99,907	87,550	87,000	87,000
<i>Interest</i>	2,238,102	58,250	(1,404,526)	432,947	670,021	1,035,097
<i>Other Revenues</i>	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 3,685,775</b>	<b>\$ 1,538,201</b>	<b>\$ 177,048</b>	<b>\$ 2,964,497</b>	<b>\$ 3,103,868</b>	<b>\$ 3,562,863</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits*</i>	\$ 1,133,533	\$ 1,271,722	\$ 1,412,811	\$ 1,497,891	\$ 1,230,228	\$ 1,579,116
<i>Operating Expenditures</i>	129,215	132,332	148,291	163,300	157,750	247,800
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	31,045	32,506	33,629	33,383	32,679	44,294
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,293,793</b>	<b>\$ 1,436,560</b>	<b>\$ 1,594,731</b>	<b>\$ 1,694,574</b>	<b>\$ 1,420,657</b>	<b>\$ 1,871,210</b>

**ADMINISTRATIVE SERVICES**  
**Finance**

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p><b>Good Governance</b> Ensure responsive, accountable, and collaborative government</p>	<p style="text-align: center;"><b><i>Enterprise Resource Planning (ERP) System Upgrade</i></b></p> <p>Implement the Town’s new enterprise resource planning (ERP) system in a phased approach focusing first on the financial and human capital management (i.e., payroll and HR) functions.</p>
	<p style="text-align: center;"><b><i>Electronic Filing</i></b></p> <p>Maintain electronic filing across all functions.</p>
	<p style="text-align: center;"><b><i>Department Cross Training in Key Functional Areas</i></b></p> <p>Continue to cross train in key functional areas of the Finance Department with an emphasis on Accountant functions.</p>
<p><b>Fiscal Stability</b> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;"><b><i>Long-Term Budget Development</i></b></p> <p>Provide support, analysis, and recommendations to restructure and reduce long-term projected increases in employee salary and benefit costs. Explore ways to generate one-time or ongoing funds.</p>
	<p style="text-align: center;"><b><i>Finance Commission</i></b></p> <p>Support the Town Finance Commission as governed by its enabling resolution.</p>

## **ADMINISTRATIVE SERVICES**

### **Finance**

#### **KEY PROGRAM SERVICES**

- Develops and monitors the Town's Annual Operating and Capital Budgets in accordance with Governmental Finance Officer Association (GFOA) guidelines. Monitoring includes a Mid-Year Budget Report.
- Coordinates the annual audit of the Town's financial statements and preparation of the Annual Comprehensive Financial Report (ACFR).
- 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 Equivalent (FTE)*

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Town Staff</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance & Accounting Manager	-	-	-	-	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	-
Accountant/Fin Analyst	1.99	1.99	1.99	1.99	1.99
Payroll Technician	1.00	-	-	-	-
Administrative Analyst	2.00	3.00	3.00	3.00	3.00
<b>Total Finance Services FTEs</b>	<b>6.99</b>	<b>6.99</b>	<b>6.99</b>	<b>6.99</b>	<b>6.99</b>

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Temporary Staff</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Project Manager	-	-	-	-	350
Mail Room Clerk (Library Dept Temps)	250	250	250	250	-
<b>Total Annual Hours</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>350</b>

## ADMINISTRATIVE SERVICES

### Finance

Performance Objectives and Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 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:	1.86%	1.37%	1.37%	2.45%	2.45%
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:	90%	100%	100%	100%	100%
d. Percent of quarterly reports completed and submitted to Council by deadlines:*	100%	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
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%	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
b. Percentage of Payroll checks paid accurately and on-time:	99%	99%	99%	99%	99%

Activity and Workload Highlights	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 Planned
1. Quarterly investment reports to Finance Commission and Town Council:***	4	4	4	1	<i>Measure Discontinued</i>
2. Monthly investment reports to Finance Commission and Town Council:****	N/A	N/A	N/A	9	12
3. Number of general ledger corrections needed during audit due to processing error:	0	0	0	0	0
4. Annual number of invoices entered into the Accounts Payable system:	6,791	6,388	7,826	8,000	8,000
5. Average number of Accounts Payable checks issued weekly:	64	58	64	65	65
6. Average number of regular and temporary employee payroll checks issued bi-weekly:	188	189	182	185	188
7. Number of Business Licenses issued annually:**	3,926	4,144	4,237	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>

\*Measure discontinued effective FY2020/21

\*\*Measure discontinued effective January of FY2022/23 due to business license services outsourcing

\*\*\*Measure discontinued effective January of FY2022/23 due to frequency of reporting change

\*\*\*\*New Measure effective January of FY2022/23





# **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; elections; and the Fair Political Practices Commission (FPPC). 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 FPPC. 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 2022/23 budget includes increases in salary and benefit costs attributed to cost of living increases approved in the negotiated Memoranda of Understanding, anticipated merit step increases, and higher benefit and CalPERS pension rates.

**ADMINISTRATIVE SERVICES**  
**Clerk Administration**

**FY 2022/23 ACCOMPLISHMENTS**

<b>Core Goals</b>	<b>Accomplishments</b>
<p><b><i>Good Governance</i></b>            Ensure responsive, accountable and collaborative government</p>	<ul style="list-style-type: none"> <li>• Transitioned Town Council and Finance Commission meetings from teleconference to in-person hybrid format. Assisted the Community Development Department transition Planning Commission to an in-person hybrid format.</li> <li>• Transitioned all other Boards, Committees, and Commissions to an in-person format.</li> <li>• Provided administrative support to the Council Policy Committee, Finance Commission, Arts and Culture Commission, Community Health and Senior Services Commission, and Senior Service Committee.</li> <li>• Updated the Council and Commissioner Handbooks.</li> </ul>
<p><b><i>Civic Enrichment</i></b>            Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none"> <li>• Managed the annual and mid-year Commission recruitments and appointment processes for eleven Boards, Commissions, and Committees.</li> <li>• Conducted the Town election, including issuing nomination papers, assisting with the candidate orientation, and certifying the election.</li> <li>• Processing a referendum petition for two Elements of the General Plan.</li> <li>• Updated Election and Commission webpages to provide additional information for the public.</li> </ul>

**ADMINISTRATIVE SERVICES  
Clerk Administration**

**SUMMARY OF REVENUES AND EXPENDITURES**

	<u>2019/20</u> <u>Actuals</u>	<u>2020/21</u> <u>Actuals</u>	<u>2021/22</u> <u>Actuals</u>	<u>2022/23</u> <u>Adjusted</u>	<u>2022/23</u> <u>Estimated</u>	<u>2023/24</u> <u>Proposed</u>
<b>REVENUES</b>						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	450	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 450</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits</i>	\$ 352,374	\$ 383,616	\$ 398,338	\$ 445,469	\$ 448,109	\$ 439,611
<i>Operating Expenditures</i>	15,695	12,444	11,860	19,555	18,950	22,250
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	19,401	20,144	20,583	19,156	19,157	22,051
<b>TOTAL EXPENDITURES</b>	<b>\$ 387,470</b>	<b>\$ 416,204</b>	<b>\$ 430,781</b>	<b>\$ 484,180</b>	<b>\$ 486,216</b>	<b>\$ 483,912</b>

**ADMINISTRATIVE SERVICES  
Clerk Administration**

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p align="center"><b>Good Governance</b> Ensure responsive, accountable and collaborate government</p>	<p align="center"><b>Records Retention</b></p> <ul style="list-style-type: none"> <li>• Conduct a comprehensive review and update of the Town’s Retention Schedule, Policy, and procedures.</li> <li>• Implement an electronic archiving process to improved records accessibility for the public.</li> <li>• Continue to enhance the records request process in the JustFOIA software system.</li> <li>• Continue to review and update as necessary the Administrative Procedures and Council Policies.</li> </ul> <p align="center"><b>Public Engagement</b></p> <ul style="list-style-type: none"> <li>• Continue to participate in Town events and other opportunities to increase the public’s awareness of the vital role of the Clerk Department.</li> <li>• Continue to highlight the Board, Commission, and Committee Commissioner recruitment process and participation in public meetings.</li> </ul>
<p align="center"><b>Civic Enrichment</b> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p align="center"><b>Public Document Accessibility</b></p> <ul style="list-style-type: none"> <li>• Continue to provide various public documents to the public through the Town’s website.</li> <li>• Continue adding all resolutions, ordinances, minutes, and historical recordings to the document repository to increase access.</li> <li>• Continue to utilize NetFile to facilitate e-filing for the required Fair Political Practices Commission (FPPC) Form 700 and Campaign Statements to provide the public direct access to the documents.</li> </ul>

**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.
- Acts as Elections Official to accept and file 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 Equivalent (FTE)**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Town Staff</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	0.63	0.88	0.88	0.88	1.50
Administrative Assistant	0.88	0.63	0.63	0.63	-
<b>Total Clerk Admin FTEs</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Temporary Staff</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Funded</b>	<b>Proposed</b>
Intern 1	375	375	-	-	-
Office Assistant	-	-	520	520	-
<b>Total Annual Hours</b>	<b>375</b>	<b>375</b>	<b>520</b>	<b>520</b>	<b>-</b>

## ADMINISTRATIVE SERVICES Clerk Administration

Performance Objectives and Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 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%	95%	100%
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%	99%	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%	90%	90%	90%	95%
4. <i>Percentage of vacancies filled on an annual basis to maximize community participation within the Town's advisory bodies.</i>	95%	90%	90%	95%	95%

Activity and Workload Highlights	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimated	2023/24 Planned
1. <i>Number of Legislative Records indexed:</i>					
a. Number of resolutions indexed:	56	49	80	50	50
b. Number of agreements indexed:	231	206	330	250	250
c. Number of documents recorded:	37	28			
d. Number of ordinances indexed:	18	9	14	10	10
2. Number of commission and board applications and appointments processed:	36	91	60	50	50
3. Number of commission and board seats available:****	33	30	36	40	30
4. Number of Legal Notices published within established timelines:	173	131	139	140	140
5. Number of Fair Political Practices Commission (FPPC) Form 700:	126	177	149	160	170
6. Number of bids processed and project files monitored for final action:	10	50	7	10	10
7. Number of required insurance certificates verified:	358	184	279	250	250
8. Number of Town Council agenda reports processed:*	278	241	299	270	270
9. Number of Public Records Act requests processed:***	145	223	252	250	250

\* 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 2023/24 budget includes increases in salary and benefit costs attributable to cost of living increases approved in the negotiated Memoranda of Understanding, anticipated merit step increases, and higher benefit and CalPERS pension rates. The former IT Manager will also be engaged on a temporary basis not to exceed 260 hours for the FY 2023/24 budget year.

**ADMINISTRATIVE SERVICES**  
**Information Technology Staffing**

**FY 2022/23 ACCOMPLISHMENTS**

Core Goals	Accomplishments
<p><b><i>Good Governance</i></b>            Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> <li>• Provided ongoing support and maintenance of the Town’s IT infrastructure and services.</li> <li>• Provided ongoing project management of the new enterprise resource planning (ERP) systems implementation.</li> <li>• Implemented online permitting system for Parks and Public Works to help streamline application process along with increased efficiencies of internal processes.</li> <li>• Migrated the Town’s Geographic Information System site to a faster, more secure and reliable environment with increased functionality.</li> <li>• Incorporated a new video conferencing system into the Emergency Operations Center for enhanced communications and information sharing.</li> <li>• Upgraded server systems and various hosted applications and services.</li> <li>• Enhanced the security of the backup and recovery system through the implementation of immutable backups to prevent tampering of system backups.</li> <li>• Incorporated all Town issued tablets into the mobile device management (MDM) system for increased security management.</li> <li>• Upgraded aging network switches to new next generation cloud managed network switches for increased security and more efficient network administration.</li> <li>• Upgraded aging uninterruptible powers supply (UPS) systems for enhanced power management and alerting capabilities.</li> <li>• Provided ongoing security awareness training for staff.</li> <li>• Performed replacements of staff computer systems.</li> </ul>



**ADMINISTRATIVE SERVICES**  
**Information Technology Staffing**

SUMMARY OF REVENUES AND EXPENDITURES

	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adjusted	2022/23 Estimated	2023/24 Proposed
<b>REVENUES</b>						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits</i>	\$ 539,802	\$ 629,082	\$ 580,344	\$ 674,888	\$ 601,294	\$ 680,932
<i>Operating Expenditures</i>	-	-	-	-	-	-
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	345	543	1,006	1,112	4,111
<b>TOTAL EXPENDITURES</b>	<b>\$ 539,802</b>	<b>\$ 629,427</b>	<b>\$ 580,887</b>	<b>\$ 675,894</b>	<b>\$ 602,406</b>	<b>\$ 685,043</b>

**ADMINISTRATIVE SERVICES**  
**Information Technology Staffing**

**KEY PROGRAM SERVICES**

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

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p><b><i>Good Governance</i></b>            Ensure responsive, accountable, and collaborative government</p>	<p style="text-align: center;"><b><i>ERP Systems Migration</i></b></p> <ul style="list-style-type: none"> <li>• Support Finance and HR Departments in migrating to a new cloud hosted ERP system.</li> </ul> <p style="text-align: center;"><b><i>Collaboration Systems</i></b></p> <ul style="list-style-type: none"> <li>• Provide ongoing staff training on available collaboration tools.</li> </ul>
<p><b><i>Fiscal Stability</i></b>            Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;"><b><i>Continuous Improvement</i></b></p> <ul style="list-style-type: none"> <li>• Provide ongoing direction to the Town’s strategic investments in technology to improve Town service delivery, transparency, efficiency, and government access.</li> </ul>

**ADMINISTRATIVE SERVICES**  
**Information Technology Staffing**

**FY 2023/24 KEY PROJECTS**

Core Goals	Key Projects
<p align="center"><b>Quality Public Infrastructure</b></p> <p>Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<p align="center"><b>IT Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Provide ongoing support and maintenance of the Town’s IT infrastructure and services.</li> <li>• Implement an IT Infrastructure monitoring tool for increased visibility and alerting of the network, server, and application stack.</li> <li>• Upgrade and migrate server systems and applications reaching their end-of-life support.</li> </ul> <p align="center"><b>Cyber Security</b></p> <ul style="list-style-type: none"> <li>• Perform ongoing assessment and review of overall security posture to protect against evolving threat landscape.</li> <li>• Implement a new identity threat management system to better protect against cyber-attacks.</li> <li>• Implement a new cyber security solution to secure the Town’s data and services from ransomware attacks through continuously backup and monitoring along with rapid systems recovery.</li> </ul> <p align="center"><b>Network Upgrade</b></p> <ul style="list-style-type: none"> <li>• Replace network switches for added performance and next generation security.</li> </ul> <p align="center"><b>Phone System Upgrade</b></p> <ul style="list-style-type: none"> <li>• Migrate current phone system to new cloud hosted phone system for increased functionality and more effective management.</li> </ul> <p align="center"><b>Equipment Replacement</b></p> <ul style="list-style-type: none"> <li>• Replace and upgrade computer systems and peripherals as part of the replacement program.</li> </ul>
<p align="center"><b>Public Safety</b></p> <p>Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<p align="center"><b>Police Support Technology</b></p> <ul style="list-style-type: none"> <li>• Assist with maintenance of Police IT systems and upgrades.</li> </ul>

**ADMINISTRATIVE SERVICES**  
**Information Technology Staffing**

**INFORMATION TECHNOLOGY STAFFING**

*Full Time Equivalent (FTE)*

	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Town Staff</i>	<u>Funded</u>	<u>Funded</u>	<u>Funded</u>	<u>Funded</u>	<u>Proposed</u>
IT Manager	1.00	1.00	1.00	1.00	1.00
IT Systems Administrator	1.00	1.00	1.00	1.00	1.00
IT Technician	1.00	1.00	1.00	1.00	1.00
<b>Total IT FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Temporary Staff</i>	<u>Funded</u>	<u>Funded</u>	<u>Funded</u>	<u>Funded</u>	<u>Proposed</u>
IT Program Manager Temp/Hrly	-	-	650	520	260
<b>Total Annual Hours</b>	<b>-</b>	<b>-</b>	<b>650</b>	<b>520</b>	<b>260</b>

**ADMINISTRATIVE SERVICES**  
**Information Technology Staffing**

<b>Performance Objectives and Measures</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 Estimated</b>	<b>2023/24 Planned</b>
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 network availability during normal business hours:	99%	99%	99%	99%	99%
b. Percentage of customers rating support as "good" or "excellent" based on timeliness:	96%	98%	94%	97%	99%
c. Percentage of customers rating support as "good" or "excellent" based on quality of service:	96%	94%	94%	97%	99%

<b>Activity and Workload Highlights</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 Estimated</b>	<b>2023/24 Planned</b>
1. Number of PCs/Notebooks maintained:	277	263	267	267	267
2. Number of network servers maintained:	80	59	56	56	56
3. Number of network printers maintained:	45	45	45	45	45
4. Number of service requests received:	3000	1034	1287	1300	1300



# **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 2023/24, revenues captured in Non-Departmental reflect positive changes in Property Tax, Transient Occupancy Tax (TOT), and Sales Tax as the impacts from the COVID-19 pandemic and the associated Public Health Orders continue to wane. 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.

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 experience unfavorable investment returns, changes in actuarial assumptions, and unfavorable demographic shifts which have outweighed any positive plan experiences, resulting in increasing employer contributions to date. The CalPERS rates for FY 2023/24 are either 81.30% or 14.5% for public safety employees, depending on date of entrance into CalPERS, and 29.97% 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 highlights of the Non-Departmental Program includes the following (note: this is not a complete list):

- \$1,608,226 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.
- \$1,222,825 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.
- \$671,725 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**

- \$390,000 payment toward unfunded pension liability.
- \$261,710 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.
- \$241,600 for Administration fee for collecting and processing of the Town's property and sales tax receipts.
- \$200,000 for special studies as needed.
- \$100,000 for the Town Manager's Contingency and Productivity Funds to address unforeseen situations or opportunities that may arise during the fiscal year.
- \$100,000 for independent investigations of complaints regarding sworn personnel.
- \$60,000 for the KCAT public meetings' broadcasting and video streaming services.
- \$55,000 for the Los Gatos Chamber of Commerce contract to provide support for the Town's visitor information center.
- \$746,000 pass through expenditures to track the American Rescue Plan Act proceeds per Council priorities.

The Non-Departmental program budget also reflects a transfer of \$1.6million from the General Fund Capital/Special Projects Reserve and \$0.6 million (50%) of the estimated Measure G proceeds to the General Fund Appropriated Reserves (GFAR) to support the Capital Improvement Program (CIP).

**ADMINISTRATIVE SERVICES**  
**Non-Departmental**

	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adjusted	2022/23 Estimated	2023/24 Proposed
<b>REVENUES</b>						
<i>Property Tax</i>	\$ 14,454,513	\$ 15,826,162	\$ 16,899,618	\$ 16,969,226	\$ 17,238,510	\$ 17,895,731
<i>VLF Backfill Property Tax</i>	3,875,914	4,052,672	4,229,462	4,556,000	4,556,000	4,692,680
<i>Sales &amp; Use Tax</i>	7,531,425	7,933,604	8,483,673	8,837,256	8,959,134	9,152,778
<i>Franchise Fees</i>	2,495,792	2,499,463	2,822,515	2,716,470	2,716,470	2,116,470
<i>Transient Occupancy Tax</i>	1,869,685	1,044,820	1,895,064	2,000,000	2,348,547	2,419,000
<i>Intergovernmental Revenues</i>	48,063	419,786	42,794	8,550	4,871	8,550
<i>Lease Payments</i>	1,905,024	1,908,494	1,899,850	1,893,713	1,893,713	1,894,550
<i>Charges for Services</i>	110,700	194,575	131,066	126,492	126,492	127,172
<i>Other Sources</i>	562,888	1,447,671	307,239	2,784,746	513,418	1,801,830
<b>TOTAL REVENUES</b>	<b>\$ 32,854,004</b>	<b>\$ 35,327,247</b>	<b>\$ 36,711,281</b>	<b>\$ 39,892,453</b>	<b>\$ 38,357,155</b>	<b>\$ 40,108,761</b>
<b>TRANSFERS IN</b>						
<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>	16,336	10,000	10,000	10,000	10,000	10,000
<i>Transfer to Measure G Subfund</i>	-	1,181,162	-	-	-	-
<i>Transfer from Gas Tax</i>	106,000	106,000	106,000	106,000	106,000	106,000
<b>TOTAL TRANSFERS IN</b>	<b>\$ 229,256</b>	<b>\$ 1,404,082</b>	<b>\$ 222,920</b>	<b>\$ 222,920</b>	<b>\$ 222,920</b>	<b>\$ 222,920</b>
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>\$ 33,083,260</b>	<b>\$ 36,731,329</b>	<b>\$ 36,934,201</b>	<b>\$ 40,115,373</b>	<b>\$ 38,580,075</b>	<b>\$ 40,331,681</b>
<b>EXPENDITURES</b>						
<i>Salaries and Benefits</i>	\$ 14,425	\$ 60,660	\$ 131,808	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	3,412,374	7,744,600	3,215,049	3,926,100	3,727,236	3,417,030
<i>Grants</i>	77,542	72,002	125,002	70,000	70,000	70,000
<i>Pass Throughs</i>	-	549,328	3,791,864	-	4,034,893	1,971,600
<i>Interest</i>	-	52,011	156,034	156,034	156,034	156,034
<i>Charges for Services</i>	756	5,500	11,000	28,830	28,830	27,393
<i>Debt Service</i>	1,905,024	1,908,494	1,899,850	1,893,713	1,893,713	1,894,550
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,410,121</b>	<b>\$ 10,392,595</b>	<b>\$ 9,330,607</b>	<b>\$ 6,074,677</b>	<b>\$ 9,910,706</b>	<b>\$ 7,536,607</b>
<b>TRANSFERS OUT</b>						
<i>Transfers to GFAR</i>	\$ 6,982,591	\$ 3,401,479	\$ 1,750,001	\$ 3,006,978	\$ 2,987,359	\$ 1,615,000
<i>Transfers to Pollution Prevention</i>	10,000	-	-	-	-	-
<i>Transfer to Facilities</i>	-	-	1,787	-	-	-
<i>Transfer to Workers' Comp</i>	1,061,256	-	-	-	-	-
<i>Transfer to Measure G Subfund</i>	-	1,181,162	-	-	-	-
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 8,053,847</b>	<b>\$ 4,582,641</b>	<b>\$ 1,751,788</b>	<b>\$ 3,006,978</b>	<b>\$ 2,987,359</b>	<b>\$ 1,615,000</b>
<b>TOTAL EXPEND'S &amp; TRANSFERS</b>	<b>\$ 13,463,968</b>	<b>\$ 14,975,236</b>	<b>\$ 11,082,395</b>	<b>\$ 9,081,655</b>	<b>\$ 12,898,065</b>	<b>\$ 9,151,607</b>

# **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 2023/24 budget for IT recognizes the continued need to identify and invest in information technology opportunities. Continued investment is a cost-effective approach to maintain and improve the security and service delivery levels in a fiscally prudent manner. IT has assisted behind-the-scenes in implementing new systems to improve the overall processing of permits and related back-office work. Cybersecurity continues to be a focus for IT and will make prudent investments to combat the ever-evolving threat landscape. Improvements in the reliability of its network and data continues to be an ongoing initiative. These efforts result in increased costs of licensing, maintenance and support fees.

**ADMINISTRATIVE SERVICES**  
**Information Technology Fund**

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.

IT program expenses are budgeted to increase for FY 2023/24 as a result of the increased software licensing costs associated with the new Enterprise Resource Planning (ERP) system.

**STATEMENT OF SOURCE AND USE OF FUNDS**

	<u>2019/20</u> <u>Actuals</u>	<u>2020/21</u> <u>Actuals</u>	<u>2021/22</u> <u>Actuals</u>	<u>2022/23</u> <u>Adjusted</u>	<u>2022/23</u> <u>Estimated</u>	<u>2023/24</u> <u>Proposed</u>
<b>SOURCES OF FUNDS</b>						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	2,518,468	2,604,203	2,870,823	2,990,931	2,990,931	2,136,397
Total Beginning Fund Balance	2,518,468	2,604,203	2,870,823	2,990,931	2,990,931	2,136,397
Revenues						
<i>Service Charge</i>	766,622	825,655	825,784	629,309	625,791	650,656
<i>Other Revenues</i>	115,314	147,599	172,373	85,000	85,000	85,000
Total Revenues	<u>881,936</u>	<u>973,254</u>	<u>998,157</u>	<u>714,309</u>	<u>710,791</u>	<u>735,656</u>
<b>TRANSFERS IN</b>						
<i>From General Fund</i>	-	-	-	-	-	-
<b>TOTAL TRANSFERS IN</b>	-	-	-	-	-	-
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<u>881,936</u>	<u>973,254</u>	<u>998,157</u>	<u>714,309</u>	<u>710,791</u>	<u>735,656</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u>\$ 3,400,404</u>	<u>\$ 3,577,457</u>	<u>\$ 3,868,980</u>	<u>\$ 3,705,240</u>	<u>\$ 3,701,722</u>	<u>\$ 2,872,053</u>
<b>USES OF FUNDS</b>						
Expenditures						
<i>Salaries and Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	796,201	668,834	878,049	1,008,242	832,325	1,018,679
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	<u>796,201</u>	<u>668,834</u>	<u>878,049</u>	<u>1,008,242</u>	<u>832,325</u>	<u>1,018,679</u>
Transfers Out						
<i>Transfer to General</i>	-	37,800	-	-	-	-
<i>Transfer to Equipment Replacement</i>	-	-	-	-	-	-
<i>Transfer to GFAR</i>	-	-	-	733,000	733,000	-
Total Transfers Out	-	<u>37,800</u>	-	<u>733,000</u>	<u>733,000</u>	-
Total Expenditures & Transfers Out	<u>796,201</u>	<u>706,634</u>	<u>878,049</u>	<u>1,741,242</u>	<u>1,565,325</u>	<u>\$ 1,018,679</u>
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	2,604,203	2,870,823	2,990,931	1,963,998	2,136,397	1,853,374
Total Ending Fund Balance	<u>2,604,203</u>	<u>2,870,823</u>	<u>2,990,931</u>	<u>1,963,998</u>	<u>2,136,397</u>	<u>1,853,374</u>
<b>TOTAL USE OF FUNDS</b>	<u>\$ 3,400,404</u>	<u>\$ 3,539,657</u>	<u>\$ 3,868,980</u>	<u>\$ 2,972,240</u>	<u>\$ 2,968,722</u>	<u>\$ 2,872,053</u>

# **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. The Town has a very low fund balance for this Program. To meet the possibility of a future claim, departmental service charges will likely to rise. Staff is evaluating and monitoring the performance of this Program.

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.

**ADMINISTRATIVE SERVICES**  
**Workers' Compensation Fund**

STATEMENT OF SOURCE AND USE OF FUNDS

	2019/20 Actuals	2020/21 Actuals	2021/22 Actuals	2022/23 Adjusted	2022/23 Estimated	2023/24 Proposed
<b>SOURCES OF FUNDS</b>						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	843,079	1,808,739	1,673,018	1,295,184	1,295,184	706,511
Total Beginning Fund Balance	843,079	1,808,739	1,673,018	1,295,184	1,295,184	706,511
Revenues						
<i>Service Charge</i>	903,434	917,555	896,732	1,033,315	907,721	1,123,448
<i>Interest</i>	7	5	5	-	-	-
<i>Other Revenues</i>	526,552	327,768	258,474	-	135,913	-
Total Revenues	1,429,993	1,245,328	1,155,211	1,033,315	1,043,634	1,123,448
<b>TRANSFERS IN</b>						
<i>From General Fund</i>	1,061,256	-	-	-	-	-
<b>TOTAL TRANSFERS IN</b>	1,061,256	-	-	-	-	-
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>2,491,249</b>	<b>1,245,328</b>	<b>1,155,211</b>	<b>1,033,315</b>	<b>1,043,634</b>	<b>\$ 1,123,448</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$ 3,334,328</b>	<b>\$ 3,054,067</b>	<b>\$ 2,828,229</b>	<b>\$ 2,328,499</b>	<b>\$ 2,338,818</b>	<b>\$ 1,829,959</b>
<b>USES OF FUNDS</b>						
Expenditures						
<i>Salaries and Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	1,525,589	1,381,049	1,533,045	1,840,000	1,632,307	1,773,264
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	1,525,589	1,381,049	1,533,045	1,840,000	1,632,307	1,773,264
Transfers Out						
<i>Transfer to Grant Funds</i>	-	-	-	-	-	-
<i>Transfer to General Fund</i>	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	1,525,589	1,381,049	1,533,045	1,840,000	1,632,307	1,773,264
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	1,808,739	1,673,018	1,295,184	488,499	706,511	56,695
Total Ending Fund Balance	1,808,739	1,673,018	1,295,184	488,499	706,511	56,695
<b>TOTAL USE OF FUNDS</b>	<b>\$ 3,334,328</b>	<b>\$ 3,054,067</b>	<b>\$ 2,828,229</b>	<b>\$ 2,328,499</b>	<b>\$ 2,338,818</b>	<b>\$ 1,829,959</b>

**ADMINISTRATIVE SERVICES**  
**Workers' Compensation Fund**

**FY 2023/24 KEY PROJECTS**

<b>Core Goals</b>	<b>Key Projects</b>
<p style="text-align: center;"><b><i>Good Governance</i></b>            Ensure responsive, accountable, and collaborative government</p>	<b><i>Accident Reviews</i></b>
	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
	<b><i>Cal-OSHA Safety Compliance Programs</i></b>
	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

**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.

