



City of Palo Alto

City Council Staff Report

(ID # 10419)

Report Type: Action Items

Meeting Date: 6/17/2019

Council Priority: Fiscal Sustainability

Summary Title: Adoption of FY 2020 Budget & Municipal Fees

Title: PUBLIC HEARING: Adoption of Budget Ordinance for Fiscal Year 2020, Including Adoption of Operating and Capital Budgets and Municipal Fee Schedule

From: City Manager

Lead Department: Administrative Services

RECOMMENDED MOTION

Staff and the Finance Committee Recommend that the City Council:

1. Adopt the Fiscal Year 2020 Budget Ordinance (Attachment A), which includes:
 - a. City Manager's Fiscal Year 2020 Proposed Operating and Capital Budgets, previously distributed at the April 22nd City Council meeting (Attachment A, Exhibit 1);
 - b. Amendments to the City Manager's Fiscal Year 2020 Proposed Operating Budget (Attachment A, Exhibit 2);
 - c. Amendments to the City Manager's Fiscal Year 2020 Proposed Capital Budget (Attachment A, Exhibit 3);
 - d. Fiscal Year 2020 City Table of Organization (Attachment A, Exhibit 4); and
 - e. Fiscal Year 2020 Municipal Fee Changes (Attachment A, Exhibit 5).
2. Amend the Municipal Fee Cost Recovery Policy 1-57/ASD to include language clarifying that certain types of fees are not subject to state laws limiting fees to cost recovery (Attachment B); and
3. Accept the 2020-2024 Capital Improvement Plan including: the addition of the Automated Parking Guidance System to the 2014 Council approved Infrastructure Plan, allocation of new hotel Transient Occupancy Tax (TOT) revenues, and the November 2018 voter approved increase in TOT revenues towards ensuring sufficient funding for this plan.
4. Potentially provide direction to staff on Finance Committee requested referrals for additional staff work.

BACKGROUND

Per the Municipal Code, the City Manager is charged with proposing a budget that provides a clear and complete financial plan for all City activities proposed for the ensuing budget cycle, or fiscal year. The Fiscal Year (FY) 2020 Proposed Operating and Capital Budgets were transmitted to the City Council on April 22, 2019. These documents represented the planned expenditures and revenues for FY 2020 for the various fund types that make up the City's budget: General Fund, Capital Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and Debt Service Funds. The budget documents contain an overview section with descriptions of each of these fund types, and detailed information for the revenues and expenses for each fund, as well as for each individual department.

Throughout the month of May, the Finance Committee conducted budget hearings to review the Proposed Operating and Capital Budgets. After an overview of the entire budget process, the Finance Committee went through the Proposed Operating Budget department by department and fund by fund; the Finance Committee reviewed the Proposed Capital Budget in the respective Enterprise Funds as well as by project category in the General Capital Fund. These meetings were open to the public and provided a venue for the Finance Committee to propose amendments to the budget. The Finance Committee also discussed utility rates changes and various fee changes recommended by staff. During these discussions, changes were recommended to the City Manager's Proposed Budget by both the Finance Committee and staff. On May 28, 2019, the Committee successfully wrapped the FY 2020 budget. Below summarizes the Finance Committee recommendation:

Adoption of the City Manager's Fiscal Year 2020 Proposed Operating and Capital Budgets and Fiscal Year 2020 Municipal Fee Schedule, including the amendments summarized in the FY 2020 Budget Wrap-up Memorandum and the "Funding for Palo Alto Downtown Business and Professional Association" at places memorandum. These amendments included all changes to the Municipal Fee Schedule and Table of Organization. The Committee also recommended the approval of the FY 2020-2024 Capital Improvement Plan including:

- The addition of the Automated Parking Guidance System to the 2014 Council approved Infrastructure Plan; and
- Dedication of new hotel Transient Occupancy Tax (TOT) revenues and the voter approved rate increase in TOT revenues towards ensuring sufficient funding for this plan.

Separately, the Committee recommended the additional changes as outlined below:

SEPARATE MOTION: Recommend the City Council approve funds of \$30,000 as an ongoing cost for automated performance evaluation tools and funds of \$80,000 as a one-time cost for a pilot program for screening tools for job applications for the Human Resources Department.

Motion Passed: 3-0

SEPARATE MOTION: Recommend the City Council restore one-time funding of \$100,000 to the Information Technology Department Contract Services to be used as seen fit between the Department Head and the City Manager.

Motion Passed: 2-1 Fine no

This report summarizes the actions approved by the Finance Committee, as well as the various administrative actions necessary to perform those actions such as changes to the Table of Organization. As a result of actions recommended in this report, both by staff and the Finance Committee, the total Fiscal Year 2020 Proposed Budget of \$699.2 million will increase by \$19.4 million, which reflects a 2.8% increase, for a total Fiscal Year 2020 Adopted Budget of \$718.6 million. This increase is primarily attributed to the reappropriation of capital projects projected to continue in FY 2020 and therefore funds are recommended to be carried into FY 2020 for the continuation of the projects. This Adopted Budget leaves the City in a fiscally healthy situation and in the General Fund, the Budget Stabilization Reserve (BSR) is at the Council recommended level of 18.5% of the General Fund adopted budget total expenses.

In addition to the adoption of the City's annual budget, included in this memorandum is a referral item for full City Council at the request of the Finance Committee. Staff will work to address this item with the Finance Committee and the City Council throughout FY 2020 and incorporate the outcomes of those meetings into the development of the FY 2021 budget if these items are approved here.

This report includes the following sections:

Fiscal Year 2020 Finance Committee Budget Balancing & Final Recommended Changes: A summary of the budget balancing process including major changes approved by the Finance Committee and additional recommended adjustments from staff. This is organized by fund type beginning with Citywide, General Fund, General Capital Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and Capital Reappropriations (Attachment A, Exhibit 2 and Attachment A, Exhibit 3).

Table of Organization: A summary of additional changes to the Table of Organization subsequent to the version released April 22, 2019 (Attachment A, Exhibit 4).

Municipal Fee Schedule: A summary of the changes recommended in CMR [10225](#) FY 2020 Proposed Municipal Fee Schedule as well as staff revisions made subsequently as part of the Finance Committee hearing on May 23, 2018 (Attachment A, Exhibit 5).

Fiscal Year 2020 Rate Changes (various utilities such as electric): A brief overview of the rate changes recommended as reviewed by the Utilities Advisory Commission and Finance Committee; each of these rate changes are included in the FY 2020 budget assumptions. This section references those changes for informational purposes only; a separate report recommending final rate changes is scheduled for consideration by the City Council on June 17, 2019 (CMR [10295](#)).

Referral Items for Full City Council at the Request of the Finance Committee: This report details a list of topics that the Finance Committee wished to discuss with the full City Council for potential referral to staff. These are areas identified for potentially deeper analysis or alternative funding strategies to be explored over the course of the next fiscal year.

Attachments: Attached to this report are a number of documents as outlined and referenced throughout the recommendation language and the report. In addition, links to all the materials presented throughout the budget process to both the City Council and/or the Finance Committee such as CMRs, At Places Memorandums, presentations made during the budget hearings, and transcripts from Finance Committee Hearings are included (Attachment D).

Not included in this CMR is the approval of the GANN Limit. This will be transmitted separately for City Council consideration on June 24, 2019.

DISCUSSION

Fiscal Year 2020 Finance Committee Budget Balancing Process & Final Recommended Changes

During the Finance Committee meetings, the Finance Committee approved staff recommended changes and recommended and approved their own changes. Based on the Finance Committee deliberations during the month of May 2019, including changes at the behest of staff, this section aggregates and outlines all the final amendments recommended to be made to the FY 2020 Proposed Operating and Capital Budgets distributed to the City Council on April 22, 2019. Included below is a summary of the changes across all funds, including the General Fund, accounting for the various approved motions and staff recommendations. All adjustments are outlined in greater detail in Attachment A, Exhibits 2 and 3.

	General Fund		All Funds	
	Revenues	Expenses	Revenues	Expenses
Citywide Proposed Budget, released April 22, 2019 (\$000s)	\$232,052	\$230,777	\$631,834	\$699,213
Finance Committee Approved Amendments				
<i>Finance Committee Initiated</i>				
Human Resources Funding (Performance Evaluations and Candidate Screening - One-time)	\$0	\$110	\$30	\$140
Information Technology Professional Services Augmentation (One-time)	\$0	\$100	\$100	\$200
Children's Library Sunday Hours (One-time)	\$0	\$18	\$0	\$18
Parking Fee Realignment	\$0	(\$16)	\$203	\$170
Budget Uncertainty (City Council) Reserve Offset	\$0	(\$228)	\$0	(\$228)
<i>Staff Initiated</i>				
Planning and Community Environment/Development Services Realignment	\$50	\$302	\$50	\$211
Community Services Position Reclassification	\$0	\$7	\$0	\$7
Various Capital Reappropriations	\$0	\$0	\$0	\$18,782
Transfer from the General Fund to the Business Improvement District (BID)	\$0	\$17	\$17	\$34
CDBG Augmentation - Additional Revenues	\$0	\$0	\$64	\$64
Budget Operations Reserve Offset	\$0	(\$277)	\$0	\$0
SUBTOTAL CHANGES FROM FY 2020 PROPOSED BUDGET	\$50	\$34	\$464	\$19,398
Citywide Proposed Revenue and Expenses (as of June 17th Adoption Hearing)	\$232,102	\$230,811	\$632,298	\$718,611

Specifically, the City has worked this year to achieve increased funding for supplemental pension contributions to proactively fund pension liabilities. Below are two charts to help depict where the City is at in this activity as well as the near-term outlook. This FY 2020 Adopted Budget results in maintaining the BSR at 18.5%, consistent with prior City Council direction.

General Fund Balancing by Year (\$000s)	FY 2019 ^a	FY 2020	FY 2021
Revenues	214,497	232,103	241,845
Expenses	210,706	230,810	241,447
Contribution needed to Maintain BSR @ 18.5%	-	1,283	1,957
Surplus/(Deficit)	3,791	10	(1,559)

^a At the direction of City Council, the FY 2019 Expense Budget included a \$4M reduction to General Expenses while the City pursued ongoing reductions to proactively fund pension contributions.

Recommended Reductions in the FY 2020 Operating Budget		
Department	General Fund	
	FY 2020	Ongoing
Administrative Services	(277,547)	-
City Attorney	-	-
City Auditor	-	-
City Clerk	(16,000)	(16,000)
City Council	-	-
City Manager	-	-
Community Services	(295,027)	(490,000)
Fire	(667,871)	(630,720)
Human Resources	-	-
Information Technology ^a	(114,450)	(160,230)
Library	(172,630)	(173,000)
Non-Departmental ^b	(25,000)	(25,000)
Office of Emergency Services	(40,000)	(40,000)
Office of Transportation	-	-
Planning and Community Environment/Development Services	(152,393)	-
Police	(855,246)	(440,000)
Public Works ^c	(487,813)	(512,712)
^a Actions in the Information Technology Department will save \$250,000 across all funds in FY 2020, and \$350,000 across all funds in FY 2021.		
^b This \$25,000 reduction in Non-Departmental is an ongoing reduction in the City Manager's Contingency.		
^c This action includes the General Fund's share of savings in the Vehicle Replacement and Maintenance Fund that will generate \$203,000 in savings across all funds in FY 2020 and \$209,000 in savings in FY 2021.		

The FY 2020 Operating Budget reflects the second year of continued reductions in the General Fund. FY 2019's Adopted Operating Budget contained \$2.3 million in General Fund structural reductions. As part of that \$2.3 million in reductions, positions were eliminated in the Offices of the City Clerk, the City Attorney's Office, the Administrative Services Department, the Community Services Department, the Library Department, and Public Works. Subsequent to the adoption of the budget, a position was eliminated in the City Auditor's Office. The reductions taken in FY 2019 and recommended in FY 2020 are necessitated in part by the City Council's direction to proactively fund the City's long-term pension obligations to ensure the City's long-term fiscal sustainability.

The following sections detail the changes made to the FY 2020 Proposed Budget through the Finance Committee Budget Hearings, summarized by fund type.

General Fund

Throughout the Finance Committee meetings, various minor amendments were proposed by both the Finance Committee and staff in the General Fund. All departmental budgets as amended by the Committee were approved by majority vote.

Summary of Recommended Changes to the FY 2020 City Manager Proposed Budget

Throughout the FY 2020 Budget Hearings, the Finance Committee members recommended amendments to the FY 2020 City Manager Proposed Budget. Staff has worked to incorporate those directions into the amended budget and recommended a few additional actions as a result of changes approved by the Finance Committee. Items are ongoing, unless specifically noted as one-time, and are detailed more completely below.

- An increase in the Planning and Community Environment Department expense appropriation of \$302,409 to reflect the reorganization and authorized staffing levels to merge the former Development Services Department and the Planning and Community Environment Department. \$252,901 of this funding is from the *Budget Operations Reserve* while the remaining \$49,508 is offset by an increase in revenue;
- As directed by the Finance Committee, a \$110,000 increase in budgeted expenses in the Human Resources Department to automate performance evaluations (\$30,000) and pilot a candidate screening system (\$80,000, one-time). Funding for this action will be provided by the *Budget Uncertainty Reserve (City Council)* in FY 2020.
- As directed by the Finance Committee, a one-time \$100,000 increase in allocated charges across General Fund departments for internal services provided by the Information Technology Department funded by the *Budget Uncertainty Reserve (City Council)*.
- As requested by the Finance Committee, a one-time \$18,000 increase in temporary salary expenses for the equivalent of 0.30 FTE to fund Sunday hours at the Children's Library for FY 2020. Currently, the Children's Library is open Monday through Saturday from 10:00 am to 6:00 pm and Sundays 1:00 pm to 5:00 pm. The Children's Library receives an average of 31.25 visits per hour on an 8-hour day and 41.50 visits per hour on Sundays due to shorter open hours. Funding for this action will be provided from the *Budget Uncertainty Reserve (City Council)*;
- A one-time \$17,000 transfer from the General Fund to the Business Improvement District (BID) Fund to appropriately align funding for fee assessment collections; funded by the *Budget Operations Reserve*; and
- Various budget actions associated with a \$180,000 increase in budgeted expenses for Transportation Management Association (TMA) services, offset by an increase of 7.5% to Employee Parking Permit fees (discussed in more detail in the Special Revenue Funds and Municipal Fee sections), specifically:

- a \$21,000 increase in the General Fund transfer to the University Avenue Fund for the purchase of City employee parking permits, from \$281,250 to \$302,250; and
- a \$37,000 decrease in the General Fund transfer to the Residential Parking Permit (RPP) Fund to cover an operating deficit in FY 2020, from \$720,000 to \$683,000; and
- a \$7,200 increase in salary expenses in the Community Services Department, funded by the *Budget Operations Reserve*, with a corresponding update to the department's Table of Organization as a result of the reclassification of a 1.0 FTE Program Assistant II to a 1.0 FTE Coordinator Recreation Programs.

Actions recommended in this report result in a \$277,101 decrease in the *Budget Operations Reserve*, a \$228,000 decrease in the *Budget Uncertainty Reserve (City Council)*, and an increase in the contribution to the Budget Stabilization Reserve (BSR) of \$16,000. The *Budget Operations Reserve* was established for FY 2020 in the amount of \$1.4 million. As discussed in the FY 2020 Proposed Budget, it was created to offset anticipated impacts in the General Fund for items that, at the time the FY 2020 Proposed Budget was released, did not yet have fully refined costs. The reorganization of the Planning and Community Environment Department, transfer to the BID Fund, and position reclassification in the Community Services Department are funded by this reserve, bringing its balance to \$1.1 million.

Consistent with past practice, staff set aside \$300,000 in one-time funding to be used at the City Council's discretion during the FY 2020 Budget review process - *Budget Uncertainty Reserve (City Council)*. The actions supporting the Human Resources Department's technology investments, the Information Technology Department's professional services, and the Library Department's additional hours are funded by this reserve, bringing its remaining balance to \$72,000.

By policy, the City maintains a reserve level of 15.0 - 20.0 percent of the General Fund operating budget, with a targeted goal of 18.5 percent. The FY 2020 Proposed Budget included a \$1.3 million contribution to the BSR to ensure that it meets this target; at the time the Proposed Budget was transmitted the BSR was projected to have a balance of \$42.7 million.

Through the actions recommended in this report, most increases in expenses in the General Fund are offset by decreases to either the *Budget Operations Reserve* or the *Budget Uncertainty Reserve (City Council)*. However, an increase in expenses of \$49,508 offset by fee revenue in the Planning and Community Environment Department is also recommended, which would increase the necessary contribution to the BSR by \$9,200 to maintain the BSR at 18.5%.

The adjustments to the General Fund transfers to Special Revenue Funds for parking-related costs will result in a net savings of \$16,000; this savings is recommended to be contributed to the BSR. This savings will provide the necessary contribution to the BSR for the revenue-backed expense increase in the Planning and Community Environment Department.

General Capital Improvement Fund

At the Finance Committee Budget meetings, the vote on the tentative approval of the FY 2020 General Capital Improvement Fund was unanimous, 3-0. The General Capital Improvement Fund recognizes a positive fund balance at the end of FY 2020 as well as each year of the 2020-2024 five-year Capital Improvement Plan (CIP). However, there are some assumptions in that calculation that should be noted. Within the capital budget, the top priority is to fund and complete the nine 2014 Council Infrastructure Plan (IP) projects approved by the City Council in June 2014.

- As part of the FY Proposed 2020 Capital Budget, staff recommended and the Finance Committee approved the addition of a tenth project to the IP: the Downtown Automated Parking Guidance Systems, Access Controls & Revenue Collection Equipment (PL-15002). Due to the City Council's decision to defer one of the original IP projects, the New Downtown Parking Garage Project (PE-15007) in February 2019 ([Action Minutes](#)), this tenth IP project will mitigate parking congestion in downtown while plans for the Downtown Garage are reevaluated.
- The IP relies on the total 3.5 percent TOT rate increases approved in 2014 and 2018 plus revenue from new hotels built after January 2015, including new Marriott hotels anticipated to open in FY 2021.

In addition to the IP projects, there are a number of other significant potential capital projects that have been identified as needs that do not have funding identified. The following are some other potential competing community asset projects: Animal Shelter reconstruction; Caltrain Westside Fencing; Cubberley Master Plan implementation; Junior Museum and Zoo Phase II; and Parks Master Plan implementation. The only recommended adjustments to the General Capital Improvement Fund are staff recommended amendments for reappropriations for specific projects. These changes are detailed more in Attachment A, Exhibit 3.

Enterprise Funds

As directed by the Finance Committee during the May 15, 2019 meeting, a \$4,000 increase (\$48,000 to \$52,000) in the Utilities Fund transfer to the University Avenue Fund is recommended for the purchase of City staff parking permits. In order to support the recommendation to increase Transportation Management Authority (TMA) funding, various increases to the costs of parking permits are needed. Additional information pertaining to parking permit increases can be found in the Special Revenue Funds and Municipal Fee sections of this report.

Internal Service Funds

As directed by the Finance Committee during the May 28, 2019 wrap-up Budget Hearing, a \$100,000 increase in professional services funding has been added to the Information Technology (IT) Department's operating budget in the Technology Fund. Additional professional services funding will benefit multiple departments through consultant support for projects such as infrastructure upgrades, full migration to Windows 10, the Enterprise Resource Planning

(ERP) upgrade, implementation of the Citywide Data Strategy and Data Governance efforts, and other department-lead and citywide innovation projects.

The Information Technology Department also serves as the contract administrator for the City's online recruitment vendor. As discussed above, the Finance Committee directed that \$30,000 be appropriated to automate performance evaluations in the Human Resources Department. Attachment A, Exhibit 2 includes the necessary transactions to allocate this \$30,000 appropriately.

As directed by the Finance Committee during the May 15, 2019 meeting, a \$2,000 increase (\$24,000 to \$26,000) in the Information Technology Fund transfer to the University Avenue Fund is recommended for the purchase of City staff parking permits. In order to support the recommendation to increase Transportation Management Authority (TMA) funding, various increases to the costs of parking permits are recommended. Additional information pertaining to parking permit increases can be found in the Special Revenue Funds and Municipal Fee sections of this report.

Special Revenue Funds

As discussed with the Finance Committee during the May 28, 2019 Wrap-Up Budget Hearing, a \$17,000 transfer from the General Fund to the Business Improvement District (BID) Fund is recommended to appropriate funding for fee assessment collections. As part of the development of the FY 2020 Proposed Budget, the costs to collect the BID assessment fee were assumed in the General Fund. In order to more appropriately allocate and display the expected expenses for the BID, a transfer of these funds from the General Fund to the BID Fund is recommended.

Additional details can be found in the at places memorandum provided during the May 28th committee meeting: www.cityofpaloalto.org/civicax/filebank/documents/71653

As discussed with the Finance Committee during the May 28, 2019 Wrap-Up Budget Hearing, an increase of \$63,533 is recommended to align funding with final 2019-2020 CDBG allocations. The City of Palo Alto receives funds annually from the U.S. Department of Housing and Urban Development (HUD) as an entitlement city under the CDBG program. This is the principal Federal program that provides funds to the CDBG Program to expand and maintain affordable housing supply, promote housing opportunities, improve and maintain community facilities, and increase economic opportunities for persons of low and moderate income. The final allocations by the Department of Housing and Urban Development (HUD) for 2019-2020 had not yet been confirmed at the time of the development of the FY 2020 Proposed Budget. The recommended action will add \$63,533 to revenue and expense appropriations to align the budget with the final CDBG allocation (\$724,578) as approved by the City Council on May 6, 2019 (CMR [10192](#)).

As directed by the Finance Committee during the May 15, 2019 Budget Hearing, an increase of \$180,000 is recommended for the Transportation Management Authority (TMA) to be funded through a 7.5% increase to Employee Parking Permit fees. On April 16, 2019, the TMA presented potential reductions to single occupancy vehicles (SOV) rates that could be

accomplished through additional funding levels (CMR [10198](#)). Following this meeting, the Finance Committee requested that staff provide analysis to outline the implications of providing additional funding to the TMA. Staff presented four scenarios at the May 15, 2019 committee hearing with the goal of increasing TMA funding through increases in Employee Parking Permit fees.

Ultimately, the Finance Committee directed that a 7.5% increase to Employee Parking Permit fees be applied to generate additional funding of \$180,000 to the TMA, from \$480,000 to \$660,000. The funding for TMA is fully expensed out of the University Avenue Fund; however, prices are recommended to increase across all parking funds in order to maintain the alignment of the Residential Parking Permit (RPP) Districts with the Downtown and California Avenue garages and remove incentive for permit holders to park in residential areas due to lower permit pricing. As result of this action, various budget adjustments are recommended:

- Increase the price of Employee Parking Permits 7.5%; from \$750 to \$806 per year in University Avenue and Downtown RPP district and from \$375 to \$403 per year in the California Avenue, Evergreen Park/Mayfield district, and Southgate district.
- Increase permit sales revenue estimates in University Avenue (\$155,000), California Avenue (\$21,000), and Residential Parking Permit Funds (\$37,000) to reflect parking permit increases.
- Increase transfers from the General Fund (\$21,000), Information Technology Fund (\$2,000), and Utilities Funds (\$4,000) to reflect the increased cost for the City's purchase of employee parking permits.
- Reduce the General Fund operating subsidy transfer to the Residential Parking Permit (RPP) Fund by \$37,000, from \$720,000 to \$683,000, as a result of additional parking permit revenues.

The funding scenarios presented to Finance Committee can be found in the at places memorandum provided during the May 15, 2019 committee meeting:

www.cityofpaloalto.org/civicax/filebank/documents/71352

A detailed presentation of budgetary and Municipal Fee adjustments resulting from the selected funding scenario can be found in the at place memorandum provided during the May 23, 2019 meeting:

www.cityofpaloalto.org/civicax/filebank/documents/71463

Capital Reappropriations

As a result of an October 2014 change to the Municipal Code, City Council authorization is now required for reappropriation of funds for capital projects from one fiscal year to the next. The FY 2020 budget process continues this process with the FY 2020 Proposed Capital Budget including approximately \$52.6 million in reappropriated funds for project expenditures across all funds. The FY 2020 Proposed Budget figures were developed in early Spring of 2019; departments have subsequently refined current year estimates and the reappropriation amounts built into the FY 2020 Proposed Capital Budget. Additional reappropriation adjustments are recommended as part of this memorandum in order to update the FY 2020 Capital Budget with more refined estimated activity levels in Fiscal Year 2019. Cumulatively, this re-review of projects has resulted in staff's recommendation to increase the Fiscal Year 2020 Proposed Budget by a total of \$18.8 million, from \$172.8 million to \$191.6 million.

Fund	Recommended Fiscal Year 2020 Funding Adjustment
Capital Improvement Fund	\$15,423,300
Cubberley Infrastructure Fund	\$309,800
Electric Fund	\$3,281,100
Gas Fund	-\$400,000
Technology Fund	-\$201,100
Vehicle Replacement Fund	-797,600
Wastewater Collection Fund	\$292,750
Wastewater Treatment Fund	-\$154,700
Water Fund	\$1,027,500
Total All Funds	\$18,781,050

These adjustments, as outlined by project in Attachment A, Exhibit 3, combined with those outlined in the FY 2020 Proposed Capital Budget will ensure that funds are available at the onset of Fiscal Year 2020 for projects that have experienced delays in the current year and will reduce the Fiscal Year 2020 Proposed Budget for projects that experienced higher than anticipated expenditure levels within Fiscal Year 2019. In total, reappropriations of an estimated \$71.4 million in FY 2020 are above those assumed in the FY 2019 Adopted Capital Budget of \$47.7 million. This is the result of a few factors, including more proactively revising the timing of funding needed for projects, the ability to encumber contracts for some projects being pushed to FY 2020, and a few larger projects budgeted in FY 2019 being moved to FY 2020.

Table of Organization

There were minimal changes to the authorized position levels through the Finance Committee Budget hearings. This included changes to the Table of Organization recommended by staff to realign staff in the newly merged Planning and Community Environment and former Development Services Department. This reorganization is recommended to assist in merging the functions, while maintaining the Development Center as a "one-stop shop" and ensuring a successful and sustainable allocation of resources. An additional recommendation was brought forward by staff to reclassify 1.0 Program Assistant II to a 1.0 Coordinator of Recreation Programs in the Community Services Department as the result of an agreement to resolve a grievance. An updated Table of Organization is included as Attachment A, Exhibit 4.

Additional details regarding the Planning and Community Environment and Development Services Department merger can be found in the at places memorandum provided during the May 15th committee meeting: www.cityofpaloalto.org/civicax/filebank/documents/71332

Additional details regarding the Community Services Department reclassification can be found at the at places memorandum provided during the May 23rd committee meeting: www.cityofpaloalto.org/civicax/filebank/documents/71460

Municipal Fee Schedule

On May 23, 2019 the Finance Committee recommended that the City Council adopt the changes to the Fiscal Year 2020 Proposed Municipal Fee Schedule with amendments (Attachment A, Exhibit 5). Notable changes proposed to the Municipal Fee Schedule in Fiscal Year 2020 include a 7.5% percent fee increase for average salary and benefits and adjustments to achieve cost recovery levels per the guidelines approved by the City Council and adjustments to Planning and Community Environment Impact Fees in accordance with prior City Council resolutions. As detailed in the Attachment A, Exhibit 5, the Finance Committee approved the addition of 8 new fees, the deletion of 23 fees, and the change of 65 fees to adjust for cost recovery levels, align with market value, or capture other technical adjustments.

Finance Committee also reviewed staff recommendations to update the Municipal Fee Cost Recovery Policy, which is discussed in further detail under the Municipal Fee Policy Update section of this memo. Through the Finance Committee budget hearings, one change was made to fees.

Employee Parking Permit Fees: As discussed above in the Special Revenue Fund section, on May 15, 2019 the Finance Committee reviewed the implications of increasing the price of employee parking permits with the goal of generating increased funding for the Transportation Management Association (TMA). The Finance Committee recommended increases of 7.5%, in alignment with a majority of City Fees, to five of the related municipal fees for parking permits. These fee changes are discussed in the Special Revenue Fund section and detailed in Attachment A, Exhibit 5.

At the May 28, 2019 meeting, the Finance Committee requested additional information from the Planning and Community Environment Department regarding the fee rate necessary to fully

recover the costs of appeals. The *Appeals and Request for Hearing before City Council or Planning & Transportation Commission Fee* is outlined in the FY 2020 Proposed Municipal Fee Schedule at a rate of \$280 per application and falls within the low cost recovery range (0.0% - 30.0%). At the time of the most recent fee study (CMR [6638](#)), staff and the consultant recommended a low recovery rate so as not to discourage appeals filings. If this fee were recalculated at a rate of full recovery by applying the recommended general rate increases since completion of the fee study in 2016, the fee would be \$597 per application in FY 2020.

Municipal Fee Cost Recovery Policy Update

The Municipal Fee Cost Recovery Policy describes fees in relation to the City's cost to provide the service or program for which fees are charged. The policy includes a description of various issues that should be considered in determining the level of program and service costs that should be recovered through user fees, versus paid by the City's general funds. Staff recommends updating the Municipal Fee Cost Recovery Policy to clarify that certain programs and services provided by the City are not subject to state laws limiting user fees to the City's costs. This update is contained in Attachment B (redlined version) and Attachment C (clean version).

Fiscal Year 2020 Rate Changes

From March through May 2019, the Utilities Advisory Commission and Finance Committee received and reviewed various utility financial plans, transfer requests, and rate changes recommended by staff. Adoption of the resolutions to approve rate adjustments for FY 2020 is scheduled to be considered by the City Council on June 17, 2019. Full details can be found in CMR [10295](#), which outlines the actions requested, transmits the relevant resolutions, and requests City Council approval and adoption. Below is a brief summary of the proposed rate adjustments for various utilities.

Rate Changes

- Electric: For FY 2020, an 8% overall rate increase is proposed. Beyond FY 2020, annual increases of 4% are projected through FY 2023. For more information, see CMR [10217](#), approved by the Finance Committee on May 15, 2019.
- Gas: For FY 2020, a 5% overall rate increase is proposed. Beyond FY 2020, annual increases between 4% and 8% are projected through FY 2024. For more information, see CMR [10255](#), approved by the Finance Committee on May 15, 2019.
- Wastewater Collections: For FY 2020, a 7% overall rate increase is proposed. Beyond FY 2020, annual increases of 6% are projected through FY 2024. For more information, see CMR [10107](#), approved by the Finance Committee on April 16, 2019.

- Water: For FY 2020, a 1% overall rate increase is proposed. Beyond FY 2020, annual increases between 2% and 6% are projected annually through FY 2024. For more information, see CMR [10149](#), approved by the Finance Committee on April 16, 2019.
- Storm Water Management: For FY 2020, a 4.5% increase based on the annual Consumer Price Index (CPI) change in the San Francisco Bay Area is proposed. For more information, see CMR [10147](#), approved by the Finance Committee on April 16, 2019.
- Dark Fiber: For FY 2020, a 4.5% increase for the EDF-1 and EDF-2 rates is proposed. Future year adjustments will continue to be based on year-to-year change in the CPI in the San Francisco Bay Area.

Referral Items for Full Council at the Request of the Finance Committee

The Finance Committee approved a motion on May 28, 2019 to recommend that the full City Council refer the following items to staff for further review. A motion by the full City Council would be necessary to refer these items to staff.

- Return to the Finance Committee to strategize the use of uncommitted funds from the Stanford University Medical Center (SUMC) development agreement. More information regarding this potential referral can be found below.

Staff agrees and intends to return to the City Council after further review of the SUMC fund. However, additional information below is provided based on the discussion at the May 28, 2019 committee meeting where a summary of uncommitted balances in the SUMC Fund, assuming that the FY 2020-2024 Capital Improvement Plan projects are expended as planned was requested. The table below outlines this plan.

Of note, the Intermodal Transit category is over committed based on the FY 2022 planned expenditures for Quarry Road Improvement project (PL-16000) to continue improvements to the connection from the Intermodal Transit Center to El Camino Real/Quarry Road. The PL-16000 Quarry Road Improvement project includes two components that are outlined in the development agreement as follows:

- Improvements to and within the public right of way to enhance the pedestrian and bicycle connection from the west side of El Camino Real to Welch Road, including urban design elements and way finding, wider bicycle lanes, as necessary on Quarry Road, enhanced transit nodes for bus and/or shuttle stops, and prominent bicycle facilities. *To be funded through Quarry Road Improvements/"linkages";* and
- Improvements to Enhance the Pedestrian and Bicycle Connection from the Palo Alto Intermodal Transit Center to the existing intersection at El Camino Real and Quarry Road, including development of an attractive, landscaped passive park/green space with a clearly marked and lighted pedestrian pathway, benches and flower borders to improve the connection from the Intermodal Transit Center to El Camino Real/Quarry Road intersection. Additional information on the use of this funding is included in the

subsequent SUMC Environmental Impact Report (EIR) mitigation and monitoring and reporting program (MMRP). *To be funded through Intermodal Transit.*

Additional details can be found at the at places memorandum provided during the May 28th committee meeting: www.cityofpaloalto.org/civicax/filebank/documents/71652

Stanford University Medical Center (SUMC) Current Fund Status Summary (millions):

	Definition of Use	Payments Received	FY 2020 Beginning Balance (Est)	FY 2020 Interest (Est)	FY 2020 - 2024 Commitments	Uncommitted
Community Health and Safety	Community based health and wellness programs that benefit residents of the City	4.00	2.71	0.04		2.75
Expansion Cost Mitigation	Mitigate unexpected project impact costs and ensure cost neutrality	2.42	2.79	0.05		2.84
Intermodal Transit	Enhance pedestrian and bicycle connection from the Transit Center to the El Camino/Quarry Road intersection	2.25	1.17	0.02	<u>\$1.7m</u> <i>PL-16000 Quarry Road Improvements (\$1.7m)</i>	(0.51)
Quarry Road Improvements "Linkages"	Improvements to the right-of-way for pedestrian and bicycle connection	0.40	-	-		-
Infrastructure and Affordable Housing	Used in connection with infrastructure, sustainable neighborhoods and communities, and affordable housing	23.20	10.47	0.17	<u>\$10.6m</u> <i>PE-15007 Downtown Garage (\$9.1m); PE-15001 Public Safety Building (\$0.8m); and PE-18004 Fire Station 4 Replacement (\$0.7m)</i>	0.04
Climate Change and Sustainable Communities	Used for projects and programs for a sustainable community	12.00	2.68	0.04	<u>\$2.4m</u> <i>PL-04010 Bicycle and Ped Plan (\$2.4)</i>	0.33
Totals		\$44.3	\$19.8	\$0.3	\$14.7	\$5.44

In addition to this formal request, additional topics were discussed however, already identified by workplans and therefore no formal action is necessary as follow-up is already scheduled.

- Discuss options for long-term Pension and Other Post-Employment Benefit (OPEB) funding, including potential development of a policy, with the Finance Committee. This topic was included in the Fiscal Sustainability Workplan that was approved by the City Council on April 22, 2019 as an item that was identified but not yet resourced.
- Discuss Library fines with the Library Advisory Commission. More extensively discuss the trade-offs associated with fines in the Library and the disadvantages and advantages of using fines.
- Provide an update on the Bicycle/Pedestrian Plan to the City Council in Fall 2019. Staff anticipates returning to City Council with a follow-up report on the Bike Boulevard and lessons learned after the summer recess, as identified in the Transportation Workplan approved by the City Council on May 7, 2019.
- Analyze the appropriate price levels for the gated Junior Museum and Zoo (JMZ), anticipated to open in summer 2020, to ensure appropriate cost recovery levels. It is anticipated that Staff will include this analysis as part of the development of the business plan for the JMZ in Winter 2019 and will recommend potential options to the Finance Committee and City Council.

RESOURCE IMPACT

This report summarizes and seeks the City Council approval of the FY 2020 Operating and Capital Budgets, the supporting fee schedules, and table of organization in order to support the projections and appropriations included.

The approval of the City Manager's FY 2020 Capital and Operating Budget as recommended to be amended in this report would result in the appropriation of funds for these services and programs to be completed during the 2020 Fiscal Year.

ENVIRONMENTAL REVIEW

Adoption of the attached Financial Plans and budgeted transfers does not meet the California Environmental Quality Act's definition of a project, pursuant to Public Resources Code Section 21065 and CEQA Guidelines Section 15378(b)(4) and (5), because it is a governmental fiscal and administrative activity which will not cause a direct or indirect physical change in the environment. After reviewing the staff report and all attachments presented to City Council, the City Council incorporates these documents herein and finds that sufficient evidence has been presented setting forth with specificity the basis for this claim of CEQA exemption.

Attachments:

- Attachment A: FY 2020 Budget Adoption Ordinance

- Attachment A, Exhibit 1: City Manager's Fiscal Year 2020 Proposed Operating & Capital Budgets & Municipal Fee Schedule
- Attachment A, Exhibit 2: Amendments to the City Manager's Fiscal Year 2020 Proposed Operating Budget
- Attachment A, Exhibit 3: Amendments to the City Manager's Fiscal Year 2020 Proposed Capital Budget
- Attachment A, Exhibit 4: Table of Organization
- Attachment A, Exhibit 5: FY 2020 Municipal Fee Schedule (Changed Fees)
- Attachment B: Municipal User Fee Cost Recovery Level Policy (Red-lined)
- Attachment C: Municipal User Fee Cost Recovery Level Policy
- Attachment D: FY 2020 Finance Committee Budget Proceedings

ORDINANCE NO. XXXX

ORDINANCE OF THE COUNCIL OF THE CITY OF PALO ALTO ADOPTING THE
BUDGET FOR FISCAL YEAR 2020

SECTION 1. The Council of the City of Palo Alto finds and determines as follows:

A. Pursuant to the provisions of Section 6(g) of Article IV of the Charter of the City of Palo Alto and Chapter 2.28 of the Palo Alto Municipal Code, the City Manager has prepared and submitted to the City Council, by letter of transmittal, a budget proposal for Fiscal Year 2020; and

B. Pursuant to the provisions of Section 12 of Article III of the Charter, the Council did, on June 17, 2019, hold public hearings on the budget after publication of notice in accordance with Section 2.28.070 of the Palo Alto Municipal Code; and

C. In accordance with the provisions of Chapter 8 of Division 1, of Title 7, commencing with Section 66016 of the Government Code, as applicable, the Council did on June 17, 2019, hold a public hearing on the proposed amendments to the Municipal Fee Schedule, after publication of notice and after availability of the data supporting the amendments was made available to the public at least 10 days prior to the hearing.

SECTION 2. Pursuant to Chapter 2.28 of the Palo Alto Municipal Code, the following documents, collectively referred to as “the budget” are hereby approved and adopted for Fiscal Year 2020:

- (a) The budget document (Exhibit “1”) containing the proposed operating and capital budgets submitted on April 22, 2019, by the City Manager for Fiscal Year 2020, entitled “City of Palo Alto - City Manager’s Fiscal Year 2020 Proposed Budget” covering General Government Funds, Enterprise Funds, Special Revenue Funds, and Internal Service Funds, a copy of which is on file in the Department of Administrative Services, to which copy reference is hereby made concerning the full particulars thereof, and by such reference is made a part hereof; and
- (b) The Amendments to the City Manager’s Fiscal Year 2020 Proposed Budget, attached hereto as Exhibit “2,” and Exhibit “3”, and made a part hereof; and
- (c) Changes and revised pages in the Table of Organization displayed on pages 465 through 482 of “Exhibit 1,” and as attached hereto as Exhibit “4” made a part hereof; and

- (d) Fee changes to the Municipal Fee Schedule, attached hereto as Exhibit “5” and made a part hereof.

SECTION 3. The sums set forth in the budget for the various departments of the City, as herein amended, are hereby appropriated to the uses and purposes set forth therein.

SECTION 4. All expenditures made on behalf of the City, directly or through any agency, except those required by state law, shall be made in accordance with the authorization contained in this ordinance and the budget as herein established and as may from time to time be amended.

SECTION 5. Appropriations for the Fiscal Year 2019 that are encumbered by approved purchase orders and contracts for which goods or services have not been received or contract completed, and/or for which all payments have not been made, by the last day of the Fiscal Year 2019 shall be carried forward and added to the fund or department appropriations for Fiscal Year 2020.

SECTION 6. The City Manager is authorized and directed to make changes in the department and fund totals and summary pages of the budget necessary to reflect the amendments enumerated and aggregated in the budget as shown in Exhibit “2” and Exhibit “3” and the Fiscal Year 2019 appropriations carried forward as provided in Section 5.

SECTION 7. As specified in Section 2.04.320 of the Palo Alto Municipal Code, a majority vote of the City Council is required to adopt this ordinance.

SECTION 8. As specified in Section 2.28.140(b) of the Palo Alto Municipal Code, the Council of the City of Palo Alto hereby delegates the authority to invest the City’s funds to the Director of Administrative Services, as Treasurer, in accordance with the City’s Investment Policy for Fiscal Year 2020.

SECTION 9. The Council of the City of Palo Alto adopts the changes to the Municipal Fee Schedule as set forth in Exhibit “5”. Where required by law, the amount of the new or increased fees and charges is no more than necessary to cover the reasonable costs of the governmental activity, and the manner in which those costs are allocated to a payer bears a fair and reasonable relationship to the payer’s burden on, or benefits received from, the governmental activity. All new and increased fees shall go into effect immediately; provided that pursuant to Government Code Section 66017, all Planning & Community Environment Department fees relating to a “development project” as defined in Government Code Section 66000 shall become effective sixty (60) days from the date of adoption.

SECTION 10. Certain fees in the Municipal Fee Schedule are for government services provided directly to the payor that are not provided to those not charged. Where required by

law, the amount of these fees do not exceed the reasonable costs to the City of providing the services. Consequently, pursuant to Art. XIII C, Section 1(e)(2), such fees are not a tax.

SECTION 11. As provided in Section 2.04.330 of the Palo Alto Municipal Code, this ordinance shall become effective upon adoption.

SECTION 12. The Council of the City of Palo Alto hereby finds that this is not a project under the California Environmental Quality Act and, therefore, no environmental impact assessment is necessary.

INTRODUCED AND PASSED: Enter Date Here

AYES:

NOES:

ABSENT:

ABSTENTIONS:

NOT PARTICIPATING:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

APPROVED:

City Manager

City Attorney

Director of Administrative Services

Fiscal Year 2020 City Manager's
Proposed Operating & Capital Budgets and Municipal Fees

These documents were originally distributed on April 22, 2019. Printed copies are available upon request for \$29 per book (FY 2019 fee).

These documents may be viewed at any City of Palo Alto Library or the City's website: www.cityofpaloalto.org/gov/depts/asd/budget.asp

Changes to the Municipal Fee Schedule were distributed in Finance Committee Packet on May 23, 2019. The City Manager's Staff Report can be viewed on the City's website: www.cityofpaloalto.org/civicax/filebank/documents/71320

- At places memorandum: (Employee Parking Permit Municipal Fees)
www.cityofpaloalto.org/civicax/filebank/documents/71463

In addition, various at places memorandum and presentations were presented throughout the Finance Committee Hearings in May 2019 to provide additional information. These documents can be found on the City's website under "FY 2020 Budget Hearings": www.cityofpaloalto.org/gov/depts/asd/budget.asp

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment		Expenses Adjustment
GENERAL FUND (102 & 103)				
<i>Administrative Services</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 4,525
<i>Attorney</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 1,854
<i>Auditor</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 715
<i>Clerk</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 1,005
<i>City Manager's Office</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 2,492

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
GENERAL FUND (102 & 103)			
<i>Community Services</i>	<p>Staffing Realignment</p> <p>Consistent with the Finance Committee recommendation approved on May 23, 2019, this action increases salary expenses in the Community Services Department, to reclassify a 1.0 FTE Program Assistant II to a 1.0 FTE Coordinator Recreation Programs as a result of an agreement to resolve a grievance. An offsetting transaction in the Budget Operations Reserve is recommended to fund this action.</p>	\$ -	\$ 7,200
<i>Community Services</i>	<p>Technology Services Adjustments</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.</p>	\$ -	\$ 16,431
<i>Fire</i>	<p>Technology Services Adjustments</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.</p>	\$ -	\$ 18,085
<i>Human Resources</i>	<p>Technology Services Adjustments</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.</p>	\$ -	\$ 2,065
<i>Human Resources</i>	<p>Technology Investments - Candidate Screening Tools</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases funding by \$80,000 (one-time) to pilot a candidate screening system. An offsetting transaction in the Budget Uncertainty Reserve (City Council) is recommended to fund this action.</p>	\$ -	\$ 80,000

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment		Expenses Adjustment
GENERAL FUND (102 & 103)				
<i>Human Resources</i>	<p>Technology Investments - Performance Evaluation Systems</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases funding by \$30,000 to automate performance evaluations. This action will be facilitated through the Information Technology Department and the cost allocated to the Human Resources Department; therefore, a corresponding action in the Technology Fund is also recommended in this report. An offsetting transaction in the Budget Uncertainty Reserve (City Council) is recommended to fund this action in FY 2020. In future budget cycles, these costs will be allocated to the various departments that utilize these services.</p>	\$	-	\$ 30,000
<i>Library</i>	<p>Technology Services Adjustments</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.</p>	\$	-	\$ 5,491
<i>Library</i>	<p>One-time Restoration of Sunday Hours at the Children's Library</p> <p>Consistent with the Finance Committee recommendation approved on May 23, 2019, this action provides one-time funding for the equivalent of 0.30 FTE to fund Sunday hours at the Children's Library for FY 2020. Currently, the Children's Library is open Monday through Saturday from 10:00 am to 6:00 pm and Sundays 1:00 pm to 5:00 pm. The Children's Library receives an average of 31.25 visits per hour on an 8-hour day and 41.50 visits per hour on Sundays due to shorter open hours. An offsetting transaction in the Budget Uncertainty Reserve (City Council) is recommended to fund this action.</p>	\$	-	\$ 18,000
<i>Non-Departmental</i>	<p>Transfer to the Business Improvement District (BID) Fund</p> <p>Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases the transfer from the General Fund to the Business Improvement District (BID) Fund to appropriate funding for collection services. As part of the development of the FY Proposed 2020 Budget, funding for collection services was anticipated to be absorbed in the General Fund. This action ensures that the expenditure is appropriately budgeted and displayed in the BID Fund. Funding for this transfer will be provided by an offset in the Budget Operations Reserve.</p>	\$	-	\$ 17,000

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment		Expenses Adjustment
GENERAL FUND (102 & 103)				
<i>Non- Departmental</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, this action increases the transfer from the General Fund to the University Avenue Fund. In order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. Employee parking permit prices are recommended to increase from \$750 to \$806 per year, and this action represents the marginal cost increase to the General Fund associated with the increase in parking permit costs for City staff.	\$	-	\$ 21,000
<i>Non- Departmental</i>	Operating Subsidy Transfer to the Residential Parking Permit (RPP) Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, this action reduces the operating deficit transfer from the General Fund to the RPP Fund from \$720,000 to \$683,000 as a result of increases to parking permit fees. Employee Parking Permit fees in the University Avenue Fund are recommended to increase in order to support additional funding to the Transportation Management Authority (TMA). In order to align parking permit prices across the City and remove incentive for permit holders to park in residential areas, additional actions are recommended to increase parking permit rates in parking funds across the City. The additional revenues resulting from parking permit increases in the RPP Fund are recommended to partially offset a transfer from the General Fund to cover an operating deficit in the RPP Fund in FY 2020.	\$	-	\$ (37,000)
<i>Non- Departmental</i>	Budget Uncertainty Reserve (City Council) This action adjusts the Budget Uncertainty Reserve (City Council) to offset actions recommended by the Finance Committee to augment the FY 2020 Proposed Budget. These actions include increased funding in the Human Resources Department (\$110,000), the Information Technology Department (\$100,000), and the Library Department (\$18,000) and described in more detail in this report.	\$	-	\$ (228,000)
<i>Non- Departmental</i>	Budget Operations Reserve This action adjusts the Budget Operations Reserve to offset the actions recommended in this report for the non-revenue backe portion of the Planning and Community Environment Staffing Reorganization, transfer to the Business Improvement District (BID) Fund, and the Community Services position staffing realignment.	\$	-	\$ (277,101)

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment		Expenses Adjustment
GENERAL FUND (102 & 103)				
<i>Office of Emergency Services</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 858
<i>Planning and Community Environment</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 12,133
<i>Planning and Community Environment</i>	Planning and Community Environment Staffing Reorganization Consistent with the Finance Committee recommendation approved on May 15, 2019, this action recommends staffing adjustments to complete the merger of the former Development Services Department (DSD) with the Planning and Community Environment Department. This reorganization results in a net addition of 2.0 full time positions in FY 2020; however, only 1.0 of these positions is ongoing and the other is partially offset by the elimination of part-time staffing equivalent of 1.46 FTE. Overall, this reorganization increases costs in FY 2020 by \$200,000 in all funds and approximately \$300,000 in the General Fund. Of the General Fund costs, approximately \$50,000 will be offset by fees for services in the Development Center. An offsetting transaction to the Budget Operations Reserve is recommended to fund the remainder of this action.	\$	49,508	\$ 302,409
<i>Police</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$	-	\$ 23,838

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
GENERAL FUND (102 & 103)			
<i>Public Works</i>	Technology Services Adjustments Consistent with the Finance Committee recommendation approved on May 28, 2019, this action adjusts the allocated charges for professional consultant support services provided through the Information Technology Department. A corresponding action in the Technology Fund is recommended to offset this action and a reduction in the Budget Uncertainty Reserve (City Council) will offset the General Fund costs.	\$ -	\$ 10,508
<i>Fund Balance</i>	Adjustment to Fund Balance (Budget Stabilization Reserve) This action adjusts the General Fund Budget Stabilization Reserve to offset the actions recommended in this report.	\$ -	\$ 16,000
GENERAL FUND (102 & 103) SUBTOTAL		\$ 49,508	\$ 49,508

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
CAPITAL IMPROVEMENT FUNDS			
<u>CAPITAL IMPROVEMENT FUND (471)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ 15,423,300
<i>Planning and Community Environment</i>	Planning and Community Environment Staffing Reorganization Consistent with the Finance Committee recommendation approved on May 15, 2019, this action recommends staffing adjustments to complete the merger of the former Development Services Department (DSD) with the Planning and Community Environment Department. This reorganization results in a net addition of 2.0 full time positions in FY 2020; however, only 1.0 of those positions is ongoing and the other is partially offset by the elimination of part-time staffing equivalent of 1.46 FTE. In the Capital Improvement Fund, this reorganization results in the reduction of 0.35 FTE and savings of approximately \$63,000.	\$ -	\$ (62,674)
<i>Fund Balance</i>	Adjustment to Fund Balance (Infrastructure Reserve) This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ (15,360,626)
CAPITAL IMPROVEMENT FUND (471) SUBTOTAL		\$ -	\$ -
<u>CUBBERLEY INFRASTRUCTURE FUND (472)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ 309,800
<i>Fund Balance</i>	Adjustment to Fund Balance (Infrastructure Reserve) This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ (309,800)
CUBBERLEY INFRASTRUCTURE FUND (472) SUBTOTAL		\$ -	\$ -

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
ENTERPRISE FUNDS			
<u>ELECTRIC FUND (513 & 523)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ 3,281,100
<i>Utilities</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, in order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. This action increases the transfer to the University Avenue Fund by the marginal costs associated with the increase in permit costs for City staff.		\$ 1,797
<i>Utilities</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ (3,282,897)
ELECTRIC FUND (513 & 523) SUBTOTAL		\$ -	\$ -
<u>FIBER OPTICS FUND (533)</u>			
<i>Utilities</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, in order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. This action increases the transfer to the University Avenue Fund by the marginal costs associated with the increase in permit costs for City staff.		\$ 114
<i>Utilities</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ (114)
FIBER OPTICS FUND (533) SUBTOTAL		\$ -	\$ -

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
ENTERPRISE FUNDS			
<u>GAS FUND (514 & 524)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ (400,000)
<i>Utilities</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, in order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. This action increases the transfer to the University Avenue Fund by the marginal costs associated with the increase in permit costs for City staff.		\$ 863
<i>Utilities</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ 399,137
GAS FUND (514 & 524) SUBTOTAL		\$ -	\$ -
<u>WASTEWATER COLLECTION FUND (527)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ 292,750
<i>Utilities</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, in order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. This action increases the transfer to the University Avenue Fund by the marginal costs associated with the increase in permit costs for City staff.		\$ 476
<i>Utilities</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ (293,226)
WASTEWATER COLLECTION FUND (527) SUBTOTAL		\$ -	\$ -

CITY OF PALO ALTO
 RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
ENTERPRISE FUNDS			
<u>WASTEWATER TREATMENT FUND (526)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ (154,700)
<i>Public Works</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ 154,700
WASTEWATER TREATMENT FUND (526) SUBTOTAL		\$ -	\$ -
<u>WATER FUND (522)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ 1,027,500
<i>Utilities</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, in order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. This action increases the transfer to the University Avenue Fund by the marginal costs associated with the increase in permit costs for City staff.		\$ 750
<i>Utilities</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ (1,028,250)
WATER FUND (522) SUBTOTAL		\$ -	\$ -

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
INTERNAL SERVICE FUNDS			
<u>TECHNOLOGY FUND (682)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ (201,100)
<i>Information Technology</i>	Professional Services Funding/Charges to Other Funds Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases funding by \$100,000 for professional services investments through consultant support for technology projects. The cost of these services are budgeted as allocated charges in General Fund departments; therefore, corresponding increases in various departments' allocated charges for internal services provided by the Information Technology Department are also recommended to offset this expense.	\$ 100,000	\$ 100,000
<i>Information Technology</i>	Human Resources Technology Investments/Charges to Other Funds Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases funding by \$30,000 for technology investments in the Human Resources Department to automate performance evaluations. The cost of the internal services provided by the Information Technology Department are budgeted as allocated charges in General Fund departments; therefore, a corresponding increase in the Human Resource Department's allocated charges for these services is also recommended in this report. An offsetting transaction in the Budget Uncertainty Reserve (City Council) is recommended to fund this action in FY 2020. In future budget cycles, these costs will be allocated to the various departments that utilize these services.	\$ 30,000	\$ 30,000
<i>Information Technology</i>	Transfer to the University Avenue Parking Permit Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, this action increases the transfer from the Technology Fund to the University Avenue Fund. In order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. Employee parking permit prices are recommended to increase from \$750 to \$806 per year, and this action represents the marginal cost increase to the Technology Fund associated with the increase in parking permit costs for City staff.	\$ -	\$ 2,000
<i>Fund Balance</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ 199,100
TECHNOLOGY FUND (682) SUBTOTAL		\$ 130,000	\$ 130,000

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
INTERNAL SERVICE FUNDS			
<u>VEHICLE REPLACEMENT FUND (681)</u>			
<i>Capital</i>	Capital Improvement Project Reappropriations This action reflects the combined impact from adjustments to projects as outlined in Attachment A, Exhibit 3.	\$ -	\$ (797,600)
<i>Fund Balance</i>	Adjustment to Fund Balance This action adjusts the fund balance to offset adjustments recommended in this report.	\$ -	\$ 797,600
VEHICLE REPLACEMENT FUND (681) SUBTOTAL		\$ -	\$ -

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
SPECIAL REVENUE FUNDS			
<u>BUSINESS IMPROVEMENT DISTRICT (BID) FUND (220)</u>			
<i>Non- Departmental</i>	Transfer from the General Fund/BID Assessment Collection Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases the transfer from the General Fund to the Business Improvement District (BID) Fund to appropriate funding for collection services. As part of the development of the FY Proposed 2020 Budget, funding for collection services was anticipated to be absorbed in the General Fund. This action ensures that the expenditure is appropriately budgeted and displayed in the BID Fund.	\$ 17,000	\$ 17,000
BUSINESS IMPROVEMENT DISTRICT (BID) FUND (220) SUBTOTAL		\$ 17,000	\$ 17,000
<u>COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND (232)</u>			
<i>Planning & Community Environment</i>	FY 2020 CDBG Grant Funding/Program Allocation Consistent with the Finance Committee recommendation approved on May 28, 2019, this action increases revenue and expense estimates to align with final 2019-2020 CDBG allocations. At the timing of the development of the FY 2020 Proposed Budget, the CDBG federal appropriations for Fiscal Year 2019-2020 had not yet been confirmed. For budgeting purposes, staff included estimates for the HUD Entitlement Grant for FY 2020. This action will add \$63,533 to revenue and expense appropriations to align the budget with the final CDBG allocation (\$724,578) as approved by the City Council on May 6, 2019 (CMR 10192).	\$ 63,533	\$ 63,533
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND (232) SUBTOTAL		\$ 63,533	\$ 63,533

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
SPECIAL REVENUE FUNDS			
<u>UNIVERSITY AVENUE PARKING PERMITS FUND (236)</u>			
<i>Office of Transportation</i>	Parking Permit Revenue Alignment Consistent with the Finance Committee recommendation approved on May 15th, 2019, to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. Employee parking permit prices are recommended to increase from \$750 to \$806 per year, and this action increases the revenue estimate for parking permit sales in FY 2020.	\$ 155,000	\$ -
<i>Office of Transportation</i>	Transfer from the General Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, this action increases the transfer from the General Fund to the University Avenue Fund. In order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. Employee parking permit prices are recommended to increase from \$750 to \$806 per year, and this action represents the marginal cost increase to the General Fund associated with the increase in parking permit costs for City staff.	\$ 21,000	\$ -
<i>Office of Transportation</i>	Transfer from the Utilities Funds Consistent with the Finance Committee recommendation approved on May 15, 2019, this action increases the transfer from the Utilities Funds to the University Avenue Fund. In order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. Employee parking permit prices are recommended to increase from \$750 to \$806 per year, and this action represents the marginal cost increase to the Utilities Funds associated with the increase in parking permit costs for City staff.	\$ 4,000	\$ -
<i>Office of Transportation</i>	Transfer from the Technology Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, this action increases the transfer from the Technology Fund to the University Avenue Fund. In order to support increased Transportation Management Authority (TMA) funding, an increase to the cost of parking permits is recommended in the University Avenue Fund. Employee parking permit prices are recommended to increase from \$750 to \$806 per year, and this action represents the marginal cost increase to the Technology Fund associated with the increase in parking permit costs for City staff.	\$ 2,000	\$ -

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
SPECIAL REVENUE FUNDS			
<i>Office of Transportation</i>	<p>Transportation Management Authority (TMA) Consistent with the Finance Committee recommendation approved on May 15, 2019, this action increases funding for the TMA from \$480,000 to \$660,000 in FY 2020 to further reduce single occupancy vehicle (SOV) rates as presented by the TMA to the Finance Committee on April 16, 2019 (CMR 10198). This action is funded through recommended increases in parking permit rates, thereby minimizing the General Fund subsidy for this activity.</p>	\$ -	\$ 180,000
<i>Planning and Community Environment</i>	<p>Planning and Community Environment Staffing Reorganization Consistent with the Finance Committee recommendation approved on May 15, 2019, this action recommends staffing adjustments to complete the merger of the former Development Services Department (DSD) with the Planning and Community Environment Department. This reorganization results in a net addition of 2.0 full time positions in FY 2020; however, only 1.0 of those positions is ongoing and the other is partially offset by the elimination of part-time staffing equivalent of 1.46 FTE. In the University Avenue Fund, this reorganization results in the reduction of 0.05 FTE and savings of approximately \$6,000.</p>	\$ -	\$ (5,681)
<i>Fund Balance</i>	<p>Ending Fund Balance This action adjusts the fund balance to offset the actions recommended in this report.</p>		\$ 7,681
UNIVERSITY AVENUE PARKING PERMITS FUND (236) SUBTOTAL		\$ 182,000	\$ 182,000
<u>CALIFORNIA AVENUE PARKING PERMITS FUND (237)</u>			
<i>Office of Transportation</i>	<p>Parking Permit Revenue Alignment Consistent with the Finance Committee recommendation approved on May 15th, 2019, a recommendation to fund additional Transportation Management Authority (TMA) expenses through parking permit increases in University Avenue is outlined in more detail above. In order to align prices with Downtown and California Avenue garages and remove incentive for permit holders to park in residential areas, this action increases parking permits in California Avenue by the same 7.5%, from \$375 to \$403 per year and increases the revenue estimate for parking permit sales</p>	\$ 21,000	\$ -

CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
SPECIAL REVENUE FUNDS			
<i>Planning and Community Environment</i>	Planning and Community Environment Staffing Reorganization Consistent with the Finance Committee recommendation approved on May 15, 2019, this action recommends staffing adjustments to complete the merger of the former Development Services Department (DSD) with the Planning and Community Environment Department. This reorganization results in a net addition of 2.0 full time positions in FY 2020; however, only 1.0 of those positions is ongoing and the other is partially offset by the elimination of part-time staffing equivalent of 1.46 FTE. In the California Avenue Fund, this reorganization results in the reduction of 0.05 FTE and savings of approximately \$6,000.	\$ -	\$ (5,681)
<i>Fund Balance</i>	Ending Fund Balance This action adjusts the fund balance to offset the actions recommended in this report.	\$ -	\$ 26,681
CALIFORNIA AVENUE PARKING PERMITS FUND (237) SUBTOTAL		\$ 21,000	\$ 21,000

RESIDENT PARKING PERMITS (RPP) FUND (239)

<i>Office of Transportation</i>	Parking Permit Revenue Alignment Consistent with the Finance Committee recommendation approved on May 15th, 2019, this action increases the revenue estimate for parking permit sales. A recommendation to fund additional Transportation Management Authority (TMA) expenses through parking permit increases in University Avenue is outlined in more detail above. In order to align prices with Downtown and California Avenue garages and remove incentive for permit holders to park in residential areas, this action increases parking permits in the Downtown district from \$750 to \$806 and in the Evergreen Park/Mayfield and Southgate districts from \$375 to \$403, the same 7.5% increase as University Avenue.	\$ 37,000	\$ -
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CITY OF PALO ALTO
RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED BUDGET

Department		Revenues Adjustment	Expenses Adjustment
SPECIAL REVENUE FUNDS			
<i>Office of Transportation</i>	Operating Subsidy Transfer from General Fund Consistent with the Finance Committee recommendation approved on May 15, 2019, this action reduces the operating deficit transfer from the General Fund to the RPP Fund from \$720,000 to \$683,000 as a result of increases to parking permit fees. Employee Parking Permit fees in the University Avenue Fund are recommended to increase in order to support additional funding to the Transportation Management Authority (TMA). In order to align parking permit prices across the City and remove incentive for permit holders to park in residential areas, additional actions are recommended to increase parking permit rates in parking funds across the City. The additional revenues resulting from parking permit increases in the RPP Fund are recommended to partially offset a transfer from the General Fund to cover an operating deficit in the RPP Fund in FY 2020.	\$ (37,000)	\$ -
<i>Planning and Community Environment</i>	Planning and Community Environment Staffing Reorganization Consistent with the Finance Committee recommendation approved on May 15, 2019, this action recommends staffing adjustments to complete the merger of the former Development Services Department (DSD) with the Planning and Community Environment Department. This reorganization results in a net addition of 2.0 full time positions in FY 2020; however, only 1.0 of those positions is ongoing and the other is partially offset by the elimination of part-time staffing equivalent of 1.46 FTE. In the RPP Fund, this reorganization results in the reduction of 0.15 FTE and savings of approximately \$17,000.	\$ -	\$ (17,043)
<i>Fund Balance</i>	Ending Fund Balance This action adjusts the fund balance to offset the actions recommended in this report.	\$ -	\$ 17,043
RESIDENT PARKING PERMITS (RPP) FUND (239) SUBTOTAL		\$ -	\$ -

CITY OF PALO ALTO

RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Title	FY 2020 Funding: Proposed Capital Budget Document	FY 2020 Funding Adjustment	FY 2020 Revised Funding
CAPITAL IMPROVEMENT FUND				
AC-18001	JMZ Renovation	\$ 703,860	\$ 1,071,300	\$ 1,775,160
OS-00001	Open Space Trails and Amenities	\$ 207,000	\$ 41,000	\$ 248,000
OS-09001	Off-Road Pathway Resurfacing and Repair	\$ 467,000	\$ (12,000)	\$ 455,000
PD-14000	Internal Alarm System Replacement	\$ -	\$ 26,800	\$ 26,800
PE-11011	Highway 101 Pedestrian/Bicycle Overpass	\$ 250,000	\$ 11,000,000	\$ 11,250,000
PE-13014	Street Lights Condition Assessment	\$ 24,078	\$ 200,000	\$ 224,078
PE-17010	Civic Center Electrical Upgrade & EV Charger Installation	\$ 782,248	\$ (35,300)	\$ 746,948
PE-18000	New California Avenue Area Parking Garage	\$ 1,080,000	\$ 200,000	\$ 1,280,000
PE-18002	High Street Parking Garage Waterproofing Study	\$ -	\$ 130,000	\$ 130,000
PE-19001	Water, Gas, Wastewater Office Remodel	\$ 685,000	\$ 70,000	\$ 755,000
PE-19002	Animal Shelter Renovation	\$ 2,428,100	\$ 500,000	\$ 2,928,100
PE-86070	Street Maintenance	\$ 8,721,243	\$ 1,143,000	\$ 9,864,243
PF-00006	Roofing Replacement	\$ 616,914	\$ 59,000	\$ 675,914
PF-01003	Building Systems Improvements	\$ 435,991	\$ (16,000)	\$ 419,991
PF-02022	Facility Interior Finishes Replacement	\$ 1,138,556	\$ 38,300	\$ 1,176,856
PF-14002	Fire Station 1 Improvements	\$ -	\$ 45,000	\$ 45,000
PF-14003	University Avenue Parking Improvements	\$ 359,000	\$ (343,000)	\$ 16,000
PL-00026	Safe Routes to School	\$ 104,000	\$ 110,200	\$ 214,200
PL-05030	Traffic Signal and Intelligent Transportation System	\$ 1,566,000	\$ 790,500	\$ 2,356,500
PL-12000	Transportation and Parking Improvements	\$ 231,000	\$ 106,000	\$ 337,000
PL-14000	Churchill Avenue Enhanced Bikeway	\$ 2,875,000	\$ 200,000	\$ 3,075,000
PL-15002	Downtown Automated Parking Guidance Systems, Access Controls, and Revenue Collection	\$ 1,130,000	\$ 59,000	\$ 1,189,000
PL-18000	El Camino Real Pedestrian Safety and Streetscape Project	\$ 770,000	\$ 53,000	\$ 823,000
PO-11000	Sign Reflectivity Upgrade	\$ 241,863	\$ (52,400)	\$ 189,463
PO-11001	Thermoplastic Lane Marking and Striping	\$ 192,555	\$ 38,900	\$ 231,455
TOTAL CAPITAL IMPROVEMENT FUND PROJECT		\$ 25,009,408	\$ 15,423,300	\$ 40,432,708
ADJUSTMENTS				
CUBBERLEY INFRASTRUCTURE FUND				
CB-16002	Cubberley Roof Replacement	\$ 466,700	\$ 121,000	\$ 587,700
CB-17001	Cubberley Repairs	\$ 678,162	\$ 96,000	\$ 774,162
CB-17002	Cubberley Field Restrooms	\$ -	\$ 97,500	\$ 97,500
CB-19000	Cubberley Track and Field Replacement	\$ 1,887,000	\$ (4,700)	\$ 1,882,300
TOTAL CUBBERLEY INFRASTRUCTURE FUND PROJECT		\$ 3,031,862	\$ 309,800	\$ 3,341,662
ADJUSTMENTS				

CITY OF PALO ALTO

RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Title	FY 2020 Funding: Proposed Capital Budget Document	FY 2020 Funding Adjustment	FY 2020 Revised Funding
ELECTRIC FUND				
EL-02010	SCADA System Upgrades	\$ 215,000	\$ 50,000	\$ 265,000
EL-02011	Electric Utility Geographic Information System	\$ 165,000	\$ 162,700	\$ 327,700
EL-04012	Utility Site Security Improvements	\$ 50,000	\$ 83,500	\$ 133,500
EL-06001	230 kV Electric Intertie	\$ 162,481	\$ 15,000	\$ 177,481
EL-11003	Rebuild Underground District 15	\$ 419,609	\$ 40,000	\$ 459,609
EL-11010	Underground District 47-Middlefield, Homer, Webster, Addison	\$ 434,622	\$ 40,000	\$ 474,622
EL-11014	Smart Grid Technology Installation	\$ 300,000	\$ 586,000	\$ 886,000
EL-12001	Underground District 46 - Charleston/El Camino Real	\$ 566,191	\$ 50,000	\$ 616,191
EL-13003	Rebuild Underground District 16	\$ 340,667	\$ 47,000	\$ 387,667
EL-14000	Coleridge/Cowper/Tennyson 4/12Kv Conversion	\$ 1,280,000	\$ (350,000)	\$ 930,000
EL-14002	Rebuild Underground District 20	\$ 1,400,000	\$ 130,000	\$ 1,530,000
EL-16000	Rebuild Underground District 26	\$ 650,000	\$ 149,000	\$ 799,000
EL-16002	Capacitor Bank Installation	\$ 29,111	\$ 151,300	\$ 180,411
EL-16003	Substation Security	\$ 715,118	\$ (146,000)	\$ 569,118
EL-17000	Rebuild Underground District 23	\$ 164,000	\$ 50,000	\$ 214,000
EL-17002	Substation 60kV Breaker Replacement	\$ 600,000	\$ 120,000	\$ 720,000
EL-17005	HCB Pilot Wire Relay Replacement	\$ 162,501	\$ (37,000)	\$ 125,501
EL-17007	Facility Relocation for Caltrain Modernization Project	\$ 2,869,701	\$ 1,180,000	\$ 4,049,701
EL-19000	Rebuild Underground District 25	\$ 200,000	\$ 40,000	\$ 240,000
EL-19001	Colorado Power Station Equipment Upgrade	\$ -	\$ 600,000	\$ 600,000
EL-19003	Rebuild Underground District 30	\$ 356,000	\$ 50,000	\$ 406,000
EL-89038	Substation Protection Improvements	\$ 300,000	\$ 93,000	\$ 393,000
EL-89044	Substation Facility Improvements	\$ 200,000	\$ 176,600	\$ 376,600
TOTAL ELECTRIC FUND PROJECT ADJUSTMENTS		\$ 11,580,001	\$ 3,281,100	\$ 14,861,101
GAS FUND				
GS-18000	Gas ABS/Tenite Replacement Project	\$ 700,000	\$ (400,000)	\$ 300,000
TOTAL GAS FUND PROJECT ADJUSTMENTS		\$ 700,000	\$ (400,000)	\$ 300,000
TECHNOLOGY FUND				
TE-01012	IT Disaster Recovery Plan	\$ 74,700	\$ 8,900	\$ 83,600
TE-05000	Radio Infrastructure Replacement	\$ 537,300	\$ (182,400)	\$ 354,900
TE-19000	Enterprise Resource Planning Upgrade	\$ 4,700,000	\$ (27,600)	\$ 4,672,400
TOTAL TECHNOLOGY FUND PROJECT ADJUSTMENTS		\$ 5,312,000	\$ (201,100)	\$ 5,110,900

CITY OF PALO ALTO

RECOMMENDED AMENDMENTS TO THE CITY MANAGER'S FY 2020 PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Title	FY 2020 Funding: Proposed Capital Budget Document	FY 2020 Funding Adjustment	FY 2020 Revised Funding
VEHICLE REPLACEMENT FUND				
VR-17000	Scheduled Vehicle and Equipment Replacement - Fiscal Year 2017	\$ 282,977	\$ (33,000)	\$ 249,977
VR-18000	Scheduled Vehicle and Equipment Replacement - Fiscal Year 2018	\$ 973,144	\$ 130,400	\$ 1,103,544
VR-19000	Scheduled Vehicle and Equipment Replacement - Fiscal Year 2019	\$ 2,644,721	\$ (895,000)	\$ 1,749,721
TOTAL VEHICLE REPLACEMENT FUND PROJECT ADJUSTMENTS		\$ 3,900,842	\$ (797,600)	\$ 3,103,242
WASTEWATER COLLECTION FUND				
WC-11000	Wastewater Collection System Rehabilitation/Augmentation Project 24	\$ -	\$ 34,850	\$ 34,850
WC-13001	Wastewater Collection System Rehabilitation/Augmentation Project 26	\$ -	\$ 46,400	\$ 46,400
WC-16001	Wastewater Collection System Rehabilitation/Augmentation Project 29	\$ 4,428,339	\$ 40,000	\$ 4,468,339
WC-99013	Sewer Lateral/Manhole Rehab/Replacement	\$ 750,000	\$ 171,500	\$ 921,500
TOTAL WASTEWATER COLLECTION FUND PROJECT ADJUSTMENTS		\$ 5,178,339	\$ 292,750	\$ 5,471,089
WASTEWATER TREATMENT FUND				
WQ-19001	Secondary Treatment Upgrades	\$ 807,500	\$ 38,300	\$ 845,800
WQ-19002	Plant Repair, Retrofit, and Equipment Replacement	\$ 5,144,019	\$ (193,000)	\$ 4,951,019
TOTAL WASTEWATER TREATMENT FUND PROJECT ADJUSTMENTS		\$ 5,951,519	\$ (154,700)	\$ 5,796,819
WATER FUND				
WS-08001	Water Reservoir Coating Improvements	\$ 213,032	\$ (157,500)	\$ 55,532
WS-09000	Water Tank Seismic Water System Improvements	\$ 4,068,532	\$ 800,000	\$ 4,868,532
WS-12001	Water Main Replacement - Project 26	\$ -	\$ 200,000	\$ 200,000
WS-19000	Mayfield Reservoir Subgrade and Venting Repair	\$ 200,000	\$ 200,000	\$ 400,000
WS-80015	Water Meters	\$ 1,340,000	\$ (15,000)	\$ 1,325,000
TOTAL WATER FUND PROJECT ADJUSTMENTS		\$ 5,821,564	\$ 1,027,500	\$ 6,849,064
TOTAL ALL FUNDS		\$ 66,485,535	\$ 18,781,050	\$ 85,266,585

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
General Fund						
Administrative Services						
Account Specialist	5.88	4.88	4.63	4.63	0.00	0.00%
Account Specialist-Lead	4.05	3.05	3.45	3.45	0.00	0.00%
Accountant	3.00	3.00	3.00	3.00	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate II	0.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate III	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Administrative Services	1.65	1.65	1.65	1.65	0.00	0.00%
Buyer	1.00	1.00	1.00	1.00	0.00	0.00%
Chief Procurement Officer	1.00	1.00	1.00	1.00	0.00	0.00%
Contracts Administrator	1.70	2.70	2.70	2.70	0.00	0.00%
Director Administrative Services/CFO	0.80	0.80	0.80	0.80	0.00	0.00%
Director Office of Management and Budget	1.00	1.00	1.00	1.00	0.00	0.00%
Management Analyst	0.00	0.00	1.00	2.00	1.00	100.00%
Manager Accounting	1.00	1.00	0.00	0.00	0.00	0.00%
Manager Budget	1.00	1.00	2.00	2.00	0.00	0.00%
Manager Real Property	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Revenue Collections	0.62	0.62	0.62	0.62	0.00	0.00%
Manager Treasury, Debt & Investments	0.60	0.60	0.60	0.60	0.00	0.00%
Manager, Finance	0.00	0.00	1.00	1.00	0.00	0.00%
Payroll Analyst	2.00	2.00	2.00	2.00	0.00	0.00%
Principal Management Analyst	0.00	0.00	0.00	0.00	0.00	0.00%
Senior Accountant	3.00	3.00	3.00	3.00	0.00	0.00%
Senior Buyer	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Management Analyst	4.90	4.90	2.30	2.30	0.00	0.00%
Storekeeper	1.00	1.00	1.00	1.00	0.00	0.00%
Storekeeper-Lead	0.20	0.20	0.20	0.20	0.00	0.00%
Warehouse Supervisor	0.20	0.20	0.20	0.20	0.00	0.00%
Total Administrative Services	38.60	38.60	38.15	39.15	1.00	2.62%
City Attorney						
Assistant City Attorney	1.00	3.00	3.00	3.00	0.00	0.00%
Chief Assistant City Attorney	0.00	1.00	1.00	1.00	0.00	0.00%
City Attorney	1.00	1.00	1.00	1.00	0.00	0.00%
Claims Investigator	1.00	1.00	1.00	1.00	0.00	0.00%
Deputy City Attorney	0.00	1.00	1.00	1.00	0.00	0.00%
Legal Fellow	1.00	1.00	1.00	1.00	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Principal Attorney	1.00	0.00	0.00	0.00	0.00	0.00%
Secretary to City Attorney	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Assistant City Attorney	2.00	0.00	0.00	0.00	0.00	0.00%
Senior Deputy City Attorney	1.00	0.00	0.00	0.00	0.00	0.00%
Senior Legal Secretary	1.00	1.00	0.00	0.00	0.00	0.00%
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Total City Attorney	11.00	11.00	10.00	10.00	0.00	0.00%
City Auditor						
Administrative Assistant	0.00	0.00	0.00	0.00	0.00	0.00%
City Auditor	1.00	1.00	1.00	1.00	0.00	0.00%
Performance Auditor I	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Performance Auditor II	1.00	1.00	2.00	2.00	0.00	0.00%
Senior Performance Auditor	2.00	2.00	1.00	1.00	0.00	0.00%
Total City Auditor	5.00	5.00	5.00	4.00	-1.00	(20.00)%
City Clerk						
Administrative Associate III	2.00	2.00	2.00	2.00	0.00	0.00%
Assistant City Clerk	1.00	1.00	1.00	1.00	0.00	0.00%
City Clerk	1.00	1.00	1.00	1.00	0.00	0.00%
Deputy City Clerk	1.00	1.00	1.00	1.00	0.00	0.00%
Hearing Officer	0.75	0.75	0.00	0.00	0.00	0.00%
Total City Clerk	5.75	5.75	5.00	5.00	0.00	0.00%
City Manager						
Administrative Assistant	1.00	1.00	1.00	2.00	1.00	100.00%
Administrative Associate III	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Assistant City Manager	2.00	0.00	0.00	1.00	1.00	0.00%
Assistant City Manager/Utilities General Manager	0.00	0.25	0.25	0.00	-0.25	(100.00)%
Assistant to the City Manager	0.00	2.00	2.00	2.00	0.00	0.00%
Chief Communications Officer	1.00	1.00	1.00	1.00	0.00	0.00%
Chief Sustainability Officer	1.00	1.00	1.00	0.00	-1.00	(100.00)%
City Manager	1.00	1.00	1.00	1.00	0.00	0.00%
Deputy City Manager	0.00	2.00	2.00	1.00	-1.00	(50.00)%
Executive Assistant to the City Manager	1.00	1.00	1.00	1.00	0.00	0.00%
Management Analyst	0.00	0.00	0.75	0.75	0.00	0.00%
Manager Communications	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Economic Development	1.00	0.00	0.00	0.00	0.00	0.00%
Total City Manager	10.00	11.25	12.00	10.75	-1.25	(10.42)%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Community Services						
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate III	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Community Services	2.00	2.00	2.00	2.00	0.00	0.00%
Building Serviceperson	2.00	2.00	2.00	1.25	-0.75	(37.50)%
Building Serviceperson-Lead	2.00	2.00	2.00	0.60	-1.40	(70.00)%
Coordinator Recreation Programs	4.00	4.00	3.00	4.00	1.00	33.33%
Director Community Services	1.00	1.00	1.00	1.00	0.00	0.00%
Division Manager Open Space, Parks and Golf	1.00	1.00	1.00	1.00	0.00	0.00%
Heavy Equipment Operator	0.07	0.07	0.07	0.07	0.00	0.00%
Inspector, Field Services	2.00	2.00	2.00	2.00	0.00	0.00%
Junior Museum & Zoo Educator	2.75	3.60	3.60	3.60	0.00	0.00%
Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Management Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Community Services	5.00	5.00	5.00	5.00	0.00	0.00%
Manager Community Services Senior Program	4.00	4.00	4.00	4.00	0.00	0.00%
Manager Human Services	1.00	1.00	1.00	1.00	0.00	0.00%
Park Maintenance Person	6.00	6.00	6.00	6.00	0.00	0.00%
Park Maintenance-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Park Ranger	5.00	5.00	5.00	5.00	0.00	0.00%
Parks/Golf Crew-Lead	2.00	2.00	2.00	2.00	0.00	0.00%
Producer Arts/Science Program	12.50	11.00	11.00	11.00	0.00	0.00%
Program Assistant I	8.00	8.00	8.00	8.00	0.00	0.00%
Program Assistant II	4.00	4.00	4.00	3.00	-1.00	(25.00)%
Project Manager	0.10	0.10	0.10	0.10	0.00	0.00%
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Sprinkler System Representative	4.00	4.00	4.00	4.00	0.00	0.00%
Superintendent Community Services	2.00	2.00	2.00	2.00	0.00	0.00%
Superintendent Recreation	1.00	1.00	1.00	1.00	0.00	0.00%
Theater Specialist	1.00	2.00	2.00	2.00	0.00	0.00%
Volunteer Coordinator	0.00	0.00	0.00	0.00	0.00	0.00%
Total Community Services	78.42	78.77	77.77	75.62	-2.15	(2.76)%
Development Services¹						
Administrative Assistant	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Administrative Associate II	3.00	3.00	2.80	0.00	-2.80	(100.00)%
Administrative Associate III	1.00	1.00	1.00	0.00	-1.00	(100.00)%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Assistant Chief Building Official	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Associate Engineer	0.02	0.02	0.02	0.00	-0.02	(100.00)%
Associate Planner	0.90	0.90	1.02	0.00	-1.02	(100.00)%
Building Inspector Specialist	4.00	4.00	4.00	0.00	-4.00	(100.00)%
Building/Planning Technician	2.30	2.30	2.30	0.00	-2.30	(100.00)%
Chief Building Official	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Chief Planning Official	0.00	0.00	0.01	0.00	-0.01	(100.00)%
Code Enforcement Officer	0.40	0.40	0.40	0.00	-0.40	(100.00)%
Code Enforcement-Lead	0.20	0.20	0.20	0.00	-0.20	(100.00)%
Deputy Chief/Fire Marshal	0.80	0.80	0.80	0.00	-0.80	(100.00)%
Development Project Coordinator II	2.00	2.00	2.00	0.00	-2.00	(100.00)%
Development Project Coordinator III	3.00	3.00	3.00	0.00	-3.00	(100.00)%
Development Services Director	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Engineer	0.64	0.64	0.64	0.00	-0.64	(100.00)%
Engineering Technician III	1.78	1.78	1.78	0.00	-1.78	(100.00)%
Fire Inspector	3.20	3.20	3.20	0.00	-3.20	(100.00)%
Hazardous Materials Inspector	1.60	1.60	1.60	0.00	-1.60	(100.00)%
Industrial Waste Inspector	0.01	0.01	0.01	0.00	-0.01	(100.00)%
Industrial Waste Investigator	0.35	0.35	0.35	0.00	-0.35	(100.00)%
Inspector, Field Services	0.68	0.68	0.68	0.00	-0.68	(100.00)%
Landscape Architect Park Planner	0.00	0.00	0.50	0.00	-0.50	(100.00)%
Management Analyst	1.01	1.01	1.01	0.00	-1.01	(100.00)%
Manager Development Center	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Manager Environmental Control Program	0.10	0.10	0.10	0.00	-0.10	(100.00)%
Manager Planning	2.00	2.00	2.00	0.00	-2.00	(100.00)%
Manager Urban Forestry	0.04	0.04	0.04	0.00	-0.04	(100.00)%
Manager Watershed Protection Planner	0.00	0.00	0.00	0.00	0.00	0.00%
	0.17	0.17	0.15	0.00	-0.15	(100.00)%
Planning Arborist	0.25	0.29	0.00	0.00	0.00	0.00%
Principal Planner	0.00	0.00	0.01	0.00	-0.01	(100.00)%
Project Engineer	0.03	0.03	0.03	0.00	-0.03	(100.00)%
Project Manager	0.07	0.00	0.00	0.00	0.00	0.00%
Senior Engineer	0.46	0.46	0.46	0.00	-0.46	(100.00)%
Senior Industrial Waste Investigator	0.01	0.01	0.01	0.00	-0.01	(100.00)%
Senior Management Analyst	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Senior Planner	0.24	0.24	0.12	0.00	-0.12	(100.00)%
Supervisor Inspection and Surveying	0.27	0.27	0.27	0.00	-0.27	(100.00)%
Total Development Services	36.53	36.50	36.51	0.00	-36.51	(100.00)%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Fire						
40-Hour Training Battalion Chief	1.00	1.00	1.00	1.00	0.00	0.00%
40-Hour Training Captain	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate II	2.00	2.00	2.20	2.20	0.00	0.00%
Battalion Chief	3.00	3.00	3.00	3.00	0.00	0.00%
Business Analyst	0.80	0.80	0.80	0.80	0.00	0.00%
Deputy Chief/Fire Marshal	0.05	0.05	0.05	0.05	0.00	0.00%
Deputy Director Technical Services Division	0.20	0.20	0.20	0.20	0.00	0.00%
Deputy Fire Chief	2.00	2.00	2.00	2.00	0.00	0.00%
Emergency Medical Service Director	1.00	1.00	1.00	1.00	0.00	0.00%
Emergency Medical Services Data Specialist	1.00	1.00	1.00	1.00	0.00	0.00%
Fire Apparatus Operator	30.00	30.00	26.00	26.00	0.00	0.00%
Fire Captain	21.00	21.00	21.00	21.00	0.00	0.00%
Fire Chief	1.00	1.00	1.00	1.00	0.00	0.00%
Fire Fighter	41.00	41.00	34.00	34.00	0.00	0.00%
Fire Inspector	0.80	0.80	0.80	0.80	0.00	0.00%
Geographic Information System Specialist	0.50	0.50	0.50	0.50	0.00	0.00%
Hazardous Materials Inspector	0.30	0.30	0.30	0.30	0.00	0.00%
Police Chief	0.00	0.00	0.00	0.00	0.00	0.00%
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Technologist	0.00	0.00	0.00	0.00	0.00	0.00%
Total Fire	108.65	108.65	97.85	97.85	0.00	0.00%
Human Resources						
Administrative Assistant	1.00	0.00	0.00	0.00	0.00	0.00%
Assistant Director Human Resources	1.00	1.00	1.00	1.00	0.00	0.00%
Director Human Resources/CPO	1.00	1.00	1.00	1.00	0.00	0.00%
Human Resources Representative	2.00	3.00	3.00	3.00	0.00	0.00%
Human Resources Technician	4.00	4.00	4.00	4.00	0.00	0.00%
Manager Employee Benefits	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Employee Relations	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Human Resources Administrator	4.00	3.00	3.00	3.00	0.00	0.00%
Senior Management Analyst	1.00	2.00	2.00	2.00	0.00	0.00%
Total Human Resources	16.00	16.00	16.00	16.00	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Library						
Administrative Assistant	1.00	0.00	0.00	0.00	0.00	0.00%
Administrative Associate III	0.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Library Services	1.00	1.00	1.00	1.00	0.00	0.00%
Business Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Coordinator Library Programs	1.00	1.00	1.00	1.00	0.00	0.00%
Director Libraries	1.00	1.00	1.00	1.00	0.00	0.00%
Division Head Library Services	1.00	1.00	1.00	1.00	0.00	0.00%
Librarian	7.00	7.00	7.00	6.00	-1.00	(14.29)%
Library Assistant	0.00	0.00	0.00	0.00	0.00	0.00%
Library Associate	7.00	7.00	7.00	7.00	0.00	0.00%
Library Specialist	12.50	12.50	11.50	11.50	0.00	0.00%
Management Analyst	0.00	1.00	1.00	1.00	0.00	0.00%
Management Assistant	1.00	0.00	0.00	0.00	0.00	0.00%
Manager Library Services	4.00	4.00	4.00	3.00	-1.00	(25.00)%
Senior Librarian	9.00	9.00	9.00	8.00	-1.00	(11.11)%
Supervising Librarian	2.00	2.00	2.00	4.00	2.00	100.00%
Total Library	48.50	48.50	47.50	46.50	-1.00	(2.11)%
Office of Emergency Services						
Director Office of Emergency Services	1.00	1.00	1.00	1.00	0.00	0.00%
Office of Emergency Services Coordinator	1.00	1.00	1.00	1.00	0.00	0.00%
Program Assistant	1.00	1.00	0.00	0.00	0.00	0.00%
Program Assistant II	0.00	0.00	1.00	1.00	0.00	0.00%
Total Office of Emergency Services	3.00	3.00	3.00	3.00	0.00	0.00%
Office of Transportation²						
Administrative Assistant	0.00	0.00	0.00	0.50	0.50	0.00%
Associate Engineer	0.00	0.00	0.00	0.30	0.30	0.00%
Associate Planner	0.00	0.00	0.00	0.30	0.30	0.00%
Chief Transportation Official	0.00	0.00	0.00	0.70	0.70	0.00%
Coordinator Transportation Systems Management	0.00	0.00	0.00	1.25	1.25	0.00%
Management Analyst	0.00	0.00	0.00	0.50	0.50	0.00%
Project Engineer	0.00	0.00	0.00	0.45	0.45	0.00%
Senior Engineer	0.00	0.00	0.00	0.20	0.20	0.00%
Senior Planner	0.00	0.00	0.00	0.50	0.50	0.00%
Traffic Engineering-Lead	0.00	0.00	0.00	0.35	0.35	0.00%
Transportation Planning Manager	0.00	0.00	0.00	1.15	1.15	0.00%
Total Office of Transportation	0.00	0.00	0.00	6.20	6.20	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Planning and Community Environment ^{1,2}						
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate I	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate II	0.00	0.00	0.00	2.80	2.80	0.00%
Administrative Associate III	3.00	3.00	3.00	4.00	1.00	33.33%
Assistant Chief Building Official	0.00	0.00	0.00	1.00	1.00	0.00%
Assistant Director PCE	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Public Works	0.00	0.00	0.00	0.00	0.00	0.00%
Associate Engineer	1.00	0.73	0.65	0.22	-0.43	(66.15)%
Associate Planner	0.10	0.10	2.25	3.15	0.90	40.00%
Building Inspector Specialist	0.00	0.00	0.00	4.00	4.00	0.00%
Building/Planning Technician	0.70	0.70	0.70	3.00	2.30	328.57%
Business Analyst	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Chief Building Official	0.00	0.00	0.00	1.00	1.00	0.00%
Chief Planning Official	1.00	1.00	0.99	1.00	0.01	1.01%
Chief Transportation Official	0.70	0.43	0.64	0.00	-0.64	(100.00)%
Code Enforcement Officer	1.60	1.60	1.60	2.00	0.40	25.00%
Code Enforcement-Lead	0.80	0.80	0.80	1.00	0.20	25.00%
Coordinator Transportation Systems Management	0.60	0.88	0.74	0.00	-0.74	(100.00)%
Deputy Chief/Fire Marshal	0.00	0.00	0.00	0.80	0.80	0.00%
Development Project Coordinator II	0.00	0.00	0.00	2.00	2.00	0.00%
Development Project Coordinator III	0.00	0.00	0.00	3.00	3.00	0.00%
Development Services Director	0.00	0.00	0.00	0.00	0.00	0.00%
Director Planning/Community Environment	1.00	1.00	1.00	1.00	0.00	0.00%
Engineer	0.00	0.00	0.00	0.64	0.64	0.00%
Engineering Technician III	0.00	0.00	0.00	1.78	1.78	0.00%
Fire Fighter	0.00	0.00	0.00	0.00	0.00	0.00%
Fire Inspector	0.00	0.00	0.00	3.20	3.20	0.00%
Hazardous Materials Inspector	0.00	0.00	0.00	1.60	1.60	0.00%
Industrial Waste Inspector	0.00	0.00	0.00	0.01	0.01	0.00%
Industrial Waste Investigator	0.00	0.00	0.00	0.35	0.35	0.00%
Inspector, Field Services	0.00	0.00	0.00	0.68	0.68	0.00%
Landscape Architect Park Planner	0.00	0.00	0.00	0.50	0.50	0.00%
Management Analyst	0.88	0.98	0.80	0.01	-0.79	(98.75)%
Manager Development Center	0.00	0.00	0.00	0.00	0.00	0.00%
Manager Environmental Control Program	0.00	0.00	0.00	0.10	0.10	0.00%
Manager Planning	2.00	2.00	1.00	5.00	4.00	200.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Manager Urban Forestry	0.00	0.00	0.00	0.04	0.04	0.00%
Parking Operations-Lead Planner	0.20 3.83	0.00 3.83	0.10 3.85	0.00 4.00	-0.10 0.15	(100.00)% 3.90%
Planning Arborist	0.00	0.00	0.00	0.00	0.00	0.00%
Planning Division Manager	0.00	0.00	1.00	0.00	-1.00	(100.00)%
Principal Management Analyst	0.00	0.00	0.00	1.00	1.00	0.00%
Principal Planner	0.00	0.00	0.99	2.00	1.01	102.02%
Program Assistant	0.00	0.00	0.00	1.00	1.00	0.00%
Program Assistant II	0.35	0.60	0.00	0.00	0.00	0.00%
Project Engineer	1.15	0.50	0.80	0.13	-0.67	(83.75)%
Senior Business Analyst	0.00	0.00	0.00	1.00	1.00	0.00%
Senior Engineer	0.00	0.00	0.00	0.46	0.46	0.00%
Senior Industrial Waste Investigator	0.00	0.00	0.00	0.01	0.01	0.00%
Senior Management Analyst	1.00	1.00	0.88	2.00	1.12	127.27%
Senior Planner	6.70	6.51	3.76	3.60	-0.16	(4.26)%
Supervisor Inspection and Surveying	0.00	0.00	0.00	0.27	0.27	0.00%
Traffic Engineering-Lead	0.10	0.38	0.65	0.10	-0.55	(84.62)%
Transportation Planning Manager	0.85	0.20	0.41	0.00	-0.41	(100.00)%
Total Planning and Community Environment	31.56	30.24	30.20	62.45	32.25	106.79%

Police

Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate II	3.00	3.00	3.00	3.00	0.00	0.00%
Animal Control Officer	3.00	3.00	3.00	3.00	0.00	0.00%
Animal Control Officer-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Animal Services Specialist II	2.00	2.00	2.00	0.00	-2.00	(100.00)%
Assistant Police Chief	1.00	1.00	1.00	1.00	0.00	0.00%
Business Analyst	1.20	1.20	1.20	1.20	0.00	0.00%
Code Enforcement Officer	1.00	1.00	1.00	1.00	0.00	0.00%
Communications Manager	0.00	1.00	1.00	1.00	0.00	0.00%
Communications Technician	1.00	1.00	1.00	1.00	0.00	0.00%
Community Service Officer	8.50	7.50	7.50	7.50	0.00	0.00%
Court Liaison Officer	1.00	1.00	1.00	1.00	0.00	0.00%
Crime Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Deputy Director Technical Services Division	0.80	0.80	0.80	0.80	0.00	0.00%
Geographic Information System Specialist	0.50	0.50	0.50	0.50	0.00	0.00%
Police Agent	19.00	19.00	19.00	19.00	0.00	0.00%
Police Captain	2.00	2.00	2.00	2.00	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Police Chief	1.00	1.00	1.00	1.00	0.00	0.00%
Police Lieutenant	5.00	5.00	5.00	5.00	0.00	0.00%
Police Officer	50.00	50.00	50.00	50.00	0.00	0.00%
Police Records Specialist II	6.00	6.00	6.00	6.00	0.00	0.00%
Police Records Specialist-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Police Sergeant	14.00	14.00	14.00	14.00	0.00	0.00%
Program Assistant II	1.00	1.00	1.00	1.00	0.00	0.00%
Property Evidence Technician	2.00	2.00	2.00	2.00	0.00	0.00%
Public Safety Communications Manager	1.00	1.00	1.00	1.00	0.00	0.00%
Public Safety Dispatcher	16.00	16.00	16.00	16.00	0.00	0.00%
Public Safety Dispatcher-Lead	4.00	4.00	4.00	4.00	0.00	0.00%
Public Safety Program Manager	2.00	2.00	2.00	2.00	0.00	0.00%
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Superintendent Animal Services	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Veterinarian	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Veterinarian Technician	2.00	2.00	2.00	0.00	-2.00	(100.00)%
Total Police	155.00	155.00	155.00	149.00	-6.00	(3.87)%
Public Works						
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate I	0.60	0.60	0.60	0.10	-0.50	(83.33)%
Administrative Associate II	2.65	2.65	2.65	2.65	0.00	0.00%
Administrative Associate III	0.01	0.01	0.01	0.01	0.00	0.00%
Assistant Director Public Works	0.87	0.87	0.87	0.73	-0.14	(16.09)%
Associate Engineer	0.30	0.30	0.30	0.00	-0.30	(100.00)%
Building Serviceperson	1.00	1.00	0.00	0.00	0.00	0.00%
Building Serviceperson-Lead	1.80	1.00	1.00	1.00	0.00	0.00%
Cement Finisher	3.00	3.00	2.00	2.00	0.00	0.00%
Cement Finisher-Lead	0.26	0.26	0.26	0.26	0.00	0.00%
Coordinator Public Works Projects	0.50	1.50	1.50	1.50	0.00	0.00%
Director Public Works/City Engineer	1.00	1.00	1.00	1.00	0.00	0.00%
Electrician	0.80	0.80	0.80	0.80	0.00	0.00%
Engineer	0.66	0.66	0.66	0.36	-0.30	(45.45)%
Engineering Technician III	1.47	1.47	1.47	1.47	0.00	0.00%
Equipment Operator	3.46	3.46	2.46	2.46	0.00	0.00%
Facilities Carpenter	1.00	1.00	1.00	1.00	0.00	0.00%
Facilities Maintenance-Lead	1.85	1.85	1.85	1.85	0.00	0.00%
Facilities Painter	1.75	1.75	1.75	1.75	0.00	0.00%
Facilities Technician	5.55	4.05	4.05	4.05	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Heavy Equipment Operator	2.33	2.33	2.33	2.33	0.00	0.00%
Heavy Equipment Operator-Lead	0.85	0.85	0.85	0.85	0.00	0.00%
Inspector, Field Services	0.11	0.11	0.11	0.11	0.00	0.00%
Landscape Architect Park Planner	0.10	0.10	0.60	0.60	0.00	0.00%
Management Analyst	0.70	0.70	0.70	0.70	0.00	0.00%
Manager Facilities	0.90	0.90	0.90	0.90	0.00	0.00%
Manager Maintenance Operations	1.20	1.20	1.20	1.20	0.00	0.00%
Manager Urban Forestry	0.96	0.96	0.96	0.96	0.00	0.00%
Manager Watershed Protection	0.05	0.05	0.05	0.05	0.00	0.00%
Planning Arborist	0.75	0.71	0.00	0.00	0.00	0.00%
Project Engineer	0.50	0.50	0.50	0.00	-0.50	(100.00)%
Project Manager	2.58	2.65	2.65	2.65	0.00	0.00%
Senior Engineer	0.79	0.79	0.79	0.59	-0.20	(25.32)%
Senior Management Analyst	1.11	1.11	1.11	1.11	0.00	0.00%
Senior Project Manager	0.10	0.10	0.10	0.00	-0.10	(100.00)%
Supervisor Inspection and Surveying	0.10	0.10	0.10	0.10	0.00	0.00%
Surveyor, Public Works	0.33	0.33	0.33	0.33	0.00	0.00%
Traffic Controller Maintainer I	1.94	1.94	1.94	1.94	0.00	0.00%
Traffic Controller Maintainer II	2.00	2.00	2.00	2.00	0.00	0.00%
Tree Maintenance Person	1.00	1.00	1.00	1.00	0.00	0.00%
Tree Trim/Line Clear	7.00	7.00	7.00	7.00	0.00	0.00%
Tree Trim/Line Clear-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Total Public Works	55.93	54.66	51.45	49.41	-2.04	(3.96)%
Total General Fund	603.94	602.92	585.43	574.93	-10.50	(1.79)%
Enterprise Fund						
Public Works						
Account Specialist	0.30	0.30	0.30	0.30	0.00	0.00%
Accountant	0.40	0.40	0.40	0.40	0.00	0.00%
Administrative Associate I	0.10	0.10	0.10	0.10	0.00	0.00%
Administrative Associate II	2.15	2.15	2.15	2.15	0.00	0.00%
Administrative Associate III	0.10	0.10	0.10	0.10	0.00	0.00%
Assistant Director Public Works	1.30	1.30	1.30	1.30	0.00	0.00%
Assistant Manager WQCP	2.00	2.00	2.00	2.00	0.00	0.00%
Associate Engineer	1.99	2.99	2.99	2.99	0.00	0.00%
Chemist	3.00	3.00	3.00	3.00	0.00	0.00%
Deputy Chief/Fire Marshal	0.07	0.07	0.07	0.07	0.00	0.00%
Electrician	3.00	3.00	3.00	3.00	0.00	0.00%
Electrician-Lead	2.00	2.00	2.00	2.00	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Engineer	0.90	0.90	0.90	0.90	0.00	0.00%
Engineering Technician III	0.25	0.25	0.25	0.25	0.00	0.00%
Environmental Specialist	2.00	2.00	2.00	2.00	0.00	0.00%
Equipment Operator	0.54	0.54	0.54	0.54	0.00	0.00%
Facilities Maintenance Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Facilities Technician	0.00	1.50	1.50	1.50	0.00	0.00%
Hazardous Materials Inspector	0.04	0.04	0.04	0.04	0.00	0.00%
Heavy Equipment Operator	0.90	0.90	0.90	0.90	0.00	0.00%
Heavy Equipment Operator-Lead	1.15	1.15	1.15	1.15	0.00	0.00%
Industrial Waste Inspector	2.99	2.99	2.99	2.99	0.00	0.00%
Industrial Waste Investigator	1.15	1.15	1.15	1.15	0.00	0.00%
Laboratory Technician WQC	3.00	3.00	3.00	3.00	0.00	0.00%
Landfill Technician	1.00	1.00	1.00	1.00	0.00	0.00%
Management Analyst	2.30	2.30	2.30	2.30	0.00	0.00%
Manager Airport	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Environmental Control Program	4.90	4.90	4.90	4.90	0.00	0.00%
Manager Laboratory Services	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Maintenance Operations	1.96	1.96	1.96	1.96	0.00	0.00%
Manager Solid Waste	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Water Quality Control Plant	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Watershed Protection	0.95	0.95	0.95	0.95	0.00	0.00%
Plant Mechanic	7.00	7.00	7.00	7.00	0.00	0.00%
Program Assistant I	1.00	1.00	1.00	1.00	0.00	0.00%
Program Assistant II	2.00	2.00	2.00	2.00	0.00	0.00%
Project Engineer	1.83	1.83	1.83	1.83	0.00	0.00%
Project Manager	1.35	1.35	1.35	1.35	0.00	0.00%
Senior Accountant	0.30	0.30	0.30	0.30	0.00	0.00%
Senior Buyer	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Chemist	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Engineer	3.76	3.76	3.76	3.76	0.00	0.00%
Senior Industrial Waste Investigator	0.99	0.99	0.99	0.99	0.00	0.00%
Senior Management Analyst	0.21	0.21	0.21	0.21	0.00	0.00%
Senior Mechanic	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Operator WQC	6.00	6.00	6.00	6.00	0.00	0.00%
Senior Technologist	1.00	1.00	1.00	1.00	0.00	0.00%
Storekeeper	1.00	1.00	1.00	1.00	0.00	0.00%
Street Maintenance Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Street Sweeper Operator	1.63	1.63	1.63	1.63	0.00	0.00%
Supervisor WQCP Operations	3.00	3.00	3.00	3.00	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Surveyor, Public Works	0.12	0.12	0.12	0.12	0.00	0.00%
Technologist	1.00	1.00	1.00	1.00	0.00	0.00%
Traffic Controller Maintainer I	0.06	0.06	0.06	0.06	0.00	0.00%
WQC Plant Operator II	16.00	16.00	16.00	16.00	0.00	0.00%
Zero Waste Coordinator	1.00	1.00	1.00	1.00	0.00	0.00%
Total Public Works	98.69	101.19	101.19	101.19	0.00	0.00%
Utilities						
Account Specialist	1.70	1.70	1.70	1.70	0.00	0.00%
Accountant	0.60	0.60	0.60	0.60	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Administrative Associate II	6.00	7.00	7.00	6.00	-1.00	(14.29)%
Assistant City Manager/Utilities General Manager	0.00	0.75	0.75	0.00	-0.75	(100.00)%
Assistant Director Administrative Services	0.25	0.25	0.25	0.25	0.00	0.00%
Assistant Director Utilities Customer Support Services	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Utilities Engineering	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Utilities Operations	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Utilities/Resource Management	1.00	1.00	1.00	1.00	0.00	0.00%
Business Analyst	7.00	7.00	6.00	6.00	0.00	0.00%
Cathodic Protection Technician Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Cathodic Technician	1.00	1.00	1.00	1.00	0.00	0.00%
Cement Finisher	1.00	2.00	2.00	2.00	0.00	0.00%
Contracts Administrator	0.70	0.70	0.70	0.70	0.00	0.00%
Coordinator Utilities Projects	6.00	6.00	6.00	6.00	0.00	0.00%
Customer Service Representative	6.00	7.00	7.00	7.00	0.00	0.00%
Customer Service Specialist	2.00	2.00	2.00	2.00	0.00	0.00%
Customer Service Specialist-Lead	2.00	2.00	2.00	2.00	0.00	0.00%
Deputy Chief/Fire Marshal	0.08	0.08	0.08	0.08	0.00	0.00%
Deputy City Attorney	0.00	1.00	1.00	1.00	0.00	0.00%
Director Administrative Services/CFO	0.20	0.20	0.20	0.20	0.00	0.00%
Director Utilities	1.00	0.00	0.00	0.00	0.00	0.00%
Electric Project Engineer	2.00	2.00	2.00	4.00	2.00	100.00%
Electric Underground Inspector	2.00	2.00	2.00	2.00	0.00	0.00%
Electric Underground Inspector-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Electrical Equipment Technician	1.00	1.00	1.00	1.00	0.00	0.00%
Electrician Assistant I	3.00	3.00	3.00	3.00	0.00	0.00%

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	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Engineer	4.00	4.00	4.00	4.00	0.00	0.00%
Engineering Manager - Electric	1.00	1.00	1.00	1.00	0.00	0.00%
Engineering Manager - WGW	1.00	1.00	1.00	1.00	0.00	0.00%
Engineering Technician III	5.00	3.00	3.00	3.00	0.00	0.00%
Equipment Operator	1.00	0.00	0.00	0.00	0.00	0.00%
Gas and Water Meter Measurement and Control Technician	0.00	4.00	4.00	4.00	0.00	0.00%
Gas and Water Meter Measurement and Control Technician - Lead	0.00	1.00	1.00	1.00	0.00	0.00%
Gas System Technician II	3.00	0.00	0.00	0.00	0.00	0.00%
Hazardous Materials Inspector	0.06	0.06	0.06	0.06	0.00	0.00%
Heavy Equipment Operator	6.70	6.70	6.70	6.70	0.00	0.00%
Heavy Equipment Operator - Install/ Repair	4.00	4.00	4.00	4.00	0.00	0.00%
Industrial Waste Investigator	0.50	0.50	0.50	0.50	0.00	0.00%
Inspector, Field Services	5.00	5.00	5.00	5.00	0.00	0.00%
Lineperson/Cable Specialist	11.00	11.00	11.00	11.00	0.00	0.00%
Lineperson/Cable Specialist-Lead	4.00	4.00	4.00	4.00	0.00	0.00%
Maintenance Mechanic-Welding	2.00	2.00	2.00	2.00	0.00	0.00%
Manager Communications	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Customer Service	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Electric Operations	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Treasury, Debt & Investments	0.40	0.40	0.40	0.40	0.00	0.00%
Manager Utilities Compliance	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Utilities Credit & Collection	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Utilities Marketing Services	0.00	0.00	0.00	0.00	0.00	0.00%
Manager Utilities Operations WGW	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Utilities Program Services	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Utilities Strategic Business	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Utilities Telecommunications	1.00	1.00	1.00	1.00	0.00	0.00%
Marketing Engineer	0.00	0.00	0.00	0.00	0.00	0.00%
Meter Reader	6.00	6.00	6.00	6.00	0.00	0.00%
Meter Reader-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Metering Technician	3.00	3.00	3.00	3.00	0.00	0.00%
Metering Technician-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Offset Equipment Operator	0.48	0.48	0.48	0.48	0.00	0.00%
Overhead Underground Troubleshooter	2.00	2.00	2.00	2.00	0.00	0.00%
Planner	0.00	0.00	0.00	0.00	0.00	0.00%
Power Engineer	3.00	3.00	3.00	1.00	-2.00	(66.67)%
Principal Business Analyst	1.00	1.00	1.00	1.00	0.00	0.00%

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	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Program Assistant I	2.50	1.50	1.50	1.50	0.00	0.00%
Program Assistant II	0.00	0.00	0.00	1.00	1.00	0.00%
Project Engineer	5.00	5.00	5.00	5.00	0.00	0.00%
Project Manager	0.75	0.75	0.75	0.75	0.00	0.00%
Resource Planner	6.00	6.00	6.00	5.00	-1.00	(16.67)%
Restoration Lead	1.00	1.00	1.00	1.00	0.00	0.00%
SCADA Technologist	2.00	2.00	2.00	2.00	0.00	0.00%
Senior Accountant	0.70	0.70	0.70	0.70	0.00	0.00%
Senior Business Analyst	2.00	2.00	3.00	3.00	0.00	0.00%
Senior Deputy City Attorney	1.00	0.00	0.00	0.00	0.00	0.00%
Senior Electrical Engineer	4.00	4.00	4.00	4.00	0.00	0.00%
Senior Engineer	5.00	5.00	5.00	5.00	0.00	0.00%
Senior Management Analyst	0.70	0.70	0.70	0.70	0.00	0.00%
Senior Mechanic	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Performance Auditor	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Resource Planner	6.00	6.00	6.00	6.50	0.50	8.33%
Senior Utilities Field Service Representative	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Water Systems Operator	2.00	2.00	2.00	2.00	0.00	0.00%
Storekeeper	1.00	1.00	1.00	1.00	0.00	0.00%
Storekeeper-Lead	0.80	0.80	0.80	0.80	0.00	0.00%
Street Light, Traffic Signal & Fiber Technician	5.00	5.00	5.00	5.00	0.00	0.00%
Street Light, Traffic Signal & Fiber Technician Apprentice	0.00	0.00	0.00	0.00	0.00	0.00%
Street Light, Traffic Signal & Fiber-Lead	2.00	2.00	2.00	2.00	0.00	0.00%
Substation Electrician	6.00	6.00	6.00	6.00	0.00	0.00%
Substation Electrician-Lead	2.00	2.00	2.00	2.00	0.00	0.00%
Supervising Electric Project Engineer	1.00	1.00	1.00	1.00	0.00	0.00%
Tree Maintenance Person	1.00	1.00	1.00	1.00	0.00	0.00%
Utilities Account Representative	0.00	0.00	0.00	0.00	0.00	0.00%
Utilities Chief Operating Officer	0.00	1.00	1.00	1.00	0.00	0.00%
Utilities Compliance Technician	2.00	2.00	2.00	2.00	0.00	0.00%
Utilities Compliance Technician-Lead	1.00	1.00	1.00	1.00	0.00	0.00%
Utilities Credit/Collection Specialist	2.00	2.00	2.00	2.00	0.00	0.00%
Utilities Director	0.00	0.00	0.00	1.00	1.00	0.00%
Utilities Engineer Estimator	5.00	5.00	5.00	5.00	0.00	0.00%
Utilities Field Services Representative	5.00	5.00	5.00	5.00	0.00	0.00%
Utilities Install Repair-Lead-Welding Certified	2.00	2.00	2.00	2.00	0.00	0.00%

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	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Utilities Install Repair-Welding Certified	3.00	3.00	3.00	3.00	0.00	0.00%
Utilities Install/Repair	10.00	10.00	10.00	10.00	0.00	0.00%
Utilities Install/Repair Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Utilities Install/Repair-Lead	5.00	5.00	5.00	5.00	0.00	0.00%
Utilities Key Account Representative	3.00	3.00	3.00	3.00	0.00	0.00%
Utilities Locator	3.00	3.00	3.00	3.00	0.00	0.00%
Utilities Marketing Program Administrator	3.00	3.00	3.00	4.00	1.00	33.33%
Utilities Safety Officer	1.00	1.00	1.00	1.00	0.00	0.00%
Utilities Supervisor	12.00	12.00	12.00	12.00	0.00	0.00%
Utilities System Operator	5.00	5.00	5.00	5.00	0.00	0.00%
Utility Engineering Estimator - Lead	0.00	1.00	1.00	1.00	0.00	0.00%
Warehouse Supervisor	0.80	0.80	0.80	0.80	0.00	0.00%
Water System Operator I	1.00	0.00	0.00	0.00	0.00	0.00%
Water System Operator II	4.00	4.00	4.00	4.00	0.00	0.00%
Total Utilities	254.92	256.67	256.67	257.42	0.75	0.29%
Total Enterprise Fund	353.61	357.86	357.86	358.61	0.75	0.21%
Other Funds						
Capital Project Fund						
Administrative Assistant	0.00	0.00	0.00	0.15	0.15	0.00%
Administrative Associate I	0.80	0.80	0.80	0.80	0.00	0.00%
Administrative Associate III	0.89	0.89	1.09	0.89	-0.20	(18.35)%
Assistant Director Public Works	0.58	0.58	0.58	0.72	0.14	24.14%
Associate Engineer	2.69	2.96	3.04	2.49	-0.55	(18.09)%
Associate Planner	0.00	0.00	0.31	0.30	-0.01	(3.23)%
Building Serviceperson	0.00	0.00	0.00	0.75	0.75	0.00%
Building Serviceperson-Lead	0.00	0.00	0.00	1.40	1.40	0.00%
Cement Finisher-Lead	0.74	0.74	0.74	0.74	0.00	0.00%
Chief Transportation Official	0.30	0.52	0.36	0.30	-0.06	(16.67)%
Contracts Administrator	0.60	0.60	0.60	0.60	0.00	0.00%
Coordinator Public Works Projects	1.50	1.30	1.30	1.30	0.00	0.00%
Coordinator Transportation Systems Management	0.90	0.62	0.76	0.75	-0.01	(1.32)%
Engineer	2.80	2.80	2.80	3.10	0.30	10.71%
Engineering Technician III	0.50	0.50	0.50	0.50	0.00	0.00%
Facilities Technician	0.00	1.50	1.50	1.50	0.00	0.00%
Heavy Equipment Operator	0.00	0.00	0.00	0.00	0.00	0.00%
Inspector, Field Services	1.21	1.21	1.21	1.21	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Landscape Architect Park Planner	0.90	0.90	0.90	0.90	0.00	0.00%
Management Analyst	0.89	0.79	0.82	0.94	0.12	14.63%
Manager Facilities	0.10	0.10	0.10	0.10	0.00	0.00%
Manager Maintenance Operations	0.65	0.65	0.65	0.65	0.00	0.00%
Parking Operations-Lead	0.30	1.00	0.35	0.40	0.05	14.29%
Program Assistant II	0.20	0.40	0.00	0.00	0.00	0.00%
Project Engineer	6.49	7.14	6.84	7.59	0.75	10.96%
Project Manager	1.15	1.15	1.15	1.15	0.00	0.00%
Senior Engineer	1.99	1.99	1.99	2.99	1.00	50.25%
Senior Management Analyst	0.60	0.60	0.72	0.60	-0.12	(16.67)%
Senior Planner	0.70	0.85	0.72	0.50	-0.22	(30.56)%
Senior Project Manager	0.90	0.90	0.90	1.00	0.10	11.11%
Supervisor Inspection and Surveying	0.63	0.63	0.63	0.63	0.00	0.00%
Surveyor, Public Works	0.55	0.55	0.55	0.55	0.00	0.00%
Traffic Engineering-Lead	0.90	0.62	0.35	0.55	0.20	57.14%
Transportation Planning Manager	0.15	0.50	0.35	0.35	0.00	0.00%
Total Capital Project Fund	30.61	33.79	32.61	36.40	3.79	11.62%
Printing and Mailing Services						
Manager Revenue Collections	0.10	0.10	0.10	0.10	0.00	0.00%
Offset Equipment Operator	1.52	1.52	1.52	1.52	0.00	0.00%
Total Printing and Mailing Services	1.62	1.62	1.62	1.62	0.00	0.00%
Special Revenue Funds						
Account Specialist	1.62	1.62	1.87	1.87	0.00	0.00%
Account Specialist-Lead	0.95	0.95	0.55	0.55	0.00	0.00%
Administrative Assistant	0.00	0.00	0.00	0.35	0.35	0.00%
Administrative Associate II	0.20	0.20	0.20	0.20	0.00	0.00%
Administrative Associate III	0.00	0.00	0.21	0.00	-0.21	(100.00)%
Associate Planner	0.00	0.00	0.42	0.25	-0.17	(40.48)%
Building Serviceperson-Lead	0.20	0.00	0.00	0.00	0.00	0.00%
Chief Transportation Official	0.00	0.05	0.00	0.00	0.00	0.00%
Community Service Officer	0.50	0.50	0.50	0.50	0.00	0.00%
Coordinator Public Works Projects	0.00	0.20	0.20	0.20	0.00	0.00%
Electrician	0.20	0.20	0.20	0.20	0.00	0.00%
Facilities Maintenance-Lead	0.15	0.15	0.15	0.15	0.00	0.00%
Facilities Painter	0.25	0.25	0.25	0.25	0.00	0.00%
Facilities Technician	0.45	0.45	0.45	0.45	0.00	0.00%
Management Analyst	0.02	0.02	0.17	0.35	0.18	105.88%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Manager Community Services Senior Program	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Maintenance Operations	0.19	0.19	0.19	0.19	0.00	0.00%
Manager Revenue Collections	0.28	0.28	0.28	0.28	0.00	0.00%
Parking Operations-Lead	0.50	0.00	0.55	0.60	0.05	9.09%
Program Assistant II	0.45	0.00	0.00	0.00	0.00	0.00%
Senior Planner	0.36	0.40	0.40	0.40	0.00	0.00%
Street Maintenance Assistant	2.00	2.00	2.00	2.00	0.00	0.00%
Street Sweeper Operator	0.37	0.37	0.37	0.37	0.00	0.00%
Transportation Planning Manager	0.00	0.30	0.24	0.50	0.26	108.33%
Total Special Revenue Funds	9.69	9.13	10.20	10.66	0.46	4.51%
Technology Fund						
Administrative Assistant	1.00	1.00	1.00	1.00	0.00	0.00%
Assistant Director Administrative Services	0.10	0.10	0.10	0.10	0.00	0.00%
Business Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Desktop Technician	6.00	6.00	6.00	6.00	0.00	0.00%
Director Information Technology/CIO	1.00	1.00	1.00	1.00	0.00	0.00%
Manager Information Technology	4.00	4.00	3.00	3.00	0.00	0.00%
Manager Information Technology Security	1.00	1.00	1.00	1.00	0.00	0.00%
Principal Business Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Business Analyst	2.00	2.00	2.00	2.00	0.00	0.00%
Senior Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Technologist	16.00	17.00	18.00	18.00	0.00	0.00%
Technologist	1.00	1.00	1.00	1.00	0.00	0.00%
Total Technology Fund	35.10	36.10	36.10	36.10	0.00	0.00%
Vehicle Replacement and Maintenance Fund						
Administrative Associate III	1.00	1.00	1.00	0.00	-1.00	(100.00)%
Assistant Director Public Works	0.25	0.25	0.25	0.25	0.00	0.00%
Assistant Fleet Manager	1.00	1.00	1.00	1.00	0.00	0.00%
Equipment Maintenance Service Person	2.00	2.00	2.00	2.00	0.00	0.00%
Fleet Services Coordinator	2.00	2.00	2.00	1.00	-1.00	(50.00)%
Management Analyst	0.20	0.20	0.20	0.20	0.00	0.00%
Management Assistant	0.00	0.00	0.00	1.00	1.00	0.00%
Manager Fleet	1.00	1.00	1.00	1.00	0.00	0.00%
Motor Equipment Mechanic II	6.00	6.00	6.00	6.00	0.00	0.00%
Motor Equipment Mechanic-Lead	2.00	2.00	2.00	2.00	0.00	0.00%

Table of Organization

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2020 Change FTE	FY 2020 Change %
Project Manager	1.00	1.00	1.00	1.00	0.00	0.00%
Senior Management Analyst	0.08	0.08	0.08	0.08	0.00	0.00%
Total Vehicle Replacement and Maintenance Fund	16.53	16.53	16.53	15.53	-1.00	(6.05)%
Workers' Compensation Program Fund						
Senior Human Resources Administrator	1.00	1.00	1.00	1.00	0.00	0.00%
Workers' Compensation Program Fund						
Total Workers' Compensation Program Fund	1.00	1.00	1.00	1.00	0.00	0.00%
Total Other Funds	94.55	98.17	98.06	101.31	3.25	3.31%
Total Citywide Positions	1,052.10	1,058.95	1,041.35	1,034.85	-6.50	(0.62)%
¹ In FY 2020, Development Services has been combined with the Planning and Community Environment Department.						
² In FY 2020, the Office of Transportation has been separated into its own department. Staffing for Transportation in prior years is show in the Planning and Community Environment Department.						

Community Services (CMR#9822 Pets-In-Need)

Fee Title	2019 Adopted	2020 Proposed	% Change	Justification
Animal Services (Adoptions): Cockatiels	\$27.00 per pet	\$10.00 per pet	-62.96%	These recommended changes will align fees with the new business model for providing Animal Shelter services through a partnership with Pets-In-Need (PIN) approved by Council (CMR#9822).
Animal Services (Spay & Neuter Clinic Fees): A. Neuter (0lbs - 50lbs)	\$95.00 per pet	\$75.00 per pet	-21.05%	
Animal Services (Vaccinations): DA2PP	\$20.00 per pet	\$15.00 per pet	-25.00%	
Animal Services (Adoptions): Rabbits	\$45.00 per pet	\$10.00 per pet	-77.78%	
Animal Services (Vaccinations): Bordatella	\$20.00 per pet	\$15.00 per pet	-25.00%	
Animal Services (Spay & Neuter Clinic Fees): B. Neuter (51lbs and over)	\$120.00 per pet	\$100.00 per pet	-16.67%	
Animal Services (Spay & Neuter Clinic Fees): Spay	\$90.00 per pet	\$65.00 per pet	-27.78%	
Animal Services (Spay & Neuter Clinic Fees): C. Spay (0lbs - 50lbs)	\$110.00 per pet	\$125.00 per pet	13.64%	
Animal Services (Vaccinations): FVRCP	\$20.00 per pet	\$15.00 per pet	-25.00%	
Animal Services (Spay & Neuter Clinic Fees): D. Spay (51lbs and over)	\$165.00 per pet	\$175.00 per pet	6.06%	
Animal Services (Vaccinations): Leukemia	\$20.00 per pet	\$15.00 per pet	-25.00%	
Animal Services (Vaccinations): Microchip	\$40.00 per pet	\$25.00 per pet	-37.50%	
Animal Services (Spay & Neuter Clinic Fees): Neuter	\$65.00 per pet	\$50.00 per pet	-23.08%	
Animal Services (Boarding): Rabbits	\$5.00 per pet	\$20.00 per pet	300.00%	
Animal Services (Vaccinations): Rabies	\$10.00 per pet	\$15.00 per pet	50.00%	
Animal Services (Adoptions): Rats, Hamsters, Guinea Pigs, & Mice	\$5.00 per pet	\$10.00 per pet	100.00%	
Animal Services (Adoptions): Dogs & Cats	\$125.00 per pet	\$150.00 per pet	20.00%	
Animal Services (Vaccinations): Microchip Rescue Group	\$20.00 per pet	\$25.00 per pet	25.00%	
Animal Services (Adoptions): Parakeets, Chickens, Pigeons, & Doves	\$5.00 per pet	\$10.00 per pet	100.00%	
Animal Services (Boarding): Small Animals (Reptiles, Birds, etc.)	\$3.00 per pet	\$20.00 per pet	566.67%	
Animal Services (Boarding): Cats	\$20.00 per pet	\$20.00 per day	NA	
Animal Services (Boarding): Dogs	\$20.00 per pet	\$20.00 per day	NA	

Community Services

Fee Title	2019 Adopted	2020 Proposed	% Change	Justification
Arts & Sciences: Field Trips	Resident Fee: Palo Alto & Ravenswood School Districts: \$3.00 - \$5.00 per student; Non-Resident Fee: \$84.00 - \$140.00 per group	Resident Fee: \$135.00 per group; Non-Resident Fee: \$135.00 per group	NA	Modify fee structure to align with current service delivery.
Recreation: Card Replacement Fee	\$1.00 - \$5.00	\$5.00 per item	NA	
Rentals & Reservations: Auditorium and Stage	Resident Fee: \$210.00 - \$3,150 per hour; Non-Resident Fee: \$315.00 - \$4,275.00 per hour	Resident Fee: \$250.00 per hour; Non-Resident Fee: \$375.00 per hour	NA	
Rentals & Reservations: Exclusive Monthly Storage Space (As Available)	\$2 per sq. ft. per month	\$2 per cubic feet per month	NA	
Rentals & Reservations: Rehearsal Hall	Resident Fee: \$42.00 - \$1,050.00 per hour; Non-Resident Fee: \$63.00 - \$1,575.00 per hour	Resident Fee: \$50.00 per hour; Non-Resident Fee: \$75.00 per hour	NA	
Rentals & Reservations: Cubberley Banner Marquee	\$12.00 - \$54.00 per week	\$25.00 per week	NA	
Rentals & Reservations: Park Ranger	\$75.00 per hour	\$99.00 per hour	32.00%	Fee is increased to align with city staff costs.
Rentals & Reservations: Piano - 7' Grand	\$43.00 per use plus moving and tuning costs	\$50.00 per use plus moving and tuning costs	16.28%	Fee is increased to align with market value.
Rentals & Reservations (Foothills Park): A. Oak Grove Picnic 1 - 50 People	Resident Fee: \$80.00 per group; Non-Resident Fee: Not Available	Resident Fee: \$90.00 per group; Non-Resident Fee: Not Available	12.50%	
Rentals & Reservations (Foothills Park): B. Oak Grove Picnic 51 - 100 People	Resident Fee: \$160.00 per group; Non-Resident Fee: Not Available	Resident Fee: \$180.00 per group; Non-Resident Fee: Not Available	12.50%	
Rentals & Reservations (Foothills Park): C. Oak Grove Picnic 101 - 150 People	Resident Fee: \$240.00 per group; Non-Resident Fee: Not Available	Resident Fee: \$270.00 per group; Non-Resident Fee: Not Available	12.50%	
Rentals & Reservations (Foothills Park): Towle Camp	Resident Fee: \$35.00 per campsite; Non-Resident Fee: Not Available	Resident Fee: \$40.00 per campsite; Non-Resident Fee: Not Available	14.29%	

Municipal Fee Schedule Amendments for FY 2020 Changed Fees

ATTACHMENT A, Exhibit 5

Planning and Community Environment (Development Services: Public Works)

Fee Title	2019 Adopted	2020 Proposed	% Change	Justification
Encroachment Permit: A. Dumpster, Container	\$339.00 each	\$331.00 each	-2.36%	Fees were analyzed; proposed fees reflect costing refined to maintain cost recovery levels.
Encroachment Permit: B. Non-Residential - Single Day	\$1,368.00 each	\$1,339.00 each	-2.12%	
Encroachment Permit: C. Non-Residential Short-Term (Less than 5 days)	\$1,606.00 each	\$1,570.00 each	-2.24%	
Encroachment Permit: D. Non-Residential Long-Term (More than 5 days)	\$2,234.00 each	\$2,177.00 each	-2.55%	
Encroachment Permit: E. Additional Non-Residential Long-Term (More than 5 days) Monthly	\$817.00 per month	\$786.00 per month	-3.79%	
Engineering: A. 101 - 1,000 cubic yards	\$217.00 for the first 100 cubic yards, plus \$217.00 for each additional 100 cubic yards or fraction thereof	\$213.00 for the first 100 cubic yards, plus \$213.00 for each additional 100 cubic yards or fraction thereof	-1.84%	
Engineering: B. 1,001 - 10,000 cubic yards	\$2,170.00 for the first 1,000 cubic yards plus \$204.00 for each additional 1,000 cubic yards or fraction thereof	\$2,130.00 for the first 1,000 cubic yards plus \$199.00 for each additional 1,000 cubic yards or fraction thereof	-1.84%	
Engineering: C. 10,001 or more cubic yards	\$4,210.00 for the first 10,000 cubic yards plus \$770.00 for each additional 10,000 cubic yard or fraction thereof	\$4,120.00 for the first 10,000 cubic yards plus \$771.00 for each additional 10,000 cubic yard or fraction thereof	-2.14%	
Inspection Fees: Tree Inspection for Private Development	\$164.00 per inspection	\$162.00 per inspection	-1.22%	
Inspection Fees: Wet Season Construction Site Stormwater Inspection	\$314.00 per inspection plus \$94.00 per hour thereafter, charged monthly October thru April.	\$308.00 per inspection plus \$101.00 per hour thereafter, charged monthly October thru April.	-1.91%	
Map/Plan Review Fees: Architectural Review - Minor Project Trees (ARB Review)	\$1,249.00 per application	\$1,223.00 per application	-2.08%	
Map/Plan Review Fees: Architectural Review - Minor Project Trees (Staff Review)	\$249.00 per hour	\$244.00 per hour	-2.01%	
Permit Fees: 1. Temporary Discharge to Storm Drain from Non-Exclusionary Construction Site Dewatering	\$15,442 per request to discharge	\$15,593.00 per request to discharge	0.98%	
Permit Fees: 2. Additional Temporary Discharge to Storm Drain from Non-Exclusionary Construction Site Dewatering	\$342.00 per week for the duration of dewatering activities	\$341.00 per week for the duration of dewatering activities	-0.29%	
Permit Fees: A. Construction in Public Right-of-Way (\$1.00 - \$5,999)	\$783.00 per occurrence	\$751.00 per occurrence	-4.09%	
Permit Fees: B. Construction in Public Right-of-Way (\$6,000 - \$25,999)	\$783.00 + 9.7% of value greater than \$6,000.00	\$751.00 + 9.4% of value greater than \$6,000.00	-4.09%	
Permit Fees: C. Construction in Public Right-of-Way (\$26,000 - \$100,999)	\$2,723.00 + 11.9% of value greater than \$26,000.00	\$2,631.00 + 11.5% of value greater than \$26,000.00	-3.38%	
Permit Fees: D. Construction in Public Right-of-Way (\$101,000 +)	\$11,648.00 + 9.8% of value greater than \$100,000.00	\$11,265.00 + 9.6% of value greater than \$100,000.00	-3.29%	
Permit Fees: Right of Way Closure Management	\$91.00 per closure	\$87.00 per closure	-4.40%	
Permit Fees: Storm Drain Plan Check Fee	\$814 per project	\$1,017.00 per project	24.94%	Council approved to bring this fee to 100% cost recovery in 25% increments, this is the final year.

Planning and Community Environment (Development Services)

Fee Title	2019 Adopted	2020 Proposed	% Change	Justification
Building Permit Fee	1.50% of Construction Value	1.50% of Construction Value for projects between \$1.00 to \$4,000,000.00; 1.0% of Construction Value for projects between \$4,000,000.01 to \$10,000,000; 0.5% of Construction Value for projects above \$10,000,000.00, progressively applied in a tier structure as value increases; if project is out of scope from a traditional building structure and/or additional services are required then an alternative fee arrangement may be established by the Chief Building Official to achieve cost recovery.		Fees were changed from flat percent to a progressive tier structure to ensure appropriate cost recovery for projects over \$4 million dollars; this was recommended after internal analysis and review with outside consultant.
Building Plan Check	75% of Building Permit fee	75% of Building Permit Fee for projects between \$1.00 to \$4,000,000; 50% of Building Permit Fee for projects between \$4,000,000.01 to \$10,000,000; 25% of Building Permit Fee for projects above \$10,000,000, progressively applied in a tier structure as value increases.		
Fire and Life Safety Plan Check	54% of Building Permit fee	54% of Building Permit Fee for projects between \$1.00 to \$4,000,000; 35% of Building Permit Fee for projects between \$4,000,000.01 to \$10,000,000; 18% of Building Permit Fee for projects above \$10,000,000, progressively applied in a tier structure as value increases.		
Fire and Life Safety Plan Check - Commercial	The Fire and Life Safety Plan Review Fee is 54% of the Building Plan Check Fee and is collected by the Building Division at the time an application of a Building Permit is submitted	54% of Building Permit Fee for projects between \$1.00 to \$4,000,000; 35% of Building Permit Fee for projects between \$4,000,000.01 to \$10,000,000; 18% of Building Permit Fee for projects above \$10,000,000, progressively applied in a tier structure as value increases.		
Public Works Plan Check	44% of Building Permit fee	44% of Building Permit Fee for projects between \$1.00 to \$4,000,000; 30% of Building Permit Fee for projects between \$4,000,000.01 to \$10,000,000; 15% of Building Permit Fee for projects above \$10,000,000, progressively applied in a tier structure as value increases.		

Planning and Community Environment (Parking In-Lieu)

Fee Title	2019 Adopted	2020 Proposed	% Change	Justification
Parking In-Lieu Fee for Downtown Assessment District	\$70,094 per parking space	\$106,171 per parking space	51.47%	Please see page 6 of CMR #10225 for detailed justification.

Planning and Community Environment (Parking Permit - Employee)

Parking Area: Fee Title	2019 Adopted	2020 Proposed	% Change	Justification
Downtown Core: All Downtown and SOFA Lots and Garages Annual Parking Permit	\$750.00 per year	\$806.00 per year	7.50%	Please see page 10 of the Budget Wrap-up Memo from May 28th, 2019 for detailed justification.
Downtown RPP: Downtown RPP Full Price Employee Parking Permit	\$375.00 per six months	\$403.00 per six months	7.50%	
California Avenue: California Avenue Area All Garages and Lots Annual Parking Permit	\$375.00 per year	\$403.00 per year	7.50%	
Evergreen Park/Mayfield RPP: Evergreen Park - Mayfield RPP Full Price Employee Parking Permit	\$187.50 per six months	\$201.00 per six months	7.50%	
Southgate RPP: Southgate RPP - Full Price Employee Parking Permit	\$187.50 per six months	\$201.00 per six months	7.50%	

USER FEE COST RECOVERY LEVEL POLICY**BACKGROUND**

The City provides a variety of services to the public which benefit the entire community or individual residents or businesses. For certain services such as regulatory fees, arts and science classes, or recreational activities, the City traditionally has recovered partially or fully the cost for providing these services, which would have been otherwise paid from the General Fund.

Propositions 13, 218, and 26 have placed both substantive and procedural limits on cities' ability to impose fees and charges. Collectively these constitutional amendments provide safeguards against taxes being imposed without a vote of the people. Proposition 26 in particular contains a general articulation of the cost of service principle and includes a requirement that the local government "bears the burden of proving by a preponderance of the evidence that a levy, charge, or other exaction is not a tax, that the amount is no more than necessary to cover the reasonable costs of the governmental activity, and that the manner in which those costs are allocated to a payor bear a fair or reasonable relationship to the payor's burdens on, or benefits received from, the governmental activity." (California Constitution, Article XIII C, Section 1).

Certain types of fees, such as fines, penalties and/or late charges, or ~~any~~ charges imposed for entrance to or use of, as well as the purchase, rental, or lease of local government property, are expressly exempted from the provision quoted above and not required to be based on actual costs of providing service. Instead, these types of fees are more typically governed by local market rates, reasonableness, and potentially other policy factors. Fees such as facility rental fees, or golf course greens fees fall into this category, ~~where fee rates are more appropriately set based on local market rates.~~ Other fees for services such as lessons and classes, where participation is voluntary and there are meaningful private sector alternatives, may also be exempt from Prop 26's limitations as they are not "imposed" by government. Consequently, these fees are not bound to certain cost recovery levels and can even have rates that are higher than the full cost recovery level, if appropriate. Staff should consult with the City Attorney's office when considering a fee that exceeds full cost recovery.

This policy was approved by the City Council on ~~May Jun 18~~ 17, 2015-2019 (CMR # 573510419).

POLICY STATEMENT

It is the policy of the City of Palo Alto to set Municipal Fees based on cost recovery levels in lieu of fully subsidizing fee-related activities with General Fund dollars. The cost recovery levels are reflective of the following policy statements.

1. Community-wide vs. Private Benefit: Funding services such as Police patrol services only through taxpayer dollars is appropriate for services that benefit the entire community. When the service or program provides a benefit to specific individuals or businesses such as the issuance of building permits, it is expected that individuals or businesses receiving that benefit pay for all of the cost of that service.

2. Service Recipient vs. Community Benefit: For regulated activities such as development review and Police issued permits, it is appropriate that the service recipient such as an applicant of a building permit or a Pushcart Vendor permit pay for the permit although the community at large benefits from the regulation.

3. Consistency with City Goals and Policies: City policies and Council goals related to the community's quality of life are factors in setting cost recovery levels. For example, fee levels can be set to promote healthy habits, facilitate environmental stewardship, or discourage certain actions (e.g. false alarms).

4. Elasticity of Demand for Services: The level of cost recovery can affect the demand for services. A higher level of cost recovery could ensure the City is providing services such as recreational classes or summer camps for children and youth without over stimulating a market with artificially low prices. Such low prices, which are a reflection of a high General Fund subsidy, may result in huge waiting lists and attract participants from other cities; however, high cost recovery levels could negatively impact the demand for such services from low income individuals, special needs individuals, and seniors.

5. Availability of Services from the Private Sector: High cost recovery levels are generally sought in situations where the service is available from other sources in order to preserve taxpayer funds for other General Fund funded City services. Conversely, services that are not available from other sources and are typically delivered when residents experience an emergency basis typically have low or zero cost recovery levels.

Based on these policy statements, the table below overlays certain cost recovery levels grouped in low (0-30%), medium (30.1% to 70%), and high (70.1% to 100%) cost recovery percentage ranges that includes a provision to clarify the category of fees that are exempted from state laws limiting rates to full cost recovery. It is important to note that these groupings provide policy guidance and are not absolute. Some policy statements may weigh more heavily than others, which may result in a different cost recovery level grouping for particular fees. For example, fees for recreational activities are expected to be set in general at the medium cost recovery level. However, fees for recreational activities for which there is a high demand may ~~have~~ be set in general at the high cost recovery level due to high enrollment levels per class. It is important to note that Municipal fees will be reviewed annually by the Finance Committee and subsequently by the City Council as part of approval of the Municipal Fee Schedule.

Cost Recovery Level Group	Cost Recovery Percentage Range	Policy Considerations
Low	0% - 30%	<ul style="list-style-type: none"> • No intended relationship between the amount paid and the benefit received • Fee collection would not be cost effective and/or would discourage compliance with regulatory requirements • No intent to limit the use of the service • Public at large benefits even if they are not the direct users of the service • <u>Affordability of service to low-income residents</u> • <u>The service is heavily supported through donations</u>
Medium	30.1% - 70%	<ul style="list-style-type: none"> • Services which promote healthy activities and educational enrichment to the community • Services having factors associated with the low and high cost recovery levels
High	70.1% - 100%*	<ul style="list-style-type: none"> • Individual users or participants receive most or all of the benefit of the service • Other private or public sector alternatives provide the service • The use of the service is specifically discouraged • The service is regulatory in nature

*Certain types of fees, such as fines, penalties and/or late charges, or any charge imposed for entrance to or use of, as well as the purchase, rental, or lease of local government property, are not bound by state laws that limit to full cost recovery.

USER FEE COST RECOVERY LEVEL POLICY**BACKGROUND**

The City provides a variety of services to the public which benefit the entire community or individual residents or businesses. For certain services such as regulatory fees, arts and science classes, or recreational activities, the City traditionally has recovered partially or fully the cost for providing these services, which would have been otherwise paid from the General Fund.

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This policy was approved by the City Council on Jun 17, 2019 (CMR # 10419).

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4. Elasticity of Demand for Services: The level of cost recovery can affect the demand for services. A higher level of cost recovery could ensure the City is providing services such as recreational classes or summer camps for children and youth without over stimulating a market with artificially low prices. Such low prices, which are a reflection of a high General Fund subsidy, may result in huge waiting lists and attract participants from other cities; however, high cost recovery levels could negatively impact the demand for such services from low income individuals, special needs individuals, and seniors.

5. Availability of Services from the Private Sector: High cost recovery levels are generally sought in situations where the service is available from other sources in order to preserve taxpayer funds for other General Fund funded City services. Conversely, services that are not available from other sources and are typically delivered when residents experience an emergency basis typically have low or zero cost recovery levels.

Based on these policy statements, the table below overlays certain cost recovery levels grouped in low (0-30%), medium (30.1% to 70%), and high (70.1% to 100%) cost recovery percentage ranges that includes a provision to clarify the category of fees that are exempted from state laws limiting rates to full cost recovery. It is important to note that these groupings provide policy guidance and are not absolute. Some policy statements may weigh more heavily than others, which may result in a different cost recovery level grouping for particular fees. For example, fees for recreational activities are expected to be set in general at the medium cost recovery level. However, fees for recreational activities for which there is a high demand may be set in general at the high cost recovery level due to high enrollment levels per class. It is important to note that Municipal fees will be reviewed annually by the Finance Committee and subsequently by the City Council as part of approval of the Municipal Fee Schedule.

Cost Recovery Level Group	Cost Recovery Percentage Range	Policy Considerations
Low	0% - 30%	<ul style="list-style-type: none"> • No intended relationship between the amount paid and the benefit received • Fee collection would not be cost effective and/or would discourage compliance with regulatory requirements • No intent to limit the use of the service • Public at large benefits even if they are not the direct users of the service • Affordability of service to low-income residents • The service is heavily supported through donations
Medium	30.1% - 70%	<ul style="list-style-type: none"> • Services which promote healthy activities and educational enrichment to the community • Services having factors associated with the low and high cost recovery levels
High	70.1% - 100%*	<ul style="list-style-type: none"> • Individual users or participants receive most or all of the benefit of the service • Other private or public sector alternatives provide the service • The use of the service is specifically discouraged • The service is regulatory in nature

*Certain types of fees, such as fines, penalties and/or late charges, or any charge imposed for entrance to or use of, as well as the purchase, rental, or lease of local government property, are not bound by state laws that limit to full cost recovery.

Fiscal Year 2020 City Manager's Proposed Operating & Capital Budget
& Municipal Fees Finance Committee Proceedings
(Presentations, At Places Memorandum, Action Minutes)

These documents were originally distributed throughout the Finance Committee Budget Hearing proceedings including the Planning and Transportation Commission review of the FY 2020-2024 Capital Improvement Program during the month of May 2019. Documents and presentations are organized by the date of distribution.

May 15, 2019: Finance Committee

- Agenda: www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=40181.54&BlobID=71036
- Presentations: www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=71022.32&BlobID=71330
- At Places Memorandum:
www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=73001.36&BlobID=71331 (Supplemental Information)
www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=71846.34&BlobID=71332 (PCE Reorganization)
www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=71980.98&BlobID=71333 (TMA Funding Request)
- Action Minutes: TBD
- Video: www.midpenmedia.org/finance-committee-50-5152019/

May 23, 2019: Finance Committee

- Agenda: www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=39444.97&BlobID=71257
- Presentation: www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=63977.98&BlobID=71456
- At Places Memorandum:
www.cityofpaloalto.org/civicax/filebank/documents/71461 (PTC CIP Review)
www.cityofpaloalto.org/civicax/filebank/documents/71463 (Employee Parking Permit Adjustments)
www.cityofpaloalto.org/civicax/filebank/documents/71462 (Community Services Department Staffing)
- Municipal Fee CMR: www.cityofpaloalto.org/civicax/filebank/documents/71320
- Action Minutes: TBD
- Video: www.midpenmedia.org/finance-committee-50-5232019/

May 8, 2019: Planning & Transportation Commission

- Agenda: www.cityofpaloalto.org/civicax/filebank/documents/71073
- Action Minutes: www.cityofpaloalto.org/civicax/filebank/documents/71765

May 28, 2019: Finance Committee

- Agenda: www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=40733.16&BlobID=71430
- At Places Memorandum:
www.cityofpaloalto.org/civicax/filebank/documents/71497 (Business Improvement District)
www.cityofpaloalto.org/civicax/filebank/documents/71496 (Budget Wrap-Up)
- Action Minutes: TBD
- Video: www.midpenmedia.org/finance-committee-50-5282019/