



# City of Sunnyvale

## Notice and Agenda - Revised Board of Library Trustees

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Monday, May 18, 2015

7:00 PM

Library Program Room, Sunnyvale Public  
Library, 665 W. Olive Ave., Sunnyvale, CA  
94086

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### Special Meeting

#### **CALL TO ORDER**

#### **ROLL CALL**

#### **PRESENTATION**

**15-0550**      PRESENTATION - Girl Scout Troop 61277

#### **PUBLIC ANNOUNCEMENTS**

*Speakers are limited to 3 minutes for announcements of related board/commission events, programs, resignations, recognitions, acknowledgments.*

#### **CONSENT CALENDAR**

**1a**      [15-0499](#)      Approval of Draft Minutes of March 2, 2015

**Attachments:**   [Draft Minutes of March 2, 2015](#)

**1b**      [15-0500](#)      Approval of Draft Minutes of April 13, 2015

**Attachments:**   [Draft Minutes of April 13, 2015](#)

#### **PUBLIC COMMENTS**

*This category is limited to 15 minutes, with a maximum of three minutes per speaker. If you wish to address the board, please complete a speaker card and give it to the Recording Secretary or you may orally make a request to speak. If your subject is not on the agenda, you will be recognized at this time; but the Brown Act (Open Meeting Law) does not allow action by board members. If you wish to speak to a subject listed on the agenda, you will be recognized at the time the item is being considered by the board.*

**PUBLIC HEARINGS/GENERAL BUSINESS**

- 2     [15-0501](#)     National Library Week Feedback
- 3     [15-0502](#)     Review of FY 15/16 Recommended Budget

**Attachments:** [FY 15/16 Recommended Budget](#)

**NON-AGENDA ITEMS & COMMENTS**

-Board Member Comments

-Staff Comments

**INFORMATION ONLY ITEMS****ADJOURNMENT**

*Notice to the Public:*

*Any agenda related writings or documents distributed to members of this meeting body regarding any item on this agenda will be made available for public inspection in the Sunnyvale Public Library located at 665 W. Olive Avenue, Sunnyvale, California during normal business hours and in the Library Program Room on the evening of the Board of Library Trustees meeting, pursuant to Government Code §54957.5.*

*Agenda information is available by contacting Library Administration at sbarajas@sunnyvale.ca.gov or (408) 730-7314. Agendas and associated reports are also available on the City's web site at <http://sunnyvale.ca.gov> or at the Sunnyvale Public Library, 665 W. Olive Ave., Sunnyvale, 72 hours before the meeting.*

*Pursuant to the Americans with Disabilities Act, if you need special assistance in this meeting, please contact Library Administration at (408) 730-7314. Notification of 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. (29 CFR 35.106 ADA Title II)*



# City of Sunnyvale

## Agenda Item

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**15-0550**

**Agenda Date: 5/18/2015**

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PRESENTATION - Girl Scout Troop 61277



# City of Sunnyvale

## Agenda Item

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**15-0499**

**Agenda Date: 5/18/2015**

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Approval of Draft Minutes of March 2, 2015



# City of Sunnyvale

## Meeting Minutes - Draft

### Board of Library Trustees

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Monday, March 2, 2015

7:00 PM

Library Program Room, Sunnyvale Public  
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94086

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#### **CALL TO ORDER**

The meeting was called to order at 7:03 p.m.

#### **ROLL CALL**

**Present:** 4 - Chair Jill Shanmugasundaram  
Board Member Wing-Yin "Carey" Au  
Board Member Daniel Bremond  
Board Member Su "Ray" Zhan  
**Absent:** 1 - Vice Chair Anne Davis-East

Board Member Davis-East's absence is excused.  
Council Liaison David Whittum (absent).

#### **PUBLIC ANNOUNCEMENTS**

None.

#### **CONSENT CALENDAR**

1      [15-0258](#)      Approval of Draft Minutes of February 2, 2015

Board Member Su moved, Board Member Bremond seconded, approval of the consent calendar as presented. The motion carried by the following vote:

**Yes:** 4 - Chair Shanmugasundaram  
Board Member Au  
Board Member Bremond  
Board Member Zhan

**No:** 0

**Absent:** 1 - Vice Chair Davis-East

**PUBLIC COMMENTS**

None.

**PUBLIC HEARINGS/GENERAL BUSINESS****2      [15-0260](#)      Study Issues**

Chair Shanmugasundaram provided the Board with an overview of the Study Issues process and inquired if the Board would like to recommend a Study Issue for calendar year 2016. No Study Issues were presented.

Chair Shanmugasundaram opened the public hearing, and there being no public testimonies, closed the public hearing.

**3      [15-0261](#)      National Library Week**

Administrative Librarian Sweeney noted that Sunday, April 12 through Saturday, April 18 is National Library Week. Throughout the week the Library will host events that celebrate the Library as well as conduct outreach around the community to increase the visibility of library services offered to our citizens.

Chair Shanmugasundaram opened the public hearing, and there being no public testimonies, closed the public hearing.

**4      [15-0262](#)      Foundation Steering Committee**

Administrative Librarian Sweeney informed the Board that the Friends of the Sunnyvale Public Library are forming a steering committee to create a Library Foundation. The foundation will be a sub-committee of the Friends that is tasked specifically with fundraising. This group will explore new revenue streams through grants, fundraisers and identifying larger donors. Sunnyvale Public Library Foundation will be holding an Information Night on Tuesday, March 17 at 7 p.m.

**NON-AGENDA ITEMS & COMMENTS****-Board Member Comments**

Board Members Su, Au and Bremond shared that the Statewide Legislative Day was a success. They met with Assemblyman Rich Gordon on Friday, February 27 to speak on behalf of the needs of libraries in the State of California.

**-Staff Comments**

Administrative Librarian Sweeney noted the following:

More than 2,000 people attended the Library's Holi celebration on Saturday, February 28. The celebration included a themed story time, Bollywood dancing and Holi art.

During the month of March, the Make-HER grant programs will encourage young women to gain interest in maker technology. Mother/daughter teams will design, create, and problem-solve through basic circuitry, science and engineering.

He also noted that the Alligator Zone program connects youth who are interested in entrepreneurship to Silicon Valley Startups.

**INFORMATION ONLY ITEMS****ADJOURNMENT**

The meeting was adjourned at 7:21 p.m.



# City of Sunnyvale

## Agenda Item

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**15-0500**

**Agenda Date: 5/18/2015**

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Approval of Draft Minutes of April 13, 2015





# City of Sunnyvale

## Meeting Minutes - Draft

### Board of Library Trustees

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Monday, April 13, 2015

7:00 PM

Library Program Room, Sunnyvale Public  
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#### Special Meeting - Study Session - Focus Group Meeting with Friends of the Sunnyvale Public Library

#### CALL TO ORDER

The special meeting was called to order at 7:02 p.m.

#### ROLL CALL

President of the Friends of the Sunnyvale Public Library, Mark Issak, was in attendance.

Board Member Su's absence is excused.

Council Liaison David Whittum (absent).

**Present:** 3 - Chair Jill Shanmugasundaram  
Board Member Wing-Yin "Carey" Au  
Board Member Daniel Bremond

**Absent:** 1 - Board Member Su "Ray" Zhan

#### PUBLIC COMMENTS

None.

#### STUDY SESSION

##### 1 [15-0404](#) Civic Center Modernization Project Focus Group

Assistant City Manager Kent Steffens welcomed Kate Rivard and Pamela Anderson Brule from Anderson Brule Architects. Ms. Brule provided an overview of the Civic Center Modernization Project Plan and current library trends. Discussion ensued regarding library needs and service priorities.

Library Board Members and President Issak shared their visions regarding a new library:

- offer open, flexible floor spaces to allow for maker areas
- a building with the ability to easily add electrical outlets, wiring, etc. to meet growing demands
- offer a wide range of electronic resources and continue to offer a collection that

meets the needs of the diverse community

- continue to offer RFID, automated materials handling system
- provide study rooms, meeting rooms, collaborative spaces and a community room with good acoustics
- larger wifi bandwidth
- dedicated, interactive spaces for children, tweens and teens
- better Friends lobby sale area
- an area dedicated for the Friends that would reduce the handling of items and allow scanning, sorting and online sales all in one location
- an all inclusive Friends book store design which would allow volunteers to process books, sell books and with a donation drop slot

Concerns shared included:

- having the project fail/not having a new library
- a new main library replacing a branch library. There is a need for a branch library in north Sunnyvale.

Comments shared regarding moving the Library to the Sunnyvale Community Center included:

- good idea as it will allow shared use of existing facilities and closer access to seniors
- residents might be hesitant moving the Library east since the current location is within a two mile radius of neighboring libraries and it would also reduce open space

Comments regarding a new library from members of the public included:

- access to a coffee shop
- adequate seating and appropriate to the designated area
- if library is relocated to the Community Center what would current location/space be used for
- adequate storage for the Friends
- RFID tag higher end Friend's items and have the balance due information added to customer's library account
- larger teen collection
- more electrical outlets
- concerns expressed regarding the population of customers that spend all day at the library and issues that arise
- larger ebook collection
- better access to wifi

### **ADJOURN SPECIAL MEETING**

Chair Shanmugasundaram adjourned the meeting at 8:30 p.m.



# City of Sunnyvale

## Agenda Item

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**15-0501**

**Agenda Date: 5/18/2015**

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National Library Week Feedback



# City of Sunnyvale

## Agenda Item

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**15-0502**

**Agenda Date: 5/18/2015**

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Review of FY 15/16 Recommended Budget



CITY OF SUNNYVALE

## *Memorandum*

**DATE:** May 1, 2015

**TO:** Mayor, Councilmembers and Residents of Sunnyvale

**FROM:** Deanna J. Santana, City Manager *DJS*

**SUBJECT:** Fiscal Year 2015/16 Recommended Budget for the City of Sunnyvale

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I am pleased to present for your review and consideration the FY 2015/16 Recommended Budget and 20-Year Resource Allocation Plan. This recommended budget balances sustainable funding for core operations with additional resources to address City Council's strategic areas of focus and the increasing demands for services from the community.

With strong leadership from the Council, the good work of City staff, and the long-term fiscal planning framework, Sunnyvale has emerged from recession and is at the forefront of a strong state-wide economic recovery led by the Bay Area region. We believe the City is on solid financial footing, with a growing real estate market positively impacting property tax revenue, and active development throughout the city creating jobs and increasing economic activity. This budget carefully reflects the benefits of economic recovery with revenue growth projections and an improved fiscal outlook for the City's General Fund. While we are both optimistic and cautious, the City's improved fiscal standing presents opportunity for investment in key service areas.

The combination of deferred "mission critical" projects during the recession and increased economic growth naturally brings additional demands for investment in City services and infrastructure. Past economic cycles have shown the volatility of our key revenues and the need to prepare for the inevitable downturns. This FY 2015/16 Recommended Budget and 20-Year Resource Allocation Plan proposes investment in key areas that likely can no longer be deferred and/or are strategic areas where the City stands to improve its service delivery to the community. Therefore, in this time of economic prosperity, Council has many choices to make to invest our resources wisely and for the long term. This recommended budget and long-term financial plan lays down the framework to do so and continues with the City's practice of fiscal prudence.

### **Strengthening the City's Financial Position for the Long Term**

Our current positive fiscal position allows us to continue to address many of the growing expenses and long-term liabilities. Working collaboratively with our labor associations, and in recognition that our workforce is our largest asset, we have made considerable progress to contain compensation costs in the short and long term, with actions that included: moderating salary increases, implementing second- and third-tier reduced benefit retirement plans, modifying leave programs, and increasing employee contributions for

retirement costs. These significant concessions made by our employees have been critical to stabilize the City's finances and maintain service levels. Similarly, we are also working to pay down our unfunded liability with CalPERS, propose to increase reserves to hedge against increasing retirement contribution rate volatility, and continue to contribute to our Other Post Employment Benefit Trust to mitigate our long term healthcare liabilities.

While many of our revenues are strong, the recommended budget also seeks to moderate the impact of the revenue volatility inherent in some of our largest revenue sources, specifically sales tax and development-related fees, and incorporates and absorbs the reality of declining revenue sources like utility users tax. It does so through the effective use of reserves, and a cautious approach to projecting the long-term revenue base. Through these actions, the FY 2015/16 Recommended Budget and 20-Year Resource Allocation Plan generally preserves the amount of the Budget Stabilization Fund, as adopted in FY 2014/15, funds all of the proposed projects identified by staff, and allows for additional investment on the part of the City Council to address long-term, ongoing needs.

### **Investing in Sunnyvale's Infrastructure**

The FY 2015/16 Recommended Budget is focused on the projects budget, as we alternate between a detailed review of operations and projects each year. The proposed projects budget, totaling \$879 million over 20 years, reflects rising construction costs and the significant needs of our aging infrastructure.

One of Council's strategic priorities, the ability of transportation and other infrastructure to support development, is a major focus with projects to rehabilitate the Fair Oaks and Calabazas Creek bridges, reconfigure the Mathilda/237/101 intersection and additional funding for sidewalks, curbs and gutter replacement among other projects to improve our transportation network. The City's utilities infrastructure is also addressed with the replacement of the Water Pollution Control Plant and increased funding for water line replacement.

Open space is another high priority for the Council and the community. With funding through park dedication fees, all of the City's 21 parks are budgeted for renovation over the 20-year planning period. Renovations in the near term include Fair Oaks Park, Lakewood Park and the Washington Community Swim Center. A fully funded plan to maintain all of the City's existing parks is a significant achievement, and allows Council to focus on expansion of our open space.

### **Rebuilding Capacity to Meet Strategic Priorities**

With the City in a stronger fiscal position and the demand for increased service or project implementation, we are constrained by a workforce that is nearly 20 percent smaller than it was 15 years ago. This presents significant challenges because our resources are not able to keep pace with operational demands, while there is also interest and need to implement key initiatives that require additional resources.

We have begun to conservatively address these needs with additional funding for resources in the Community Development Department and this recommended budget

adds resources for the Departments of Public Safety, Public Works and the Office of the City Manager. However, the additional resources are modest and only begin to address the gap between workload and staff capacity in these departments as well as in several other areas of the City. As demands continue to pressure our existing assets, we'll continue to look to strategically add resources where appropriate.

In the following pages, the overview of the FY 2015/16 Recommended Budget provides greater detail by the key components: revenues, expenditures, and reserves. For further information, Volume I: Summary & Operating Budget includes the 20-year financial plans for all funds and the operating budget by department. Volume II: Projects presents specific project detail by project category.

In summary, the FY 2015/16 Recommended Budget presents a balanced allocation of resources designed to begin meeting the increasing demands of a growing economy while maintaining a sustainable financial position for the long term. This budget maintains sufficient reserves to manage the volatility of the modern economy, and holds Sunnyvale's reputation for being strategic and thoughtful in budgeting. While we will continue to be faced with challenges such as our long-term liabilities and aging infrastructure, we are in a positive and stable fiscal position and are well situated to meet the future head on. Overall, I believe that our challenges translate to opportunities and that the wisdom of our City Council, workforce, and community are well poised to resolve them in the best interest of Sunnyvale.

# FY 2015/16 Recommended Budget Highlights

The FY 2015/16 Recommended Budget totals \$356 million and includes all City operations and project expenditures, as well as contributions to reserves. Citywide budgeted expenditures are funded from multiple sources that include restricted enterprise funds (Water, Wastewater, Solid Waste, Development Enterprise and Golf and Tennis), restricted special revenue funds such as Housing, Park Dedication and Gas Tax, and grant funding, which include transportation related grants for capital projects, and federal and state workforce grants for employment development. These restricted funds make up over half of the budget.

The City's General Fund, which accounts for 42% of the citywide budget, has proposed expenditures of \$153 million. The General Fund is balanced over the twenty-year financial plan with a Budget Stabilization Fund Reserve that ends with \$13.5 million in the twentieth year. The Budget Stabilization Fund is used strategically over the twenty-year planning period to ensure we provide a stable and consistent level of service over the long term.

Primarily due to an increase in the property tax revenue base (discussed in detail below), the General Fund includes an expenditure line item, entitled "service level set aside," budgeted at \$950,000 and growing by a general inflation factor over the twenty-year plan. This line item represents the amount that can be added to the budget while maintaining a structural balance over the twenty years.

The service level set aside and the Budget Stabilization Fund provide flexibility to invest in services, deal with unexpected events, or absorb the impact when budgetary assumptions do not come in as planned. This is an important factor given two significant vulnerabilities in the General Fund long-term financial plan. First, several of the major revenue sources in the General Fund are highly volatile and heavily impacted by economic cycles. While we have taken care to budget to historical averages over the long-term plan, the City has experienced severe drops from peak levels in the recent

past. Additionally, we are also budgeting at a time when several revenues appear to be at peak levels.

Second, the budgeted salary assumptions may be challenging to hold to given the salary surveys in place that affect three bargaining groups and the need to make investments in our employees to maintain competitiveness in an improving economy. Fiscal sustainability will have to be balanced with that competitiveness, particularly with the concessions made by employees over the past several years, and the reduced retirement formulas in place for new employees. With these vulnerabilities in mind, these funds should be used thoughtfully and strategically.

As part of the development of the budget, the City performs a detailed review of operations and projects in alternating years. For the FY 2015/16 Recommended Budget, the focus is on the twenty-year projects budget. All projects were updated and reviewed in detail. Many existing project budgets have increased due to the rising costs of construction. In addition, due to the numerous capital and infrastructure needs across many categories such as transportation, parks, and utilities, careful attention was paid to the pacing of projects and what can be realistically delivered with the current staffing levels. Some staffing has been added to manage through the current workload, but resource levels will continue to need to be managed, particularly as the City progresses further into its largest infrastructure project to date, the water pollution control plant reconstruction. The twenty-year projects budget totals \$879.7 million over twenty years, up \$101.6 million or 13% from the FY 2013/14 Adopted Budget, the last projects budget cycle. Highlights are included below under "Major Project Highlights."

As FY 2015/16 is the second year of the two-year operating budget, the operating budget is largely the same as presented in the FY 2014/15 Adopted Budget and Long-Term Financial Plan. The recommended budget includes a few changes based on Council actions during FY 2014/15 and to provide resources



for increasing service demands and Council strategic priorities which are discussed in detail in the "Operating Budget" section.

The FY 2015/16 Recommended Budget also includes eight Budget Supplements, which provide funding to complete study issues or contribute funds to external agencies who serve City residents and have been traditionally funded by the City. Seven of the supplements provide funding for one year only. The eighth budget supplement proposes funding for five years to the Downtown Association during a critical time in the revitalization of the City's downtown.

There are three key elements to the City's budget and resource allocation plan that provide the financial picture of the City for both the short and long term: revenues, expenditures and reserves. The following sections discuss the highlights, key assumptions and changes included in this recommended budget for each of these elements. It is important to note these elements are budgeted into specific funds, such as the Park Dedication Fund and the Gas Tax Fund, primarily to ensure that revenues restricted to specific purposes are spent for those purposes. While the discussion here is not organized by fund, this important structure is reflected in the budget document with the presentation of twenty-year financial plans for each of the City's 27 funds. Detailed discussions about revenues, expenditures, and reserves by specific fund are included with the financial plans.

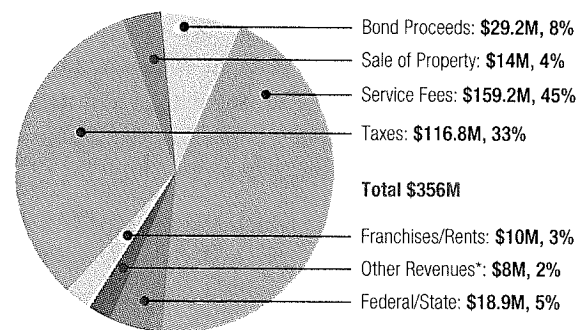
**Figure 2**  
**Top Tax Revenues**

Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Revised Projection	2015/16 Proposed Projection
Property Tax	\$47,555,857	\$50,293,385	\$53,511,242	\$56,486,757
Sales Tax	30,028,067	30,194,827	29,849,173	31,947,169
Transient Occupancy Tax	9,016,052	10,858,671	12,436,990	11,397,216
Utility Users Tax	6,549,144	6,754,263	6,720,489	6,809,616
Gas Tax	3,246,768	4,568,727	4,170,352	3,102,861
Construction Tax	2,724,864	2,983,677	3,067,503	2,599,579
<b>Total Top Revenues</b>	<b>\$99,120,752</b>	<b>\$105,653,550</b>	<b>\$109,755,749</b>	<b>\$112,343,198</b>

## City Revenues and Resources

The City relies on many sources of revenues and the strategic use of reserves to fund services to the community at a stable and sustainable level. As Figure 1 shows, the largest revenue categories are taxes and service fees.

**Figure 1**  
**FY 2015/16 Recommended Budget/Revenues by Source**



\*\*Other Revenues include: interest income, fines / licenses / permits, miscellaneous revenues (ie: damage to City property, housing loan repayments), SMaRT Station revenues, reimbursement from the county, and other agencies contributions.

## Taxes

Taxes, imposed by a government for the purpose of raising revenue to support governmental activities, are distinctly different from fees in that a tax does not need to be levied in proportion to the specific benefit received

by a person or property. Therefore, almost all of the City's tax revenues are in the General Fund, the primary general purpose fund of the City. Taxes account for 80% of the total revenues in the General Fund, supporting many of the most visible and essential city services such as police, fire, road maintenance, libraries and parks maintenance. The one major tax revenue accounted for in a separate fund is the Gas Tax, which is levied and distributed by the State. Gas Tax funds must be spent on maintenance and capital projects related to public streets and highways. Figure 2 presents recent revenue received and projections for the top tax revenues.

The proposed revenues present an overall positive outlook in the short term, but also reflect the volatility in key tax revenue sources. As part of the development of the recommended budget, the current year projections are also updated. Based on year-to-date figures, we anticipate FY 2014/15 revenues for property tax, transient occupancy tax and construction tax to exceed actual returns in the prior year. Revised FY 2014/15 estimates for sales tax, utility users' tax and gas tax project that these revenues will decrease from FY 2013/14. These revenue declines are a strong reminder that strengthening the City's revenue base must be a priority. We are currently working on a Council Study Issue to analyze the utility users' tax ordinance for modernization and potential tax increase for the 2016 ballot. This work will also be done in conjunction with a revenue strategy team to review all City revenues and areas to further pursue with Council and the community.

**Property tax** revenue has continued to experience very strong growth. The increased revenue is due to bustling development activity in both the residential and commercial real estate markets. In particular, Sunnyvale home sales prices have hit record levels with an average sale price of \$860,000. Revenues from the residential sector increased 6.3% in FY 2014/15 while the commercial/industrial sector experienced 8.0% growth. While growth was forecast in the FY 2014/15 Adopted Budget, actual growth is higher than these estimates and therefore, the City's property tax revenue base was adjusted up. In addition, we anticipate continued strong growth in property tax revenue for the next two years. The residential growth projection

is adjusted up 0.5% to 4.5% for FY 2015/16. On the commercial side, we have analyzed significant approved development projects and the estimated construction schedules for these projects. Based on this data, three years of high growth is projected as these projects are added to the tax roll. Beginning in FY 2018/19, we forecast property tax growth at a long-term historical average. With the higher property tax base and increased growth assumptions in the short term, the combined effect is that property tax revenues over the General Fund long-term financial plan are up \$67.5 million over twenty years.

**Sales tax**, the City's second largest tax revenue source, continues to provide unstable returns. The largest segment of activity in our sales tax base is business-to-business sales, which has declined over the last three years. In addition, a large negative adjustment made by the State Board of Equalization related to remittances from one of the City's largest sales tax producers is impacting revenues for FY 2013/14 through FY 2015/16. With weak business-to-business revenues year to date and the impact of the negative adjustment, FY 2014/15 sales tax revenue is anticipated to be less than FY 2013/14 actuals by approximately \$350,000. Non business-to-business activity has trended positive, which we anticipate continuing in FY 2015/16. Without the effect of the negative audit adjustment, we forecast FY 2015/16 revenue to be up 4.5% over the revised FY 2014/15 projection. For the long term, given the ongoing volatility and the erosion of the sales tax base as we continue to move into more of a service based economy, we have maintained modest sales tax growth projections. Projections for additional sales tax revenue from the redevelopment of the downtown have been pushed back one year to mid-FY 2017/18 and reduced from \$1.5 million annually to \$1 million annually. The overall impact of all these adjustments to the City's General Fund long-term financial plan is a \$3 million decrease over twenty years.

**Transient occupancy tax (TOT)** has shown significant growth over recent years, coming in above estimates for FY 2013/14 and anticipated to be above estimates again for FY 2014/15. Historically, this revenue source has correlated with the economy and followed

sales tax trends, because business related travel is the core business for Sunnyvale's hotels. Currently, TOT growth is outpacing sales tax growth as TOT revenue continues to remain strong and is anticipated to stay strong through FY 2015/16. Growth has also come from the 1% increase in TOT rate to 10.5%, effective January 1, 2014. In the update of revenue projections for the FY 2015/16 Recommended Budget, we have adjusted the timing of the three new hotels forecast in the budget and have only included approved projects. Because of the heavy reliance on business travel and the resulting volatility, we utilize historical room and occupancy rates for projections starting in FY 2016/17.

**Utility users tax (UUT)** revenue, generated from the sale of electricity, telecom services, and the sale of gas, is forecasted to decline over the long term. The decline is being driven by two factors, energy efficiency and how the City's outdated ordinance applies to telecom. High development activity, in particular the impact of additional buildings within the City, is growing the base. However, the impact of this growth has been substantially negated by energy efficiency, resulting in only modest growth in revenue. The telecom tax base has been deteriorating as the majority of telecom utility user tax revenue is based on landlines, while services such as data transmission are not included in the tax calculation of our outdated ordinance. Upon analysis of the UUT returns for the past several years, we have seen that the telecom tax base is deteriorating at a faster pace than previously projected as the market shifts away from traditional land lines. We have revised projections accordingly, which results in a reduction of \$23 million over the twenty-year financial plan.

**Gas tax**, levied as a flat rate per gallon sold, is projected to decline in the short term and then hold flat in the long term over the twenty-year financial plan. The majority of the tax is based on volume sold and not on the price of gasoline, and therefore, our projections consider advancements in fuel economy offsetting increased population and number of vehicles. The short-term decrease is due to a true-up rate set by the State for the portion that is based on price, caused by gas prices in FY 2013/14 declining much further than projected. While this revenue source holds flat over time, the costs

and needs for street maintenance and improvements continue to climb. There is discussion at the State and Federal level to make changes to the gas tax and how it is levied. In the meantime, the City's General Fund is picking up the increased funding requirement for these important expenditures.

**Construction tax** returns have been very strong, an indication of the high level of development activity that the City has sustained for three consecutive years. We anticipate that this historically high level will cool off, with an elevated amount estimated for FY 2015/16 and the historical average level planned beginning in FY 2016/17.

## Service Fees

Service fees are the City's largest source of revenue. A diverse set of fees are charged to recover all or a portion of the City's costs for providing a service or access to public property, or for mitigating the impacts of the fee payer's activities on the community. Intended for cost recovery, a fee may not exceed the estimated reasonable cost of providing the service or facility for which the fee is charged. Because of this basis and the legal restrictions related to the expenditure of many of the fees, several of the City's fees are accounted for in separate funds. By far, the largest source of fee revenue comes from the provision of water, sewer and refuse collection services. The proposed increases in utility rates are discussed below, as well as significant highlights in other fee categories.

**Utility Rates.** The City has three utility funds that are fully self-supporting: the Water Supply and Distribution Fund, the Solid Waste Management Fund, and the Wastewater Management Fund. Each year, as part of the budget process, staff analyzes the current condition and long-term outlook for all three funds. The analysis includes a review of fund balances; State and Federal environmental requirements; revenues; anticipated capital, infrastructure, and operational requirements; and a detailed inspection of significant expenditure areas. The results lead to proposed adjustments to rates that will generate the revenues necessary to meet planned expenditures. Through the long-term planning model, staff attempts to keep

utility rates as stable as possible with modest increases annually, rather than keeping rates flat and impacting customers with a high increase in one year. The overall recommended increase for FY 2015/16 is shown below, in Figure 3, with a comparison to the original projection made in the FY 2014/15 Adopted Budget:

**Figure 3**  
**Proposed Utility Rate Increases**

Utility	Original Projection	Recommended FY 2015/16	Change in Percentage Points
Water	5.0%	20.0%	15.0%
Wastewater	8.0%	8.0%	0.0%
Solid Waste	5.0%	5.0%	0.0%

Each of the utility enterprises has its own unique pressures that are driving rate adjustments. The FY 2015/16 Recommended Budget is the first year in the two year project budget cycle. As such, each utility submitted updated project budgets that included revised current projects as well as proposed new projects. Because the capital program for the utilities is substantial, the project budgets are significant enough that adjustments are typically made based on the changing priorities in each of the utilities every year and workload to administer these projects must be taken into consideration.

In the water utility, the two drivers affecting rates are the extended drought being experienced across the State for four consecutive years, and the increased infrastructure needs in the water utility. The drought adds a layer of financial uncertainty to the Fund. The State recently called for a mandatory 25% reduction in water use. The financial plan assumes that the drought will affect both revenues and expenditures as customers adjust to the mandate and the City sells and buys less water. In FY 2014/15, both wholesalers agreed to reduce the City's minimum purchase requirements, so the revenue loss will be largely offset by savings in buying less water. The plan anticipates that these reductions will continue for another year. However, both wholesalers have also announced proposed rate increases of approximately 30% or more. These are much larger than

what was previously in the plan, and as such, the City's rates must also be adjusted significantly.

Furthermore, as with all utilities, there are fixed costs to operate the water system that are not based on the volume of water delivered. These include large capital needs in the Fund, mainly associated with pipe, tank, and well replacements and rehabilitation. The recommended budget includes approximately \$103.6 million in projects over 20 years, the most significant of which is \$70 million for water pipe and main replacements. The plan also includes investment in recycled water through the Continuous Recycled Water Production project being implemented at the City's Water Pollution Control Plant. This investment leverages a \$1.5 million grant from the State Department of Water Resources and supports both an investment in recycled water within the City and a more regional approach in partnership with the Santa Clara Valley Water District to secure and stabilize water supply.

Wastewater rates are rising as planned and being driven primarily by costs associated with improvements to the City's wastewater collection and treatment system and stricter regulatory requirements. The main driver of rates in the Wastewater Management Fund is the need to replace the City's aging wastewater treatment plant. The rates include an assumption that the City will issue utility revenue bonds to fund the project over many years; annual debt service costs are expected to be over \$22 million by FY 2023/24 after all the bonds have been issued. This debt service expense is substantial – it will eventually make up more than a third of the Fund's total expenditure requirements.

The Fund also has several new projects that address regulatory needs as ongoing infrastructure needs, and support the Council's adopted Climate Action Plan. Tightening regulations on storm water management are the primary driver of new projects. The plan includes \$6.4 million to make improvements and implement programs to capture trash and keep it from the storm water system. Also included is \$500,000 to pilot infrastructure improvements such as green streets to better manage storm water in the City.

Solid waste rates are rising as planned, driven

primarily by the implementation of the City's Zero Waste Strategic Plan. This project, which is working to increase the City's waste diversion rate to 75% by 2020 and 90% by 2030, is achieving these goals through a combination of new services and enhanced public education and outreach. A portion of the increases from zero waste are offset by savings through less waste being landfilled.

Solid waste rates also include the costs of operating and maintaining the Sunnyvale Materials Recovery and Transfer Station (SMaRT Station). These costs are shared by the cities of Mountain View and Palo Alto. This year, approximately \$1.3 million in new costs are added (half of which are Sunnyvale's) to comply with a settlement agreement with Baykeeper on storm water pollution prevention. These costs include preliminary estimates of new capital improvements and ongoing costs to better manage storm water at the site.

Overall, the utility funds remain on solid footing and are performing well despite facing many unforeseen challenges. As the City continues its disciplined approach in reviewing the financial condition of each of these critical funds every year, time is provided to make adjustments and minimize the fiscal impact on each utility's customers.

**Development-Related Fees.** Effective FY 2014/15, a separate Development Enterprise Fund was established that includes all development-related fees (e.g. plan check fees, inspection fees and permit application fees) and related expenditures. In addition to ensuring full cost recovery, the Fund allows us to track revenues and expenditures separately, because these fee revenues are highly volatile and expenditures related to specific fees can occur later than when the revenue is collected; a separate fund allows us to build and draw down on a separate reserve. Prior to establishing the Fund, in preparation a separate Development Enterprise Reserve was created in the General Fund to hold revenues collected in excess of what was budgeted for development-related revenue for FY 2012/13 and FY 2013/14. It should be noted that construction tax, while tied to development activity, is a tax and therefore remains in the General Fund.

With several large scale development projects in the Moffett Park and Peery Park areas, staff estimates an elevated level of revenue to continue for FY 2015/16. However, this will be the fifth consecutive year of high

activity, and history has shown us that this revenue is highly volatile with very wide swings between the peaks and valleys. As a result, a historical average has been budgeted starting in FY 2016/17. On the expenditure side, a detailed analysis was conducted to ensure all direct and indirect costs are reflected in the new Fund. The long-term financial plan for the Development Enterprise Fund includes indirect costs that were not captured in the FY 2014/15 Adopted Budget. With these costs included, the long-term financial plan indicates the historical level of revenues will not fully cover expenditures over the long term. As a result, fees will need to be increased over the long term. As we develop more actual history, this separate Fund will assist us in ensuring full cost recovery.

**Development Impact Fees.** The City imposes four development impact fees to mitigate the impact of a development on the community: Park Dedication fees, Transportation Impact fees, Housing Mitigation fees and Sense of Place fees. Impact fees have strict requirements, set by state government code, that require fees to be roughly proportional to the impacts of the project and imposed for purposes related to the impacts of the project. Therefore, each of these fees is accounted for separately in its own fund or sub-fund. With development activity in the City at record levels, revenue from these fees has been significant. The City collected \$18.8 million in revenue from these four fees in FY 2013/14. Based on year-to-date figures and approved projects, we estimate collecting \$21.8 million in FY 2014/15. With the known development projects in the permitting process currently, a high level of revenue is anticipated for FY 2015/16 and FY 2016/17. Because of the volatile nature of development projects, it is challenging to forecast impact fee revenue beyond the most immediate years. As Figure 4 shows, Park Dedication Fee revenue is expected to remain high through FY 2016/17, based on several large projects triggering these fees, and then a historical average is used. We use the historical average starting in FY 2016/17 for Transportation Impact fees, and FY 2017/18 for Park Dedication, Housing Mitigation and Sense of Place fee revenue. The revenue projected above last year's budget is primarily appropriated in projects, or reflected as increases to fund reserves that will go to projects in the future.

**Figure 4**  
**Impact Fee Revenue**

Revenue Source	2014/15 Projection	2015/16 Budget	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
Park Dedication Fee	\$8,926,823	\$13,120,105	\$10,982,138	\$7,527,168	\$7,527,168	\$7,527,168
Housing Mitigation Fee	7,190,529	4,833,550	7,530,760	2,895,693	2,895,693	2,895,693
Transportation Impact Fee	5,396,302	2,276,568	1,776,803	1,812,339	1,848,585	1,885,557
Sense of Place Fee	294,953	539,815	569,081	238,177	242,940	247,799
<b>IMPACT FEES - TOTAL</b>	<b>\$21,808,607</b>	<b>\$20,770,039</b>	<b>\$20,858,782</b>	<b>\$12,473,376</b>	<b>\$12,514,386</b>	<b>\$12,556,217</b>

**Golf Fees.** Newly configured in FY 2012/13, the Golf and Tennis Fund has struggled over the last two years to operate as a true enterprise fund, with all activities attempting to be self-supporting. Due to the sudden departure of the restaurant operator for the two golf courses in 2012, golf revenues suffered greatly and the General Fund provided a \$300,000 subsidy to cover anticipated deficits for FY 2012/13 and FY 2013/14. During this time period, staff has made good progress in restructuring staffing to reduce expenditures; however growing revenues has been a challenge. Although the restaurants re-opened under a new operator, revenues did not rebound as strongly as anticipated and the new operator went out of business in early FY 2014/15. The Fund remains in a precarious position and staff is recommending action to provide General Fund monies to the Golf and Tennis Operations Fund due to projected shortfalls in FY 2014/15 and 2015/16.

Over the longer term, a combination of greater revenue growth and further expenditure reduction is required for this Fund to be structurally balanced. An additional longer term pressure is the funding of capital improvements. Current planned capital projects are funded by Park Dedication Fees through FY 2032/33, but subsequently the Golf and Tennis Fund is expected to fund its own capital and infrastructure. Given the many challenges, a discussion of the long-term viability of the golf course operations and the current funding model will begin in the next year.

## Other Revenue Sources

The remaining revenue sources are varied including franchises, rents, fines, licenses and interest income. There are also one-time revenues in this category such as bond proceeds, federal and state grants and sale of property. Highlights of other revenue sources are discussed below.

**Debt Financing.** We use debt financing as a tool to maintain long-term financial stability by paying for certain expenditures over time. Debt financing allows us to manage cash flow when large, one-time outlays are required, generally for large infrastructure projects.

The City currently carries debt for both the Water and Wastewater Systems, the SMaRT Station, the Redevelopment Successor Agency and the Government Center property at 505 West Olive Avenue ("Sunnyvale Office Center"). All of the currently held debt is funded by rate revenues, former tax increment or lease payments. The City does not maintain any general obligation debt (commonly called "GO Bonds") and continues to maintain the highest issuer credit rating issued by Standard & Poors (AAA) and Moody's (Aaa).

The recommended budget includes the assumption that we will issue a significant amount of debt to finance the Water Pollution Control Plant (WPCP) renovation. It is anticipated that the first series of bonds may be issued as soon as FY 2015/16, with a financing program to continue for about 10 years. Financing for the WPCP will be secured by revenues from the Wastewater System (sewer rates). We are currently exploring a mix of

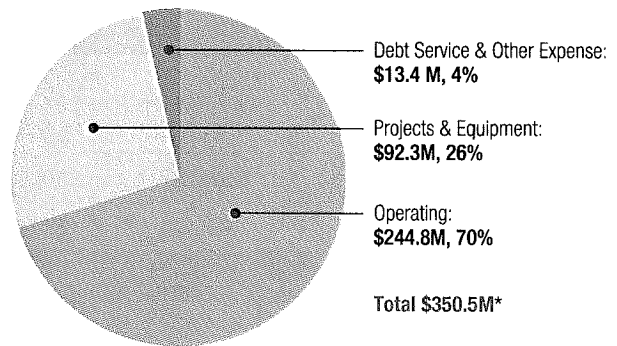
financing options including the use of State Revolving funds, traditional revenue bonds and short term cash borrowing rolled into a long-term financing option.

**Sale of Property.** One-time in nature, proceeds from the sale of property go to the fund that owned or purchased the property. By City policy, one-time revenues are spent on one-time expenditures. As such, in the General Fund, sale of property revenue is placed in the *Capital Improvement Reserve* within the Fund. For FY 2015/16, the General Fund reflects \$14 million for the sale of the Raynor Activity Center. Sale proceeds from the Raynor Activity Center are planned for design and construction of a branch library on the Lakewood Park site. The recommended budget also reflects updated sales numbers for the Unilever Margarine Plant site, moving the sale forward one year to FY 2016/17 and increasing the estimated value from \$11 million to \$18 million. Based on recent discussions with Unilever, they are planning exiting the site in FY 2015/16, at which point evaluation of the disposition of the property will begin.

## City Expenditures

City expenditures fall into three broad categories: operating, projects and equipment, and debt service. As Figure 5 shows, operating expenditures make up most of the City's expenditures.

**Figure 5**  
**FY 2015/16 Recommended Budget Citywide Expenditures by Type**



\*The difference between total Citywide revenues and expenditures is reflected as an increase to reserves of \$5.5 million.

## Capital Projects and Infrastructure

The City operates on a two-year budget cycle. While Council approves a budget annually, the first year of the two-year cycle focuses on the City's operations budget, while the second year focuses on the City's projects budget. The FY 2015/16 Recommended Budget is in the second year of the two-year budget cycle, and as such, this budget focuses on the City's projects. During the development of this budget, there was a detailed review of all City projects for the entire 20-year planning period. Detailed information on all of the projects is included in Volume II: Projects Budget.

**Figure 6**  
**Total Projects Budget by Fund**

Fund	Fund Title	2015/16	2016/17	2017/18	20-Yr Total
35	General	\$10,300,391	\$5,308,574	\$3,727,432	\$73,882,819
70	Housing Mitigation	5,466,610	26,183	10,000	5,780,801
71	HOME	1,320,000	—	—	1,320,000
110	CDBG	760,000	248,000	548,000	7,272,000
141	Park Dedication	—	—	—	—
175	Asset Forfeiture	44,500	44,500	44,500	311,500
245	Downtown Parking District	202,595	61,200	—	1,037,566
255	Sunnyvale Community Facilities District No. 3	—	—	—	104,752
280	Gas Tax	105,000	81,600	265,302	561,905
315	RDA Successor	163,000	163,000	148,000	554,000
385	Capital Projects	6,882,200	16,555,696	13,261,129	45,036,554
460	Water	5,816,288	3,575,500	3,374,368	96,844,815
465	Wastewater	42,964,054	42,666,133	47,756,549	369,013,968
485	Solid Waste	2,317,256	2,092,035	1,579,278	33,660,932
490	SMaRT Station	600,855	1,146,238	276,618	39,537,960
510	Development Enterprise	50,000	—	—	50,000
595	General Services	75,000	188,700	541,008	1,391,429
610	Infrastructure Replacement	13,056,824	11,210,643	17,097,983	203,291,296
<b>Grand Total</b>		<b>\$90,124,573</b>	<b>\$83,368,002</b>	<b>\$88,630,167</b>	<b>\$879,652,297</b>

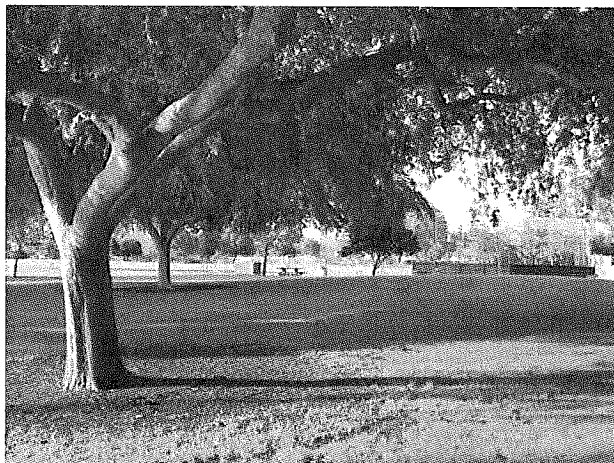
The FY 2015/16 Recommended Budget includes 293 projects. We categorize our projects into four broad types: Capital, Infrastructure, Special and Outside Group Funding. Capital projects are efforts to construct new or expanded facilities or infrastructure. Infrastructure projects are to rehabilitate existing infrastructure. Special projects are efforts like special studies or initiatives. Projects also fall into thirteen categories based on the type of project or the need that they are addressing. Projects that are marked as

“unfunded” are typically dependent on grant funding or other outside funding sources that have not been identified or awarded at this time. In addition, there are many unfunded projects identified in the long-range plans for traffic and transportation that guide the development of the capital projects budget in the short and long term. The list of specific projects related to the traffic and transportation plans are included in the Traffic and Transportation section of Volume II: Projects Budget.



## Major Project Highlights

### Park and Recreational Facilities Renovation and Improvement



Parks projects, which are funded through park dedication fees, underwent a significant review and update through this budget process. Each project received a detailed review and costs for design and construction were updated to reflect the City's most recent experience in constructing Seven Seas Park. The FY 2015/16 Recommended Budget reflects projects throughout the twenty-year plan that renovate and update all the City's existing parks. Several major park projects are in the near term.

#### Fair Oaks and Lakewood Park Renovations

A total of \$14.5 million in park dedication fees over the next three years is planned for the significant renovation of two of the City's community parks, Lakewood Park and Fair Oaks Park. Both projects will include replacement of the athletic fields with synthetic turf, new bleachers and fencing, updated buildings, energy efficient fixtures and more.

#### Other Park Renovation Projects

Renovation of parks throughout the City other than Lakewood and Fair Oaks are spaced over the twenty-year planning period to allow for workload considerations, as well as timing them when renovation is appropriate. Some of the major highlights include

the renovation of Ortega Park starting in FY 2020/21, Baylands Park starting in FY 2022/23, Las Palmas and Serra Parks starting in FY 2023/24. The budget also includes funding every three years for the replacement of playground equipment at various parks. As the project budget is reviewed in detail every two years, adjustments may be made to the current schedules based on need or other considerations.

#### Recreational Facilities



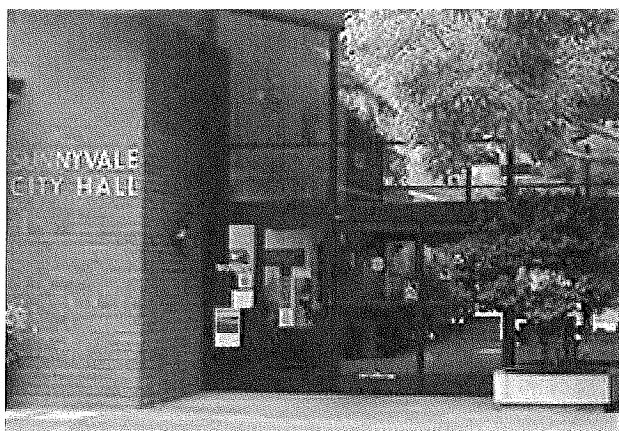
The City also maintains numerous recreational facilities, the renovations of which are also funded largely by park dedication fees. The Washington Community Swim Center is a highlight of proposed projects. Funded at \$8 million over the next four years, this facility will be fully rebuilt, completely replacing the pool complex. Included will be a new family observation area, zero depth entry pools, water play equipment, slides and wading areas. This will increase the footprint of the facility, and the surrounding areas will also be improved as appropriate.

At the Community Center, progress is being made on a \$5 million project to upgrade the infrastructure at the site. Work includes roof repair, heating and air conditioning replacement, theatre house lighting, and miscellaneous finishes and upgrades in the various rooms throughout the facility.

Projects currently funded by park dedication fees involving facilities in the Golf and Tennis Operations Fund continue to be funded at the same level. Although there are no new golf and tennis facilities projects planned in this budget, any future new projects will be funded by the Golf and Tennis Operations Fund and not the Park Dedication Fund.

### Civic Center and Library Facility Modernization

The City provides an array of services from six different buildings located at the Civic Center. These include buildings that were built from 1958 to 1985, with one additional small modular building purchased in 2001. The City is engaged in an effort to modernize its civic center and library facilities. In fall 2014, the City Council gave direction to prepare a robust Community Engagement Plan for the project and include a \$400,000 appropriation into the FY 2014/15 Adopted Budget. The City is still very early in the planning process and a full range of options are being explored. Efforts are being taken to insure that there are many opportunities for community participation and input as the City evaluates alternatives and before decisions are made on next steps.



Funding for the construction of a new or renovated Civic Center and Library is not included in the FY 2015/16 Recommended Budget. Funding strategies are being evaluated as part of the Community Engagement Plan and options will be presented to the City Council later in 2015.

### Branch Library in North Sunnyvale

In order to increase access to library services for residents in north Sunnyvale, Council directed staff in 2012 to explore a branch library at the Lakewood School and Park site in partnership with the Sunnyvale School District. In line with the City's policy to utilize one-time funds for one-time expenditures, the proceeds from the sale of the Raynor Activity Center are planned to provide funding for the construction of the branch library. The process to sell the Raynor Activity Center is currently underway but has been delayed by litigation. Consequently, the design for the library is now estimated to begin in FY 2016/17, with construction to follow over the subsequent two years. The annual operating costs for the branch library are estimated to be approximately \$439,000. Of this amount, \$197,000 will be reallocated funding from the Library's existing operating budget and will not constitute new funding. The remaining \$242,000 will be the net new annual funding requirement. This amount has been reflected in the General Fund twenty-year financial plan beginning in FY 2019/20.

### Utility Infrastructure

The City has been addressing its aging water and wastewater utility infrastructure for many years now and will continue to for the foreseeable future. Like many municipalities in the state and the country, Sunnyvale's water storage and distribution systems and wastewater collection and treatment systems are over fifty years old and in need of significant rehabilitation. Due to the physical location of the infrastructure, the need to make investments that will benefit the City over a very long time, and the ever-changing policy and regulatory environment, there is no cheap, easy, or simple solution.

### The Water Supply and Distribution System

The Sunnyvale water system is a comprehensive water storage and delivery system. The City is divided into three zones. Zone 1 comprises the northerly two-thirds of the City and is supplied by six San Francisco Public Utilities Commission (SFPUC) turnouts. Zones 2 and 3 comprise the southerly one-third of the City and

are supplied by two Santa Clara Valley Water District (SCVWD) turnouts, and by seven wells. The distribution system also consists of three booster pump plants and ten storage tanks with a capacity of 26 million gallons. There is also one recycled water reservoir with a storage capacity of two million gallons. The system also serves an important role in providing fire protection for the City, featuring approximately 3,400 public fire hydrants and many private fire service connections. The system is managed by an automated Supervisory Control and Data Acquisition (SCADA) system that controls distribution of water throughout the system.

Over the past few years, staff has been working to identify and scope projects to replace the aging infrastructure and improve the system's reliability. The FY 2015/16 Recommended Budget includes \$103.6 million over 31 projects. While the main focus on water line replacements will continue, comprising \$70 million of the total, emphasis is also being placed on rehabilitation and maintenance of potable water tanks and wells and extending the recycled water system. Approximately \$15 million has been budgeted for the renovation of water plants, wells, and tanks.

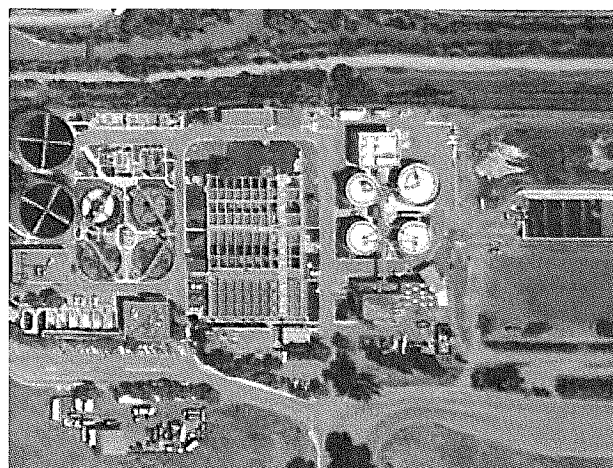
An additional \$2.4 million in funding is provided to install the Wolfe Road recycled water pipeline and provide for continuous recycled water production at the water pollution control plant. This renewed focus on expansion of the recycled water system is in partnership with the Santa Clara Valley Water District, who is participating in a regional effort that will expand Sunnyvale's recycled water system and bring recycled water to southern Sunnyvale. Regional benefits include the delivery of recycled water to northern Cupertino, including the future Apple campus, and the potential to extend the system to serve groundwater recharge facilities in other areas of the valley.

### **The Wastewater Collection and Treatment System**

The Wastewater Utility continues to face large infrastructure challenges. The most significant is the renovation of the City's Water Pollution Control Plant (WPCP). The FY 2015/16 Recommended Budget includes planned infrastructure expenditures of \$328 million over the first ten years solely for the replacement of the

WPCP. In addition, funds are budgeted for projects to manage the gap between the old and new plant, and infrastructure work on the sewer and storm collection systems.

### **Replacement of the Water Pollution Control Plant**



Rehabilitation and replacement of the WPCP continues to be the highest priority for the City's wastewater treatment system. Projects in the FY 2015/16 Recommended Budget include a \$117 million project for the design and construction of new primary treatment facilities over the next five years, \$28.5 million over the next ten years for program management, \$19 million to dredge the oxidation ponds, \$5.9 million for the master planning efforts, and a project for \$154 million as an estimated placeholder to provide funding for the remaining phases to complete the full replacement of the WPCP. Once the master planning effort is complete, which is anticipated the end of FY 2015/16, more refined cost estimates and cash flows will be available for the full project.

Work also continues on certain critical projects that were previously identified as necessary in the short term to address the most advanced areas of deterioration. Several such projects were recently completed or are currently in progress. These include a project to replace the gaseous chlorine disinfection system with a much safer liquid hypochlorite system and the rehabilitation of the digesters.

It is important to note that over time, the City will be issuing bonds or applying for State Revolving Fund Loans to fund the renovation program. At its completion, the City will be paying significant annual debt service, anticipated to be around \$22 million per year, approximately 40% of the Fund's total expenses. This level of debt service is estimated to remain for 21 years.

### **Wastewater Collection System**

The wastewater collection system consists of approximately 610 miles of sewer and storm mains and seven pump or lift stations. The system has five major sewer trunk lines that terminate at the WPCP, where sewage is treated.

The City's wastewater collection systems are in need of significant rehabilitation due to their age. The FY 2015/16 Recommended Budget includes approximately \$25.2 million over the twenty-year plan to fund sewer collection pipe replacements. This includes rehabilitation of the Lawrence Expressway trunk line for \$6.8 million.

Additionally, \$6.4 million is budgeted for storm system trash capture devices and programs. To meet new permit requirements, trash capture devices need to be installed throughout the storm water collection system. The project funds the design and installation of two devices every other year over ten years.

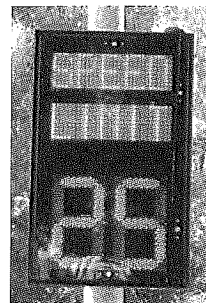
### **Solid Waste Management System**

In 2013, the City Council approved the Zero Waste Strategic Plan, a policy which seeks to increase the City's waste diversion rate to 75% by 2020 and 90% by 2030. The FY 2015/16 Recommended Budget includes a project to implement public education and new collection programs to help the City meet this goal. Examples include multi-family yard trimmings collection, and a residential food waste collection pilot. Programs will be piloted and paid for out of the Zero Waste Strategic Plan project, eventually getting rolled into the ongoing operating costs of the solid waste system.

Another significant project in the Solid Waste Utility is a \$30.4 million project for the replacement of the SMaRT Station. The current agreement among

the cities of Sunnyvale, Mountain View, and Palo Alto for the use of the SMaRT Station expires in 2021. This coincides with the end dates of the estimated useful life of the SMaRT Station, the refuse collection franchise, and the three cities' landfill disposal agreements. The year 2021 therefore provides an opportunity to consider changes in how Sunnyvale manages its waste and recyclables. The project provides funding for planning and inter-jurisdictional coordination in fiscal years 2016/17 through 2019/20. Funds for design and construction are scheduled for FY 2020/21, either to replace the SMaRT Station or to implement some other solution for the management of solid waste and recyclables in the City. The recommended budget is based on the initial construction cost of the SMaRT Station. It is anticipated that the cost for the ultimate replacement will be refined during the planning phase of the project.

### **Traffic and Transportation Projects**



The City's transportation infrastructure is a critical component for ensuring livable local communities while supporting economic development. While in general the transportation infrastructure in Sunnyvale is in good condition, and major improvements such as the renovation of the Mathilda Avenue Bridge Overpass and the Hendy Complete Streets project have been completed, there is much left to do. Regional and local growth, along with the age of the infrastructure, place a continual strain on the capacity and maintenance needs of the City's transportation infrastructure. As such, the City is engaged in several large projects to improve the system.

**Mathilda/237/101 Interchange Project**

Work has begun on a project to reconstruct the Mathilda/237/101 interchange. This project will improve traffic operations and capacity in the area and provide for safe and efficient movement of traffic at one of the busiest and most complex roadway systems in the region. Design has been funded by a \$2 million grant from the Santa Clara Valley Transportation Authority (VTA) that will be matched by the City. Estimated construction costs for the project are \$16.5 million for a total project cost of \$20.5M. The City expects VTA to pay for 50% of this cost with the remainder to come from the City's Traffic Impact Fees.

**Streets and Roadway Infrastructure Maintenance**

Over the past several years, the City has made great strides to bringing its Pavement Condition Index (PCI) back to an acceptable level through investment in its streets. Since FY 2012/13, over \$14 million has been invested in pavement rehabilitation. The FY 2015/16 Recommended Budget includes an average of approximately \$1.8 million per year in ongoing pavement maintenance, in addition to funds provided through the City's operating budget, directed towards maintaining the City's PCI going forward.

**Calabazas Creek Bridge at Old Mt. View-Alviso Road**

The Calabazas Creek Bridge, located on Old Mountain View Road near Highway 237, is shared by the cities of Sunnyvale and Santa Clara. The project received a commitment of Federal Highway Bridge program funding in the amount of \$1.2 million, or 88.53% of the estimated design cost for bridge replacement.

The required local match for the design portion is \$154,000 which will be split between both cities, with Sunnyvale's share of \$77,000 funded with Gas Tax revenues.

Design is currently underway with construction expected to begin mid-2016. The total project is estimated to cost \$9.9 million, with Sunnyvale's share of the local match at \$565,000. The project has a construction completion goal of 2016 and once completed the useful life of the new bridge is estimated to be 40 years.

**Fair Oaks Bridge**

The State of California Department of Transportation has determined that the Fair Oaks Bridge over Caltrain is structurally deficient. The FY 2015/16 Recommended Budget includes a project that will complete seismic upgrades, install sidewalks and bike lanes, rehabilitate the bridge deck, and replace lighting for the Fair Oaks Avenue Bridge over Caltrain. The City has received a commitment of Federal Highway Bridge program funding for the project. The total project is estimated to cost \$22.8 million, with Sunnyvale's required local match at approximately \$2.8 million.

The design, right-of-way certification, and environmental process has commenced and is scheduled for completion in 2015. Once completed, staff will submit a proposal to CalTrans to obtain construction funding. The project will begin construction in 2016. Once completed the useful life of the new bridge is estimated to be 40 years.

**Sidewalks, Curbs, and Gutters**

The City maintains the vast majority of sidewalks, curbs and gutters throughout the City. This infrastructure is often pushed up or broken by street trees; as they grow over time, trees slowly damage sidewalks curbs and gutters with their roots. This can result in poor sidewalk condition and lead to hazards in the sidewalks for users. Currently, the City has a growing backlog of repairs that have been reported by the public or City crews. We began to address the increasing need in the FY 2014/15 Adopted Budget with additional funding for two years so the project budget

includes \$1 million for FY 2014/15 and FY 2015/16. This recommended budget allocates one-time property tax revenues to the budgeted funds for FY 2016/17 and FY 2017/18, for a total of \$1.3 million budget for each of these years, to maintain an elevated level. The recommended budget also includes a new project to specifically repair sidewalks which become out of compliance with the Americans for Disabilities Act. In total, a combined \$21.9 million over twenty years is allocated for these repairs. Over the next year, we will be evaluating service levels, potential funding sources, and expenditures to provide Council options to consider for addressing these needs for the long term.



## Other Major Projects and Initiatives

### Community Choice Energy

The City is currently engaged in evaluating and preparing to initiate a Community Choice Energy (CCE) program for the South Bay in partnership with Mountain View, Cupertino, and the County of Santa Clara. In a CCE, a city, county, or group of public agencies can form a separate public agency to procure or build electricity supplies for residents and businesses within their communities. PG&E would still operate and maintain the electric distribution system and provide customer service. A CCE brings local control to power procurement decisions, allowing for accelerated and enhanced investment in renewable energy supplies (such as solar and wind), which in turn reduces greenhouse gas emissions. There are two multi-jurisdictional CCE programs operating in California - Marin Clean Energy and Sonoma Clean Power. Both

programs are currently delivering greener electricity at lower prices to their customers, in addition to enhanced programs for local renewables and energy conservation. Implementing a CCE is by far the most impactful strategy identified in the City's adopted Climate Action Plan.

Sunnyvale's preliminary share to fund the initial partnership to complete the study and launch a CCE program is estimated to be \$500,000, funded by the General Fund. The City and its partners can recover the initial investments once the CCE is fully operational.

### Recruitment and Training for Sworn Officers

The Public Safety Department budgets for the recruitment, selection, and training of new public safety officers in a series of recurring Special Projects rather than in the operating budget. This methodology allows expenditures to fluctuate each year based on the number of recruitments and allows for better monitoring and tracking of costs. The total twenty-year budget for these recruitment and training projects is \$57 million. In December 2014, Council accelerated funding for recruitment and training to address reduced staffing levels in the Department. The new schedule reflects \$13.5 million over the next three years to fund increased recruitment efforts.

This funding will provide for the continued hiring and training of recruits to bring the Department staffing levels back up to authorized amounts.

### Body-Worn Cameras

Police agencies across the country are beginning to implement the use of body-worn cameras. These cameras, which are carried by individual officers, document the activities of each officer, providing an additional source of information about specific incidents. A new project has been included to fund the purchase of body-worn cameras, and policies around their use are being developed. The initial purchase has been included along with the ongoing costs, for a total estimated cost of approximately \$5.2 million over twenty years.

### **Climate Action Plan**

In 2014, the Council adopted the City's Climate Action Plan (CAP). The CAP's goals are to significantly reduce community wide generation of greenhouse gas emissions. The FY 2015/16 Recommended Budget includes almost \$600,000 for the development of policies and programs for actions identified in the CAP. These include energy efficiency, use of renewable energy, alternative transportation modes, and others. The project will begin by updating the greenhouse gas inventory, initiating a school outreach program, and providing a plan for moving forward.

## **Operating Expenditures**

### **Salaries**

As a service organization, employee salaries and benefits are the largest component of the City's operating expenditures, accounting for 58% of total operations. Managing the growth of salaries and benefits was central to achieving structural balance in the City's budget as we dealt with the impacts of the global recession. Working together with our bargaining units, we made considerable progress with actions such as zero salary increase years, implementation of second- and third-tier reduced benefit retirement plans and increased employee contributions for retirement costs. Without these concessions from employees, the City would not be in the sustainable financial position it is in today.

The recommended budget maintains assumptions for increased employee contribution to retirement over the next several years and projected salary increases with one adjustment. The FY 2014/15 Adopted Budget included 2% salary increases for the first ten years and 3% increases for the next ten years for non-sworn employees and 3% increases for the first ten years and 4% increases for the next ten years for sworn employees. To maintain the salary increases in the same years, the FY 2015/16 Recommended Budget moves up the additional percentage increase by one year so 2% salary increases are assumed for the first nine years and then 3% increases for the next ten years for non-sworn employees and 3% increases for the first nine years and 4% increases for the next ten years for

sworn employees. In the twentieth year, assumptions return to the lower 2% and 3% increases planned in the first nine years.

### **Employee Benefits**

The other side of employee compensation costs is driven by employee benefits, primarily medical and retirement. In recent years, retirement costs have risen steeply due to investment losses and demographic changes that have increased unfunded liabilities. Additionally, CalPERS has changed its rate methodology to recognize gains and losses over a shorter period of time. These factors have resulted in increasing employer contribution rates (what the City pays for retirement) for the next several years and more rate volatility on a year to year basis in general. This rate volatility is reflected in the updated rates in this long-term financial plan. Because CalPERS had better than assumed investment returns for the last two years, the long-term rates developed by our consulting actuary are, on average, two percentage points lower than the rates we have in the FY 2014/15 Adopted Budget. This is positive news, but can also mean the rates can quickly move the other direction when CalPERS does not meet its expected returns, which is currently estimated to occur for FY 2014/15. It is also important to note that the City's retirement plans are 70% funded with a total unfunded liability currently at \$268 million. Therefore, rather than recognizing the rate savings, this recommended budget includes an additional contribution to CalPERS at \$1.2 million annually for a total of \$32 million over twenty years. This provides the City additional funds to pay down the unfunded liability more quickly or could be used to supplement the City's reserves for PERS rate uncertainty, allowing the City to be well positioned to absorb the impacts of rate volatility should they swing the other way.

There is also uncertainty with increases in medical premiums over the next several years. The City contracts with CalPERS for medical benefits and rate increases have varied by different medical plans in recent years. Another part of the uncertainty is the impact of the Affordable Care Act on our premiums. With the regulations continuing to evolve, we do not know the full impact at this time. To address these



uncertainties, our assumptions for medical premium increases start at 7.5% and gradually settle at 5% for the remainder of the long-term financial plan. Another element of medical costs is the cost for retiree medical benefits. Retiree medical costs have continued to grow, rising 24% in the last five years from \$3.94 million to \$4.87 million. The City began addressing this issue several years ago by prefunding retiree medical costs through a trust. We continue to be on track to pay down the unfunded liability over the next sixteen years.

### Citywide Operations

Operating expenditures reflect all of the costs to

deliver the wide variety of services provided to our community on an ongoing basis. FY 2015/16 is the second year of a two-year operating budget cycle. Therefore, only a few significant changes are proposed to the operating budget. These changes are primarily to address increasing demands for service or to further the strategic goals set by Council.

As Figure 7 indicates, total budgeted operating expenditures are up 3.4%. This is driven largely by increases for employee compensation, and the Department of Employment Development, which has begun operating the San Mateo County Job Training program, which increases the department's budget.

**Figure 7**  
**Budgeted and Actual Operating Costs by Department**

Department	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Plan	% Change FY 2014/15 to 2015/16
Community Development	\$6,585,094	\$6,966,614	\$7,271,984	\$7,472,943	2.8%
Environmental Services*	74,113,837	76,495,173	81,501,963	84,251,326	3.4%
Finance	7,892,186	7,860,003	8,396,376	8,619,038	2.7%
Human Resources	3,335,356	3,529,369	4,152,879	4,291,399	3.3%
Information Technology	5,828,313	6,142,175	6,949,480	7,100,904	2.2%
Library and Community Services	16,295,361	16,192,208	17,364,506	17,772,712	2.4%
NOVA Workforce Services	7,210,861	6,917,787	8,103,883	10,055,000	24.1%
Office of the City Attorney**	2,036,054	2,057,641	1,946,939	1,856,142	-4.7%
Office of the City Manager	4,113,344	4,457,164	4,326,582	4,620,121	6.8%
Public Safety	75,567,473	78,795,895	85,995,244	87,823,423	2.1%
Public Works	32,772,717	34,370,048	35,481,432	36,527,316	2.9%
<b>TOTAL EXPENDITURES</b>	<b>\$235,750,693</b>	<b>\$243,794,077</b>	<b>\$261,491,268</b>	<b>\$270,390,324</b>	<b>3.4%</b>

\*Excludes SMaRT Station Operating Program

\*\*The Office of the City Attorney's costs are down in 2015/16 due to one-time legal costs that were reflected in the FY 2014/15 operating costs.



One of the most significant changes is the addition of three new public safety officers. As part of the Moffet Place development in North Sunnyvale, an agreement was reached with the developer to construct a new Fire Station 5, expand the station to include amenities such as a shooting range and new training center, and purchase a new ladder truck for the department. This facility and equipment will help to maintain service levels in Moffet Park and the northern area of the City, where growth and development are increasing demands for service. The three new officers are being included to staff the new fire truck and facility.

The FY 2015/16 Recommended Budget includes \$21 million over twenty years for the new public safety officers, as well as \$50,000 per year in additional ongoing maintenance costs for the expanded facility. Due to the lead time needed to train a new public safety officer, the budget does not reflect the addition until FY 2016/17.

To support the recruitment and training efforts in the Department of Public Safety, the recommended budget also includes the addition of one Public Safety Specialist. This position, which is assigned to the recruitment and training unit, was added as part of Council action to accelerate recruitment efforts due to low sworn staffing levels within the Department of Public Safety.

Another addition to the operating costs in the recommended budget is the inclusion of a second Assistant City Manager (ACM) position in the Office of the City Manager. The new ACM is leading efforts to modernize the Civic Center, administer the Stevens Creek Trail Study, and work on other Special Projects. The Civic Center Modernization is one of the strategic goals set by Council. To date, the project is well into its initial stage, with space planning and community engagement efforts in full swing. As this project ramps up and a final direction is chosen, the addition of the ACM dedicated to its administration will ensure a timely and effective project implementation.

Lastly, one additional Assistant City Engineer position has been added for three years in the Department of Public Works as a temporary overfill. Public Works is managing peak workloads in both its

land development division and its project engineering division. With the large number of major projects that are in the development queue in areas like Moffet Park and Peery Park, land development engineering staff resources are strained. In project engineering, the City is managing two major bridge projects, a major reconfiguration of the Mathilda/237 interchange, several park and recreational renovation projects and more. The additional staff will help the Department work through this peak period.

## Equipment and Other Expenditures

The City accounts for equipment replacement and other one-time expenditures separately from operations or projects. The recommended budget includes continued funding for replacement of information technology equipment, fleet vehicles, facilities equipment, wastewater equipment, public safety equipment and recreation equipment (furniture and equipment for recreation classes). Highlights include the replacement of Tasers, the addition of periodic funding for common area furniture (for example lobby or conference room furniture), and two fire trucks. Taser replacement had previously been funding through Asset Forfeiture funds. These funds have been decreasing due to a change in the way they are distributed and consequently the General Fund will start funding Taser replacement beginning in FY 2017/18. Also included in the recommended budget is a one-time appropriation of \$200,000 for the City Manager to utilize for unanticipated, time sensitive expenditures.

## Budget Supplements

Budget supplements are proposals to increase, decrease or change service levels. Each supplement is presented separately and recommended for inclusion or exclusion from the FY 2015/16 Adopted Budget. This year, the recommended budget includes eight Budget Supplements. Figure 8 lists the supplements and the City Manager's recommendation. If the supplement is recommended for funding, it has been included in the financial plan of the affected fund. Details of each supplement can be found in the Budget Supplements section of this recommended budget.

**Figure 8. Proposed Budget Supplements**

No.	Title	Cost	Recommendation
1.	Consider Multi-family Residential Transportation Demand Management Programs (Study Issue CDD 15-02)	\$30,000 – one time	Fund – Development Enterprise Fund
2.	Determine Steps to Move Forward to Becoming a Silver Level in the League of American Bicyclists – Bicycle Friendly Communities (Study Issue DPW 15-03)	\$25,000 – one time	Fund – General Fund
3.	Determine Feasibility of Establishing a Park Mitigation Fee for Non-Residential Development (Study Issue DPW 15-09)	\$50,000 – one time	Fund – General Fund
4.	Relocation of the Butcher House to Heritage Garden Park and Review of the Need for a Retaining Wall (Study Issue DPW 15-10)	\$50,000 – one time	Fund – General Fund
5.	Funding for an Economic Consultant to Evaluate the Market Potential and Appropriate Land Use Mix for the Town Center	\$50,000 – one time	Fund – General Fund
6.	Funding for Tenant-Landlord Dispute Resolution Services	\$30,000 – one time	Fund – General Fund
7.	Funding for Leadership Sunnyvale	\$6,000 – one time	Fund – General Fund
8.	Sunnyvale Downtown Business Association \$30,000 Funding	\$30,000 – five years, \$150,000 total	Fund – General Fund

## City Reserves

The backbone of our financial planning process is the Twenty-Year Resource Allocation Plan. This planning document provides the framework to maintain a structurally balanced budget by requiring financial discipline in making policy and service level decisions. One of the key components of the financial plans is the various reserves contained within each plan, which is considered a best practice. While many organizations have reserves, our use of them in this strategic and disciplined way is different and more active than a typical city. We maintain reserves for different purposes; some are restricted in use while others are available for a variety of priorities. Examples of restricted reserves include debt service reserves or reserves of special revenues. Unrestricted reserves are used strategically over the twenty-year planning period to balance each fund. We plan to add to them or take from them as business and economic cycles pass, allowing us to provide a stable and consistent level of service. This is especially critical when so many of our large revenue sources are volatile by nature. Reviewing reserves over a long period forces policymakers, staff and the community to think carefully before adding services that must be sustained through good times and bad.

In the General Fund, the unrestricted reserve is the Budget Stabilization Fund. Disciplined and strategic use of this reserve has allowed us to weather the great recession, and is helping us to strategically add back services in a planned way to ensure sustainability over the long run. It will also help us manage our infrastructure needs and other pressures discussed at the beginning of this transmittal.

In the utility funds, the use of the Rate Stabilization Reserves allows for the measured increase of rates to cover rapidly increasing costs such as wholesale water costs and tightening regulations on wastewater discharge. This reserve also allows us to incrementally increase rates to the level needed to support the significant debt service associated with the replacement of the WPCP.

In both these cases, and throughout the budget, reserves also allow us to deal with unexpected expenditures. In the most extreme case, each significant fund carries large contingency reserves for emergencies such as natural disasters; however, reserves also allow us to address projects that may be more expensive than estimated or absorb unanticipated operating costs. In all cases, reserves are one of our most critical tools to achieve and maintain financial sustainability.

## Council Policy Priorities

Over two days in the fall of 2014, Council held a strategic planning workshop that provided a briefing on operational priorities, service gaps, trends in service, and identification of Council's policy priorities on day one. On the second day, an in-depth discussion occurred on the four top ranked policy priorities: Civic Center Campus and Main Library; The Ability of Infrastructure to Support Development and Traffic; Open Space Acquisition Planning/Future of Golf Course; and Downtown Sunnyvale. These policy priorities have informed this recommended budget presented for your consideration. However, as discussed at the strategic planning workshop, our operational priorities and resource/capacity limitations require us to be resourceful and creative in addressing these policy priorities. As briefly detailed below, this recommended budget allocates resources with this approach in mind.

### Civic Center Campus and the Main Library

Efforts are now well underway to modernize the civic center and main library beginning with a community engagement plan, market analysis and space planning study. A key step in the coming months will be the development of a funding plan. While community input and further analysis are needed before any decisions will be made, the long-term financial plan includes funding sources that can go toward these efforts. The General Fund includes a \$1.5 million transfer to the Infrastructure Fund annually for additional investment in the City's infrastructure. \$6 million has already been transferred over the past several years. The General Fund's Capital Improvement Projects (CIP) Reserve includes approximately \$13 million in reserve and additional funds anticipated from the sale the Unilever margarine plant when the lease expires. In addition, funding of approximately \$300,000 per year has been set aside in the Facilities Management Subfund for additional costs related to a new civic center campus. Because debt financing may also be considered, a potential bond measure will be reviewed along with other items by the revenue strategy team.

### The Ability of Infrastructure to Support Development and Traffic

The economic recovery has presented significant challenges as unprecedented levels of development activity impact the City's infrastructure and increase traffic. As discussed at the strategic planning workshop, these issues are also very much regional and will require collaborative regional solutions to substantively address over the long term. Within the City, rebuilding and improving our transportation infrastructure has been a priority over the last several years and this projects budget continues this focus. These projects, detailed in the "Major Project Highlights" section include the reconfiguration of the Mathilda/237/101 intersection and rehabilitation of the Fair Oaks and Calabazas Creek Bridges. We are also addressing the growing backlog of sidewalk repairs with additional funding. While this does not address the full funding needs, combined with current funding, it does provide significant funding for the next three years, during which time we will explore ways to most cost effectively address the backlog, determine the appropriate service level and secure the right level of funding for the long term. Also included is continued funding to maintain street conditions at optimal levels, allocating an average of \$1.8 million per year over twenty years. The FY 2015/16 Recommended Budget also includes substantial funding to address the City's utilities infrastructure, as detailed in the "Major Project Highlights" section.

### Open Space Acquisition Planning/Future of Golf Courses

Another challenge related to the high levels of development activity is to ensure adequate open space for the growing number of businesses and residents. The elevated development activity is increasing revenue from Park Dedication fees in the near term. These revenues are primarily utilized to ensure the City's parks and recreational facilities are maintained over the long term. The recommended budget includes updated estimates for the renovation and enhancement of all parks in the City over the twenty year plan with \$145 million budgeted over twenty years. In addition to funding projects, 20% of the Park Dedication

Fee revenue is set aside for land acquisition and we anticipate approximately \$7.7 million in this reserve at the end of FY 2015/16. Work will begin in FY 2015/16 on a study issue to develop a park dedication fee for non-residential development. While this study may result in increased funding for park development, it will not generate enough for land acquisition in the current economic climate and the high price of land today. We will need to be strategic in finding ways to increase open space, such as working in local and regional partnerships.

As discussed in this overview, the long-term future of the City's golf courses requires further study. In the short term golf revenues have been negatively impacted by the lack of restaurant operator, but more concerning is that over the long term, golf revenues are not anticipated to keep pace with the rising costs of expenditures such as personnel and water or its capital needs. Due to this fiscal outlook, a General Fund subsidy is proposed which will provide time to analyze the issues, gather data and community input, and develop options for the Council to consider. While future subsidies are likely to be required, our goal is to reduce the projected amount to zero over time.

## Downtown Sunnyvale

Many new recently completed projects have added to the vibrancy of Downtown Sunnyvale as it continues to be seen as a very attractive location by employers, visitors and residents. The Solstice and Carmel Loft mixed-used projects added over 400 apartments and about 30,000 square feet of commercial space to the area attracting new residents and businesses. Several businesses recently opened including Flywheel Spin Studio, Kabul Afghan restaurant, Philz Coffee, The Sandwich Spot, and Aloft hotel. Several other businesses are scheduled to open soon: Prolific Oven Cafe, Nom Burger, Beach Hut Deli, and City Place Wine Bar. While the redevelopment of the downtown requires the largest, privately owned Town Center mall parcel to move forward, we have been working on areas that the City can impact. This recommended budget includes a budget supplement to fund a study issue that will evaluate the market potential and land use mix for the

Town Center. This study, per Council direction, will provide guidance prior to embarking on a Specific Plan Amendment study. Setting the stage, so that when the litigation surrounding the Town Center is ultimately resolved, should allow the project to move forward in a timely manner. As mentioned earlier in this letter, we have reduced and moved out additional sales tax revenues estimated from the redevelopment of the Town Center mall in this recommended budget.



## Conclusion

With the economic recovery in full swing, this budget focuses on deploying resources strategically to meet the increasing demands of the community and improve the City's infrastructure while continuing to maintain a sustainable financial position for the long term. The recommended budget resources the vast array of services the City provides and funds a wide variety of projects that improve our transportation and utility infrastructure, adds wonderful new amenities like the Washington Community Swim Center and a branch library, upgrades parks and recreational facilities, and more. Revenues are growing, allowing the City to add some ongoing costs, most significantly three new public

safety officers. Long-term pension and retiree medical liabilities continue to be addressed in a fiscally prudent and measured manner.

However, given the volatility in the modern economy, it is very important that we remain strategic and thoughtful in our approach. We will continue to be faced with tough decisions regarding management of personnel costs, use of debt for large infrastructure needs and mitigating volatility in our major revenues. Our twenty-year planning allows us to take a balanced approach, to evaluate decisions in a long-term fiscal context and plan ahead. To that end, this budget presents a responsible, sustainable, and balanced plan for the future of Sunnyvale.

**CITY OF SUNNYVALE  
FY 2015/16 BUDGET SUMMARY**

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**EXPENDITURES:**

**Operating Budget:**

Office of the City Attorney		\$1,860,644
Office of the City Manager		\$4,035,505
Community Development Department		
Building Safety	3,220,447	
Planning	2,479,405	
Housing and CDBG Program	1,339,051	
Community Development Department Management	436,561	
Total Community Development Department		\$7,475,464
NOVA Workforce Services Department		\$10,055,000
Finance Department		
Utility Billing	2,344,450	
Accounting and Financial Services	1,766,585	
Purchasing	1,328,828	
Treasury Services	1,119,436	
Financial Management and Analysis	1,035,346	
Budget Management	976,936	
Total Finance Department		\$8,571,580
Human Resources Department		\$3,873,329
Library and Community Services Department		
Library	8,476,548	
Arts and Recreation Programs and Operation of Recreation Facilities	8,184,234	
Youth, Family and Child Care Resources	1,114,673	
Total Library and Community Services Department		\$17,775,454
Public Safety Department		
Police Services	30,202,588	
Fire Services	27,614,958	
Public Safety Administrative Services	5,367,665	
Investigation Services	4,863,457	
Community Safety Services	4,220,951	
Communication Services	3,630,216	
Records Management and Property Services	2,124,032	
Personnel and Training Services	1,993,777	
Fire Prevention Services	1,943,321	
Total Public Safety Department		\$81,960,966

**Public Safety Recruitment Projects, Projects and Project Administration, and Project Operating Costs** reflect General Fund expenditures related to capital, special, and Department of Public Safety recruitment projects. The content of these expenditures is discussed below in the General Fund Projects section.

The **Equipment** line item contains the appropriations for equipment for the Departments of Public Safety and Library and Community Services based on their replacement schedules. These costs are up slightly, primarily due to adjustments and additions for some public safety equipment. In particular, due to decreasing Asset Forfeiture funds, the replacement of Tasers has been moved to the General Fund. The Equipment line also includes a one-time appropriation of \$200,000 for the City Manager to utilize for unanticipated, time sensitive items.

**Lease payments** in the amount of \$1,202,750 are included in the appropriation for FY 2015/16 as well. These payments fulfill the City's agreement with the former Redevelopment Agency to pay lease payments equal to the annual debt service on one of the downtown parking structures. Previously a Redevelopment Agency obligation, this item remains a subject of litigation in the redevelopment dissolution process.

**Council Service-Level Set Aside** is an annual \$100,000 set aside for Council's use at its discretion for unplanned projects, services, or other initiatives that come up over the course of the fiscal year. For FY 2015/16, this amount has been reduced to \$25,000, due to \$75,000 in funding that Council approved to augment Care Management services for one year.

The FY 2015/16 General Fund Budget includes one-time funding for six budget supplements and five-year funding for one budget supplement. Details on each of the supplements are included in the Budget Supplement section in this volume of the FY 2015/16 Recommended Budget. The total one-time expenditures budget for the six supplements in FY 2015/16 is \$241,000; the ongoing supplement is for five years, starting FY 2015/16, and is budgeted at \$30,000 annually.

**Transfers to Other Funds** reflect transfers from the General Fund to other funds for operating and capital project purposes. These include transfers to the Youth and Neighborhood Services Fund for support of

Columbia Neighborhood Center, the Liability and Property Insurance Fund for the General Fund's share of claims and insurance, and the Capital and Infrastructure Project Funds to cover project expenditures. Major transfers budgeted for FY 2015/16 includes a transfer of \$1.5 million to the Infrastructure Fund, primarily for the Pavement Rehabilitation project and the Sidewalk, Curb, and Gutter Replacement project. As established in the FY 2012/13 Budget, the long-term financial plan for the General Fund reflects an annual transfer of \$1.5 million for investment in the City's administrative infrastructure. These funds are not set aside for a specific project or set of projects at this point but will accumulate in the Infrastructure Fund and be appropriated as projects are identified and prioritized. Starting in FY 2016/17, approximately \$11.6 million is planned to be transferred over three years to the Capital Projects Fund for the design and construction work on the Lakewood Branch Library Facility project. \$450,000 has also been budgeted to transfer to the Golf and Tennis Fund to address the deficit in that Fund anticipated for FY 2015/16.

## General Fund Projects

The FY 2015/16 Recommended Budget for the General Fund includes \$10.6 million for capital, special, and outside group funding projects. This amount also includes Project Administration costs of \$301,188. These are costs of Public Works staff for design and inspection of General Fund supported capital projects. The majority of the projects budget in FY 2015/16, or \$6.6 million, is in a special project for the recruitment and training of sworn public safety officers. Starting in FY 2014/15 and through FY 2017/18, \$6.3 million has been brought forward from future years' recruitment budgets to accelerate recruitment efforts, fill vacancies and reach the current authorized sworn staffing of 201. These funds will support the recruitment of 10 additional recruits in the FY 2014/15 budget. It will also fund the acceleration of additional recruits through FY 2016/17 in anticipation of the elevated level of projected separations in the next few years. This category of projects also represents the majority of General Fund project expenditures over the twenty-year plan, with \$57 million budgeted for this purpose. The practice of budgeting for the recruitment, selection, and training of new public safety officers in a series of recurring special projects rather than in the operating budget began in FY 2006/07. This methodology allows

expenditures to fluctuate each year based on the number of recruitments and allows for better monitoring and tracking of costs. It should be noted that the fixed costs associated with this activity, which include management oversight and other recruitment expenses, continue to be part of the Public Safety Department operating budget.

\$3.6 million has been budgeted for non-DPS (Department of Public Safety) recruitment project costs in FY 2015/16. 15 new projects comprise \$2.7 million, or 75%, of the \$3.6 million budgeted. These include \$850,000 for Fire Station 5 Improvements, \$500,000 for the Community Choice Energy Program, \$400,000 for the Department of Public Safety (DPS) Body Worn Cameras, and \$210,000 for Climate Action Plan Implementation. The DPS Body Worn Cameras also have an ongoing annual cost of \$200,000 for data storage and periodic replacement or upgrades, which total \$4.8 million over the twenty-year plan. There is also one ongoing special project for \$30,000 a year related to a minimum wage enforcement agreement with the San Jose Office of Equality Assurance, totaling \$600,000 over the twenty-year plan. Additionally, \$300,000 has been budgeted in FY 2015/16 to update the City's American with Disabilities Act (ADA) transition plan. This will update the current plan to reflect current standards and practices and evaluate citywide needs and funding requirements to upgrade City facilities and rights-of-way. In FY 2016/17, \$867,000 has also been budgeted to upgrade and expand existing outdated emergency vehicle traffic signal preemption equipment in the City of Sunnyvale.

The FY 2015/16 Budget also contains \$115,000 for Outside Group Funding per Council policy. During November 2014, Council increased this maximum support from the General Fund to \$115,000 for FY 2015/16 only. The ongoing support for Outside Group Funding projects remains at \$100,000 a year for the remaining 19 years.

Often times, one-time capital projects will result in ongoing operational costs. The Project Operating Costs line reflects the future operating costs of budgeted projects. The first set of operating costs arising from projects starts in FY 2016/17, with the majority of the total being attributable to the DPS Body Worn Cameras (\$204,000). Another significant increase to project operating costs comes in FY 2018/19, when approximately \$265,000 is added annually to cover the net new ongoing costs of the Lakewood Branch

Library and \$128,000 is added annually to cover the ongoing costs of the Washington Community Swim Center project. These ongoing costs are expected to be partially offset by increased revenues at Washington Pool once expansion is complete.

## General Fund Reserves

One of the most powerful aspects of multi-year financial planning is its capability to recognize trends over time and begin at an early point to consider the necessary steps to alter the long-term forecasted position of a particular fund should that appear necessary. The reserves contained in the General Fund's long-term financial plan play a pivotal role in the City's multi-year planning strategy.

The City has established reserves in the General Fund that are restricted by prior policy or legal requirements to specific uses. Most of the City's reserves are established in accordance with policies adopted by Council.

The General Fund has five reserves that are contained in its long-term financial plan under the sub-heading, *Reserves*. The first is the *Contingencies Reserve*. By Council policy, this reserve must be equal to 15% of the operating budget in the first year of the long-term plan, in this case FY 2015/16, and then grow by the estimated change in the Consumer Price Index in each subsequent year. Prior to FY 2011/12, this reserve was set at 20% of General Fund operational expenditures annually; however, Council changed this reserve policy in 2011 to better reflect the intent and potential uses of this reserve. It is important to note that this reserve is not intended for normal unanticipated expenditures and is instead to be used for non-fiscal emergencies or disasters as determined by Council.

A second reserve in the General Fund mandated by Council policy is the Budget Stabilization Fund. The Budget Stabilization Fund functions to normalize service levels through economic cycles. In essence, the intent is for this fund to increase during periods of economic growth and to be drawn down during the low points of economic cycles to maintain stable service levels. Using the Budget Stabilization Fund prevents us from adding services at the top of the economic cycle that cannot be sustained while allowing us to maintain Council-approved services levels during economic downturns.



**035. GENERAL FUND  
REVENUES BY SOURCE**

													FY 2014/2015 TO FY 2024/2025 TOTAL	
		ACTUAL 2013/2014	CURRENT 2014/2015	BUDGET 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	PLAN 2021/2022	PLAN 2022/2023	PLAN 2023/2024	PLAN 2024/2025	
1506	Juvenile Diversion	2,540	2,300	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,366	23,832
1507	Late Payment Penalties	64,479	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	30,475	31,389	310,607
1509	Returned Check Charge	6,880	5,875	5,993	6,112	6,235	6,359	6,486	6,616	6,749	6,883	7,021	7,232	71,561
1514	CUPA Fines	0	32,000	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,207	42,961
1516	Neighborhood Preservation Code Violations	66,632	25,000	30,000	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,494	347,983
TOTAL FINES AND FORFEITURES		1,175,046	966,574	962,184	1,067,221	1,123,503	1,137,092	1,151,130	1,165,623	1,180,577	1,195,997	1,211,889	1,229,014	12,390,802
1650	Administrative Request Fees	158,636	0	0	0	0	0	0	0	0	0	0	0	0
1652	Demolition Fees	36,487	0	0	0	0	0	0	0	0	0	0	0	0
1653	Energy Plan Check Fees	363,237	0	0	0	0	0	0	0	0	0	0	0	0
1654	Environmental Review Fees	127,217	0	0	0	0	0	0	0	0	0	0	0	0
1655	Legislative Actions	23,101	0	0	0	0	0	0	0	0	0	0	0	0
1667-01	General Plan Maintenance Fees	828,799	528,718	469,971	491,030	503,306	515,889	528,786	542,005	555,556	569,444	583,681	598,273	5,886,658
1670	Plan Check Fees	2,991,339	0	0	0	0	0	0	0	0	0	0	0	0
1673-01	Subdivision Map Filing Fees - Planning	114,824	0	0	0	0	0	0	0	0	0	0	0	0
1677	State Certified Access Specialist Fee	4,936	3,500	3,500	3,500	0	0	0	0	0	0	0	0	10,500
1676	Special Inspection Reimbursement	20,193	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMMUNITY DEVELOPMENT FEES		4,668,770	532,218	473,471	494,530	503,306	515,889	528,786	542,005	555,556	569,444	583,681	598,273	5,897,158
1801-01	Business License Processing-New Applications	10,650	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926	18,285	18,651	19,210	190,091
1801-02	Business License Processing - Renewals	(315)	0	0	0	0	0	0	0	0	0	0	0	0
3100-05	Internet & Phone Credit Card Fee	84	0	0	0	0	0	0	0	0	0	0	0	0
3101	Notary Fee	30	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCE FEES		10,449	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926	18,285	18,651	19,210	190,091
2102	Library- Lost/Damaged Materials	8,950	7,698	7,544	7,393	7,245	7,100	6,958	6,819	6,683	6,549	6,418	6,290	76,697
2105	Miscellaneous Library Charges	2,855	2,388	2,340	2,293	2,247	2,202	2,158	2,115	2,073	2,031	1,991	1,951	23,789
TOTAL LIBRARY AND COMMUNITY SERVICES FEES		11,805	10,086	9,884	9,686	9,492	9,302	9,116	8,934	8,755	8,580	8,409	8,240	100,486

**035. GENERAL FUND  
REVENUES BY SOURCE**

												FY 2025/2026 TO FY 2034/2035 TOTAL	FY 2014/2015 TO FY 2034/2035 TOTAL
		PLAN 2025/2026	PLAN 2026/2027	PLAN 2027/2028	PLAN 2028/2029	PLAN 2029/2030	PLAN 2030/2031	PLAN 2031/2032	PLAN 2032/2033	PLAN 2033/2034	PLAN 2034/2035		
1506	Juvenile Diversion	2,437	2,510	2,586	2,663	2,743	2,825	2,910	2,998	3,087	3,180	27,941	51,773
1507	Late Payment Penalties	32,331	33,301	34,300	35,329	36,389	37,480	38,605	39,763	40,956	42,184	370,636	681,243
1509	Returned Check Charge	7,449	7,672	7,902	8,139	8,384	8,635	8,894	9,161	9,436	9,719	85,392	156,953
1514	CUPA Fines	1,243	1,280	1,319	1,358	1,399	1,441	1,484	1,529	1,575	1,622	14,250	57,211
1516	Neighborhood Preservation Code Violations	36,559	37,656	38,786	39,949	41,148	42,382	43,654	44,963	46,312	47,701	419,110	767,094
TOTAL FINES AND FORFEITURES		1,256,828	1,285,634	1,315,459	1,346,331	1,378,279	1,411,332	1,445,520	1,480,874	1,517,429	1,555,215	13,992,900	26,383,702
1650	Administrative Request Fees	0	0	0	0	0	0	0	0	0	0	0	0
1652	Demolition Fees	0	0	0	0	0	0	0	0	0	0	0	0
1653	Energy Plan Check Fees	0	0	0	0	0	0	0	0	0	0	0	0
1654	Environmental Review Fees	0	0	0	0	0	0	0	0	0	0	0	0
1655	Legislative Actions	0	0	0	0	0	0	0	0	0	0	0	0
1667-01	General Plan Maintenance Fees	616,221	634,707	653,749	673,361	693,562	714,369	735,800	757,874	780,610	804,028	7,064,280	12,950,937
1670	Plan Check Fees	0	0	0	0	0	0	0	0	0	0	0	0
1673-01	Subdivision Map Filing Fees - Planning	0	0	0	0	0	0	0	0	0	0	0	0
1677	State Certified Access Specialist Fee	0	0	0	0	0	0	0	0	0	0	0	10,500
1676	Special Inspection Reimbursement	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMMUNITY DEVELOPMENT FEES		616,221	634,707	653,749	673,361	693,562	714,369	735,800	757,874	780,610	804,028	7,064,280	12,961,437
1801-01	Business License Processing-New Applications	19,786	20,380	20,991	21,621	22,270	22,938	23,626	24,335	25,065	25,817	226,829	416,921
1801-02	Business License Processing - Renewals	0	0	0	0	0	0	0	0	0	0	0	0
3100-05	Internet & Phone Credit Card Fee	0	0	0	0	0	0	0	0	0	0	0	0
3101	Notary Fee	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCE FEES		19,786	20,380	20,991	21,621	22,270	22,938	23,626	24,335	25,065	25,817	226,829	416,921
2102	Library- Lost/Damaged Materials	6,164	6,041	5,920	5,801	5,685	5,572	5,460	5,351	5,244	5,139	56,377	133,074
2105	Miscellaneous Library Charges	1,912	1,874	1,836	1,799	1,763	1,728	1,694	1,660	1,626	1,594	17,486	41,275
TOTAL LIBRARY AND COMMUNITY SERVICES FEES		8,076	7,914	7,756	7,601	7,449	7,300	7,154	7,011	6,870	6,733	73,863	174,349

# Capital And Infrastructure Projects Funds

Capital and Infrastructure Projects Funds are used for major capital acquisition, construction activities, and renovation or replacement of general City fixed assets. The City currently accounts for these activities in two funds: the Capital Projects Fund and the Infrastructure Renovation and Replacement Fund. Capital and Infrastructure projects related to the Utility Enterprise Funds are budgeted and accounted for within each individual utility fund.

## Capital Projects Fund

The Capital Projects Fund was established in FY 1997/98 to account for financial resources to be used for new or substantially enhanced assets or for major rehabilitation of capital facilities. These projects are funded by the General Fund, other governmental funds, or outside sources. Outside revenues into the Capital Projects Fund include federal and state grants, intergovernmental revenues, developer contributions, Traffic Impact and Mitigation Fees, and Sense of Place Fees.

The Capital Projects Fund is divided into distinct sub-funds that receive direct transfers from the funds that are responsible for particular projects. Each sub-fund records revenues, interest earnings, transfers and expenses separately.

### General Assets Sub-Fund

The General Assets Sub-Fund is the largest Capital Projects sub-fund. In FY 2014/15 it accounts for \$30.2 million in appropriations to projects, \$20 million of which comes from federal grant funding. Of this amount, \$8.4 million is planned for the Fair Oaks Ave Overhead Bridge renovation, with another \$13 million planned for FY 2015/16 and FY 2016/17 for that project. The Lakewood Branch Library Facility is also accounted for in this Fund. A total of \$11.5 million is budgeted over the next four years for the design and construction. This project is contingent on the final sale of the Raynor Activity Center, and the recommended project budget has been adjusted to accommodate the sale timeline accordingly. This sub-fund also includes the Washington Community Swim Center renovation, which is scheduled to begin design in FY 2015/16 and total \$8 million over the next four years.

There are also a significant number of currently funded projects that will not fully expend their appropriations in FY 2014/15, and these unspent funds will be carried over into FY 2015/16. Projects that are currently underway include the East and West Channel Trails project for \$4.4 million, the Orchard Gardens Park Expansion project, which is funded by a \$1 million transfer from the Park Dedication Fund, the Safe routes to School and Neighborhood Guided Bike Routes project which is funded by a federal grant, the Hendy Avenue Complete Street Project, Downtown Streetscape Improvements, and design work on the repair of the Fair Oaks Overhead Bridge. Beyond FY 2015/16, significant projects in this Sub-Fund include Downtown Wayfinding and Gateways, the Plaza Del Sol Phase II project, and GIS support for the mapping of utilities.

### Gas Tax Sub-Fund

The Gas Tax Sub-Fund accounts for capital projects funded partially or fully by Gas Tax revenues. There are no new appropriations in FY 2015/16; however, carryover from FY 2014/15 is expected for the design phase of the Calabazas Creek Bridge project, with construction scheduled for FY 2015/16.

### Calabazas Creek Bridge Sub-Fund

A new Sub-Fund was established in the Capital Projects Fund in FY 2013/14 to account for \$565,000 from the City of Santa Clara to fund its share of the Calabazas Creek Bridge renovation. The purpose of this Sub-Fund is to account for the interest allocation from the City of Santa Clara contribution that the City will be managing and administering.

### Traffic Mitigation and Traffic Impact Fees Sub-Funds

The Cumulative Traffic Mitigation Fees and Traffic Impact Fees are accounted for in individual sub-funds of the Capital Projects Fund. Prior to the adoption of the Transportation Strategic Program in November 2003, an interim funding mechanism was implemented for transportation mitigation of major land development. This mechanism was known as Cumulative Traffic Mitigation Fees. The Traffic Mitigation Sub-Fund was created in order

# Library and Community Services

## Department Description

The Department of Library and Community Services (LCS) merges library services with recreation, youth and family services, and community resources. LCS provides a wide range of programs, services, resources, and events to meet the personal interests, educational, health and wellness as well as recreational pursuits of Sunnyvale residents of all ages. LCS is the largest single user of volunteers City-wide. Volunteers contributed an estimated \$620,507 worth of service to LCS in FY 2013/14 (based on the Independent Sector's most recent estimated value of a volunteer hour in California of \$24.75). Library volunteers logged 3,900 hours while Community Services volunteers logged 21,171 hours. The Library Division offers equal access to a diversity of ideas, information, knowledge, and entertainment through its collection, programs, and services. The Library provides services from a central facility with expansive hours, a library lending machine at the Columbia Neighborhood Center, and online 24 hours a day, seven days a week. The Community Services Division offers an array of active, self-directed, and organized recreational programming. Programs are offered in arts, sports, fitness, and aquatics for all ages and skill levels. Community Services collaborates with local school districts and non-profit organizations to facilitate recreational, educational, child-care, social services, and health-care services based at the Columbia Neighborhood Center and the Sunnyvale Senior Center. Community Services also works with neighborhood associations, oversees the City-wide special events permitting process, produces the annual State of the City event and administers the community grant program.

## LIBRARY DIVISION

### General Information

Number of books and other library materials checked out during FY 2013/14:	2,711,856
Number of Library patrons who visited during FY 2013/14:	707,922
Number of logins to the Internet from Library PCs during FY 2013/14:	98,736
Number of people attending Library programs during FY 2013/14:	46,335
Size of Library's facility:	60,800 sq. ft.

## Programs and Services

The Library Program is organized into seven service delivery plans: Borrower Services/Circulation, Library Services for Adults, Library Services for Children and Teens, Acquire Library Materials for the Public, Technology Services, Prepare Library Materials for the Public, and Management, Supervisory, and Administrative Support Services.

### Borrower Services/Circulation

The Library enables customers to access and borrow library materials by checking items in/out, renewing items, shelving returned items to their proper location, and processing reserved items and materials requested from other libraries for customers. Staff encourages the timely return of materials by notifying borrowers of overdue items, sending replacement bills for items long overdue, and collecting fines/fees. Staff also keeps existing library customer accounts updated and issues library cards to new borrowers. In addition, staff delivers materials to a resident's home if that person is unable to come to the Library due to physical disability.

## **Library Services for Adults**

The Library enhances the use of library materials and information resources for adults by providing one-on-one assistance locating and utilizing those resources as well as providing programming in support of community interests and educational pursuits. Staff attends community events and meetings to promote Library services for adults.

## **Library Services for Children and Teens**

The Library enhances the use of library materials and information resources for children and teens by providing one-on-one assistance locating and utilizing those resources as well as providing programming in support of community interests and educational pursuits. Staff attends community events and meetings to promote Library services for children and teens. Resources are leveraged with those of the Community Services Division and local non-profit organizations to provide family literacy programs at the Columbia Neighborhood Center.

## **Acquire Library Materials for the Public**

The Library provides quality collections for children, teens, and adults by selecting and acquiring new and relevant materials in a wide variety of formats in response to community interest and demand. Staff evaluates the collection areas in terms of age, relevancy, and condition. Staff also orders and receives materials, processes invoices, and monitors purchases.

## **Technology Services**

The Library maintains technology to support service delivery. Inside the Library, computers, photocopiers and other equipment provide access to information and services. Outside the Library, services are delivered through the Library website/catalog. The catalog allows customers to search for library materials, magazine and newspaper articles, and e-Books, as well as manage their own account, renew materials, place items on hold, request materials from other libraries, pay fines, and register for a new library card. Maintaining all systems and equipment in working order ensures continuity of services.

## **Prepare Library Materials for the Public**

The Library prepares materials for easy access and use by cataloging new materials accurately using national standards, updating the catalog to keep it current, physically processing new books, media items, periodicals and newspapers, and extending the life of repairable materials through basic repair and rebinding.

## **Management, Supervisory, and Administrative Support Services**

The Library delivers cohesive and cost-effective operations of the Library facility, maintaining a safe and welcoming environment for customers and staff. High-quality customer service is provided through programs and services designed to meet community needs. Staff provides leadership and manages employees to support the overall effectiveness and efficiency of service delivery. The financial condition and results of Library programs are monitored and analyzed to ensure optimal use of resources. Library policies and procedures are developed and implemented to ensure even application. Long-range plans are developed in order to meet the needs of the community. Staff explores options for grants in order to supplement services with non-City funding. The Library partners with civic groups, the local business community, City departments, the Board of Library Trustees, and others to effectively inform the community about the services and resources available to them.

## COMMUNITY SERVICES DIVISION

### General Information

Number of participant hours in Community Services programs and services in FY 2013/14:	830,978
Number of occupancy hours in recreation facilities in FY 2013/14:	96,517
Number of volunteer hours managed by Recreation staff in FY 2013/14:	21,171
Number of Senior Center memberships in FY 2013/14:	2,363
Number of recipients benefiting from the Recreation Fee Waiver program in FY 2012/13:	224
Number of participant hours generated by CNC service providers in FY 2012/13:	105,884
Number of dollars leveraged for each dollar City contributed towards CNC operations in FY12/13:	\$4.36
Percent increase in number of child care slots in FY 2012/13:	5.9%

### Programs and Services

The Community Services Division is organized into two programs: Arts and Recreation and Youth and Family Services.

The Arts and Recreation Program includes the following nine service delivery plans: Preschool, Middle, and High School After School and Summer Recreation Programs; Senior Recreation Classes, Activities and Services/Therapeutic Recreation; Youth and Adult Visual and Performing Arts Programs; Aquatics Activities and Facilities; Sport Classes and Activities; Recreation Facility Rentals and Use; Registration, Reception Services, Community Outreach/Promotions and Special Events; Community Resources; and Management and Administrative Support. The Youth and Family Services Program includes the following two service delivery plans: Columbia Neighborhood Center and Youth, Family and Child Care Resources.

#### Arts and Recreation Program

The Arts and Recreation Program provides year-round arts, recreation, health and wellness, and enrichment activities for preschool-aged children through senior adults. Community Services staff schedules, operates, and rents out City-owned and leased recreation facilities, including four swimming pools, the recreation building, theater, creative arts center, indoor sports center, senior center, dance studio, 13 park buildings, 53 picnic areas, 44 athletic fields as well as the Ortega Park Gazebo and the Grove Amphitheater at Baylands. The Teen Advisory Committee and Senior Center Advisory Committee are staffed by the Division. The Program also manages the City's Art in Private Development and Art in Public Places programs. A fee waiver program for eligible Sunnyvale residents 17 years of age and younger is available to provide a safety net for low-income families enabling them to participate in classes and activities. The Arts and Recreation Program also develops, maintains, and grows community partnerships and resources. The partnerships allow the Division to achieve its goals of providing varied, unduplicated programs that are attractive to the community, maximize the resources partners can offer to benefit existing or new clients, and provide a high quality product for the customer.

Community building and civic engagement are the main areas of focus for the Community Resources portion of this program. Services include point of contact to address ADA concerns from the public, coordination of the City's neighborhood association program, administration of the special events permitting process, administration of two community grant programs (one for event organizers and one for neighborhood groups), and coordination of two staff advisory committees (Advisory Committee on Accessibility, and the Human Relations Cultural Diversity Advisory Committee). Additionally, City-wide special events, such as the Mayor's annual State of the City event, are included in this area. Finally, Community Services staffs and coordinates both the Parks and Recreation Commission and the Arts Commission.

## Youth and Family Services Program

The Youth and Family Services Program is based out of the Columbia Neighborhood Center (CNC). The City of Sunnyvale operates CNC in collaboration with the Sunnyvale School District, non-profit organizations, and community businesses to provide a connected network of services and programs in the areas of community education, mental health services, health care, recreation, and youth and neighborhood safety. The philosophy behind this web of services is to provide the support that children in the service area need to develop the life skills necessary to be successful in school and beyond. CNC focuses on serving at-risk youth attending Bishop, Fairwood, Lakewood, San Miguel, and Columbia schools, as well as families with limited access to basic services residing in the Center's service area. The MayView Community Health Clinic offers a satellite facility in the CNC. The Center and its partners also promote a strong community through events and activities for the neighborhood. The CNC Community Advisory Committee advises CNC staff on community needs of the service area.

In addition, programs and services that support the City's child care providers, families with young children, Citywide youth and family issues, and the Child Care Staff Advisory Board, which acts in an advisory capacity to City staff on early care and education topics, are also based at CNC.

## Department Budget Summary

Library and Community Services					
Fund/Program	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Plan 2015/16
<b>General Fund</b>					
Youth and Family Services	342,604	338,055	406,121	335,036	350,919
Library	7,889,730	8,074,706	7,591,740	8,262,295	8,475,171
Arts and Recreation	7,490,186	8,240,695	7,563,003	7,992,442	8,152,617
<b>Youth and Neighborhood Services</b>					
Youth and Family Services	572,841	739,515	631,344	745,350	763,619
<b>Development Enterprise Fund</b>					
Arts and Recreation Programs				29,383	30,386
<b>TOTAL EXPENDITURES</b>	<b>16,295,361</b>	<b>17,392,971</b>	<b>16,192,208</b>	<b>17,364,506</b>	<b>17,772,712</b>

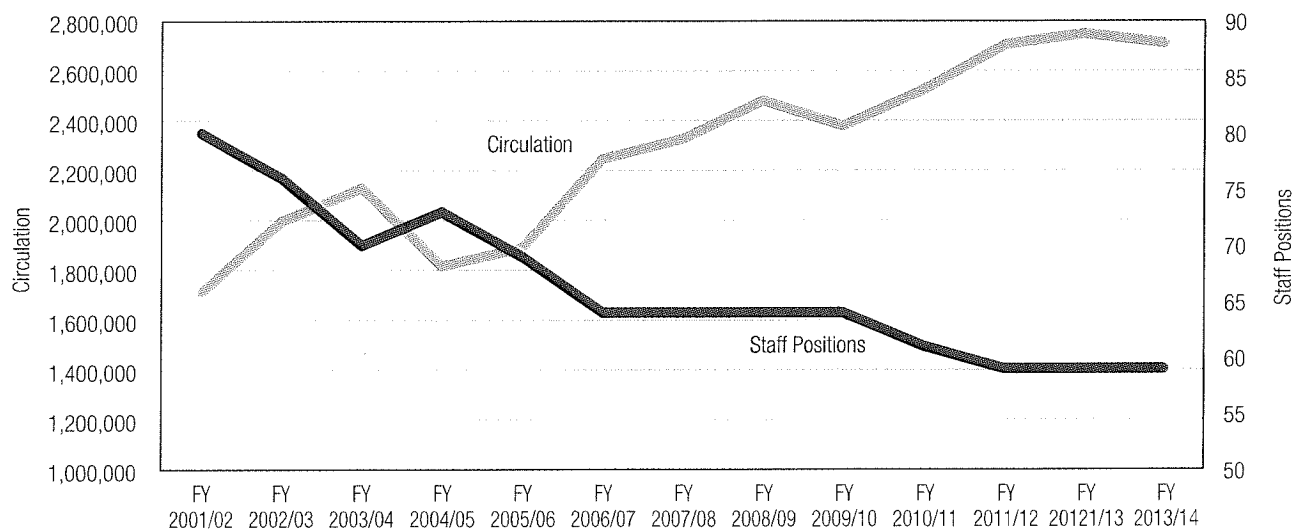
## Budget Overview and Significant Changes

As FY 2015/16 is the second year of a two-year operating budget cycle, no significant changes were made. As with the FY 2014/15 Adopted Budget, the department's FY 2015/16 operating budget reflects an overall reduction in resources as compared to FY 2013/14 budget, with some resources reallocated between programs. After a prolonged period of time with multiple vacancies due to retirements and promotions, the Department's staffing structure was modified to better align resources with needs, enabling the Library to restore full services on Thursday evenings and to have the capacity within the Library to assign analyst work relating to the branch library and other Library projects.

## Library Program

Overall business continues to be strong at the Library. In FY 2013/14, the Library continued to experience high circulation, slightly off record circulation in the prior year. Library patrons borrowed 2,711,856 items, a 1.3% decrease from the previous year. Children's materials and eBooks were in high demand. In FY 2013/14, circulation of children's materials accounted for 1,254,049 items, up from the previous year. eBook circulation increased 38% in FY 2013/14 to 57,765 items borrowed. A record-high 2,254,979 items were shelved in FY 2013/14. A total of 707,922 people visited the Library, an average of 5 times per resident. The Library offered 864 programs. Library program attendance was very high at 46,335, very close to the previous year record-high of 47,479 participants. While usage of the Library continues to increase, staffing levels, however, have declined 26% in the past 10 years and are now at record low levels, as seen in the chart below. This presents a challenge to the Library to meet the needs of the community, providing efficient and effective services with fewer staff.

Library Staffing and Circulation Trends



Toward the end of FY 2009/10, the Library converted the entire Library collection from barcode to RFID technology and installed an automated materials handling system, six new self-check machines, four automated materials handling returns, and a new security gate. Since that time, checkout is faster as multiple items can be checked out at once. The option to pay fines by credit card at the self-check machines has helped to boost overall revenues collected by 20% since their introduction. At check-in, materials are instantly removed from a customer's account, and the customer has the option to print a receipt as proof of return. This provides for more consistency and accuracy in both patron accounts and the Library catalog.

In FY 2012/13, approximately 95% of materials were returned using the automated materials handling system, and approximately 95% of checkouts now occur at the self-check machines, compared with 55% in FY 2008/09. These efficiencies have allowed staff to keep up with rising circulation as well as continue to provide excellent customer service.



A cost-savings reduction of \$81,000 to funding for library collections in FY 2009/10 has contributed to the Library's most significant service delivery shortfall. The percentage of the Library budget in FY 2013/14 allocated to the acquisition of library materials was 7.9%. This rate is on the lower end in Santa Clara County, with San Jose Library at 9.4%, Mountain View Library at 10.8%, Palo Alto Library at 12%, and Santa Clara County Library at 15.7% (based upon the most current data available in FY 2011/12 from the California State Library). The reduction of collection development dollars combined with a lack of capacity to grow the collection has resulted in Sunnyvale providing only 2.12 materials per capita, below the statewide median of 2.13 and the lowest in Santa Clara County. San Jose Public Library provides 2.36 items per capita, Santa Clara 3.40 items per capita, Santa Clara County 4.37 items per capita, Mountain View 4.39 items per capita, Palo Alto 4.66 items per capita, and Los Gatos 5.61 items per capita. Neighboring libraries have between 45% and 154% more materials available per child than then 3.8 items available per child in Sunnyvale.

Beginning in FY 2012/13, the Library reallocated funding from an existing vacant position to allow for a \$60,000 increase in library materials acquisition. This temporary reallocation continued into FY 2014/15. Additionally, the FY 2014/15 Adopted Budget restored \$20,000 to collections which is also reflected in the FY 2015/16 Recommended Budget. The combined \$80,000 will result in 9% of the Library budget that will be allocated to the acquisition of library materials. This is not only a step towards restoring items per capita, it will also help to acquire materials in the digital formats that residents of Sunnyvale increasingly expect from their city library.

Reallocation of funding from an existing vacant position had also provided the staffing necessary to reopen the Library with limited services on Thursday evenings from 6 p.m. to 9 p.m. beginning in FY 2012/13. Phone services, reference assistance, programs, and other services were limited on Thursday evenings. The FY 2014/15 budget permanently restored full services on Thursday evenings by utilizing savings from the elimination of a Part-Time Graphic Artist position to add a Library Specialist III position. Approximately 544 patrons on average visited the Library on Thursday evenings in FY 2013/14. This was similar to visitor counts before the Library closed on Thursday evenings in FY 2011/12.

Due to the high volume of visitors to the Library (more than 2,000 visitors per day on average), Library furniture and carpet requires increased cleaning in order to maintain a welcoming environment. Funds for chair cleaning will supplement funds budgeted in the Public Works budget so that cleaning will occur twice a year instead of only once a year. Funds for furniture replacement will allow staff to strategically address the 23% decline in reader seats over the past 9 years. Funds for computer hardware have been budgeted for keyboard/mice replacement in order to maintain a hygienic computing environment for PCs which receive heavy use.

## Community Services Programs

The Arts and Recreation Program budget completed its second full year as a General Fund program in FY 2013/14. Previously, it had been a part of the Community Recreation Fund.

This second year of the two-year operating budget continues to include expansion of pre-school programming, where an additional site (Murphy Park) began operating in the Fall of 2014. The \$19,000 increase over FY 2013/14 budget has been partially offset by additional revenue. The budget increase for Youth Sports of \$18,000 also had associated revenue (approximately \$30,000 increase from FY 2012/13 actuals). Most of this increase is associated with sports classes offered by contractors. This activity reflects a guaranteed expenditure to revenue ratio since the contracts are set up on a fixed percentage. The City collects 100% of revenue and pays the contractor the agreed-upon percentage.

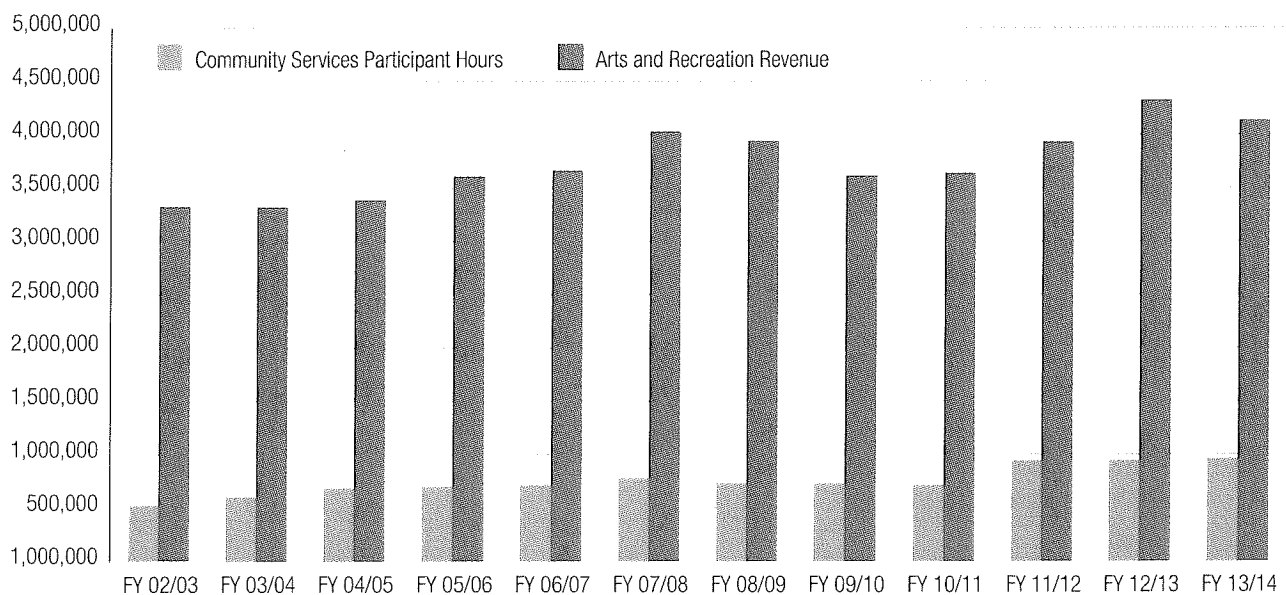
The two-year operating budget also includes ongoing funding of \$16,000 for the Community Events and Neighborhood Grants program. For the past few years, Council has allocated funding on an annual basis through the Budget Supplement process for these Council-approved grants, which are awarded on a competitive basis facilitated by the Council's Community Events and Neighborhood Grant Distribution Subcommittee. Administrative tasks associated with this program are handled by Community Services Division staff. The Neighborhood Grant program funds neighborhood events and projects, each focusing on one of four areas: improving communication and participation within a neighborhood; building bridges between different cultural groups; improving the physical condition of the neighborhood; or enhancing neighborhood pride and identity. The Community Event grant program supports events taking place within Sunnyvale which are free and open to the public and which have attendance of 500 people or more.

The Community Services Division programs continue to support a balanced array of facilities, services and recreation and arts opportunities for all ages. On an ongoing basis, programs and services are evaluated and retooled to best meet the needs of community, with staff taking the opportunity to achieve efficiencies and create partnerships wherever possible. When designing new programs and services, Community Services staff considers likely participants, trends in participation, competing services and the expected market share for that specific group, allocation of financial and time resources, as well as motivation for participation. Community Services Division staff has identified a number of programming opportunities to explore and implement with an emphasis on the environment, cultural awareness, health and wellness, technology, youth sports, and the aging population. Programmatic offerings, and associated costs and revenues, contract and expand based on market, interest, and needs.

City Council granted \$58,000 in funding to the Community Services Division in FY 2014/15 to increase the Care Manager hours. The funding has been used to recruit a temporary, casual employee to work part-time as a skilled social service professional at the Senior Center alongside the existing part-time Care Manager by providing support services such as assessment, care planning, service arrangements, and client monitoring. These resources have been included in the budget as a special project to continue funding the Care Management Enhancement project through FY 2015/16.

There has been a continued focus on identification and implementation of strategies to reduce dependence on the General Fund. Again the focus is on efficiencies, increased revenue generation, and service level adjustments, as necessary. Wherever possible, activities are structured to cover their costs, with programs for youth and seniors, in general, requiring the greatest amount of support from the General Fund. The budget also sets aside resources for the Recreation Fee Waiver Program, which assists qualifying low-income Sunnyvale youth with the payment of registration fees. The following graph shows trends in Community Services revenues and participation.

Community Services Revenue and Participant Hours



The expansion at Columbia Neighborhood Center (CNC) was completed in Spring 2012, adding an additional 3,000 square feet to the existing facility, doubling the number of offices for social services and the community health clinic, and adding a fitness room to be used by both the Columbia Middle School students and the community. The FY 2012/13 CNC program's operating budget was not increased in anticipation of the expansion because it was the intent of the City to establish new and expanded partnerships. These new partnerships, in conjunction with the expansion of CNC, allow for increased programming and services for the youth and families that reside in the CNC service area. The FY 2015/16 budget does realize increased funding, however, for CNC to account for additional maintenance costs associated with the expansion.

## Department Position Allocation

Classification	FY 2014/15 Budgeted Positions	FY 2015/16 Budgeted Positions
Director of Library and Community Services	1	1
Community Services Manager	4	4
Superintendent of Community Services	1	1
Youth and Family Resources Manager	1	1
Library Circulation Manager	1	1
Administrative Librarian	2	2
Supervising Librarian	3	3
Administrative Aide	1	1
Administrative Aide-Confidential	1	1
Administrative Analyst	1	1
Program Coordinator	3	3
Librarian	11	11
Library Assistant	5	5
Community Services Coordinator II	14	14
Community Services Coordinator I	1	1
Senior Library Assistant	1	1
Facility Attendant I	2	2
Facility Attendant II	1	1
Office Assistant	1	1
Office Clerk	1	1
Principal Office Assistant	1	1
Senior Office Assistant	5	5
Staff Office Assistant	1	1
Part-Time Office Assistant	2	2
Part-Time Staff Office Assistant	2	1
Part-Time Senior Office Assistant	1	1
Part-Time Librarian	6	6
Library Specialist I	6	6
Library Specialist III	19	20
Part-Time Administrative Analyst	1	1
<b>Library and Community Services Department Total</b>	<b>100</b>	<b>100</b>

## Library and Community Services Performance Indicators

### 2011 Consolidated General Plan Goals: Chapter 4, Community Character (CC)

Goal CC-7: Appropriate Library Facilities

Goal CC-8: Broad and Diverse Library Collection

Goal CC-9: Appropriate Arts Facilities

Goal CC-10: High Quality Recreation Programming

Goal CC-11: Prioritization for Recreation Programming

Goal CC-12: Maximize access to recreation services, facilities, and amenities

*Please refer to the General Plan Executive Summary for further details on goals*

	General Plan Goal	FY 2011/12 Results	FY 2012/13 Results	FY 2013/14 Results
<b>LIBRARY</b>				
<b>WORKLOAD INDICATORS</b>				
Number of library programs for adults. [New in FY 2012/13]	CC-7, CC-8	N/A	234	251
Number of library programs for children, teens and families. [New in FY 2012/13]	CC-7, CC-8	N/A	661	613
Number of library customers attending programs for adults. [Deleted in FY 2012/13]	CC-7, CC-8	9,435	N/A	N/A
Number of library customers attending programs for children, teen and families. [Deleted in FY 2012/13]	CC-7, CC-8	31,493	N/A	N/A
Average circulation of library materials per Sunnyvale resident. [Deleted in FY 2014/15]	CC-8	19	19	18
Average number of library visits annually per Sunnyvale resident. [Deleted in FY 2014/15]	CC-7, CC-8	5	5	5
Number of books circulated.	CC-8	2,705,192	2,748,170	2,711,856
Number of library visitors.	CC-7, CC-8	743,363	743,311	707,922

	General Plan Goal	FY 2011/12 Results	FY 2012/13 Results	FY 2013/14 Results
<b>PERFORMANCE INDICATORS</b>				
Number of customer survey respondents and percent rating Library services as good or better. [1]	CC-7, CC-8	N/A	258 89%	N/A
Number of customer survey respondents and percent rating programs for adults as good or better.	CC-7, CC-8	— 97.6%	515 98%	675 96%
Percent of library materials re-shelved within 48 hours after check-in.	CC-8	98%	98%	99%
Average number of days from receipt of materials to availability.	CC-8	15	16	11
Percent of the library collection published in or after the year 2000. [Deleted in FY 2012/13]	CC-8	91%	N/A	N/A
Percent of total Library operating budget expended. [New in FY 2012/13]		N/A	99%	93%
<b>ARTS AND RECREATION</b>				
<b>WORKLOAD INDICATORS</b>				
Number of youth and teen participant hours in arts and recreation programs, including preschool, elementary, middle school and high school.	CC-10, CC-11	365,821	356,826	379,367
Number of adult participant hours in arts and recreation programs (may include participation by seniors and older teens).	CC-10, CC-11	482,084	376,385 *	451,611***
Number of duplicated enrollees. [New in FY 2012/13, Deleted in FY 2014/15]	CC-10, CC-11	N/A	237,568	237,843
Number of volunteer hours managed by Community Services staff.	CC-10	19,084	17,581	21,171
Number of recipients benefiting from the Recreation Fee Waiver Program.	CC-12	184	182	224
Number of occupancy hours from rentals of recreation facilities.	CC-9, CC-10, CC-11, CC-12	132,819	74,404 **	96,517
Number of Neighborhood Associations. [Deleted in FY 2012/13]	CV-1	26	N/A	N/A
Number of special event applications received.	CC-11, CC-12	34	42	43
Number of neighborhood grant applications received.	CC-11, CC-12	12	5	10

	General Plan Goal	FY 2011/12 Results	FY 2012/13 Results	FY 2013/14 Results
<b>PERFORMANCE INDICATORS</b>				
Number of customer survey respondents and percent rating arts and recreation programs as good or better.	CC-10	7,175 97%	4,612 96%	7,345 96%
Number of customer survey respondents and percent rating arts and recreation facilities as good or better.	CC-9, CC-10	38 100%	56 100%	263 98%
Percent of cost recovery for the Arts and Recreation Program.	CC-12	48%	55%	55%
Percent of total Arts and Recreation operating budget expended. [New in FY 2012/13]		N/A	92%	92%
Number of Neighborhood Association leaders responding to survey, and number rating overall support from community resources staff as satisfactory or better. [Deleted in FY 2012/13]	CV -1	N/A	N/A	N/A
<b>YOUTH AND FAMILY RESOURCES</b>				
<b>WORKLOAD INDICATORS</b>				
Number of participant hours generated by Columbia Neighborhood Center service providers in the areas of: Community Education, Mental Health Services, Recreation and Enrichment, Health Services, and Youth & Neighborhood Safety.	CC-10, CC-11, CC-12	93,323	105,884	120,278
<b>PERFORMANCE INDICATORS</b>				
Number of adult customer survey respondents and percent rating a Youth & Family Resources sponsored program/activity/service as good or better.	CC-10, CC-11, CC-12	866 98%	396 98%	692 96%
Number of youth customer survey respondents and percent rating a Youth & Family Resources sponsored program/activity/service as good or better.	CC-10, CC-11, CC-12	649 83%	787 91%	807 81%
Number of customer survey respondents and percent rating medical services provided at Columbia Neighborhood Center (CNC) as good or better. [New in FY 2012/13]	CC-10	N/A	177 97%	89 96%
Number of Columbia Neighborhood Center (CNC) area residents and percent who utilized CNC services during this past year. [External Survey] [Deleted in FY 2014/15]	CC-12	N/A	256**** 12%	N/A
Amount of Grants and In-Kind Contributions Received.	CC-12	\$1,786,810	\$2,129,007	\$2,359,501
Number of customer survey respondents and percent rating the quality of child care information services as good or better.	CC-10, CC-12	31 100%	33 97%	37 97%
Percent of total Youth and Family Resources operating budget expended. [New in FY 2012/13]		N/A	84%	96%

	General Plan Goal	FY 2011/12 Results	FY 2012/13 Results	FY 2013/14 Results
<b>MANAGEMENT AND SUPPORT SERVICES</b>				
<b>PERFORMANCE INDICATORS</b>				
The Parks and Recreation Commissioners' and Arts Commissioners' satisfaction rating for overall staff support is good or better. [Deleted in FY 2012/13]	CV-1	9 100%	N/A	N/A
Percent of residents who rate the overall quality of community facilities, park maintenance and recreation programs and activities offered by the Community Services Department to the community as fair or better. [External Survey] [Deleted in FY 2012/13]	LT-8, CC-4, CC-9, CC-10, CC-12	N/A	N/A	N/A
Percent of residents who rate the overall quality of community facilities, park maintenance and recreation programs and activities offered by the Community Services Department to the community as good or excellent. [External Survey] [Deleted in FY 2012/13]	LT-8, CC-4, CC-9, CC-10, CC-12	N/A	N/A	N/A
Number of customer concerns received by the Department of Community Services that are addressed within three (3) business days of receipt of the concern. [Deleted in FY 2012/13]	CV-1	N/A	N/A	N/A
Percent of total department planned operating budget expended.		93.9%	94.5%	93.1%

[1] Resident satisfaction survey conducted bi-annually, with next survey scheduled for 2015.

\* Previous year totals included Participant Hours for Tennis, which is now part of a different program.

\*\* Tennis Center operations are included in the previous year's total.

\*\*\* Number reflects change in products reported by Fremont Pool contractor as compared to previous year.

\*\*\*\* Resident satisfaction survey measured the % of City residents utilizing CNC, not the % of the CNC area, based on the number of people responding to the question.

**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62001 - Borrower Services/Circulation**

	<u>2012/2013 Actual</u>	<u>2013/2014 Budget</u>	<u>2013/2014 Actual</u>	<u>2014/2015 Current</u>	<u>2015/2016 Plan</u>
<b>Activity 620100 - Check Out Library Materials</b>					
Product: An Item Checked Out or Renewed					
Costs:	1,352,477.13	1,304,865.49	1,419,188.11	1,379,414.76	1,419,730.23
Products:	2,748,170.00	2,500,000.00	2,711,856.00	2,750,000.00	2,750,000.00
Hours:	18,943.40	19,426.00	19,516.10	19,772.00	19,772.00
<b>Activity 620110 - Shelf Library Materials</b>					
Product: An Item Shelved					
Costs:	807,699.96	921,493.75	851,388.35	822,125.25	843,467.29
Products:	2,222,601.00	2,200,000.00	2,254,979.00	2,225,000.00	2,225,000.00
Hours:	16,579.70	20,190.00	16,960.30	17,139.00	17,139.00
<b>Activity 620120 - Circulate Materials through Interlibrary Loan</b>					
Product: An Item Borrowed from or Loaned to another Library					
Costs:	98,827.85	132,797.88	101,235.32	145,484.95	149,226.98
Products:	19,995.00	17,000.00	20,026.00	21,000.00	21,000.00
Hours:	1,296.60	1,878.00	1,352.50	1,940.00	1,940.00
<b>Activity 620130 - Recovery of Overdue or Missing Materials</b>					
Product: A Notification of an Item to be Recovered					
Costs:	70,806.15	86,368.49	81,215.42	70,609.28	72,315.02
Products:	52,459.00	55,500.00	56,762.00	51,000.00	51,000.00
Hours:	804.80	954.00	825.30	720.00	720.00
<b>Activity 620140 - Materials Delivery to Homebound Residents</b>					
Product: An Item Delivered					
Costs:	46,833.98	44,722.19	46,083.84	45,822.04	47,316.45
Products:	3,968.00	0.00	3,621.00	4,000.00	4,000.00
Hours:	634.00	605.00	629.10	640.00	640.00



**City of Sunnyvale  
Program Performance Budget**

**Program 620 - Library**

**Totals for Service Delivery Plan 62001 - Borrower Services/Circulation**

<b>Costs:</b>	<b>2,376,645.07</b>	<b>2,490,247.80</b>	<b>2,499,111.04</b>	<b>2,463,456.28</b>	<b>2,532,055.97</b>
<b>Hours:</b>	<b>38,258.50</b>	<b>43,053.00</b>	<b>39,283.30</b>	<b>40,211.00</b>	<b>40,211.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62002 - Library Services for Adults**

	<u>2012/2013 Actual</u>	<u>2013/2014 Budget</u>	<u>2013/2014 Actual</u>	<u>2014/2015 Current</u>	<u>2015/2016 Plan</u>
<b>Activity 620200 - Provide Services to Adults</b>					
Product: A Response Given					
Costs:	814,547.74	805,694.03	814,254.14	899,918.01	925,260.22
Products:	61,764.00	90,000.00	47,445.00	61,800.00	61,800.00
Hours:	8,671.40	9,013.00	8,534.50	9,479.00	9,479.00
<b>Activity 620210 - Create and Present Programs for Adults</b>					
Product: A Program Presented to the Public					
Costs:	263,132.74	305,721.86	222,554.12	329,078.21	337,992.70
Products:	234.00	143.00	251.00	220.00	220.00
Hours:	2,598.06	3,275.00	2,295.30	3,274.00	3,274.00
<b>Totals for Service Delivery Plan 62002 - Library Services for Adults</b>					
<b>Costs:</b>	<b>1,077,680.48</b>	<b>1,111,415.89</b>	<b>1,036,808.26</b>	<b>1,228,996.22</b>	<b>1,263,252.92</b>
<b>Hours:</b>	<b>11,269.46</b>	<b>12,288.00</b>	<b>10,829.80</b>	<b>12,753.00</b>	<b>12,753.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62003 - Library Services for Children and Teens**

	<b>2012/2013</b>	<b>2013/2014</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>
	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Current</b>	<b>Plan</b>
<b>Activity 620300 - Provide Services to Children and Teens</b>					
Product: A Response Given					
Costs:	669,062.00	635,100.22	669,499.93	639,170.26	656,924.94
Products:	48,168.00	47,000.00	47,531.00	47,000.00	47,000.00
Hours:	7,154.70	7,015.00	7,019.80	6,716.00	6,716.00
<b>Activity 620310 - Create and Present Programs for Children and Teens</b>					
Product: A Program Presented to the Public					
Costs:	246,783.94	291,719.14	200,778.03	308,837.61	317,375.77
Products:	760.00	500.00	683.00	650.00	650.00
Hours:	2,344.50	3,081.00	1,926.00	3,010.00	3,010.00
<b>Totals for Service Delivery Plan 62003 - Library Services for Children and Teens</b>					
Costs:	<b>915,845.94</b>	<b>926,819.36</b>	<b>870,277.96</b>	<b>948,007.87</b>	<b>974,300.71</b>
Hours:	<b>9,499.20</b>	<b>10,096.00</b>	<b>8,945.80</b>	<b>9,726.00</b>	<b>9,726.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62004 - Acquire Library Materials for the Public**

	<u>2012/2013 Actual</u>	<u>2013/2014 Budget</u>	<u>2013/2014 Actual</u>	<u>2014/2015 Current</u>	<u>2015/2016 Plan</u>
<b>Activity 620420 - Order and Receive Library Materials</b>					
Product: An Item Received					
Costs:	213,348.00	198,596.97	192,608.78	208,753.95	214,598.63
Products:	44,867.00	35,000.00	40,887.00	44,000.00	44,000.00
Hours:	2,452.70	2,452.00	2,222.70	2,466.00	2,466.00
<b>Activity 620430 - Select/Merchandise Library Materials - Adults</b>					
Product: An Item Selected					
Costs:	578,667.78	654,683.51	560,934.13	632,722.79	641,472.76
Products:	21,071.00	22,000.00	18,952.00	22,000.00	22,000.00
Hours:	1,265.90	1,874.00	1,342.10	1,598.00	1,598.00
<b>Activity 620440 - Select/Merchandise Library Materials - Child/Teens</b>					
Product: An Item Selected					
Costs:	267,121.22	218,980.75	263,587.98	229,932.28	233,268.47
Products:	21,507.00	13,000.00	20,477.00	20,000.00	20,000.00
Hours:	877.00	600.00	795.40	654.00	654.00
<b>Activity 620460 - Evaluate Materials-Repair/Replace/Discard - Child/Teens</b>					
Product: An Item Evaluated					
Costs:	30,410.23	43,510.98	25,366.90	45,929.34	47,201.07
Products:	12,314.00	15,000.00	16,108.00	13,000.00	13,000.00
Hours:	451.60	486.00	389.00	492.00	492.00
<b>Activity 620470 - Eval Mats.-Repair/Replace/Discard-Ch/Tn</b>					
Product: An Item Evaluated					
Costs:	37,969.76	32,992.99	47,134.31	39,214.75	40,294.05
Products:	13,967.00	10,000.00	18,868.00	13,500.00	13,500.00
Hours:	555.60	360.00	681.30	411.00	411.00

**City of Sunnyvale  
Program Performance Budget**

**Program 620 - Library**

**Totals for Service Delivery Plan 62004 - Acquire Library Materials for the Public**

<b>Costs:</b>	<b>1,127,516.99</b>	<b>1,148,765.20</b>	<b>1,089,632.10</b>	<b>1,156,553.11</b>	<b>1,176,834.98</b>
<b>Hours:</b>	<b>5,602.80</b>	<b>5,772.00</b>	<b>5,430.50</b>	<b>5,621.00</b>	<b>5,621.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62005 - Technology Services**

	<b><u>2012/2013 Actual</u></b>	<b><u>2013/2014 Budget</u></b>	<b><u>2013/2014 Actual</u></b>	<b><u>2014/2015 Current</u></b>	<b><u>2015/2016 Plan</u></b>
<b>Activity 620450 - Maintain Workstations/Equipment and Publish Web Pages</b>					
Costs:	362,096.64	414,704.58	269,552.62	420,350.70	428,858.70
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,210.90	4,060.00	2,537.90	3,743.00	3,743.00
<b>Totals for Service Delivery Plan 62005 - Technology Services</b>					
<b>Costs:</b>	<b>362,096.64</b>	<b>414,704.58</b>	<b>269,552.62</b>	<b>420,350.70</b>	<b>428,858.70</b>
<b>Hours:</b>	<b>3,210.90</b>	<b>4,060.00</b>	<b>2,537.90</b>	<b>3,743.00</b>	<b>3,743.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62006 - Prepare Library Materials for the Public**

	<b>2012/2013 Actual</b>	<b>2013/2014 Budget</b>	<b>2013/2014 Actual</b>	<b>2014/2015 Current</b>	<b>2015/2016 Plan</b>
<b>Activity 620500 - Catalog Titles</b>					
Product: A Title Cataloged					
Costs:	276,032.90	290,172.18	245,772.78	283,726.03	291,402.90
Products:	17,609.00	17,000.00	15,982.00	17,000.00	17,000.00
Hours:	2,736.40	3,096.00	2,381.50	2,864.00	2,864.00
<b>Activity 620510 - Process Library Materials</b>					
Product: An Item Processed					
Costs:	298,951.96	208,866.14	248,009.07	259,661.86	265,574.20
Products:	54,230.00	45,000.00	46,065.00	48,000.00	48,000.00
Hours:	3,253.30	2,251.00	2,671.00	2,885.00	2,885.00
<b>Activity 620520 - Repair Library Materials</b>					
Product: An Item Repaired or Discarded					
Costs:	61,459.73	63,701.30	58,125.81	58,961.03	60,803.18
Products:	9,948.00	9,000.00	8,765.00	9,000.00	9,000.00
Hours:	909.60	1,024.00	859.70	921.00	921.00
<b>Activity 620530 - Maintain the Library Catalog</b>					
Product: An Item Record Deleted					
Costs:	161,176.56	127,475.72	157,234.59	160,744.11	165,080.67
Products:	38,514.00	33,000.00	45,653.00	35,000.00	35,000.00
Hours:	2,216.50	1,755.00	2,132.30	2,066.00	2,066.00
<b>Totals for Service Delivery Plan 62006 - Prepare Library Materials for the Public</b>					
<b>Costs:</b>	<b>797,621.15</b>	<b>690,215.34</b>	<b>709,142.25</b>	<b>763,093.03</b>	<b>782,860.95</b>
<b>Hours:</b>	<b>9,115.80</b>	<b>8,126.00</b>	<b>8,044.50</b>	<b>8,736.00</b>	<b>8,736.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Service Delivery Plan 62008 - Library Department Management and Support**

	<b>2012/2013 Actual</b>	<b>2013/2014 Budget</b>	<b>2013/2014 Actual</b>	<b>2014/2015 Current</b>	<b>2015/2016 Plan</b>
<b>Activity 620600 - Management and Supervisory Services</b>					
Costs:	738,764.33	758,974.50	622,761.60	713,422.09	733,392.23
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,041.80	5,475.00	4,146.10	4,865.00	4,865.00
<b>Activity 620610 - Administrative Support Services</b>					
Costs:	414,174.82	421,963.82	427,529.68	486,409.22	499,497.90
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	4,288.30	4,405.00	4,189.10	4,620.00	4,620.00
<b>Activity 620620 - Page Support for Library Operations</b>					
Costs:	29,990.62	24,683.37	37,355.14	29,401.20	30,185.14
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	632.00	550.00	724.50	630.00	630.00
<b>Activity 620630 - Staff Training and Development</b>					
Costs:	49,393.89	86,916.33	29,569.13	52,604.98	53,931.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	421.70	919.00	232.90	481.00	481.00
<b>Totals for Service Delivery Plan 62008 - Library Department Management and Support</b>					
<b>Costs:</b>	<b>1,232,323.66</b>	<b>1,292,538.02</b>	<b>1,117,215.55</b>	<b>1,281,837.49</b>	<b>1,317,006.65</b>
<b>Hours:</b>	<b>10,383.80</b>	<b>11,349.00</b>	<b>9,292.60</b>	<b>10,596.00</b>	<b>10,596.00</b>



**City of Sunnyvale**  
**Program Performance Budget**

**Program 620 - Library**

**Totals for Program 620**

<b>Costs:</b>	<b>7,889,729.93</b>	<b>8,074,706.19</b>	<b>7,591,739.78</b>	<b>8,262,294.70</b>	<b>8,475,170.88</b>
<b>Hours:</b>	<b>87,340.46</b>	<b>94,744.00</b>	<b>84,364.40</b>	<b>91,386.00</b>	<b>91,386.00</b>

# Library

The ultimate goal of the Sunnyvale Public Library is to provide a full service library which will meet the needs of the community. In addition, the Library strives to provide a balanced collection that represents all points of view. Library services are provided free of charge to library users.

Library projects are primarily funded by the General Fund. In addition, the Library receives State Grant funds to provide specific services to the community.

## Library Projects

**Lakewood Branch Library Facility.** This project is to construct a branch library facility at the Lakewood School site. This will increase access to library services for those living in north Sunnyvale by making it more convenient for residents to visit. Construction involves removal of the existing Lakewood Pool and building a library facility in its place. The total project is budgeted for \$11.5 million, funded by proceeds from the sale of Raynor Activity Center. It is currently anticipated that the sale of the Raynor Activity Center will be completed in FY 2015/16, however the sale is currently being litigated, and additional steps such as the approval of a use permit for the school that is attempting to purchase the facility are still pending. Should the sale be further delayed, the construction of the branch library will also be delayed.



## Project Information Sheet

### Project: 805150 Library Foundation Program Grant

Origination Year:	1985-86	Type:	Library	Fund:	35 City General Fund
Planned Completion Year:	Ongoing	Category:	Special	Sub-Fund:	100 General
Department:	Library and Community Services	Project Manager:	Steve Sloan	Project Coordinator:	Steve Sloan

### Project Description / Scope / Purpose

This project supports the costs of special projects not supported by the General Fund through the use of State Library Foundation Grant funds. Projects include staff development and training programs, acquisition of additional special print and non-print items, public relations, and facilities enhancements.

The State Library Foundation Grant was established in 1982 through the adoption of State Education Code 18010 of Chapter 1.5 Public Library Finance by the State Legislature. This chapter calls for continuing support of the grant, based on the availability of State funds with an allocation formula set by the State.

### Project Evaluation and Analysis

This project supplements existing library services.

### Fiscal Impact

The State Library Foundation Grant can only be used to supplement, not supplant, local revenues for basic library services. Spending categories for this project have been approved by the City Council through grant acceptance budget modifications.

### Project Financial Summary

Financial Data	Prior Actual	Current 2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Y11-Y20 Total	Project Life Total
<b>Project Costs</b>	1,417,142	242,362	0	0	0	0	0	0	0	0	0	0	0	1,659,504
<b>Revenues</b>														
<b>Total</b>	1,475,750	0	0	0	0	0	0	0	0	0	0	0	0	1,475,750
<b>Transfers-In</b>														
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Operating Costs</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## Project Information Sheet

### Project: 830600 Lakewood Branch Library Facility

Origination Year:	2012-13	Type:	Library	Fund:	385 Capital Projects
Planned Completion Year:	2018-19	Category:	Capital	Sub-Fund:	100 General Fund Assets
Department:	Public Works	Project Manager:	Jennifer Ng	Project Coordinator:	Lisa Rosenblum

### Project Description / Scope / Purpose

This project is to construct a branch library facility in the Lakewood Village neighborhood. On November 19, 2013 (RTC 13-275), Council authorized the \$14.05 million sale and purchase agreement between the City of Sunnyvale and Stratford School, Inc. for the Raynor Activity Center. Upon close of escrow, they directed that \$11.5 million of the proceeds from the sale be used to provide for the capital project for design, construction, and startup costs of a new branch library located at Lakewood Park. Staff estimates that a branch library of approximately 12,000 square feet would cost approximately \$11.5 million. This would be large enough to incorporate a community room that could replace the existing recreation building at Lakewood Park and be used for both library services and recreational programs. The project is scheduled to start a two year design process in FY 2015/16 with construction to begin in FY 2017/18.

This project will increase access to library services for those living in north Sunnyvale by making it more convenient for residents to visit.

### Project Evaluation and Analysis

Residents living in north Sunnyvale are the only residents who must travel more than two miles to access library services. In fact, many residents in north Sunnyvale live over four miles from any library. As a result, the Lakewood area has the lowest percentage of residents with Sunnyvale library cards than any neighborhood in Sunnyvale. Furthermore, there is a significant concentration of seniors and youth in this area - the age groups tending to make the most use of library services, but also the most restricted in terms of mobility. As such, some of the City's residents with the most to gain from library services have the most difficult time accessing those services. This project will address this issue and improve the quality of life for residents.

### Fiscal Impact

This project is funded by proceeds from the sale of the Raynor Activity Center but will cause a corresponding increase in operating costs that must be funded by the General Fund. The annual operating costs for the branch library are estimated to be approximately \$439,000. Of this amount, \$197,000 will be reallocated funding from the existing operating budget and will not constitute new funding. The remaining \$242,000 will be the net new funding requirement, which will be funded by the General Fund.

### Project Financial Summary

Financial Data	Prior Actual	Current 2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Y11-Y20 Total	Project Life Total
<b>Project Costs</b>	0	750,000	0	750,000	6,000,000	4,000,000	0	0	0	0	0	0	0	11,500,000
<b>Revenues</b>														
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Transfers-In</b>														
General Fund - General			0	750,000	6,000,000	4,000,000	0	0	0	0	0	0	0	
<b>Total</b>	0	750,000	0	750,000	6,000,000	4,000,000	0	0	0	0	0	0	0	11,500,000
<b>Operating Costs</b>	0	0	0	0	0	0	266,986	272,325	277,773	283,327	288,994	294,775	3,480,635	5,164,815

## Project Information Sheet

### Project: 831180 LSTA eBook Publishing Grant

Origination Year:	2014-15	Type:	Library	Fund:	35 City General Fund
Planned Completion Year:	2014-15	Category:	Special	Sub-Fund:	100 General
Department:	Library and Community Services	Project Manager:	Liz Hickok	Project Coordinator:	Liz Hickok

### Project Description / Scope / Purpose

The BALE (Bay Area Library ePublishers) grant provides \$5,300 from the California State Library to fund creative writing workshops and to make Sunnyvale the first public library on the west coast to publish its own eBook. Funds cover the cost of librarian reference desk backfill in order to cover time spend on grant activities, the cost of the production of a small number of print copies of the eBook for promotional and archival purposes, graphic design for the cover art, consultation fees, speaker fees, writer's fees, and the cost of digital manuscript production. The initiative will produce an eBook anthology of stories and poems either set in the greater Bay Area or written about life in the Bay Area in order to provide a opportunity for local authors to enage in a new form of independent digital publishing by the library as well as to promote libraries as a source of new and exciting eContent. The target audience is local writers who have never before been institutionally published. While submissions will be accepted from anywhere, outreach efforts will be focused on this local group of new writers. Free creative writing and self-publishing workshops will be open to the public in order to teach professional writing skills as a critical workforce competency in a changing digital world. Simultaneously, the initiative models how small libraries can engage their communities through the latest developments in the self-publishing industry.

### Project Evaluation and Analysis

Qualitative and quantitative data will be analyzed from the submitting writers and from workshop attendees. Success benchmarks: in a survey collected from the submitting authors, (1) 40% report that they learned something new about digital publishing or eBooks as part of the manuscript submission process; (2) 5+ new authors will experience institutional publishing for the first time; (3) 40% indicate they are more likely to check-out an eBook from the library as a result of the BALE initiative; (4) indicate that authors are more likely to recommend the library as a source of eBooks to family and friends because of the BALE submission process; (5) Survey data from the workshops and reading event will indicate that 40% of respondents learned something new about digital publishing or writing in a digital world; (6) Workshop and event survey data collected will also show that 40% of respondents will use the information they learned in the future to further their writing pursuits.

### Fiscal Impact

From the General Fund. This California State Library LSTA grant provides funding for hourly work, materials, contracted services, software, digital account fees, copyright registration, and ISBN purchases. All expenditures for the grant will be written against the funding received.

### Project Financial Summary

Financial Data	Prior Actual	Current 2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Y11-Y20 Total	Project Life Total
<b>Project Costs</b>	0	5,300	0	0	0	0	0	0	0	0	0	0	0	5,300
<b>Revenues</b>														
<b>Total</b>	0	5,300	0	0	0	0	0	0	0	0	0	0	0	5,300
<b>Transfers-In</b>														
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Operating Costs</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## Project Information Sheet

### Project: 831400 Make-Her Grant

Origination Year:	2015-16	Type:	Library	Fund:	35 City General Fund
Planned Completion Year:	2015-16	Category:	Special	Sub-Fund:	100 General
Department:	Library and Community Services	Project Manager:	Susan Kaplan	Project Coordinator:	Nancy Andrus

### Project Description / Scope / Purpose

This is a grant funded project in which there will be a series of workshops for girls and their mothers. In these workshops, the pairs of attendees will build a variety of projects in the STEM (Science, Technology, Engineering, Math) fields. STEM programs will be taught by women scientists and technology experts. By incorporating the active participation of mothers and opportunities for further STEM exploration, Make-HER fosters a tech identity in girls that can extend beyond the library into the home and school.

### Project Evaluation and Analysis

The primary instrument to measure success will be surveys given at the end of each Make-HER workshop. Girls will assess their change in understanding of the topic covered, their enjoyment of the workshop, their confidence in learning new STEM-related content, and their desire to explore the topic further in school or at home, and to what degree the workshop might influence their future educational or career choices. Adults will assess their change in understanding of the topic covered, their enjoyment of the workshop, their desire to explore the topic further with their children, and to what degree the workshop impacted their ability to support their daughters in STEM learning.

### Fiscal Impact

The grant money will provide all of the materials and presenters needed for all of the workshops. Library staff time will be covered as part of the regular Library budget.

### Project Financial Summary

Financial Data	Prior Actual	Current 2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Y11-Y20 Total	Project Life Total
<b>Project Costs</b>	0	12,300	0	0	0	0	0	0	0	0	0	0	0	12,300
<b>Revenues</b>														
<b>Total</b>	0	12,300	0	0	0	0	0	0	0	0	0	0	0	12,300
<b>Transfers-In</b>														
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Operating Costs</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0