

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 and Office Stores Fund are accounted for in the Administrative Services. The following sections provide summaries of the Administrative Services' core services and service objectives.

BUDGET OVERVIEW

The majority of revenues which support Town wide services are accounted for in the Non-departmental program within Administrative Services. For FY 2019/20 revenues captured in Administrative Services reflect increases in Property Tax, Transient Occupancy Tax, Franchise Fees Licenses and Permits, and Charges for Services, all indicative of the continuing strength in

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the regional and local economy. However, despite these revenue increases, the FY 2019/20 Sales Tax projection is being reduced due to the ongoing transition in consumer preferences for online sales instead of purchases from local establishments. As a result, the FY 2019/20 Administrative Services budget continues to be conservative in nature and reflects only obligated and minor expenditure enhancements, including increases in benefit rates, including workers' compensation, and pensions (CalPERS). The FY 2019/20 budget also reflects the addition of one permanent Accountant position in the Finance Department (partially offset by a reduction in part-time and temporary hours) and a part time, two-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
REVENUES						
<i>Other Taxes</i>	\$ 1,465,547	\$ 1,720,980	\$ 1,686,251	\$ 1,650,000	\$ 1,490,000	\$ 1,400,000
<i>Licenses and Permits</i>	-	-	965	7,000	2,600	114,415
<i>Intergovernmental Revenues</i>	-	19,998	-	-	-	-
<i>Service Charges</i>	555	510	60	-	20	-
<i>Interest</i>	620,895	509	930	-	70	-
<i>Other Revenues</i>	20,341	197,019	258,327	448,357	1,122,204	661,968
TOTAL REVENUES	\$ 2,107,338	\$ 1,939,016	\$ 1,946,533	\$ 2,105,357	\$ 2,614,894	\$ 2,176,383
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 2,233,083	\$ 2,138,861	\$ 2,493,535	\$ 3,590,421	\$ 3,325,515	\$ 4,076,442
<i>Operating Expenditures</i>	373,777	364,660	368,698	451,819	396,355	450,411
<i>Grants</i>	99,000	119,800	119,800	142,000	142,000	142,500
<i>Pass Through Accounts</i>	-	-	-	10,196	3,002	7,194
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	177,430	201,762	211,962	96,524	94,633	138,592
TOTAL EXPENDITURES	\$ 2,883,290	\$ 2,825,083	\$ 3,193,995	\$ 4,290,960	\$ 3,961,505	\$ 4,815,139
PROGRAM						
<i>Town Manager's Office</i>	\$ 950,977	\$ 825,373	\$ 1,070,761	\$ 1,119,982	\$ 1,062,998	\$ 1,341,099
<i>Community Grants</i>	103,519	119,800	119,800	142,000	142,000	142,500
<i>Human Resources</i>	559,612	552,914	630,554	699,694	722,978	761,991
<i>Finance & Admin Services</i>	992,764	1,002,075	1,049,871	1,291,818	1,147,573	1,545,213
<i>Clerk Administration</i>	276,418	315,912	322,976	342,507	331,881	438,948
<i>Information Technology Management</i>	-	-	33	684,763	551,073	578,194
<i>Smoking Restriction Implementation</i>	-	9,009	-	-	-	-
<i>Obesity Grant</i>	-	-	-	-	-	-
<i>Pass Through</i>	-	-	-	10,196	3,002	7,194
TOTAL EXPENDITURES	\$ 2,883,290	\$ 2,825,083	\$ 3,193,995	\$ 4,290,960	\$ 3,961,505	\$ 4,815,139

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

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DEPARTMENT STAFFING

<i>Full Time Equivalents (FTE)</i>					
General Fund	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Funded	2019/20 Adopted
Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	-	1.00	1.00	1.00	1.00
Asst. Town Manager/CDD Director	0.50	-	-	-	-
Assistant To Town Manager	1.00	1.00	-	-	-
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Economic Vitality Manager	-	-	0.30	0.30	0.30
Economic Vitality Coordinator	0.25	0.25	-	-	-
Administrative Assistant	-	-	-	-	1.00
Office Assistant	1.63	1.88	1.75	1.88	-
Communications Coordinator	0.80	-	-	-	-
Community Outreach Coordinator	1.00	1.00	-	-	-
Human Resources Director	0.75	0.75	0.75	1.00	1.00
Administrative Analyst	0.80	1.70	4.10	4.00	4.00
Human Resources Technician	1.00	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	1.00
Accountant/Finance Analyst	1.00	1.00	0.99	0.99	1.99
Payroll Technician	0.95	0.95	0.95	1.00	1.00
Administrative Technician	0.90	-	-	-	-
Account Technician	1.25	1.25	0.35	0.35	-
Town Clerk	-	-	-	-	1.00
Clerk Administrator	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	-	-	-	-	0.88
Events & Marketing Specialist	-	-	0.50	0.50	0.50
IT Manager	-	-	-	1.00	1.00
IT Systems Administrator	-	-	-	-	1.00
Network Administrator	-	-	-	1.00	-
IT Analyst	-	-	-	1.00	-
IT Technician	-	-	-	1.00	1.00
Total General Fund FTEs	16.33	16.28	16.19	20.52	20.17
Non-General Fund FTEs (located in Administrative Services programs unless otherwise noted)					
Successor Agency to the Los Gatos RDA					
Accountant/Finance Analyst	-	-	0.01	0.01	0.01
Total Successor Agency FTEs	-	-	0.01	0.01	0.01
Equipment Replacement					
Account Technician	0.10	0.10	-	-	-
Administrative Analyst	-	-	0.10	-	-
Total Equip Replace FTEs	0.10	0.10	0.10	-	-
Liability Self-Insurance					
Administrative Analyst	-	0.10	0.10	-	-
Administrative Technician	0.10	-	-	-	-
Total Liability Self-Insurance	0.10	0.10	0.10	-	-

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ADMINISTRATIVE SERVICES STAFFING

<i>Full Time Equivalents (FTE)</i>	2015/16	2016/17	2017/18	2018/19	2019/20
	Funded	Funded	Funded	Funded	Adopted
Workers Compensation					
Human Resources Director	0.25	0.25	0.25	-	-
Payroll Technician	0.05	0.05	0.05	-	-
Administrative Analyst	0.20	0.20	0.20	-	-
Total Workers Comp FTEs	0.50	0.50	0.50	-	-
Information Technology Services					
IT Manager	1.00	1.00	1.00	-	-
Network Administrator	1.00	1.00	1.00	-	-
IT Technician	1.00	1.00	1.00	-	-
Communications Coordinator	0.20	-	-	-	-
Office Assistant	-	-	0.13	-	-
Total IT FTEs	3.20	3.00	3.13	-	-
Total Admin Services FTEs	20.23	19.98	20.02	20.53	20.18
Temporary Staff Hours					
Intern I	450	450	450	450	1,050
Facility Attendant	50	50	50	50	50
Administrative Analyst	726	726	726	626	-
IT Technician	-	720	720	-	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Emergency Management	-	-	-	-	1,000
Total Annual Hours	1,476	2,196	2,196	1,376	2,350



Administrative Services

TOWN MANAGER'S OFFICE ADMINISTRATION PROGRAM 2101

PROGRAM PURPOSE

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

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

BUDGET OVERVIEW

The FY 2019/20 budget includes increases in salary and benefit costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2019/20 Town Manager's Office budget is programmed to maintain existing staffing and service levels with the addition of a part time, two-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement.

As in prior years, the Town Manager's Office will continue to direct its attention in managing key special projects and policies as reflected in the 2019-2021 Town Council Strategic Priorities.

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Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Community Character</i> Preserve and enhance the appearance, character, and environmental quality of the community</p>	<ul style="list-style-type: none"> • Provided oversight to the Council Policy Committee as it evaluated a variety of land use policies and good government practices. • Assisted businesses to locate, expand, or stay in Los Gatos, including updating policies to strengthen the economic vitality of the Town. • Streamlined the Town's Special Event Permit process. • Created and installed banners in the downtown to "Celebrate Los Gatos" during the 2018 summer months • Provided strategic guidance to the launch of the Town's General Plan update, involving all Town Departments and Boards, Commissions, and Committees.
<p><i>Good Governance</i> Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> • 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. • Completed the IT Disaster Recovery Plan. • Continued to increase transparency and community access to Town financial information by creating an easy to read pension and other post-employment benefits website. • Represented the Town in County-wide and regional forums. • Supported the Town Council as it took positions on pending legislation and funding items affecting Los Gatos. • Continued to enhance community awareness and engagement through the Town's Facebook, Instagram and Twitter accounts. • Enhanced the "Did You Know" social media segment to continue to improve access to information and promote opportunities for involvement in public Town activities.
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Led a series of Town Council discussions regarding Internal Service Funds, Reserve Policies, and other in-depth examinations of municipal financial practices. • Partnered with all of the Town's bargaining groups for the prospective elimination of retiree health care benefits. • Led the development of a comprehensive Town-wide budget. • Provided technical and administrative support to the Council Finance Committee as it continues to evaluate options to reduce the Town's unfunded pension and other post-employment benefit obligations. • Implemented the State requirements to establish a voter approved general sales tax measure.

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Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p>Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<ul style="list-style-type: none"> • Supported respective Council Members as they serve on regional boards governing transportation, clean energy, and other topics. • Led an inter-Departmental team regarding cut-through traffic and staffed a hotline to respond to community input.
<p>Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none"> • Supported the Arts and Culture Commission in the implementation of another phase of the Footbridge Restoration project and the Utility Art Box Program. • Provided oversight to the Leadership Los Gatos program which promotes community enrichment and involvement. • Worked with Jazz on the Plazz, Fiesta de Artes, Farmers' Market, and other community organizations regarding special events to ensure consistency across organizations. • Operated the 2018 Music in the Park summer concert series. • Hosted the Town's annual Spring into Green, Screen on the Green, and Fourth of July events. • Oversaw the implementation of the Town's action items in support of its World Health Organizations Age-Friendly Community Designation.
<p>Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<ul style="list-style-type: none"> • Continued to participate in County-led Emergency Management training programs and exercises. • Continued to implement a comprehensive training plan for all Town staff involved in the activation of the Emergency Operation Center (EOC). • Expanded communication and coordination with County Fire and other agencies regarding wildfire prevention and preparedness.

ADMINISTRATIVE SERVICES
Town Manager's Office

SUMMARY OF REVENUES AND EXPENDITURES

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Licenses and Permits</i>	-	-	965	7,000	2,600	4,415
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	400	510	60	-	20	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	13,147	7,129	13,565	1,055	17,384	25,000
TOTAL REVENUES	\$ 13,547	\$ 7,639	\$ 14,590	\$ 8,055	\$ 20,004	\$ 29,415
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 851,984	\$ 678,324	\$ 894,948	\$ 957,249	\$ 918,548	\$ 1,157,583
<i>Operating Expenditures</i>	23,773	63,255	83,539	115,258	97,033	116,050
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	75,220	83,794	92,274	47,475	47,417	67,466
TOTAL EXPENDITURES	\$ 950,977	\$ 825,373	\$ 1,070,761	\$ 1,119,982	\$ 1,062,998	\$ 1,341,099

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2019/20 KEY PROJECTS

Core Goals	Key Projects
<p>Community Character Preserve and enhance the appearance, character, and environmental quality of the community</p>	<i>Land Use Policies Review</i>
	Continue to support the Council Policy Committee in its evaluation of land use policies.
	<i>Business Attraction and Retention</i>
	Continue to assist businesses to find available locations in Los Gatos and encourage diverse and unique offerings in the downtown. Economic Vitality staff will also continue to identify actions in collaboration with other Town Departments to enhance overall community vitality for Council consideration.
	<i>Music in the Park</i>
Oversee the Town's 2019 Music in the Park summer concert series and transition to a new provider for 2020.	
<i>Special Events</i>	
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.	
<i>General Plan Update</i>	
Continue to ensure all Departments and Town Commissions are actively engaged in the General Plan Update, foster community involvement, and provide strategic support to the Community Development Department throughout the General Plan Update process.	
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<i>Communication with the Public</i>
	Enhance the usefulness of the Town's website and other communication tools, including social media, to improve accessibility and transparency of information and services for the public.
	<i>Technology Master Plan</i>
	Implement the recently completed IT Disaster Recovery Plan and its high priority projects. Update the Town's IT Master Plan to ensure technology continues to enhance productivity and customer service.
	<i>Town Council Policies</i>
Continue to provide support, research, and analysis to the Policy Committee for the review and revision of Town policies regarding a wide range of topics.	
<i>Town Council Priorities</i>	
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.	

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2019/20 KEY PROJECTS

Core Goals	Key Projects
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;"><i>Cost Containment</i></p> <p>Continue to provide oversight on the efforts to identify and implement employee benefit pension and other post-employment benefit costs containment measures to address long-term fiscal structural issues.</p> <p style="text-align: center;"><i>Fiscal Planning</i></p> <p>Continue to support the Town Pension and OPEB Trusts Oversight Committee and Finance Committee and their evaluation of options to reduce unfunded pension obligations and other related work.</p> <p style="text-align: center;"><i>Financial Information</i></p> <p>Enhance the description of budget assumptions and graphic representation to better explain the Town's budget and other financial documents.</p> <p style="text-align: center;"><i>Property Asset Management</i></p> <p>Continue to manage the research, analysis, and negotiations regarding the potential sale and/or lease of remaining Town-owned properties.</p>
<p><i>Quality Public Infrastructure</i> Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<p style="text-align: center;"><i>Summer One-Way Pilot</i></p> <p>Support the communications strategy, address community responses, and implement community vitality elements for the One-Way Street Pilot for North Santa Cruz Avenue.</p> <p style="text-align: center;"><i>Downtown Parking</i></p> <p>Support Parks and Public Works in the preparation of a comprehensive parking study and determine appropriate next steps and options for Council consideration.</p>

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2019/20 KEY PROJECTS

Core Goals	Key Projects
<p><i>Civic Enrichment</i> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p style="text-align: center;"><i>Arts and Culture</i> Support the Arts and Culture Commission's Footbridge Mural project and the Parks and Public Works' Outside the Box Program.</p> <p style="text-align: center;"><i>Cultural Partnerships</i> Continue to oversee the ongoing partnerships with the Museums of Los Gatos, the Friends of the Los Gatos Library, Los Gatos-Saratoga Recreation, local school districts, and other organizations.</p> <p style="text-align: center;"><i>Age Friendly Goals</i> Support the community and Senior Services Commission in the implementation of the Town's current Age Friendly Goals and identification of additional goals.</p>
<p><i>Public Safety</i> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<p style="text-align: center;"><i>Emergency Preparedness</i> Increase emergency preparedness activities in collaboration with the County Fire Department, County Office of Emergency Management, City of Monte Sereno, and volunteer organizations.</p>

ADMINISTRATIVE SERVICES
Town Manager's Office

KEY PROGRAM SERVICES

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

ADMINISTRATIVE SERVICES
Town Manager's Office

TOWN MANAGER'S OFFICE STAFFING

Full Time Equivalents (FTE)

Town Staff	2015/16	2016/17	2017/18	2018/19	2019/20
	Funded	Funded	Funded	Funded	Adopted
Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	-	1.00	1.00	1.00	1.00
Asst. Town Manager/CDD Director	0.50	-	-	-	-
Administrative Analyst	-	-	1.00	1.00	1.00
Deputy Town Clerk	-	-	-	-	0.25
Assistant to Town Manager	1.00	1.00	-	-	-
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	-	-	-	-	0.13
Office Assistant	0.63	0.38	0.38	0.38	-
Communications Coordinator	0.80	-	-	-	-
Economic Vitality Manager	-	-	0.30	0.30	0.30
Economic Vitality Coordinator	0.25	0.25	-	-	-
Events & Marketing Specialist	-	-	0.50	0.50	0.50
Total Manager's Program FTEs	4.68	4.13	4.68	4.68	4.68

Temporary Staff Hours	2015/16	2016/17	2017/18	2018/19	2019/20
	Funded	Funded	Funded	Funded	Adopted
Facility Attendant	50	50	50	50	50
Emergency Management	-	-	-	-	1,000
Administrative Analyst	100	100	100	-	-
Intern I	450	450	450	450	675
Total Annual Hours	600	600	600	500	1,725

ADMINISTRATIVE SERVICES
Town Manager's Office

GRANTS AND ARTS FUNDING SUMMARY

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actuals	Actuals	Actuals	Awarded	Adopted
Human Services Grants					
Counseling and Support Services for Youth	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000
LGS Recreation - 55+ Program	-	-	10,000	15,000	15,000
LGS Recreation - Clubhouse Scholarship	-	-	11,000	9,000	7,000
LGS Recreation - Summer Enrichment School Scholarship	-	-	-	4,000	4,000
Live Oak Adult Day Services	13,000	13,000	13,000	13,000	13,000
Live Oak Sr. Nutrition and Service	26,500	28,500	29,000	29,000	25,000
Los Gatos Community Concert Association	-	-	-	-	500
Next Door Solutions Dom. Violence	15,000	15,000	6,000	3,000	5,000
NUMU - Senior Explorer Program	-	-	-	-	1,000
Parents Helping Parents	2,000	-	1,000	-	6,000
Saratoga Area and Senior Coordinating Council	-	-	-	-	5,000
Support Network	6,000	6,000	-	-	-
United Way - 211 Funding	2,500	2,500	-	-	-
West Valley Community Services	10,000	20,000	20,000	20,000	20,000
West Valley Muslim Association	-	-	-	-	1,000
Total Human Services Grants	\$ 90,000	\$ 100,000	\$ 100,000	\$ 103,000	\$ 112,500
Arts, Cultural & Educational Grants					
Art Docents of Los Gatos	\$ 3,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 3,000
Cat Walk	3,000	-	-	-	-
Los Gatos Community Concert	1,000	3,800	5,000	5,000	4,000
Los Gatos High School New Millennium Foundation - 2019 STEAM	-	-	-	-	3,000
Morning Rotary	-	-	1,500	-	4,000
NUMU - Cataloguing	-	-	2,800	-	-
NUMU - Youth Explorer Program	5,000	7,000	6,500	6,500	6,000
NUMU - Video Histories with KCAT Project	-	-	-	3,000	-
Veterans M & S F of LG - Veteran's Day Celebration	-	-	-	1,500	-
Youth Science Institute	-	5,000	-	-	-
Total Arts, Cultural & Educational Grants	\$ 12,000	\$ 19,800	\$ 19,800	\$ 20,000	\$ 20,000
Special Events Grants					
Special Events Grants	\$ -	\$ -	\$ -	\$ 19,000	\$ 10,000
Total Special Events Grants	\$ -	\$ -	\$ -	\$ 19,000	\$ 10,000
Total Grant Funding	\$ 102,000	\$ 119,800	\$ 119,800	\$ 123,000	\$ 142,500
Arts Funding					
Arts & Culture Commission	2,000	-	5,000	5,000	-
Forbes Mill	5,800	-	-	-	-
Total Arts Funding	\$ 7,800	\$ -	\$ 5,000	\$ 5,000	\$ -
Grand Total	\$ 109,800	\$ 119,800	\$ 124,800	\$ 128,000	\$ 142,500

ADMINISTRATIVE SERVICES
Town Manager's Office

Performance Objectives and Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. <i>Oversee the Town Council Agenda process to ensure</i>					
a. Percentage of Town Council reports available 120 hours prior to Town Council meetings:*	See Clerk	See Clerk	See Clerk	See Clerk	See Clerk
<i>(Prior to FY 2015/16, reports were available 96 hours prior to Town Council meetings)</i>					
2. <i>Supplement resources for nonprofit agencies providing</i>					
a. The average percentage of a grantee's budget that comes from the Town's grant contributions:	10%	6%	10%	13%	14%
3. <i>Foster a comprehensive arts environment in Los Gatos</i>					
a. Percentage of public art pieces in good to excellent condition:	86%	86%	80%	80%	75%
b. Resident satisfaction with Arts and Cultural opportunities in Los Gatos:	99%	99%	81%	80%	80%
4. <i>Foster business growth and success to provide jobs and</i>					
a. Percentage of businesses satisfied or very satisfied with business assistance received:**	98%	98%	Measure Discontinued	Measure Discontinued	Measure Discontinued

Activity and Workload Highlights	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. Number of Town Council agenda reports processed:*	See Clerk	See Clerk	See Clerk	See Clerk	See Clerk
2. Number of community/customer referrals:	238	304	414	558	837
3. Grant agreements administered:					
a. Number of Human Service grants:	8	8	8	9	8
b. Number of Arts/Cultural/Educational grants:	6	5	5	5	5
c. Number of Special Events grants:**	Data Not Available	Data Not Available	Measure Discontinued	Measure Discontinued	Measure Discontinued
d. Dollar amount of Special Event grants:***	Data Not Available	Data Not Available	Data Not Available	\$19,000	\$10,000
4. Total dollar amount of General Fund grant agreements administered:	\$109,800	\$119,800	\$124,800	\$109,000	\$127,500
5. Number of Los Gatos residents directly served by Town grant-funded organizations:	69,200	27,930	40,000	33,000	41,000
6. Number of Art in the Council Chambers exhibitions installed and curated:	4	4	4	4	4
7. Number of events, presentations or meetings designed to attract, retain or educate businesses:**	30	30	Measure Discontinued	Measure Discontinued	Measure Discontinued
8. Number of business, commercial property owners, and industry professionals receiving business liaison services through the Economic Vitality Office. **	315	315	Measure Discontinued	Measure Discontinued	Measure Discontinued
9. Number of attendees at events and meeting designed to attract, retain and educate businesses, and foster commerce:**	Data Not Available	Data Not Available	Data Not Available	Data Not Available	Measure Discontinued
10. Number of businesses receiving general business liaison assistance:	Data Not Available	Data Not Available	75	75	75
11. Number of businesses receiving direct business support including in person and phone meetings, and interface through OpenCounter:**	Data Not Available	Data Not Available	Data Not Available	Data Not Available	Measure Discontinued
12. Commercial Brokers/Property Owner Outreach Communications:	Data Not Available	Data Not Available	50	50	50

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

**Measure discontinued effective FY 19/20

***New measure effective FY 19/20.



Administrative Services

HUMAN RESOURCES PROGRAM 2201

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The FY 2019/20 budget includes increases in salaries and benefits costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2019/20 Human Resource's budget is programmed to maintain existing staffing and service levels.

Human Resource staff will continue to assist the organization with filling critical Town-wide positions through effective recruitment and selection methods and will continue to assist Departments with succession planning; retention and training; and restructuring and redesigning jobs for efficiencies as vacancies become available.

ADMINISTRATIVE SERVICES

Human Resources

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p align="center">Good Governance Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"> • Successfully recruited and onboarded 16 positions. • Organized a Health and Wellness Fair for employees with various local vendors in attendance offering preventative health screenings, flu shots, healthy snacks, and wellness information. • In continued compliance with AB 1825, all of the Town’s management, supervisory, elected officials, and new employees received bi-annual harassment training. • Formed a new cross-departmental Wellness Committee to create a program that will enhance the Town’s overall employee benefit package, encourage a healthy workforce, and offer fitness opportunities. • Selected and implemented a new employee performance evaluation software product that will create efficiencies in the employee review process, such as: providing an electronic tracking and routing process. • Arranged on-site workers’ compensation informational training sessions for management, supervisors, and lead workers. • Coordinated Department of Transportation training for employees that maintain Class A driver licenses, and their supervisors, related to required random drug testing and reasonable suspicion reporting.
<p align="center">Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Completed timely labor negotiations with the Town’s three bargaining units, including the elimination of Retiree healthcare prospectively. • Conducted competitive salary studies for all represented and unrepresented employee groups to support attraction and retention of employees. • Updated the Town’s benefit and compensation plan documents for management and confidential employees. • Replaced the Town’s existing employee workers’ compensation designated medical treatment facility with two additional facilities offering competitive pricing, flexible hours, and convenient locations.

ADMINISTRATIVE SERVICES
Human Resources

SUMMARY OF REVENUES AND EXPENDITURES

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	15,235	-	-	-	-
TOTAL REVENUES	\$ -	\$ 15,235	\$ -	\$ -	\$ -	\$ -
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 330,228	\$ 379,863	\$ 454,488	\$ 545,798	\$ 574,675	\$ 601,497
<i>Operating Expenditures</i>	204,794	143,114	141,199	142,156	136,562	142,156
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	24,590	29,937	34,867	11,740	11,741	18,338
TOTAL EXPENDITURES	\$ 559,612	\$ 552,914	\$ 630,554	\$ 699,694	\$ 722,978	\$ 761,991

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

ADMINISTRATIVE SERVICES
Human Resources

FY 2019/20 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable and collaborate government</p>	<p style="text-align: center;">Personnel Rules and Regulations</p> <p>Complete the process to review and update the Town’s Personnel Rules and Regulations, which includes: meeting and conferring with employee groups regarding the proposed changes and bringing a recommendation to the Town Council to formally adopt a resolution accepting the revisions.</p> <p style="text-align: center;">Labor Relations</p> <p>Meet and confer regarding salary re-opener language related to the TEA and AFSCME contracts prior to June 30, 2020.</p> <p>Coordinate CalPERS pension contract amendment to formalize pension cost-sharing to begin in October 2019 for LGPOA classic members.</p> <p style="text-align: center;">Training and Development</p> <p>Engage with a certified trainer to conduct additional required training for Preventing Workplace Harassment, Discrimination and Retaliation, including Bullying and Bystander segments, for all employees and elected officials resulting from SB 1343 that was effective January 1, 2019.</p> <p>Develop and present an internal employee training program related to interview and public presentation skills.</p> <p>Identify and make available other training opportunities.</p> <p style="text-align: center;">Records Management</p> <p>Activate the Forms module of the Town’s current recruitment platform, NeoGov, to transition all Human Resources related forms to an electronic format allowing for the creation of signature workflows/routing and a seamless upload to employee files as well as automated delivery of executed forms to employees and management.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p style="text-align: center;">Recruitment/Onboarding</p> <p>Implement the Onboarding module of the Town’s current recruitment platform, NeoGov, to create efficiencies and consistencies in the hiring of new employees as well as to deliver a welcoming experience.</p> <p style="text-align: center;">Succession Planning</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>

ADMINISTRATIVE SERVICES
Human Resources

KEY PROGRAM SERVICES

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

ADMINISTRATIVE SERVICES
Human Resources

HUMAN RESOURCES PROGRAM STAFFING

Full Time Equivalents (FTE)

Town Staff	2015/16	2016/17	2017/18	2018/19	2019/20
	Funded	Funded	Funded	Funded	Adopted
Human Resources Director*	0.75	0.75	0.75	1.00	1.00
Administrative Analyst*	0.80	0.80	1.30	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00	1.00
Office Assistant	-	0.13	-	-	-
Total Human Resources FTEs	2.55	2.68	3.05	3.00	3.00

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

ADMINISTRATIVE SERVICES
Human Resources

Performance Objectives and Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. <i>To provide effective and efficient employee recruitment and</i>					
a. Percentage of employees rating benefit program material, products, and services as good to excellent:	89%	95%	94%	96%	96%
2. <i>To provide effective and efficient professional</i>					
a. Percentage of employees rating the effectiveness of training classes as good to excellent:	71%	82%	83%	79%	80%
b. Percentage of employee evaluations completed by due date:	90%	90%	90%	87%	92%
3. <i>To provide effective and efficient safety programs.</i>					
a. Percentage of employees rating safety programs as good or excellent based on quality, content, and	78%	76%	78%	84%	85%
4. <i>To provide effective and efficient employee relations</i>					
a. Percentage of labor agreements ratified prior to expiration of existing contracts:	0%	<i>Not Applicable</i>	100%	100%	<i>Not Applicable</i>

Activity and Workload Highlights	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. Number of (full-time, part-time, and temporary) employees:	186	208	165	164	164
2. Number of recruitments conducted:	30	26	31	19	15
3. Number of employment applications processed:	2,914	3,100	2,147	1,700	1,300
4. Number of Workers' Compensation claims filed:	14	9	8	12	8
5. Percentage of eligible employees participating in deferred compensation:	49%	50%	56%	58%	60%
6. Number of sick leave hours used per benefitted employee:	51	58	52	54	52



Administrative Services

FINANCE PROGRAM 2301

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The Finance Program's FY 2019/20 budget reflects an increase in business license processing fees and interest earnings, while business license tax revenue is declining. Business license tax revenue is based on the anticipated number of licensed businesses and gross receipts activity. The Finance Program continues to monitor business license tax receipts and implement improvements for collections. The FY 2019/20 budget includes increases in salaries and benefits costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. The FY 2019/20 budget also reflects the addition of one permanent Accountant/Finance Analyst position in the Finance Department, partially offset by a reduction in part-time and temporary hours.

ADMINISTRATIVE SERVICES

Finance

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p align="center">Good Governance Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"> • Coordinated the successful development of the FY 2017/18 Comprehensive Annual Financial Report (CAFR) and corresponding financial and compliance audit of the Town of Los Gatos. • Achieved the GFOA’s Certificate of Achievement for Excellence in Financial Reporting for the CAFR for the FY 2016/17. • Achieved the GFOA’s Distinguished Budget Presentation Award for the FY 2018/19 Operating Budget. • Completed State Controller’s “Cities Annual Report” and “Streets Report.”
<p align="center">Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Managed the coordination and on-time preparation of the FY 2019/20 Operating Budget and FY 2019/20-2023/24 Capital Improvement Program for Council consideration. • Managed the Town’s investments and prepared quarterly investment reports. • Supported the Successor Agency and its required filings. • Conducted further analyses for the Council Finance Committee and Town Council regarding options to pay down unfunded liabilities. • Provided ongoing fiscal controls for contracts and other Town expenditures. • Completed a comprehensive fee study for the Town to evaluate cost recovery and recommend potential fee schedule modifications.

ADMINISTRATIVE SERVICES
Finance

SUMMARY OF REVENUES AND EXPENDITURES

	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20
	Actuals	Actuals	Actuals	Adopted	Estimated	Adopted
REVENUES						
<i>Other Taxes</i>	\$ 1,465,547	\$ 1,720,980	\$ 1,686,251	\$ 1,650,000	\$ 1,490,000	\$ 1,400,000
<i>Licenses and Permits</i>	-	-	-	-	-	110,000
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	155	509	930	-	70	-
<i>Interest</i>	620,895	171,653	244,762	267,806	932,518	629,774
<i>Other Revenues</i>	-	-	-	-	-	-
TOTAL REVENUES	\$ 2,086,597	\$ 1,893,142	\$ 1,931,943	\$ 1,917,806	\$ 2,422,588	\$ 2,139,774
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 807,744	\$ 797,403	\$ 857,806	\$ 1,092,989	\$ 979,508	\$ 1,343,403
<i>Operating Expenditures</i>	123,678	135,057	125,833	170,300	139,575	170,200
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	61,342	69,615	66,232	28,529	28,490	31,610
TOTAL EXPENDITURES	\$ 992,764	\$ 1,002,075	\$ 1,049,871	\$ 1,291,818	\$ 1,147,573	\$ 1,545,213

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

ADMINISTRATIVE SERVICES
Finance

FY 2019/20 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	Financial System Upgrade
	Identify system parameters and evaluate potential replacement options of the Town’s financial/personnel information system to support Town-wide budget-related operations and community needs.
	Electronic General Ledger Journal Entry Files
	Continue to scan general ledger journal entry files to store electronically in Laserfiche.
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	Department Cross Training in Key Functional Areas
	Continue to cross train in key functional areas of the Finance Department with an emphasis on Payroll.
	Online Timesheets
	Research viability of online submittal and approval of payroll timesheets, through the existing financial information system. Implementation would be done through a phased approach.
<p>Long-Term Budget Development</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.
	Business License Amnesty Program
	Identify terms and conditions, timeframe, and notify businesses of a potential amnesty program. Provide compliance period in which businesses can pay business license with no penalty.
	Town Council Finance Committee
	Further support the Town Finance Committee as it pursues identifying strategies to address the Town’s unfunded pension and OPEB liabilities, and identify new revenue sources.

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 Comprehensive Annual Financial Report (CAFR).
- Maintains the Town's financial information system for record-keeping and reporting of all financial transactions.
- Oversees Town's Investment portfolio.
- Manages Other Post-Employment Benefits (OPEB) and Pension Trusts.
- Track legacy Redevelopment obligations that must be paid over the remaining life of the debt service.
- Provides Accounts Payable and Payroll disbursement and reporting services; Accounts Receivable invoicing, revenue collection, and cash reconciliation; and Business License Tax processing and auditing services.
- Provides accounting, arbitrage reporting, and claim reimbursement services for bond issues.
- Provides oversight of procurement functions including Purchase Order processing, financial tracking of contracts, vendor resolution issues, and proper accounting allocation.

ADMINISTRATIVE SERVICES
Finance

FINANCE PROGRAM STAFFING

Full Time Equivalents (FTE)

	2015/16	2016/17	2017/18	2018/19	2019/20
Town Staff	Funded	Funded	Funded	Funded	Adopted
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	1.00
Accountant/Fin Analyst	1.00	1.00	0.99	0.99	1.99
Payroll Technician*	0.95	0.95	0.95	1.00	1.00
Administrative Analyst*	-	0.90	1.80	2.00	2.00
Administrative Technician	0.90	-	-	-	-
Account Technician	1.25	1.25	0.35	0.35	-
Total Finance Services FTEs	6.10	6.10	6.09	6.34	6.99

	2015/16	2016/17	2017/18	2018/19	2019/20
Temporary Staff	Funded	Funded	Funded	Funded	Adopted
Administrative Analyst	626	626	626	626	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Total Annual Hours	876	876	876	876	250

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

ADMINISTRATIVE SERVICES

Finance

Performance Objectives and Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 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:	0.86%	1.25%	1.73%	1.94%	1.94%
2. <i>Assure legal and fiscal accountability to the public, in compliance with established accounting standards.</i>					
a. Town Financial Statements receive an 'Unqualified Opinion' from the Town's independent auditor:	Yes	Yes	Yes	Yes	Yes
b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Financial Reporting' awarded to the Town:	Yes	Yes	Yes	Yes	Yes
3. <i>Prepare accurate budget forecasts and workplans in compliance with standard budgeting practices.</i>					
a. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the Town:	Yes	Yes	Yes	Yes	Yes
4. <i>Provide timely and accurate financial reports within specified deadlines.</i>					
a. Percent of State Controller's annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
b. Percent of County annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
c. Percent of time revenue analyses completed within 30 days of month-end:*	<i>Data Not Available</i>				
d. Percent of time bank statements reconciled to general ledger within 30 days of month-end:*	<i>Data Not Available</i>	<i>Data Not Available</i>	100%	100%	100%
e. Percent of quarterly reports completed and submitted to Council by deadlines:**	100%	100%	100%	100%	100%
5. <i>Provide financial oversight and administer accounting functions for all Town funds and accounts.</i>					
a. Percentage of Accounts Payable invoices paid accurately:	99%	99%	99%	99%	99%
b. Percentage of Payroll checks paid accurately and on-time:	99%	99%	99%	99%	99%

Activity and Workload Highlights	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. Quarterly investment reports to Town Council:	4	4	4	4	4
2. Number of general ledger corrections needed during audit due to processing error:	0	0	0	0	0
3. Annual number of invoices entered into the Accounts Payable	8,443	7,855	7,643	7,600	7,500
4. Average number of Accounts Payable checks issued weekly:	75	68	62	60	60
5. Average number of regular and temporary employee payroll checks issued bi-weekly:	186	186	186	186	186
6. Number of Business Licenses issued annually:	4,389	4,057	4,468	4,300	4,300

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

** New measure effective FY 2015/16.



Administrative Services

CLERK ADMINISTRATION PROGRAM 2401

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The FY 2019/20 budget includes increases in salaries and benefits costs attributed to negotiated salary raises, and higher benefit and CalPERS pension rates. In addition, the two Office Assistant positions were reclassified to one Deputy Clerk and one Administrative Assistant to better align with current service delivery and needs. The FY 2019/20 Clerk's budget is programmed to maintain existing staffing and service levels.

ADMINISTRATIVE SERVICES
Clerk Administration

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable and collaborative government</p>	<ul style="list-style-type: none"> • Began to create a Council Member Handbook as part of the Town’s continuing efforts to increase efficiency and service to the Town Council. • Continued the update of the Retention Schedule and created the required forms for transferring and destroying of records in coordination with the Town Attorney and the Manager’s Office. • Completed a comprehensive review of the electronic agenda management system and identified improvements that will start in the next fiscal year.
<p><i>Civic Enrichment</i> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none"> • Presented an overview of the Clerk Department’s role and responsibilities at Leadership Los Gatos, highlighting the Board, Commission, and Committee Commissioner recruitment process. • Participated in Spring into Green in April to provide information on current Board, Commission, and Committee openings and the role of the Clerk Department. • Celebrated Municipal Clerks Week in May by inviting the public into the Clerk’s office for tours and to increase the public’s awareness of Municipal Clerks and the vital services they provide for local government and the community.

ADMINISTRATIVE SERVICES
Clerk Administration

SUMMARY OF REVENUES AND EXPENDITURES

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	-	-	-
TOTAL REVENUES	\$ -	\$ -				
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 243,127	\$ 283,271	\$ 286,260	\$ 311,423	\$ 301,711	\$ 397,425
<i>Operating Expenditures</i>	17,013	14,225	18,127	24,105	23,185	22,005
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	16,278	18,416	18,589	6,979	6,985	19,518
TOTAL EXPENDITURES	\$ 276,418	\$ 315,912	\$ 322,976	\$ 342,507	\$ 331,881	\$ 438,948

ADMINISTRATIVE SERVICES
Clerk Administration

FY 2019/20 KEY PROJECTS

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

ADMINISTRATIVE SERVICES
Clerk Administration

KEY PROGRAM SERVICES

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

CLERK ADMINISTRATION STAFFING

Full Time Equivalents (FTE)

	2015/16	2016/17	2017/18	2018/19	2019/20
Town Staff	Funded	Funded	Funded	Funded	Adopted
Clerk Administrator	1.00	1.00	1.00	1.00	-
Town Clerk	-	-	-	-	1.00
Deputy Town Clerk	-	-	-	-	0.63
Administrative Assistant	-	-	-	-	0.88
Office Assistant*	1.00	1.25	1.38	1.50	-
Total Clerk Admin FTEs	2.00	2.25	2.38	2.50	2.50

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

	2015/16	2016/17	2017/18	2018/19	2019/20
Temporary Staff	Funded	Funded	Funded	Funded	Adopted
Intern 1	-	-	-	-	375
Total Annual Hours	-	-	-	-	375

ADMINISTRATIVE SERVICES
Clerk Administration

Performance Objectives and Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. <i>Provide efficient and effective indexing of key documents to ensure adequate tracking of and accessibility to the Town's legislative</i>					
a. Percentage of resolutions, agreements, and ordinances indexed within five business days:	99%	99%	99%	99%	99%
b. Percentage of Town Council Minutes prepared within five business days:	99%	99%	99%	99%	99%
2. <i>Oversee the Town Council Agenda process to ensure comprehensive information and analysis is provided to the Town Council in a timely manner.</i>					
a. Percentage of Town Council reports available 120 hours prior to Town Council meetings:* (Prior to FY 2015/16, reports were available 96 hours prior to Town Council meetings)	100%	100%	100%	100%	100%
3. <i>Oversee the Public Records Act requests in a timely and effective manner.</i>					
a. Percentage of Public Records requests received by the Town Clerk's Office that are completed within 10 days.**	95%	95%	95%	95%	95%
4. <i>Percentage of vacancies filled on an annual basis to maximize community participation within the Town's advisory bodies.</i>	99%	95%	95%	95%	95%

Activity and Workload Highlights	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. <i>Number of Legislative Records indexed:</i>					
a. Number of resolutions indexed:	50	70	68	68	65
b. Number of agreements indexed:	302	240	262	250	245
c. Number of documents recorded:	80	52	65	60	60
d. Number of ordinances indexed:	12	5	17	10	8
2. Number of commission and board applications and appointments	97	96	74	80	80
3. Number of commission and board seats available:****	90	87	91	91	91
4. Number of Legal Notices published within established timelines:	156	110	145	120	120
5. Number of Fair Political Practices Commission (FPPC) Form 700:	173	190	164	170	170
6. Number of bids processed and project files monitored for final action:	12	19	7	22	15
7. Number of Town records processed for retention:*****	1,500	<i>Measure</i>	<i>Measure</i>	<i>Measure</i>	<i>Measure</i>
		<i>Discontinued</i>	<i>Discontinued</i>	<i>Discontinued</i>	<i>Discontinued</i>
8. Number of required insurance certificates verified:	352	381	368	350	350
9. Number of Town Council agenda reports processed:*	320	315	378	365	360
10. Number of Public Records Act requests processed:***	162	135	139	130	130

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

** New measure effective FY 2014/15.

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

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

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

Administrative Services

INFORMATION TECHNOLOGY STAFFING PROGRAM 2502

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The FY 2019/20 budget reflects a overall decrease in salaries and benefits from the prior year Adopted Budget which is attributed to the combined effect of negotiated labor agreements and increased CalPERS and medical benefits rates, and moving the Network Administrator position to the Police Department as an IT Systems Administrator. In addition, the IT Analyst position was reclassified to IT Systems Administrator to better align with current service delivery needs. These positions are responsible for overseeing the implementation and maintenance of technology improvements in the Police Department or all other Departments, respectively. The two positions (one programmed in Police Department and another in this program) ensure that the Town continues to provide cost-effective and efficient service delivery throughout the organization.

ADMINISTRATIVE SERVICES
Information Technology Staffing

ACCOMPLISHMENTS

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

ADMINISTRATIVE SERVICES
Information Technology Staffing

SUMMARY OF REVENUES AND EXPENDITURES

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	-	169,300	169,300	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ 169,300	\$ 169,300	\$ -
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ -	\$ -	\$ 33	\$ 682,962	\$ 551,073	\$ 576,534
<i>Operating Expenditures</i>	-	-	-	-	-	-
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	1,801	-	1,660
TOTAL EXPENDITURES	\$ -	\$ -	\$ 33	\$ 684,763	\$ 551,073	\$ 578,194

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

ADMINISTRATIVE SERVICES
Information Technology Staffing

FY 2019/20 KEY PROJECTS

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

ADMINISTRATIVE SERVICES
Information Technology Staffing

FY 2019/20 KEY PROJECTS

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

KEY PROGRAM SERVICES

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

INFORMATION TECHNOLOGY STAFFING

Full Time Equivalent (FTE)

Town Staff	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Funded	2019/20 Adopted
IT Manager*	-	-	-	1.00	1.00
Network Administrator*	-	-	-	1.00	-
IT Systems Administrator	-	-	-	-	1.00
IT Analyst	-	-	-	1.00	-
IT Technician*	-	-	-	1.00	1.00
Total IT FTEs	-	-	-	4.00	3.00

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

ADMINISTRATIVE SERVICES
Information Technology Staffing

Performance Objectives and Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. <i>Support the delivery of services to all the Town's customers through the use of SMART technology (Sensible, Multi-modal, Accessible, Responsive, and Time phased technology).</i>					
a. Percentage of time service requests are resolved within established guidelines:	85%	87%	85%	80%	85%
b. Percentage of network availability during normal business hours:	99%	99%	99%	99%	99%
c. Percentage of customers rating support as "good" or "excellent" based on timeliness:	98%	98%	97%	98%	98%
d. Percentage of customers rating support as "good" or "excellent" based on quality of service:	98%	96%	96%	97%	98%

Activity and Workload Highlights	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Planned
1. Number of PCs/Notebooks maintained:*	230	238	238	240	240
2. Number of network servers maintained:	72	73	77	78	78
3. Number of network printers maintained:	34	33	33	34	34
4. Number of service requests received:	2980	3040	4020	4190	5000

Administrative Services

NON-DEPARTMENTAL PROGRAM PROGRAM 1201

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The majority of the Town's general revenues are accounted for in the Non-Departmental Program. Current trends in some tax revenues indicate that the local economy is continuing to be strong. The FY 2019/20 proposed General Fund budget assumes growth trends in economically sensitive revenue sources such as Property Tax, Transient Occupancy Tax, and Franchise Fees. The FY 2019/20 Sales Tax projection is declining overall as online sales continue to detract from brick and mortar shops and due to the Netflix business model change. As a result, these estimates are conservative, and the Town will continue its proactive efforts to retain and protect vital revenue sources, align Town services with projected revenue streams to improve and enhance efficiencies, and manage staff deployment consistent with service delivery.

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

ADMINISTRATIVE SERVICES

Non-Departmental

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.

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. The CalPERS rates for FY 2018/19 are either 46.085% or 12.961% for public safety employees, depending on date of entrance into CalPERS, and 30.87% for miscellaneous employees.

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 34 printers and copiers. The lease and maintenance service includes toner and repairs for all copiers and printers and the Non-Departmental Program pays for copy paper for use on the printers and copiers.

The Non-Departmental Program includes the following:

- \$1,242,000 for the cost of covering the Town's portion of retiree medical insurance premiums. The Town has paid for this expenditure since the Town became a member of the CalPERS medical plan as it is part of the CalPERS agreement.
- \$1,100,000 for the actuarially-required contribution for post-retirement benefit and pension obligations. The Governmental Accounting Standards Board Statement No. 45 (GASB 45) requires that the Town accrue an annual expenditure on its financial statements for the cost of providing post-retirement health care costs.
- \$1,230,925 for the lease payment on the Town's Library building as pledged under the 2010

ADMINISTRATIVE SERVICES

Non-Departmental

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.

- \$674,099 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.
- \$390,000 payment toward unfunded pension liability.
- \$233,000 for animal control services provided by the City of San Jose. The Town entered into a 20-year agreement with the City of San Jose effective July 1, 2004.
- \$139,900 for Santa Clara County's Tax Administration fee for collecting and processing of the Town's assorted tax receipts.
- \$100,000 for the Town Manager's Contingency and Productivity Funds to address unforeseen situations or opportunities that may arise during the fiscal year.
- \$70,000 for additional special studies when needed.
- \$45,000 for the Los Gatos Chamber of Commerce contract to provide support for the Chamber's information center.
- \$20,000 for a Town Council Contingency Fund for the Council to address unique issues that may arise during the fiscal year.
- \$15,000 for employee health and wellness program.
- \$15,000 for employee commuter benefits program.
- \$10,000 for one more year of a senior transportation pilot within the West Valley. The program provides door to door transport services to seniors at a discounted or subsidized rate.
- \$10,000 for organizational development and training to address needs of the Town organization when opportunities arise.

The Non-Departmental program budget also reflects a transfer of \$6.7 million from the General Fund Capital and Special Projects Reserve to the General Fund Appropriated Reserves (GFAR) to support the Capital Improvement Program (CIP). The transfer supports capital projects as outlined in the proposed Capital Improvement Program. A \$10,000 transfer is included for stormwater management to comply with permitting requirements. In addition, the Non-Departmental program budget also reflects a transfer of \$1.1 million from the Compensated Absences Reserve to the Workers Compensation Fund.

⌘ ADMINISTRATIVE SERVICES ⌘

Non-Departmental

NON-DEPARTMENTAL STAFFING

Full Time Equivalents (FTE)

	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Town Staff</i>	Funded	Funded	Funded	Funded	Adopted
Community Outreach Coordinator	1.00	1.00	-	-	-
Total Non-Departmental FTEs	1.00	1.00	-	-	-

ADMINISTRATIVE SERVICES

Non-Departmental

SUMMARY OF REVENUES AND EXPENDITURES

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
REVENUES						
<i>Property Tax</i>	\$ 10,779,434	\$ 11,518,257	\$ 12,510,822	\$ 12,507,071	\$ 13,543,960	\$ 14,174,700
<i>VLF Backfill Property Tax</i>	2,984,023	3,237,955	3,447,584	3,482,060	3,685,247	3,795,800
<i>Sales & Use Tax</i>	7,501,175	9,171,373	7,592,206	7,744,208	7,629,897	8,001,917
<i>Franchise Fees</i>	2,258,892	2,366,908	2,474,814	2,386,910	2,386,910	2,458,520
<i>Other Taxes</i>	-	-	-	-	-	-
<i>Transient Occupancy Tax</i>	1,943,166	2,322,910	2,628,927	2,272,500	2,622,500	2,848,730
<i>Licenses & Permits</i>	-	3,655	-	230	-	-
<i>Intergovernmental Revenues</i>	74,003	20,169	24,237	7,800	9,242	9,350
<i>Lease Payments</i>	1,922,398	1,923,303	1,914,739	1,909,073	1,909,073	1,905,024
<i>Charges for Services</i>	145,581	138,454	110,785	132,359	129,162	134,452
<i>Fines & Forfeitures</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Sources</i>	164,130	1,978,162	514,716	153,810	3,993,951	160,036
TOTAL REVENUES	\$ 27,772,802	\$ 32,681,146	\$ 31,218,830	\$ 30,596,021	\$ 35,909,942	\$ 33,488,529
TRANSFERS IN						
<i>Transfer from Parking District</i>	\$ 179,204	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Transfer from Blackwell Dst</i>	460	460	460	460	460	460
<i>Transfer from Kennedy Meadow Dst</i>	1,510	1,510	1,510	1,510	1,510	1,510
<i>Transfer from Gemini Court Dst</i>	610	610	610	610	610	610
<i>Transfer from Santa Rosa Dst</i>	660	660	660	660	660	660
<i>Transfer from Vasona Heights Dst</i>	1,430	1,430	1,430	1,430	1,430	1,430
<i>Transfer from Hillbrook Dst</i>	250	250	250	250	250	250
<i>Transfer from Capital Project Funds</i>	540,792	102,000	102,000	102,000	102,000	102,000
<i>Transfer from Traffic Mitigations</i>	12,147	3,097	10,000	10,000	10,000	10,000
<i>Transfer from Gas Tax</i>	106,000	106,000	106,000	106,000	106,000	106,000
<i>Transfer from Equip Replacement</i>	1,488,687	-	-	-	-	-
<i>Transfer from Equipment Maintenance</i>	-	-	-	-	780,278	-
<i>Transfer from Stores</i>	-	-	-	-	224,791	-
<i>Transfer from SA</i>	69,654	-	6,300	6,300	-	-
TOTAL TRANSFERS IN	\$ 2,401,404	\$ 216,017	\$ 229,220	\$ 229,220	\$ 1,227,989	\$ 222,920
TOTAL REVENUES & TRANSFERS	\$ 30,174,206	\$ 32,897,163	\$ 31,448,050	\$ 30,825,241	\$ 37,137,931	\$ 33,711,449
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 371,680	\$ 497,408	\$ 402,057	\$ 50,000	\$ 3,145	\$ 50,000
<i>Operating Expenditures</i>	3,399,896	4,381,239	4,643,978	6,900,300	6,803,454	3,762,500
<i>Charges for Services</i>	5,359	5,493	-	-	-	755
<i>Debt Service</i>	1,922,398	1,923,303	1,914,739	1,909,073	1,909,073	1,905,024
TOTAL EXPENDITURES	\$ 5,761,887	\$ 6,869,047	\$ 7,024,195	\$ 8,924,373	\$ 8,780,672	\$ 5,778,279
TRANSFERS OUT						
<i>Transfer fo History Project Fund</i>	-	-	-	-	-	-
<i>Transfers to GFAR</i>	\$ 531,014	\$ 7,298,187	\$ 2,638,224	\$ 2,335,220	\$ 2,335,220	\$ 6,681,884
<i>Transfers to Pollution Prevention</i>	50,000	-	-	-	-	10,000
<i>Transfer to Equipment Replacement</i>	-	-	300,000	450,000	450,000	-
<i>Transfer to Facilities</i>	-	-	300,000	-	-	-
<i>Transfer to Workers' Comp</i>	-	-	-	-	-	1,061,256
<i>Transfer to IT fund</i>	-	-	5,371	-	-	-
TOTAL TRANSFERS OUT	\$ 581,014	\$ 7,298,187	\$ 3,243,595	\$ 2,785,220	\$ 2,785,220	\$ 7,753,140
TOTAL EXPEND'S & TRANSFERS	\$ 6,342,901	\$ 14,167,234	\$ 10,267,790	\$ 11,709,593	\$ 11,565,892	\$ 13,531,419



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 2019/20 budget for IT recognizes the continued need to identify and invest in information technology opportunities. Continued investment is a cost-effective approach to maintain or potentially improve service delivery levels in a fiscally prudent manner. To this end, in FY 2019/20, the Town's IT Master Plan will be updated.

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

ADMINISTRATIVE SERVICES
Information Technology Fund

IT program expenses are budgeted to increase for FY 2019/20 due to the scheduled replacement of network servers and systems.

STATEMENT OF SOURCE AND USE OF FUNDS

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	2,833,160	2,888,452	2,251,332	2,161,809	2,161,809	2,379,740
Total Beginning Fund Balance	2,833,160	2,888,452	2,251,332	2,161,809	2,161,809	2,379,740
Revenues						
<i>Service Charge</i>	972,184	981,378	1,016,399	244,478	243,996	769,223
<i>Other Revenues</i>	142,199	128,984	156,056	90,000	876,505	90,000
Total Revenues	1,114,383	1,110,362	1,172,455	334,478	1,120,501	859,223
TRANSFERS IN						
<i>From General Fund</i>	-	-	5,371	-	-	-
TOTAL TRANSFERS IN	-	-	5,371	-	-	-
TOTAL REVENUES & TRANSFERS	1,114,383	1,110,362	1,177,826	334,478	1,120,501	859,223
TOTAL SOURCE OF FUNDS	\$ 3,947,543	\$ 3,998,814	\$ 3,429,158	\$ 2,496,287	\$ 3,282,310	\$ 3,238,963
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits*</i>	\$ 440,482	\$ 1,195,735	\$ 581,371	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	601,937	551,694	685,978	761,775	602,570	955,575
<i>Fixed Assets</i>	16,672	-	-	150,000	-	-
<i>Internal Service Charges</i>	-	53	-	-	-	-
Total Expenditures	1,059,091	1,747,482	1,267,349	911,775	602,570	955,575
Transfers Out						
<i>Transfer to General</i>	-	-	-	-	-	-
<i>Transfer to Equipment Replacement</i>	-	-	-	-	-	-
<i>Transfer to GFAR</i>	-	-	-	300,000	300,000	-
Total Transfers Out	-	-	-	300,000	300,000	-
Total Expenditures & Transfers Out	1,059,091	1,747,482	1,267,349	1,211,775	902,570	\$ 955,575
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	2,888,452	2,251,332	2,161,809	1,284,512	2,379,740	2,283,388
Total Ending Fund Balance	2,888,452	2,251,332	2,161,809	1,284,512	2,379,740	2,283,388
TOTAL USE OF FUNDS	\$ 3,947,543	\$ 3,998,814	\$ 3,429,158	\$ 2,196,287	\$ 2,982,310	\$ 3,238,963

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

** FY 2018/19 estimated Ending Fund Balance is anticipated to be restated upon final audit because no material amounts of pension expense were budgeted in Workers' Compensation Fund.

ADMINISTRATIVE SERVICES
Information Technology Fund

INFORMATION TECHNOLOGY FUND STAFFING

Full Time Equivalent (FTE)

	2015/16	2016/17	2017/18	2018/19	2019/20
Town Staff	Funded	Funded	Funded	Funded	Adopted
IT Manager*	1.00	1.00	1.00	-	-
Network Administrator*	1.00	1.00	1.00	-	-
IT Technician*	1.00	1.00	1.00	-	-
Communications Coordinator	0.20	-	-	-	-
Office Assistant*	-	0.13	0.13	-	-
Total IT FTEs	3.20	3.13	3.13	-	-

	2015/16	2016/17	2017/18	2018/19	2019/20
Temporary Staff Hours	Funded	Funded	Funded	Funded	Adopted
IT Technician temp/hourly	-	720	720	-	-
Total Annual Hours	-	720	720	-	-

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



Administrative Services

WORKERS' COMPENSATION FUND FUND 612

FUND PURPOSE

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

BUDGET OVERVIEW

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

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

ADMINISTRATIVE SERVICES
Workers' Compensation Fund

STATEMENT OF SOURCE AND USE OF FUNDS

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	1,514,858	1,213,324	902,308	620,726	620,726	16,099
Total Beginning Fund Balance	1,514,858	1,213,324	902,308	620,726	620,726	16,099
Revenues						
<i>Service Charge</i>	863,342	868,527	884,190	878,386	856,257	1,026,229
<i>Interest</i>	6	8	5	-	-	-
<i>Other Revenues</i>	99,807	157,820	250,945	-	506,078	-
Total Revenues	963,155	1,026,355	1,135,140	878,386	1,362,335	1,026,229
TRANSFERS IN						
<i>From General Fund</i>	-	-	-	-	-	1,061,256
TOTAL TRANSFERS IN	-	-	-	-	-	1,061,256
TOTAL REVENUES & TRANSFERS	963,155	1,026,355	1,135,140	878,386	1,362,335	\$ 2,087,485
TOTAL SOURCE OF FUNDS	\$ 2,478,013	\$ 2,239,679	\$ 2,037,448	\$ 1,499,112	\$ 1,983,061	\$ 2,103,584
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits*</i>	\$ 90,014	\$ 278,539	\$ 137,014	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	1,174,505	1,058,832	1,279,708	1,218,202	1,966,962	1,657,210
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	170	-	-	-	-	-
Total Expenditures	1,264,689	1,337,371	1,416,722	1,218,202	1,966,962	1,657,210
Transfers Out						
<i>Transfer to Grant Funds</i>	-	-	-	-	-	-
<i>Transfer to General Fund</i>	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	1,264,689	1,337,371	1,416,722	1,218,202	1,966,962	1,657,210
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	1,213,324	902,308	620,726	280,910	16,099	446,374
Total Ending Fund Balance	1,213,324	902,308	620,726	280,910	16,099	446,374
TOTAL USE OF FUNDS	\$ 2,478,013	\$ 2,239,679	\$ 2,037,448	\$ 1,499,112	\$ 1,983,061	\$ 2,103,584

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

** FY 2018/19 estimated Ending Fund Balance is anticipated to be restated upon final audit because no material amounts of pension expense were budgeted in Workers' Compensation Fund.

ADMINISTRATIVE SERVICES
Workers' Compensation Fund

FY 2019/20 KEY PROJECTS

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

KEY PROGRAM SERVICES

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

WORKERS' COMPENSATION FUND STAFFING

Full Time Equivalent (FTE)

Town Staff	2015/16 Funded	2016/17 Funded	2017/18 Funded	2018/19 Funded	2019/20 Adopted
Human Resources Director*	0.25	0.25	0.25	-	-
Town Attorney*	0.05	0.05	0.05	-	-
Payroll Technician*	0.05	0.05	0.05	-	-
Administrative Analyst*	0.20	0.20	0.20	-	-
Total Workers Compensation FTEs	0.55	0.55	0.55	-	-

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



Administrative Services

OFFICE STORES FUND FUND 622

FUND PURPOSE

The Town is closing the Office Stores Fund beginning in FY 2019/20. Any fund balance will be added to the General Fund Assigned Reserve. Town Council may provide direction on use of funds at the Budget hearing. The actual reserve balance will be determined at the year-end close. 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. Due to limited personnel activity in the operations of this program, there are no staffing, key projects, or performance measures accounted for in this fund.

BUDGET OVERVIEW

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

ADMINISTRATIVE SERVICES
Office Stores Fund

STATEMENT OF SOURCE AND USE OF FUNDS

	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19 Adopted	2018/19 Estimated	2019/20 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	187,955	183,127	200,437	227,791	227,791	-
Total Beginning Fund Balance	187,955	183,127	200,437	227,791	227,791	-
Revenues						
<i>Service Charge</i>	112,083	125,377	122,247	113,000	113,000	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	5,651	5,143	5,539	5,000	5,000	-
Total Revenues	117,734	130,520	127,786	118,000	118,000	-
Transfers In						
<i>Equipment Replacement Fund</i>	-	-	-	-	-	-
Total Transfers In	-	-	-	-	-	-
Total Revenues & Transfers In	117,734	130,520	127,786	118,000	118,000	-
TOTAL SOURCE OF FUNDS	\$ 305,689	\$ 313,647	\$ 328,223	\$ 345,791	\$ 345,791	\$ -
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	122,562	113,210	100,432	134,500	121,000	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	122,562	113,210	100,432	134,500	121,000	-
Transfers Out						
<i>Transfer to General Fund</i>	-	-	-	-	224,791	-
Total Transfers Out	-	-	-	-	224,791	-
Total Expenditures & Transfers Out	122,562	113,210	100,432	134,500	345,791	-
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	183,127	200,437	227,791	211,291	-	-
Total Ending Fund Balance	183,127	200,437	227,791	211,291	-	-
TOTAL USE OF FUNDS	\$ 305,689	\$ 313,647	\$ 328,223	\$ 345,791	\$ 345,791	\$ -

KEY PROGRAM SERVICES

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