

Administrative Services

DEPARTMENT PURPOSE

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

The Administrative Services portion of Town Manager oversight encompasses responsibility for human resources, finance, budgeting, purchasing, labor relations, information technology systems, economic vitality, equipment replacement, workers' compensation, records management, customer service management, and other administrative support. For budget purposes, Administrative Services incorporates six key programs: Town Manager's Office, Clerk Department, Finance Department, Human Resources Department, Information Technology (IT), Non-Departmental (i.e., Town services and functions that are not attributable to a single Department). In addition, the Town's Workers' Compensation Fund is accounted for in the Administrative Services. The following sections provide summaries of the Administrative Services' core services and service objectives.

BUDGET OVERVIEW

The majority of revenues which support Town wide services are accounted for in the Non-departmental program within Administrative Services. For FY 2021/22, revenues captured in Administrative Services reflect changes in Transient Occupancy Tax, Sales Tax, Franchise Fees Licenses and Permits, and Charges for Services due to the forecasted continuation of economic

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impacts associated with the COVID-19 pandemic and the corresponding mandated Public Health Orders. In addition, changes in Property Tax reflect adverse impacts associated with legal challenges to excess surplus Education Revenue Augmentation Fund (ERAF) distributions and legacy Redevelopment Agency distributions. 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.

In terms of expenditures, the FY 2021/22 budget includes increases in salary and benefit costs attributable to anticipated merit step increases and higher benefit and CalPERS pension rates. The budget also proposes some decreased expenditures in light of reduced revenues due to the economic impact of the pandemic, including reductions in training, travel, supplies, and other items.

The FY 2021/22 budget reflects the proposed continuation of a part time, two-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement, one-time temporary Project Manager hours to assist with IT needs, one-time temporary hours to assist with Human Resources special projects, and a reclassification of Temporary Intern hours to Temporary Office Assistant hours to better align current service delivery and Town needs.

ADMINISTRATIVE SERVICES

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adopted	2020/21 Estimated	2021/22 Adopted
REVENUES						
<i>Other Taxes</i>	\$ 1,686,251	\$ 1,526,894	\$ 1,357,080	\$ 1,100,000	\$ 1,300,000	\$ 1,250,000
<i>Licenses and Permits</i>	965	11,405	2,444	2,964	227	1,000
<i>Intergovernmental Revenues</i>	-	-	8,258	-	2,365	-
<i>Service Charges</i>	990	200	-	-	-	-
<i>Interest</i>	244,762	1,196	90,593	75,000	85,000	85,000
<i>Other Revenues</i>	13,565	1,632,324	2,255,824	1,589,067	597,371	441,233
TOTAL REVENUES	\$ 1,946,533	\$ 3,172,019	\$ 3,714,199	\$ 2,767,031	\$ 1,984,963	\$ 1,777,233
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 2,493,535	\$ 3,341,837	\$ 3,742,818	\$ 4,234,929	\$ 4,084,297	\$ 4,349,117
<i>Operating Expenditures</i>	368,698	347,429	319,300	470,061	347,658	441,361
<i>Grants</i>	119,800	136,513	182,303	150,000	144,000	150,000
<i>Pass Through Accounts</i>	-	2,845	-	-	-	-
<i>Fixed Assets</i>	-	-	8,258	-	2,365	-
<i>Internal Service Charges</i>	211,962	103,182	136,083	140,856	140,667	146,727
TOTAL EXPENDITURES	\$ 3,193,995	\$ 3,931,806	\$ 4,388,762	\$ 4,995,846	\$ 4,718,987	\$ 5,087,205
	2017/18	2018/19	2019/20	2020/21	2020/21	2021/22
	Actuals	Actuals	Actuals	Adopted	Estimated	Adopted
PROGRAM						
<i>Town Manager's Office</i>	\$ 1,070,761	\$ 1,077,603	\$ 1,271,552	\$ 1,427,653	\$ 1,274,323	\$ 1,441,685
<i>Community Grants</i>	119,800	136,513	182,303	150,000	144,000	150,000
<i>Human Resources</i>	630,554	678,490	713,842	785,883	784,894	825,848
<i>Finance & Admin Services</i>	1,049,871	1,145,906	1,293,793	1,550,837	1,469,419	1,563,928
<i>Clerk Administration</i>	322,976	349,776	387,470	459,193	413,325	449,415
<i>Information Technology Management</i>	33	540,044	539,802	622,280	633,026	656,329
<i>Smoking Restriction Implementation</i>	-	629	-	-	-	-
<i>Pass Through</i>	-	2,845	-	-	-	-
TOTAL EXPENDITURES	\$ 3,193,995	\$ 3,931,806	\$ 4,388,762	\$ 4,995,846	\$ 4,718,987	\$ 5,087,205

* 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>					
	2017/18	2018/19	2019/20	2020/21	2021/22
<i>General Fund</i>	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	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
Office Assistant	1.75	1.88	-	-	-
Human Resources Director	0.75	1.00	1.00	1.00	1.00
Administrative Analyst	4.10	4.00	4.00	4.00	5.00
Human Resources Technician	1.00	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance & Budget Manager	1.00	1.00	1.00	1.00	1.00
Accountant/Finance Analyst	0.99	0.99	1.99	1.99	1.99
Payroll Technician	0.95	1.00	1.00	1.00	-
Account Technician	0.35	0.35	-	-	-
Town Clerk	-	-	1.00	1.00	1.00
Clerk Administrator	1.00	1.00	-	-	-
Deputy Town Clerk	-	-	0.88	0.88	1.00
Events & Marketing Specialist	0.50	0.50	0.50	0.50	0.50
IT Manager	-	1.00	1.00	1.00	1.00
IT Systems Administrator	-	-	1.00	1.00	1.00
Network Administrator	-	1.00	-	-	-
IT Analyst	-	1.00	-	-	-
IT Technician	-	1.00	1.00	1.00	1.00
Total General Fund FTEs	16.19	20.52	20.17	20.17	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	0.01	0.01
Total Successor Agency FTEs	0.01	0.01	0.01	0.01	0.01
Equipment Replacement					
Administrative Analyst	0.10	-	-	-	-
Total Equip Replace FTEs	0.10	-	-	-	-
Liability Self-Insurance					
Administrative Analyst	0.10	-	-	-	-
Total Liability Self-Insurance	0.10	-	-	-	-

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ADMINISTRATIVE SERVICES STAFFING

<i>Full Time Equivalents (FTE)</i>	2017/18	2018/19	2019/20	2020/21	2021/22
	Funded	Funded	Funded	Funded	Adopted
Workers Compensation					
Human Resources Director	0.25	-	-	-	-
Payroll Technician	0.05	-	-	-	-
Administrative Analyst	0.20	-	-	-	-
Total Workers Comp FTEs	0.50	-	-	-	-
Information Technology Services					
IT Manager	1.00	-	-	-	-
Network Administrator	1.00	-	-	-	-
IT Technician	1.00	-	-	-	-
Office Assistant	0.13	-	-	-	-
Total IT FTEs	3.13	-	-	-	-
Total Admin Services FTEs	20.02	20.53	20.18	20.18	20.18
Temporary Staff Hours					
Intern I	450	450	1,050	1,050	-
Office Assistant	-	-	-	-	1,040
Facility Attendant	50	50	50	50	50
Administrative Analyst	726	626	-	-	-
IT Technician	720	-	-	-	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Emergency Management	-	-	1,000	1,000	1,000
Human Resources Technician	-	-	-	-	1,040
IT Program Manager	-	-	-	-	650
Total Annual Hours	2,196	1,376	2,350	2,350	4,030



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 the Council Policy Committee, any Council Ad Hoc 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 2021/22 budget includes increases in salary and benefit costs attributed to anticipated merit step increases and higher benefit and CalPERS pension rates. The FY 2021/22 Town Manager's Office budget is programmed to maintain existing staffing and service levels with the continuation of a part time, two-year position to assist with the Town's emergency preparedness activities and regional emergency management engagement.

As in prior years, the Town Manager's Office will continue to direct its attention in managing key special projects and policies as reflected in the 2021-2023 Town Council Strategic Priorities.

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Town Manager’s Office


ACCOMPLISHMENTS

Core Goals	Accomplishments
<p align="center">Community Character Preserve and enhance the appearance, character, and environmental quality of the community</p>	<ul style="list-style-type: none"> • Provided support to the Council Policy Committee as it evaluated a variety of land use policies and good government practices. • Assisted businesses to locate, expand, or stay in Los Gatos, including 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. • Continued work on the downtown parklet pilot program and assisted businesses with expanding into temporary outdoor spaces to comply with Public Health Orders. • Administered a grant match program for businesses to provide platforms, ramps, and other essential items that allow the parklets to become accessible and meet ADA requirements. • Provided strategic guidance for the Town’s General Plan update process, involving all Town Departments and Boards, Commissions, and Committees. • Led the Town’s Diversity, Equity, and Inclusion work, including launching the “Becoming an Inclusive Community” website to provide a single location for Town activities, Council Actions, Police Reforms Implementation, and community workshops. • Organized, promoted, and held a series of Community Workshops over Zoom regarding Police Reform, Affordable Housing, and Community Culture.
<p align="center">Good Governance Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> • Led the Town organization as it continued to pivot and adapt to providing high quality municipal services during the COVID-19 pandemic consistent with the changing Public Health Orders, implementing online service delivery in some instances, and managing a partial remote workforce. Council, Board, Committee, and Commission meetings occurred over Zoom with at times higher public participation rates. • Developed a work plan with actions internal to the Town organization and external to the community to advance the Town’s justice, equity, diversity, and inclusion work. A consultant is expected to be hired to assist with the implementation of the work plan, including community engagement. • Supported the Town Council in its decision making.

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Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> • Led streamlining efforts to improve the efficiency of Town processes. • Provided administrative support to the Pension and OPEB Trusts Oversight Committee to manage the additional discretionary monies deposited into the Town's IRS 115 Pension and healthcare accounts. • Led an inter-departmental Communications Team to begin writing a Town Communication Plan to increase community engagement and government transparency. • Conducted a public survey regarding the community's strategic priorities for the Town. • Represented the Town in County-wide and regional forums. • Supported the Town Council as it took positions on pending legislation and funding items affecting Los Gatos. • Continued to enhance community awareness and engagement through increased content on the Town's Facebook, Instagram, Nextdoor, and Twitter accounts. Launched a new Town LinkedIn account. • Promoted community participation in Town matters by signing up for notifications through a dedicated email and Notify me on the Town's website. • Utilized teleconferencing technology for public meetings in compliance with Public Health Orders.


ADMINISTRATIVE SERVICES

Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Led a series of Town Council discussions and in-depth examinations of municipal financial practices. • Led the development of additional discretionary payments directly to CalPERS. • Led the development of a comprehensive Town-wide budget. • Provided technical and administrative support to the new Finance Commission. • Continued to increase transparency and community access to Town financial information through work on dedicated Fiscal Transparency webpages.
<p><i>Quality Public Infrastructure</i> Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<ul style="list-style-type: none"> • Supported respective Council Members as they serve on regional boards governing transportation, clean energy, and other topics. • Supported the economic vitality and infrastructure elements of the downtown parklet program, economic recovery efforts, and pilot program to create a public space on Grays Lane.

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Town Manager's Office

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Civic Enrichment</i> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<ul style="list-style-type: none"> • Supported the Arts and Culture Commission in the implementation of the Gateway Art Project, the Utility Art Box Program, and potential funding sources for Town art. • Worked with the Farmers' Market to ensure community access to market vendors in compliance with Public Health Orders. • 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. • Oversaw the continuation of the Town's action items in support of its World Health Organizations Age-Friendly Community Designation.
<p><i>Public Safety</i> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<ul style="list-style-type: none"> • Led the Town's response to the COVID-19 emergency. • Continued to lead the virtual activation of the Town's Emergency Operations Center during the COVID-19 pandemic, ensuring that the Town was implementing its emergency plans and following all Public Health Orders to protect employees and the public. • Continued to participate in County-led Emergency Management training programs and exercises. • Continued to implement a comprehensive training plan for all Town staff involved in the activation of the Emergency Operation Center. • Expanded communication and coordination with County Fire and other agencies regarding wildfire prevention and preparedness. • Provided support to the Council Ad Hoc Wildfire Committee to study wildfire mitigation in the Wildland Urban Interface and assisted with preparing the Committee's report and findings. • Managed and implemented crisis communications, including the pandemic response and associated changing Public Health Orders, wildfire and evacuations in close proximity, poor air quality due to smoke, potential PG&E public safety power shutoffs, record heat waves, storms, and general emergency preparedness. The Town expanded its social media messaging and provided up-to-date information on the front page of the Town's website pertaining to the incidents mentioned above that were affecting the lives of residents, businesses, and visitors. • Maintained a dedicated COVID-19 website with links to resources, County Health Orders, and other useful information for the public. • Initiated work on implementing the Independent Police Auditor function.

ADMINISTRATIVE SERVICES
Town Manager's Office

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Licenses and Permits</i>	965	11,405	2,444	2,964	227	1,000
<i>Intergovernmental Revenues</i>	-	-	8,258	-	2,365	-
<i>Service Charges</i>	60	200	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	13,565	17,384	17,272	500	-	-
TOTAL REVENUES	\$ 14,590	\$ 28,989	\$ 27,974	\$ 3,464	\$ 2,592	\$ 1,000
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 894,948	\$ 945,000	\$ 1,105,538	\$ 1,226,814	\$ 1,161,346	\$ 1,243,534
<i>Operating Expenditures</i>	83,539	81,929	90,491	131,850	41,714	127,350
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	8,258	-	2,365	-
<i>Internal Service Charges</i>	92,274	50,674	67,265	68,989	68,898	70,801
TOTAL EXPENDITURES	\$ 1,070,761	\$ 1,077,603	\$ 1,271,552	\$ 1,427,653	\$ 1,274,323	\$ 1,441,685

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p style="text-align: center;">Community Character</p> <p>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 and other policies.
	<i>Business Attraction and Retention</i>
	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.
	<i>Music in the Park</i>
	Oversee the transition of production of the Music in the Park summer concert series to a new management team as Public Health Orders allow.
	<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, consistent with Public Health Orders.
	<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.
<i>COVID-19 Recovery</i>	
Leverage the Town organization to ensure an efficient and robust recovery from the impacts of COVID-19.	
<i>Diversity, Equity, and Inclusion</i>	
Continue to work with all Departments to use a lens of diversity, equity, and inclusion in the development of the Town budget, delivery of services, and the creation of all new programs, projects, and policies.	
<i>Sustainability</i>	
Continue to work with all Departments to increase sustainability efforts Town-wide.	

ADMINISTRATIVE SERVICES
Town Manager's Office

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<p><i>Communication with the Public</i></p>
	<p>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 new postcard mailing program to all Los Gatos residents, businesses, and property owners encouraging online engagement with the Town.</p>
	<p><i>Town Council Policies</i></p>
	<p>Continue to provide support, research, and analysis to the Policy Committee for the review and revision of Town policies regarding a wide range of topics. Continue to lead the inter-departmental Communications Team and complete the Town Communications Plan and supporting policies and procedures.</p>
	<p><i>Town Council Priorities</i></p>
	<p>Lead an annual Strategic Priorities session with the Town Council to provide guidance on policy, special projects, and key capital investments to align the work of Town Department and Commissions with current and future budgets.</p>
	<p><i>IT</i></p>
	<p>Complete migration of eFinance hosted 5.1 finance system to enhance efficiencies and remove dependence on physical server data storage. Explore online Business Tax acceptance forms and other IT applications for enhanced customer experience.</p>

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Town Manager's Office

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<i>Cost Containment</i>
	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.
	<i>Fiscal Planning</i>
	Continue to support the Town Pension and OPEB Trusts Oversight Committee and the new Finance Commission to develop additional cost-saving strategies and identify increased revenue options in alignment with the Council's Strategic Priorities.
	<i>Financial Information</i>
	Enhance the description of budget assumptions and graphic representation to better explain the Town's budget and other financial documents, including developing alternate budget scenarios to illustrate the effects of differing economic assumptions.
	<i>Property Asset Management</i>
	Continue to manage the research, analysis, and negotiations regarding the potential sale and/or lease of remaining Town-owned properties.
<p><i>Quality Public Infrastructure</i> Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<i>Downtown Parking</i>
	Support the Police Department in the implementation of the Comprehensive Parking Study.

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Town Manager's Office

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p><i>Civic Enrichment</i> Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<i>Arts and Culture</i>
	<p>Support the Arts and Culture Commission's Gateway Art Project and the Parks and Public Works' Outside the Box Utility Box Art Program.</p>
	<i>Cultural Partnerships</i>
	<p>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>
	<i>Senior Initiatives</i>
	<p>Support the Community Health and Senior Services Commission in the implementation of the Council's identification of senior initiatives as a Strategic Priority.</p>
<p><i>Public Safety</i> Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness</p>	<i>Overall Emergency Preparedness</i>
	<p>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. Further enhance the "emergency preparedness" sections of the Town's website.</p>
	<i>PG&E Shutoffs</i>
	<p>Prepare for potential PG&E Public Safety Power Shutoff Events and keep website information current for future events.</p>
	<i>Wildfire Preparedness</i>
	<p>Prepare implementation plans for the short-term and long-term goals identified in the Council Ad Hoc Wildfire Committee's plan.</p>
<i>COVID-19 Emergency</i>	
	<p>Continue to lead the Town's implementation of State and County Public Health Orders.</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 email, telephone, counter, and website assistance.
- Provides staff support to the Finance Commission, Policy Committee, and the Community Health 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, Farmers' Market, KCAT, and other community organizations.
- Manages the annual Community Grant process in partnership with the Library Director.
- Oversees and executes Town events consistent with Public Health Orders, such as Spring into Green, 4th of July, and Screen on the Green. Some events may not occur in FY 2021/22 due to the lingering pandemic.
- Processes all Special Event Permits consistent with Public Health Orders.
- Addresses resident complaints, inquiries, and requests.
- Oversees continuous improvements in Town administrative processes, measurements, and other activities.
- Provides public information and website/social media management.
- Oversees special projects and new initiatives, particularly during policy development stages.
- Monitors and participates in regional activities to represent the Town interests.
- Monitors state and federal legislation.

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Town Manager's Office

TOWN MANAGER'S OFFICE STAFFING

Full Time Equivalent (FTE)

Town Staff	2017/18	2018/19	2019/20	2020/21	2021/22
	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	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	-	-	0.25	0.13	0.13
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	-	-	0.13	0.25	0.25
Office Assistant	0.38	0.38	-	-	-
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
Total Manager's Program FTEs	4.68	4.68	4.68	4.68	4.68

Temporary Staff Hours	2017/18	2018/19	2019/20	2020/21	2021/22
	Funded	Funded	Funded	Funded	Adopted
Facility Attendant	50	50	50	50	50
Emergency Management	-	-	1,000	1,000	1,000
Administrative Analyst	100	-	-	-	-
Intern I	450	450	675	675	-
Office Assistant	-	-	-	-	520
Total Annual Hours	600	500	1,725	1,725	1,570

ADMINISTRATIVE SERVICES
Town Manager's Office

Performance Objectives and Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 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:	10%	2%	1.5%	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
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:	80%	80%	<i>Public survey not conducted due to COVID</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
b. Resident satisfaction with Arts and Cultural opportunities in Los Gatos:	81%	76%	<i>Public survey not conducted due to COVID</i>	<i>Public survey not conducted due to COVID</i>	70%
3. <i>Foster business growth and success to provide jobs and enhance economic vitality. Ensure efforts are being made for business attraction, retention, and promotion.</i>					
a. Percentage of businesses satisfied or very satisfied with business assistance received:**	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>

ADMINISTRATIVE SERVICES
Town Manager's Office

Activity and Workload Highlights	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. Number of community/customer referrals:	414	744	784	1,102	1,220
2. Grant agreements administered:					
a. Number of Human Service grants:	8	8	10	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
b. Number of Arts/Cultural/Educational grants:	5	5	7	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
c. Number of Special Events grants:*	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
d. Dollar amount of Special Event grants:**	<i>Data Not Available</i>	\$13,513	\$10,000	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
e. Number of One-Time Grants***			N/A	10	10
f. Dollar amount of One-Time Grants***			N/A	\$69,500	\$69,500
g. Number of Innovation Grants***			N/A	3	3
h. Dollar amount of Innovation Grants***			N/A	\$4,500	\$4,500
i. Number of Sustaining Grants***			N/A	5	5
j. Dollar amount of Sustaining Grants***			N/A	\$70,000	\$70,000
3. Total dollar amount of General Fund grant agreements administered:	\$124,800	\$136,513	\$182,303	\$144,000	\$144,000
4. Number of Los Gatos residents directly served by Town grant-funded organizations:	40,000	29,000	37,000	30,000	30,000
5. Number of Art in the Council Chambers exhibitions installed and curated:	4	4	3	0	2
6. Number of events, presentations or meetings designed to attract, retain or educate businesses:*	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
7. Number of business, commercial property owners, and industry professionals receiving business liaison services through the Economic Vitality Office: *	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
8. Number of attendees at events and meeting designed to attract, retain and educate businesses, and foster commerce:*	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
9. Number of businesses receiving general business liaison assistance:	75	100	115	75	75
10. Commercial Brokers/Property Owner Outreach Communications:	50	75	50	50	50

*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 FY 2020/21 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 going forward, "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 FY 2021/22 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 2021/22 is \$150,000.

ADMINISTRATIVE SERVICES
Town Manager's Office

GRANTS AND ARTS FUNDING SUMMARY

	<u>2017/18</u> <u>Actuals</u>	<u>2018/19</u> <u>Awarded</u>	<u>2019/20</u> <u>Awarded</u>	<u>2020/21</u> <u>Awarded</u>	<u>2021/22</u> <u>Proposed</u>
Grants to Award					
Recurring Grants					
West Valley Community Services	\$ -	\$ -	\$ -	\$ 20,000	
Next Door Solutions	-	-	-	5,000	
Live Oak Senior Nutrition	-	-	-	22,000	
CASSY	-	-	-	10,000	
Live Oak Adult Day Services	-	-	-	13,000	
Total Recurring Grants	-	-	-	70,000	\$ 70,000
One-Time Grants					
Parent Helping Parents	-	-	-	7,500	
St. Luke's Episcopal Church	-	-	-	7,500	
Mariposa Montessori School	-	-	-	7,500	
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	
New Museum of Los Gatos (NUMU)	-	-	-	7,500	
New Millennium Foundation	-	-	-	5,000	
Total One-Time Grants	-	-	-	69,500	74,000
Innovation Grants					
Bruce Preville	-	-	-	1,500	
Cheryl Hanson	-	-	-	1,500	
Arjun Seshadri	-	-	-	1,500	
Total Innovation Grants	-	-	-	4,500	6,000
Total Human Services Grants	100,000	103,000	152,500	-	
Total Arts, Cultural & Educational Grants	19,800	20,000	20,000	-	
Total Special Events Grants	-	19,000	10,000	-	
Total Arts Funding	5,000	5,000	-	-	
Total Grants to Award	\$ 124,800	\$ 128,000	\$ 182,500	\$ 144,000	\$ 150,000

Administrative Services

HUMAN RESOURCES PROGRAM 2201

PROGRAM PURPOSE

The purpose of the Human Resources Program is to attract, develop, and retain a talented 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. The Town's three bargaining units are the Town Employees Association (TEA), American Federation of State, County and Municipal Employees (AFSCME), and the Police Officers Association (POA).

BUDGET OVERVIEW

The FY 2021/22 budget includes increases in benefit costs attributable to higher benefit and CalPERS pension rates. The FY 2021/22 Human Resource's budget includes one-time temporary Human Resources Technician hours to assist with special projects.

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 to meet evolving needs of the Town as vacancies become available. In addition, Human Resources invested in software focused on the automation of the performance evaluation process, new employee onboarding, and creation of electronic

ADMINISTRATIVE SERVICES

Human Resources

forms to improve efficiencies.

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p>Good Governance Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none">• Successfully recruited and onboarded 16 positions.• Conducted a virtual benefits open enrollment and shifted from an in-person Health and Wellness Fair to a remote Town-wide wellness challenge.• Created new administrative procedures related to the pandemic; such as, Cal-OSHA COVID reporting requirements and Teleworking.• Continued to support the organization with a remote oral board experience using MS Teams to ensure continuation of the recruitment process for vacancies during the shelter-in-place order.• Implemented a virtual onboarding portal for new employees to assist with the orientation process as well as the secure delivery and return of new employee forms and benefit enrollment information.
<p>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">• Concluded the meet and confer process with AFSCME and TEA to implement successor agreements and initiated the meet and confer process with POA• Continued the revision and creation of job classifications to meet the changing needs of the Departments, including modifications to job qualifications.

ADMINISTRATIVE SERVICES
Human Resources

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 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>	\$ 454,488	\$ 550,744	\$ 611,571	\$ 624,666	\$ 630,991	\$ 668,629
<i>Operating Expenditures</i>	141,199	114,411	83,899	142,156	134,756	137,656
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	34,867	13,335	18,372	19,061	19,147	19,563
TOTAL EXPENDITURES	\$ 630,554	\$ 678,490	\$ 713,842	\$ 785,883	\$ 784,894	\$ 825,848

* Personnel previously budgeted in the Workers' Compensation Internal Service Fund are budgeted in the Human Resources Program beginning in FY 2018/19.

ADMINISTRATIVE SERVICES
Human Resources

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable and collaborate government</p>	<p><i>Personnel Rules and Regulations</i></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>Create an Administrative Procedure to capture the new California Department of Transportation provisions related to commercial drivers participating in a nationwide clearing house database.</p>
	<p><i>Labor Relations</i></p>
	<p>Initiate and complete the negotiation process of the full labor contracts for the TEA and AFSCME groups prior to June 20, 2021.</p>
	<p>Initiate the meet and confer negotiation process with POA prior to the contract expiration on September 30, 2021.</p>
	<p><i>Training and Development</i></p>
	<p>Develop and present an internal employee training program related to interview and public presentation skills.</p>
	<p>Continue to identify and make available other training opportunities.</p>
	<p><i>Records Management</i></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><i>Response to the COVID-19 Pandemic</i></p>	
<p>Strive to adapt and implement new protocols and procedures related to the County, State, and Federal government’s frequently changing directives connected to testing, vaccines, contact tracing, employment, workers’ compensation, and employee benefits to ensure Town compliance.</p>	

ADMINISTRATIVE SERVICES
Human Resources

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<i>Recruitment/Onboarding</i>
	Support all Town Departments to quickly fill vacancies while using recruitment efforts that encourage diversity within the Town’s workforce.
	<i>Succession Planning</i>
	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.

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.

ADMINISTRATIVE SERVICES
Human Resources

KEY PROGRAM SERVICES

- 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.

HUMAN RESOURCES PROGRAM STAFFING

Full Time Equivalents (FTE)

	2017/18	2018/19	2019/20	2020/21	2021/22
Town Staff	Funded	Funded	Funded	Funded	Adopted
Human Resources Director*	0.75	1.00	1.00	1.00	1.00
Administrative Analyst*	1.30	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00	1.00
Total Human Resources FTEs	3.05	3.00	3.00	3.00	3.00

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Temporary Staff Hours	Funded	Funded	Funded	Funded	Adopted
Human Resources Technician	-	-	-	-	1,040
Total Annual Hours	-	-	-	-	1,040

ADMINISTRATIVE SERVICES
Human Resources

Performance Objectives and Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. <i>To provide a competitive employee benefit package that contributes to the recruitment and retention of employees.*</i>					
a. Percentage of employees rating benefit program material, products, and services as good to excellent:	94%	96%	96%	96%	96%
b. Percentage of employees rating communication of the benefit program as good to excellent:*	<i>Not Applicable</i>	<i>Not Applicable</i>	94%	94%	94%
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:	83%	79%	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
b. Percentage of employee evaluations completed by due date:	90%	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
c. Percentage of employees who have received a formal evaluation in the last 12 months:*	<i>Not Applicable</i>	<i>Not Applicable</i>	31%	22%	50%
3. <i>To provide effective and efficient safety programs.</i>					
a. Percentage of employees rating safety programs as good or excellent based on quality, content, and response:	78%	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
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:	<i>Not Applicable</i>	<i>Not Applicable</i>	89%	89%	89%
5. <i>To provide effective and efficient employee relations support.</i>					
a. Percentage of labor agreements ratified prior to expiration of existing contracts:	100%	100%	<i>Not Applicable</i>	100%	100%
b. Percentage of employees rating the availability and timeliness of HR staff response to inquiries as good to excellent:*	<i>Not Applicable</i>	<i>Not Applicable</i>	94%	94%	95%

ADMINISTRATIVE SERVICES
Human Resources

Activity and Workload Highlights	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. Number of (full-time, part-time, and temporary) employees:	165	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>
2. Number of recruitments conducted:	31	15	23	16	18
3. Number of employment applications reviewed:	2,147	2,139	3,551	1,830	1,900
4. Number of Workers' Compensation claims filed:	8	15	14	10	10
5. Percentage of eligible employees participating in deferred compensation:	56%	42%	45%	60%	62%
6. Number of sick leave hours used per benefitted employee:	52	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>
7. Number of Personnel Action Forms processed:*	<i>Not Applicable</i>	248	173	190	200
8. Number of employee promotions:*	<i>Not Applicable</i>	4	10	10	8
9. Number of ergonomic evaluations conducted:*	<i>Not Applicable</i>	24	9	11	20
10. Number of new employee onboarding sessions conducted (full-time, part-time, and temporary):*	<i>Not Applicable</i>	21	33	29	30
11. Number of job classifications revised or created:*	<i>Not Applicable</i>	2	5	3	3
12. Vacancy rate:*	<i>Not Applicable</i>	9%	11%	14%	14%

*New measure effective FY 20/21

Administrative Services

FINANCE PROGRAM 2301

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The Finance Program's FY 2021/22 budget reflects a decrease in business license tax revenue, business license processing fees and interest earnings due to the effect of the international COVID-19 pandemic. The Finance Program continues to monitor business license tax receipts and implement improvements for collections. The FY 2021/22 budget includes increases in salary and benefit costs attributable to anticipated merit step increases and higher benefit and CalPERS pension rates.

ADMINISTRATIVE SERVICES

Finance

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p style="text-align: center;"><i>Good Governance</i> Ensure responsive, accountable and collaborate government</p>	<ul style="list-style-type: none"> • Coordinated the successful development of the FY 2019/20 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 2018/19. • Achieved the GFOA’s Distinguished Budget Presentation Award for the FY 2019/20 Operating Budget. • Completed State Controller’s “Cities Annual Report” and “Streets Report.” • Completed successful cross-training of the Payroll function.
<p style="text-align: center;"><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<ul style="list-style-type: none"> • Managed the coordination and on-time preparation of the FY 2021/22 Operating Budget and FY 2021/22-2025/26 Capital Improvement Program for Council consideration. • Managed the Town’s investments and prepared quarterly investment reports. • Supported the Successor Agency and its required filings. • Supported the Council Finance Committee/Finance Commission and Pension/OPEB Oversight Committee. • Provided ongoing fiscal controls for contracts and other Town expenditures.

ADMINISTRATIVE SERVICES
Finance

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
REVENUES						
<i>Other Taxes</i>	\$ 1,686,251	\$ 1,526,894	\$ 1,357,080	\$ 1,100,000	\$ 1,300,000	\$ 1,250,000
<i>Licenses and Permits</i>	-	-	-	-	-	-
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	930	1,196	90,593	75,000	85,000	85,000
<i>Interest</i>	244,762	1,445,640	2,238,102	626,409	597,371	441,233
<i>Other Revenues</i>	-	-	-	-	-	-
TOTAL REVENUES	\$ 1,931,943	\$ 2,973,730	\$ 3,685,775	\$ 1,801,409	\$ 1,982,371	\$ 1,776,233
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 857,806	\$ 988,993	\$ 1,133,533	\$ 1,348,033	\$ 1,276,546	\$ 1,373,395
<i>Operating Expenditures</i>	125,833	125,617	129,215	170,200	160,383	156,800
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	66,232	31,296	31,045	32,604	32,490	33,733
TOTAL EXPENDITURES	\$ 1,049,871	\$ 1,145,906	\$ 1,293,793	\$ 1,550,837	\$ 1,469,419	\$ 1,563,928

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

ADMINISTRATIVE SERVICES

Finance

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p>Good Governance Ensure responsive, accountable, and collaborative government</p>	<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.</p> <p>Electronic General Ledger Journal Entry Files Continue to scan general ledger journal entry files to store electronically in Laserfiche.</p> <p>Department Cross Training in Key Functional Areas Continue to cross train in key functional areas of the Finance Department with an emphasis on Accountant functions.</p>
<p>Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<p>Long-Term Budget Development Provide support, analysis, and recommendations to restructure and reduce long-term projected increases in employee salary and benefit costs. Explore ways to generate additional one-time or ongoing funds.</p> <p>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.</p> <p>Finance Commission Support the Town Finance Commission in all aspects of its enabling ordinance.</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 Comprehensive Annual Financial Report (CAFR).
- Maintains the Town's financial information system for record-keeping and reporting of all financial transactions.
- Oversees Town's Investment portfolio.
- Manages Other Post-Employment Benefits (OPEB) and Pension Trusts.
- Tracks legacy Redevelopment obligations that must be paid over the remaining life of the debt service.
- Provides Accounts Payable and Payroll disbursement and reporting services; Accounts Receivable invoicing, revenue collection, and cash reconciliation; and Business License Tax processing and auditing services.
- Provides accounting, arbitrage reporting, and claim reimbursement services for bond issues.
- Provides oversight of procurement functions including Purchase Order processing, financial tracking of contracts, vendor resolution issues, and proper accounting allocation.

ADMINISTRATIVE SERVICES
Finance

FINANCE PROGRAM STAFFING

Full Time Equivalent (FTE)

	2017/18	2018/19	2019/20	2020/21	2021/22
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	0.99	0.99	1.99	1.99	1.99
Payroll Technician*	0.95	1.00	1.00	-	-
Administrative Analyst*	1.80	2.00	2.00	3.00	3.00
Account Technician	0.35	0.35	-	-	-
Total Finance Services FTEs	6.09	6.34	6.99	6.99	6.99

	2017/18	2018/19	2019/20	2020/21	2021/22
Temporary Staff	Funded	Funded	Funded	Funded	Adopted
Administrative Analyst	626	626	-	-	-
Mail Room Clerk (Library Dept Temps)	250	250	250	250	250
Total Annual Hours	876	876	250	250	250

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

ADMINISTRATIVE SERVICES

Finance

Performance Objectives and Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 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:	1.73%	2.05%	1.86%	1.39%	0.95%
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%	<i>Measure Discontinued</i>	<i>Measure Discontinued</i>
c. Percent of time bank statements reconciled to general ledger within 30 days of month-end:*	80%	80%	90%	90%	100%
d. Percent of quarterly reports completed and submitted to Council by deadlines:	100%	100%	100%	100%	100%
5. <i>Provide financial oversight and administer accounting functions for all Town funds and accounts.</i>					
a. Percentage of Accounts Payable invoices paid accurately:	99%	99%	99%	99%	99%
b. Percentage of Payroll checks paid accurately and on-time:	99%	99%	99%	99%	99%

Activity and Workload Highlights	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. Quarterly investment reports to Town Council:	4	4	4	4	4
2. Number of general ledger corrections needed during audit due to processing error:	0	0	0	0	0
3. Annual number of invoices entered into the Accounts Payable system:	7,643	7,185	6,791	7,000	7,000
4. Average number of Accounts Payable checks issued weekly:	62	57	64	56	60
5. Average number of regular and temporary employee payroll checks issued bi-weekly:	186	185	188	186	186
6. Number of Business Licenses issued annually:	4,468	4,293	3,926	4,000	4,100

*Measure discontinued effective FY2020/21.



Administrative Services

CLERK ADMINISTRATION PROGRAM 2401

PROGRAM PURPOSE

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

BUDGET OVERVIEW

The FY 2021/22 budget includes increases in salary and benefit costs attributable to anticipated merit step increases and higher benefit and CalPERS pension rates. The budget also reflects a reclassification of Temporary Intern hours to Temporary Office Assistant hours to better align current service delivery with Town needs.

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"> • Completed the creation of a Council Member Handbook as part of the Town’s continuing efforts to increase efficiency and service to the Town Council. • Continued the update of the Retention Schedule in coordination with the Town Attorney and the Manager’s Office. • Began using Municode Meetings as the agenda management system for Town Council, Planning Commission, Council Finance Committee, and Council Policy Committee meetings. • Began storing Town Council and Planning Commission meeting videos on the Town’s branded YouTube page through KCAT. • In collaboration with the Town Attorney’s Office, administered the Town’s role in processing two ballot initiatives for the November 2020 election. • Explored remote participation software to support the Town Council and other Town Commissions during the COVID-19 emergency. • Administered DocuSign as a more efficient process for contract review and approval.
<p><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.

ADMINISTRATIVE SERVICES
Clerk Administration

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	-	450	-	-	-
TOTAL REVENUES	\$ -	\$ -	\$ 450	\$ -	\$ -	\$ -
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 286,260	\$ 317,056	\$ 352,374	\$ 413,136	\$ 382,388	\$ 409,276
<i>Operating Expenditures</i>	18,127	24,843	15,695	25,855	10,805	19,555
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	18,589	7,877	19,401	20,202	20,132	20,584
TOTAL EXPENDITURES	\$ 322,976	\$ 349,776	\$ 387,470	\$ 459,193	\$ 413,325	\$ 449,415

ADMINISTRATIVE SERVICES
Clerk Administration

FY 2021/22 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> <p>Continue to update Town-wide Administrative Procedures to the current template for uniformity.</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 Town events and other opportunities to increase the public’s awareness of the vital role of the Clerk Department.</p> <p>Continue to participate in Leadership Los Gatos, highlighting the Board, Commission, and Committee Commissioner recruitment process, how to communicate with Council Members, and participate in public meetings.</p>
	Elections
	<p>Administer the Town role for the November 2022 election, including candidate orientation and other tasks.</p>
<p>Quality Public Infrastructure</p> <p>Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	Public Document Accessibility
	<p>Make various public documents available to the public through the Town’s website. Ensure all resolutions and ordinances have been added to the repository and continue adding historical minutes so that the public can access documents directly through the Town’s website.</p> <p>Continue to utilize NetFile to facilitate e-filing for the required Fair Political Practices Commission (FPPC) Form 700 and Campaign Statements. The system allows the public to access the documents directly through the Town website.</p>

ADMINISTRATIVE SERVICES
Clerk Administration

KEY PROGRAM SERVICES

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

CLERK ADMINISTRATION STAFFING

Full Time Equivalents (FTE)

	2017/18	2018/19	2019/20	2020/21	2021/22
	Funded	Funded	Funded	Funded	Adopted
Town Staff					
Clerk Administrator	1.00	1.00	-	-	-
Town Clerk	-	-	1.00	1.00	1.00
Deputy Town Clerk	-	-	0.63	0.88	0.88
Administrative Assistant	-	-	0.88	0.63	0.63
Office Assistant*	1.38	1.50	-	-	-
Total Clerk Admin FTEs	2.38	2.50	2.50	2.50	2.50

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

	2017/18	2018/19	2019/20	2020/21	2021/22
	Funded	Funded	Funded	Funded	Adopted
Temporary Staff					
Intern 1	-	-	375	375	-
Office Assistant	-	-	-	-	520
Total Annual Hours	-	-	375	375	520

ADMINISTRATIVE SERVICES
Clerk Administration

Performance Objectives and Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. <i>Provide efficient and effective indexing of key documents to ensure adequate tracking of and accessibility to the Town's legislative history.</i>					
a. Percentage of resolutions, agreements, and ordinances indexed within five business days:	99%	99%	99%	99%	99%
b. Percentage of Town Council Minutes prepared within five business days:	99%	99%	99%	99%	99%
2. <i>Oversee the Town Council Agenda process to ensure comprehensive information and analysis is provided to the Town Council in a timely manner.</i>					
a. Percentage of Town Council reports available 120 hours prior to Town Council meetings:*(Prior to FY 2015/16, reports were available 96 hours prior to Town Council meetings)	100%	100%	100%	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%	95%	95%	95%	98%
4. <i>Percentage of vacancies filled on an annual basis to maximize community participation within the Town's advisory bodies.</i>	95%	95%	95%	95%	95%

Activity and Workload Highlights	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. <i>Number of Legislative Records indexed:</i>					
a. Number of resolutions indexed:	68	57	56	50	50
b. Number of agreements indexed:	262	242	231	230	230
c. Number of documents recorded:	65	53	37	35	35
d. Number of ordinances indexed:	17	10	18	10	10
2. Number of commission and board applications and appointments processed:	74	73	36	90	80
3. Number of commission and board seats available:****	91	78	33	58	28
4. Number of Legal Notices published within established timelines:	145	159	173	160	150
5. Number of Fair Political Practices Commission (FPPC) Form 700:	164	142	126	136	173
6. Number of bids processed and project files monitored for final action:	7	38	10	10	10
7. Number of required insurance certificates verified:	368	316	358	335	325
8. Number of Town Council agenda reports processed:*	378	213	278	195	200
9. Number of Public Records Act requests processed:***	139	133	145	175	200

* 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 2021/22 budget includes increases in salary and benefit costs attributable to anticipated merit step increases and higher benefit and CalPERS pension rates. The former IT Manager will also be engaged on a one-time temporary basis not to exceed 650 hours for the FY 2021/22 budget year. IT is providing increasingly critical services and support as Town Departments offer online options to supplement in-person service delivery.

ADMINISTRATIVE SERVICES
Information Technology Staffing

ACCOMPLISHMENTS

Core Goals	Accomplishments
<p><i>Good Governance</i> Ensure responsive, accountable, and collaborative government</p>	<ul style="list-style-type: none"> • Provided ongoing support and maintenance of the Town’s IT infrastructure and services • Supported staff needs for remote access during COVID19 • Upgraded Internet circuit for better reliability and performance • Upgraded to redundant network firewalls for increased security and high availability • Upgraded server systems and various hosted applications & services • Provided ongoing security awareness training for staff • Expanded cloud backup of data and server infrastructure to aid in disaster recovery • Assessed security posture and implemented additional security best practices such as a multifactor authentication system • Implemented a mobile device management system for Police Department • Performed internal audits of various IT systems • Performed replacements of staff computer systems • Accela development application system upgrade • Supported Engineering building renovation for Parks and Public Works • Assisted with implementing new digital plan checking and remote building inspection systems

ADMINISTRATIVE SERVICES
Information Technology Staffing

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
REVENUES						
<i>Other Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Intergovernmental Revenues</i>	-	-	-	-	-	-
<i>Service Charges</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	-	169,300	-	-	-	-
TOTAL REVENUES	\$ -	\$ 169,300	\$ -	\$ -	\$ -	\$ -
EXPENDITURES						
<i>Salaries and Benefits*</i>	\$ 33	\$ 540,044	\$ 539,802	\$ 622,280	\$ 633,026	\$ 654,283
<i>Operating Expenditures</i>	-	-	-	-	-	-
<i>Grants</i>	-	-	-	-	-	-
<i>Pass Through Accounts</i>	-	-	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	2,046
TOTAL EXPENDITURES	\$ 33	\$ 540,044	\$ 539,802	\$ 622,280	\$ 633,026	\$ 656,329

* 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

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 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p><i>Good Governance</i> Ensure responsive, accountable, and collaborative government</p>	<i>Collaboration Systems</i>
	Migrate internal Intranet and departmental sites to new cloud hosted solution to make collaboration efforts more effective. Provide staff training on collaboration tools.
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<i>Financial System Migration</i>
	Support Finance department in migrating on-premise Financial system to a vendor cloud hosted system.
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<i>Electronic Document Management System</i>
	Expand electronic document management in Finance, Human Resources, Parks and Public Works, and other Departments to increase efficiency of record retrieval.
<p><i>Fiscal Stability</i> Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community</p>	<i>Continuous Improvement</i>
	Provide ongoing direction to the Town’s strategic investments in technology to improve Town service delivery, transparency, efficiency, and government access.

ADMINISTRATIVE SERVICES
Information Technology Staffing

Core Goals	Key Projects
<p style="text-align: center;">Quality Public Infrastructure</p> <p>Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure</p>	<p style="text-align: center;">IT Infrastructure</p> <p>Provide ongoing support and maintenance of the Town’s IT infrastructure and services.</p> <p style="text-align: center;">Disaster Recovery</p> <p>Expand disaster recovery infrastructure utilizing cloud services.</p> <p style="text-align: center;">Network Upgrade</p> <p>Replace network components and redesign for added redundancy, performance, and next generation security.</p> <p style="text-align: center;">Enhanced Cyber Security</p> <p>Migrate to new next generation security solutions for enhanced endpoint and server management and security.</p> <p style="text-align: center;">Equipment Replacement</p> <p>Replace and upgrade computer systems and peripherals as part of the replacement program.</p>
<p style="text-align: center;">Civic Enrichment</p> <p>Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment</p>	<p style="text-align: center;">Online Services Improvements</p> <p>Support Town Departments with exploring and implementing the transition of services to online formats, when appropriate and consistent with the Council’s Strategic Priorities, in order to improve access and efficiency for the public.</p>
<p style="text-align: center;">Public Safety</p> <p>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> <p>Assist with maintenance of Police IT systems and upgrades.</p>

ADMINISTRATIVE SERVICES
Information Technology Staffing

INFORMATION TECHNOLOGY STAFFING

Full Time Equivalent (FTE)

	2017/18	2018/19	2019/20	2020/21	2021/22
Town Staff	Funded	Funded	Funded	Funded	Adopted
IT Manager*	-	1.00	1.00	1.00	1.00
Network Administrator*	-	1.00	-	-	-
IT Systems Administrator	-	-	1.00	1.00	1.00
IT Analyst	-	1.00	-	-	-
IT Technician*	-	1.00	1.00	1.00	1.00
Total IT FTEs	-	4.00	3.00	3.00	3.00

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Temporary Staff	Funded	Funded	Funded	Funded	Proposed
IT Program Manager Temp/Hrly	-	-	-	-	650
Total Annual Hours	-	-	-	-	650

ADMINISTRATIVE SERVICES
Information Technology Staffing

Performance Objectives and Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 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%	80%	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
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:	97%	98%	96%	98%	98%
d. Percentage of customers rating support as "good" or "excellent" based on quality of service:	96%	97%	96%	94%	96%

Activity and Workload Highlights	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimated	2021/22 Planned
1. Number of PCs/Notebooks maintained:	238	275	277	277	277
2. Number of network servers maintained:	77	78	80	62	60
3. Number of network printers maintained:	33	45	45	45	45
4. Number of service requests received:	4,020	3,080	3000	2450	2400



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 2021/22, revenues captured in Non-Departmental continue to reflect changes in Sales Tax , Transient Occupancy Tax, Franchise Fees Licenses and Permits, and Charges for Services due to the ongoing economic impact of the COVID-19 pandemic and the mandated Public Health Orders. In addition, Property Tax has been adjusted to reflect changes to how excess ERAF and RDA apportionment are calculated and distributed. 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. Given continued uncertainty emanating from COVID economic disruptions, these estimates are conservative in nature.

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

ADMINISTRATIVE SERVICES

Non-Departmental

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 2021/22 are either 62.94% or 15.74% for public safety employees, depending on date of entrance into CalPERS, and 33.54% for miscellaneous employees.

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

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

The Non-Departmental Program includes the following:

- \$1,276,000 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.
- \$1,227,225 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.
- \$672,625 for the lease payment on the Town's Corporation Yard property as pledged under

ADMINISTRATIVE SERVICES

Non-Departmental

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.

- \$508,000 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.
- \$390,000 payment toward unfunded pension liability.
- \$360,000 provided a 100% waiver of rent and utilities for the Town of Los Gatos leasees New Museum of Los Gatos (NUMU), Friends of the Library, Billy Jones Railroad, Soccer and Little Leagues, and Los Gatos-Saratoga Community Education and Recreation (LGS Rec).
- \$246,687 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.
- \$139,600 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.
- \$100,000 for the implementation to assist the Town's Justice Equity, Diversity, and Inclusion Work Plan.
- \$70,000 for special studies as needed.
- \$63,540 for the KCAT for public meetings' broadcasting and video streaming services
- \$60,000 for the Los Gatos Chamber of Commerce contract to provide support for the Chamber's information center and co-facilitation of the Leadership Los Gatos program.
- \$10,000 for employee health and wellness program.
- \$10,000 for organizational development and training to address needs of the Town organization when opportunities arise.

The Non-Departmental program budget also reflects a transfer of \$2,801,047 from the General Fund Capital and Special Projects Reserve to the General Fund Appropriated Reserves (GFAR) to support the Capital Improvement Program (CIP).

ADMINISTRATIVE SERVICES

Non-Departmental

SUMMARY OF REVENUES AND EXPENDITURES

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
REVENUES						
<i>Property Tax</i>	\$ 12,510,822	\$ 13,636,099	\$ 14,454,513	\$ 13,949,123	\$ 14,652,355	\$ 15,881,866
<i> VLF Backfill Property Tax</i>	3,447,584	3,685,247	3,875,914	4,053,000	4,053,000	4,154,320
<i>Sales & Use Tax</i>	7,592,206	8,158,152	7,531,425	7,662,900	7,135,131	8,177,859
<i>Franchise Fees</i>	2,474,814	2,475,916	2,495,792	2,532,289	2,521,970	2,597,630
<i>Other Taxes</i>	-	-	-	-	-	-
<i>Transient Occupancy Tax</i>	2,628,927	2,692,043	1,869,685	707,723	707,723	920,040
<i>Licenses & Permits</i>	-	8,100	-	-	-	-
<i>Intergovernmental Revenues</i>	24,237	24,950	48,063	397,531	3,241,031	2,853,466
<i>Lease Payments</i>	1,914,739	1,909,073	1,905,024	1,908,494	1,908,494	1,899,850
<i>Charges for Services</i>	110,785	129,862	110,700	145,252	169,782	124,282
<i>Fines & Forfeitures</i>	-	-	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Sources</i>	514,713	3,990,892	562,888	1,353,736	1,401,736	226,306
TOTAL REVENUES	\$ 31,218,827	\$ 36,710,334	\$ 32,854,004	\$ 32,710,048	\$ 35,791,222	\$ 36,835,619
TRANSFERS IN						
<i>Transfer from Blackwell Dst</i>	\$ 460	\$ 460	\$ 460	\$ 460	\$ 460	\$ 460
<i>Transfer from Kennedy Meadow Dst</i>	1,510	1,510	1,510	1,510	1,510	1,510
<i>Transfer from Gemini Court Dst</i>	610	610	610	610	610	610
<i>Transfer from Santa Rosa Dst</i>	660	660	660	660	660	660
<i>Transfer from Vasona Heights Dst</i>	1,430	1,430	1,430	1,430	1,430	1,430
<i>Transfer from Hillbrook Dst</i>	250	250	250	250	250	250
<i>Transfer from Capital Project Funds</i>	102,000	102,000	102,000	102,000	102,000	102,000
<i>Transfer from Traffic Mitigations</i>	10,000	-	16,336	10,000	2,658	10,000
<i>Transfer from Gas Tax</i>	106,000	106,000	106,000	106,000	106,000	106,000
<i>Transfer from Equipment Maintenance</i>	-	774,991	-	-	-	-
<i>Transfer from Stores</i>	-	265,384	-	-	-	-
<i>Transfer from SA</i>	6,300	-	-	-	-	-
TOTAL TRANSFERS IN	\$ 229,220	\$ 1,253,295	\$ 229,256	\$ 222,920	\$ 215,578	\$ 222,920
TOTAL REVENUES & TRANSFERS	\$ 31,448,047	\$ 37,963,629	\$ 33,083,260	\$ 32,932,968	\$ 36,006,800	\$ 37,058,539
EXPENDITURES						
<i>Salaries and Benefits</i>	\$ 402,057	\$ 125,416	\$ 14,425	\$ -	\$ -	\$ 521,370
<i>Operating Expenditures</i>	4,643,978	6,661,978	3,412,374	8,020,368	7,978,824	3,025,320
<i>Grants</i>	63,421	86,995	77,542	75,000	487,000	371,382
<i>Pass Throughs</i>	-	1,371	-	-	-	-
<i>Interest</i>	-	-	-	-	13,003	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Charges for Services</i>	-	-	756	5,500	5,500	18,608
<i>Debt Service</i>	1,914,739	1,909,073	1,905,024	1,908,494	1,908,494	1,899,850
TOTAL EXPENDITURES	\$ 7,024,195	\$ 8,784,833	\$ 5,410,121	\$ 10,009,362	\$ 10,392,821	\$ 5,836,530
TRANSFERS OUT						
<i>Transfers to GFAR</i>	\$ 2,638,224	\$ 2,335,220	\$ 6,982,591	\$ 3,401,479	\$ 3,401,479	\$ 2,801,047
<i>Transfers to Pollution Prevention</i>	-	-	10,000	-	-	-
<i>Transfer to Equipment Replacement</i>	300,000	450,000	-	-	-	-
<i>Transfer to Facilities</i>	300,000	-	-	-	-	-
<i>Transfer to Workers' Comp</i>	-	-	1,061,256	-	-	-
<i>Transfer to IT fund</i>	5,371	-	-	-	-	-
TOTAL TRANSFERS OUT	\$ 3,243,595	\$ 2,785,220	\$ 8,053,847	\$ 3,401,479	\$ 3,401,479	\$ 2,801,047
TOTAL EXPEND'S & TRANSFERS	\$ 10,267,790	\$ 11,570,053	\$ 13,463,968	\$ 13,410,841	\$ 13,794,300	\$ 8,637,577

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 2021/22 budget for IT recognizes the continued need to identify and invest in information technology opportunities. Continued investment is a cost-effective approach to maintain or potentially improve service delivery levels in a fiscally prudent manner. In addition, IT has assisted behind-the-scenes in implementing new software to improve the processing of contracts, records retention, and related back office work. These efforts result in increased costs of licensing fees and other support.

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

ADMINISTRATIVE SERVICES
Information Technology Fund

IT program expenses are budgeted to increase at a slower pace for FY 2021/22 as a result of extending the IT equipment replacement schedule.

STATEMENT OF SOURCE AND USE OF FUNDS

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	<u>2,251,332</u>	<u>2,156,438</u>	<u>2,513,097</u>	<u>2,598,832</u>	<u>2,598,832</u>	<u>2,707,774</u>
Total Beginning Fund Balance	2,251,332	2,156,438	2,513,097	2,598,832	2,598,832	2,707,774
Revenues						
<i>Service Charge</i>	1,016,399	295,330	766,622	827,219	826,333	829,018
<i>Other Revenues</i>	<u>156,056</u>	<u>928,411</u>	<u>115,314</u>	<u>90,000</u>	<u>85,000</u>	<u>85,000</u>
Total Revenues	<u>1,172,455</u>	<u>1,223,741</u>	<u>881,936</u>	<u>917,219</u>	<u>911,333</u>	<u>914,018</u>
TRANSFERS IN						
<i>From General Fund</i>	<u>5,371</u>	-	-	-	-	-
TOTAL TRANSFERS IN	<u>5,371</u>	-	-	-	-	-
TOTAL REVENUES & TRANSFERS	<u>1,177,826</u>	<u>1,223,741</u>	<u>881,936</u>	<u>917,219</u>	<u>911,333</u>	<u>914,018</u>
TOTAL SOURCE OF FUNDS	<u>\$ 3,423,787</u>	<u>\$ 3,380,179</u>	<u>\$ 3,395,033</u>	<u>\$ 3,516,051</u>	<u>\$ 3,510,165</u>	<u>\$ 3,621,792</u>
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits*</i>	\$ 581,371	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	685,978	567,082	796,201	1,033,091	764,591	843,991
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	<u>1,267,349</u>	<u>567,082</u>	<u>796,201</u>	<u>1,033,091</u>	<u>764,591</u>	<u>843,991</u>
Transfers Out						
<i>Transfer to General</i>	-	-	-	37,800	37,800	-
<i>Transfer to Equipment Replacement</i>	-	-	-	-	-	-
<i>Transfer to GFAR</i>	-	300,000	-	-	-	-
Total Transfers Out	<u>-</u>	<u>300,000</u>	<u>-</u>	<u>37,800</u>	<u>37,800</u>	<u>-</u>
Total Expenditures & Transfers Out	<u>1,267,349</u>	<u>867,082</u>	<u>796,201</u>	<u>1,070,891</u>	<u>802,391</u>	<u>\$ 843,991</u>
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	<u>2,156,438</u>	<u>2,513,097</u>	<u>2,598,832</u>	<u>2,445,160</u>	<u>2,707,774</u>	<u>2,777,801</u>
Total Ending Fund Balance	<u>2,156,438</u>	<u>2,513,097</u>	<u>2,598,832</u>	<u>2,445,160</u>	<u>2,707,774</u>	<u>2,777,801</u>
TOTAL USE OF FUNDS	<u>\$ 3,423,787</u>	<u>\$ 3,080,179</u>	<u>\$ 3,395,033</u>	<u>\$ 3,478,251</u>	<u>\$ 3,472,365</u>	<u>\$ 3,621,792</u>

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

ADMINISTRATIVE SERVICES
Information Technology Fund

INFORMATION TECHNOLOGY FUND STAFFING

Full Time Equivalent (FTE)

	2017/18	2018/19	2019/20	2020/21	2021/22
Town Staff	Funded	Funded	Funded	Funded	Adopted
IT Manager*	1.00	-	-	-	-
Network Administrator*	1.00	-	-	-	-
IT Technician*	1.00	-	-	-	-
Communications Coordinator	-	-	-	-	-
Office Assistant*	0.13	-	-	-	-
Total IT FTEs	3.13	-	-	-	-

	2017/18	2018/19	2019/20	2020/21	2021/22
Temporary Staff Hours	Funded	Funded	Funded	Funded	Adopted
IT Technician temp/hourly	720	-	-	-	-
Total Annual Hours	720	-	-	-	-

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



Administrative Services

WORKERS' COMPENSATION FUND FUND 612

FUND PURPOSE

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

BUDGET OVERVIEW

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

Program costs covered in the internal rates include administration fees, claim settlement costs, attorney fees (outside counsel), medical expenses, payment for temporary and permanent disability, safety program administration and training, and excess insurance premiums. The budget for workers' compensation is based on actual payroll in the same manner as prior years. In Fiscal Year 2015/16 staff increased rates by 1.5% to begin restoring fund balance which has significantly declined in the last few years due to several on the job-related injuries.

ADMINISTRATIVE SERVICES
Workers' Compensation Fund

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

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	902,308	620,726	843,079	1,808,739	1,808,739	1,063,736
Total Beginning Fund Balance	902,308	620,726	843,079	1,808,739	1,808,739	1,063,736
Revenues						
<i>Service Charge</i>	884,190	875,419	903,434	1,000,906	964,389	1,007,620
<i>Interest</i>	5	8	7	-	-	-
<i>Other Revenues</i>	250,945	617,554	526,552	185,000	200,000	-
Total Revenues	1,135,140	1,492,981	1,429,993	1,185,906	1,164,389	1,007,620
TRANSFERS IN						
<i>From General Fund</i>	-	-	1,061,256	-	-	-
TOTAL TRANSFERS IN	-	-	1,061,256	-	-	-
TOTAL REVENUES & TRANSFERS	1,135,140	1,492,981	2,491,249	1,185,906	1,164,389	\$ 1,007,620
TOTAL SOURCE OF FUNDS	\$ 2,037,448	\$ 2,113,707	\$ 3,334,328	\$ 2,994,645	\$ 2,973,128	\$ 2,071,356
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits*</i>	\$ 137,014	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	1,279,708	1,270,628	1,525,589	1,900,050	1,907,429	1,782,569
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	1,963	-
Total Expenditures	1,416,722	1,270,628	1,525,589	1,900,050	1,909,392	1,782,569
Transfers Out						
<i>Transfer to Grant Funds</i>	-	-	-	-	-	-
<i>Transfer to General Fund</i>	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	1,416,722	1,270,628	1,525,589	1,900,050	1,909,392	1,782,569
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	620,726	843,079	1,808,739	1,094,595	1,063,736	288,787
Total Ending Fund Balance	620,726	843,079	1,808,739	1,094,595	1,063,736	288,787
TOTAL USE OF FUNDS	\$ 2,037,448	\$ 2,113,707	\$ 3,334,328	\$ 2,994,645	\$ 2,973,128	\$ 2,071,356

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

ADMINISTRATIVE SERVICES
Workers' Compensation Fund

FY 2021/22 KEY PROJECTS

Core Goals	Key Projects
<p style="text-align: center;">Good Governance Ensure responsive, accountable, and collaborative government</p>	<p style="text-align: center;">Accident Reviews</p> Coordinate with the Safety Committee to assist in accident review and help develop action plans to prevent future injuries on an on-going basis and reduce or eliminate exposure.
	<p style="text-align: center;">Cal-OSHA Safety Compliance Programs</p> 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)

	2017/18 Funded	2018/19 Funded	2019/20 Funded	2020/21 Funded	2021/22 Adopted
Town Staff					
Human Resources Director*	0.25	-	-	-	-
Town Attorney*	0.05	-	-	-	-
Payroll Technician*	0.05	-	-	-	-
Administrative Analyst*	0.20	-	-	-	-
Total Workers Compensation FTEs	0.55	-	-	-	-

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



Administrative Services

OFFICE STORES FUND FUND 622

FUND PURPOSE

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

ADMINISTRATIVE SERVICES
Office Stores Fund

STATEMENT OF SOURCE AND USE OF FUNDS

	2017/18 Actuals	2018/19 Actuals	2019/20 Actuals	2020/21 Adjusted	2020/21 Estimated	2021/22 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
<i>Designated</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Undesignated</i>	200,437	227,791	-	-	-	-
Total Beginning Fund Balance	200,437	227,791	-	-	-	-
Revenues						
<i>Service Charge</i>	122,247	124,574	-	-	-	-
<i>Interest</i>	-	-	-	-	-	-
<i>Other Revenues</i>	5,539	17,364	-	-	-	-
Total Revenues	127,786	141,938	-	-	-	-
Transfers In						
<i>Equipment Replacement Fund</i>	-	-	-	-	-	-
Total Transfers In	-	-	-	-	-	-
Total Revenues & Transfers In	127,786	141,938	-	-	-	-
TOTAL SOURCE OF FUNDS	\$ 328,223	\$ 369,729	\$ -	\$ -	\$ -	\$ -
USES OF FUNDS						
Expenditures						
<i>Salaries and Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>	100,432	104,345	-	-	-	-
<i>Fixed Assets</i>	-	-	-	-	-	-
<i>Internal Service Charges</i>	-	-	-	-	-	-
Total Expenditures	100,432	104,345	-	-	-	-
Transfers Out						
<i>Transfer to General Fund</i>	-	265,384	-	-	-	-
Total Transfers Out	-	265,384	-	-	-	-
Total Expenditures & Transfers Out	100,432	369,729	-	-	-	-
Ending Fund Balance						
<i>Designated</i>	-	-	-	-	-	-
<i>Undesignated</i>	227,791	-	-	-	-	-
Total Ending Fund Balance	227,791	-	-	-	-	-
TOTAL USE OF FUNDS	\$ 328,223	\$ 104,345	\$ -	\$ -	\$ -	\$ -