

# City Services Guide Appendix




OUR CITY AT

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## City Services Guide Appendix



| Program                                                                                                                            | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | General Fund |             |       | All Funds |             |       | % Cost Recovery | Program Revenue/ Resources                   |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-----------|-------------|-------|-----------------|----------------------------------------------|
|                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Revenue      | Expenses    | FTE   | Revenue   | Expenses    | FTE   |                 |                                              |
| Community & Library Services: Library Department  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |              |             |       |           |             |       |                 |                                              |
| Access to Collections                                                                                                              | The library provides free and open access to collections (books, media, eBooks), resources, and services to all by acquiring print & digital resources for circulation in the library system for public use. Library staff processes feedback from the public on materials acquisitions and considers the public's opinions when acquiring new materials. Materials are rotated as needed based on public feedback and industry best practices. This includes digital material content, access to which is provided through Digital Literacy Program.                  | \$0          | \$1,128,000 | 5.42  | \$0       | \$1,128,000 | 5.42  | 0.0%            |                                              |
| Access to Technology                                                                                                               | The Library provides and ensures adequate and equitable free public access to unique, useful, and educational technology. This access includes public computer access, web communication, technology used for public programs, and emerging technologies.<br><br>*Perform experiments on integrating technology into library services (Grant funded)                                                                                                                                                                                                                   | \$0          | \$1,100,000 | 5.28  | \$0       | \$1,100,000 | 5.28  | 0.0%            |                                              |
| Adult Services                                                                                                                     | Besides targeted Children's and Teen services, the Library provides services for the general adult public. The Library develops programs for adults based on community feedback. They work closely with partners, such as the Community Services Department and Palo Alto Adult School, to provide teaser programs for classes provided by CSD (i.e., Digital Photography, Excel, yoga). Other services for adults include reader's advisory, reference, and ESL classes. General library use by adults facilitated by staff is included in this category of services. | \$165,000    | \$3,447,000 | 25.44 | \$165,000 | \$3,447,000 | 25.44 | 4.8%            | Programs supplies supported by Friends group |
| Business Operations                                                                                                                | Contracting services, facilities management, utilities payments for all five library branches, coordination of library operations and planning.                                                                                                                                                                                                                                                                                                                                                                                                                        | \$46,000     | \$1,188,000 | 0.40  | \$46,000  | \$1,188,000 | 0.40  | 3.9%            | Low Cost Recovery: public benefit            |
| Children's Services                                                                                                                | The Library provides programs and focused staff time to promote childhood literacy and learning. Activities include a Readers Advisory (advises children on what books to read for assignments and personal interest), children’s story time, special event performers, and more. General library use and materials circulation by the public is included in this service area..                                                                                                                                                                                       | \$0          | \$2,231,000 | 17.16 | \$0       | \$2,231,000 | 17.16 | 0.0%            | Programs supplies supported by Friends group |


## City Services Guide Appendix



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|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------|-----------|-----------|------|-----------------|----------------------------------------------|
|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Revenue      | Expenses  | FTE  | Revenue   | Expenses  | FTE  |                 |                                              |
| Community Connections    | The Library provides community space through access to collections, to meeting and working space, community outreach, community events, emergency response services, community services (Ballot Boxes/Early Voting, PAHA, Citizenship, Tax Assistance), and more. Health and wellness activities are also provided for in the Library space.                                                                                                                                                                                                                                                                                                       | \$0          | \$316,000 | 2.37 | \$0       | \$316,000 | 2.37 | 0.0%            |                                              |
| Digital Literacy Service | The Library provides digital literacy support, which is the ability to use digital technology to find information, and to critically evaluate that information's authority and relevance. eLibrary services for digital materials access, and special programming for new technologies for public access. Make technology related services and technology based collections available to the public. Integrate apps for successful public use. Provide customer service to enable the public to successfully access library technology resources. This does not include digital material content (which is part of Access to Collections Program). | \$0          | \$592,000 | 2.85 | \$0       | \$592,000 | 2.85 | 0.0%            |                                              |
| Teen Services            | The Library provides programming for teens such as creative writing workshops, Reading Advisory services that provide book recommendations specific to the age group and individual, and other services that are meant to develop youth ages 13 to 17 in Palo Alto. A partnership with local schools allows teens to use their school ID card as a library card, encouraging. A Teen Librarian is dedicated to teen services.                                                                                                                                                                                                                      | \$0          | \$316,000 | 2.37 | \$0       | \$316,000 | 2.37 | 0.0%            | Programs supplies supported by Friends group |

## City Services Guide Appendix



| Program                                                                                                                                         | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | General Fund |             |       | All Funds   |             |       | % Cost   | Program Revenue/                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-------------|-------------|-------|----------|-------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Revenue      | Expenses    | FTE   | Revenue     | Expenses    | FTE   | Recovery | Resources                                                                                                                                 |
| Community & Library Services: Community Services Department  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |              |             |       |             |             |       |          |                                                                                                                                           |
| Animal Shelter                                                                                                                                  | City Council approved a contract with Pets In Need to operate the City's Animal Shelter on November 26th, 2018. Since taking over our animal shelter, Pets in Need now handles matters such as animal adoption; dog licensing; lost and found animals; spay and neuter; vaccines; animal surrender; humane trap rentals; and volunteering and community programs. The Animal Control Officers for Palo Alto Police Department provide animal control services to the cities of Palo Alto, Los Altos, and Los Altos Hills. | \$218,000    | \$858,000   | 0.48  | \$218,000   | \$858,000   | 0.48  | 25.4%    | Animal Shelter services include contracts with the City of Los Altos and the City of Los Altos Hills covering approximately 25% of costs. |
| Art Exhibitions, Classes, Camps                                                                                                                 | The Palo Alto Art Center provides an accessible and welcoming place to engage with art. The Art Center serves approximately 120,000 people every year through a diverse range of programs including free art exhibitions which change four times each year, educational outreach programs including school tours for PAUSD, art classes and workshops for children and adults, and art based summer camps.                                                                                                                | \$941,000    | \$2,921,000 | 15.84 | \$1,322,000 | \$3,132,000 | 16.84 | 42.2%    | The Art Center recovers costs through user fees for its classes, camps, workshops, and outreach programs.                                 |
| Business Operations                                                                                                                             | CSD administration provides strategic and operational oversight to the entire department including financial management and budget development, contract oversight and outreach and communication. (Public Art Operations are included here as well.)                                                                                                                                                                                                                                                                     | -\$13,000    | \$1,990,000 | 3.67  | -\$13,000   | \$2,017,000 | 3.67  | -0.6%    | A net negative revenue accounts for the department's fee reduction program for low income residents.                                      |
| Capital Projects - Buildings & Facilities                                                                                                       | CSD oversees some CIP funds including Public Art funding, Tennis and Basketball Court Resurfacing, Benches, Sidewalks, Walkways, and Perimeter Landscaping. These are funded annually for maintenance purposes.                                                                                                                                                                                                                                                                                                           | \$0          | \$0         | 0.00  | \$672,000   | \$2,144,000 | 0.00  | 31.3%    | Development impact fees fund approximately 31% of the cost of these CIPs.                                                                 |
| Capital Projects - Parks & Open Space                                                                                                           | CSD oversees some CIP funds including Open Space Trails and Amenities, Benches, Sidewalks, Walkways, and Off-road pathways and roads resurfacing. These are funded annually for maintenance purposes. The Parks, Open Space and Golf Division also manages many of the capital projects that occur in parks and open space areas.                                                                                                                                                                                         | \$0          | \$0         | 0.00  | \$500,000   | \$3,862,000 | 1.00  | 12.9%    | Development impact fees fund approximately 16% of the cost of these CIPs.                                                                 |

## City Services Guide Appendix



| Program             | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | General Fund |             |       | All Funds   |             |       | % Cost Recovery | Program Revenue/Resources                                                                                                                                |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-------------|-------------|-------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Revenue      | Expenses    | FTE   | Revenue     | Expenses    | FTE   |                 |                                                                                                                                                          |
| Children's Theatre  | The Palo Alto Children's Theatre (PACT) exists to nurture the intellectual, artistic, and personal development of youth through multi-arts education, performing opportunities, and theatre experiences. In 2018, PACT produced 256 performances and events, with programs that reached more than 57,000 community members. More than 8,000 children participated in theatre productions, classes and camps. PACT also has an extensive educational outreach program in all PAUSD Elementary Schools through its Dance In Schools classes and Theatre Outreach Productions.                                  | \$673,000    | \$1,893,000 | 10.48 | \$673,000   | \$1,893,000 | 10.48 | 35.5%           | The Children's Theatre recovers costs through user fees for its classes, camps, workshops, outreach programs, and ticket sales.                          |
| Facility Management | Maintenance and oversight of CSD facilities including the Lucie Stern Community Center, Mitchell Park Community Center, Junior Museum and Zoo, Baylands Interpretive Center and the Cubberley Community Center. This program also facilitates more than 6,700 facility rentals in CSD's parks and community centers for a variety of events including weddings, classes, meetings, and community gatherings.                                                                                                                                                                                                 | \$550,000    | \$3,375,000 | 18.13 | \$550,000   | \$3,375,000 | 18.13 | 16.3%           | Facility management is partially recovers costs through user fees, with a cost recovery percentage just under 16%.                                       |
| Golf Course         | CSD provides oversight of the Golf Course's comprehensive management agreement with OB Sports which includes management of all aspects of golf operations including course maintenance, golf pro-shop services such as tee times and cart rental, pro-shop retail sales and a course bar and restaurant.                                                                                                                                                                                                                                                                                                     | \$3,831,000  | \$3,252,000 | 0.77  | \$3,831,000 | \$3,252,000 | 0.77  | 117.8%          | Operations are 100% funded through user fees. User fees are also used to pay the annual debt service (approx. \$400,000) for the course reconfiguration. |
| Human Services      | The Office of Human Services provides funding and coordinates grants to nonprofit organizations through the Human Services Resource Allocation Process (HSRAP) as well as direct funding for tuition subsidies for childcare through Palo Alto Community Child Care and direct funding for services to seniors through Avenidas. Human Services also provides a variety of services to Palo Alto's most vulnerable populations including tenant - landlord mediation, an activity club for special needs adults ages 21 and over, and staff support to the Human Relations Commission, among other services. | \$10,000     | \$2,259,000 | 2.12  | \$10,000    | \$2,259,000 | 2.12  | 0.4%            | Grants and direct funding for services of > \$1.75 million is distributed to non-profits.                                                                |

## City Services Guide Appendix



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|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-------------|-------------|-------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------|
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Revenue      | Expenses    | FTE   | Revenue     | Expenses    | FTE   |                 |                                                                                                                                   |
| Junior Museum and Zoo                       | The Junior Museum and Zoo (JMZ) offers hands on science exhibits and a diverse array of live animals intended to nurture the natural scientist in everyone. The JMZ offers classes, camps, and outreach and in 2018 had 184,000 visitors, reached more than 13,000 elementary students through it's outreach programs, and taught 1,100 kids afterschool science programs, among other things.                                                                                                                                                                                                                                                                  | \$651,000    | \$1,800,000 | 16.50 | \$651,000   | \$1,800,000 | 16.50 | 36.1%           | The Junior Museum recovers costs through user fees for its classes, camps, workshops, and outreach programs.                      |
| Open Space                                  | CSD oversees more than 4,000 acres of open space across 4 nature preserves. Palo Alto's open space offers more than 40 miles of hiking trails in landscapes ranging from bay marshes to rugged chaparral, woodlands, fields, streams and even a lake. Palo Alto open space also offers canoe rentals, picnic reservations, ranger programs, and operates a campground.                                                                                                                                                                                                                                                                                          | \$46,000     | \$2,627,000 | 11.09 | \$46,000    | \$2,627,000 | 11.09 | 1.7%            | Recovers costs through user fees, mainly from campsite and picnic reservations and canoe rentals at Foothills Park.               |
| Parks, Athletic Fields, & Courts Management | CSD provides maintenance and oversight of 33 urban parks totaling 174 acres of space, dozens of athletic fields and courts, public facility grounds, and PAUSD athletic fields. CSD also brokers athletic fields and sport courts to the many organized sport groups in Palo Alto.                                                                                                                                                                                                                                                                                                                                                                              | \$1,146,000  | \$6,307,000 | 19.61 | \$1,146,000 | \$6,307,000 | 19.61 | 18.2%           | Parks, Athletic Fields, & Courts Management is partially funded through user fees, with a cost recovery percentage just over 18%. |
| Project Safety Net                          | Project Safety Net (PSN) is a collaborative community network held together by a common interest of fostering youth well-being in Palo Alto. Its mission is to develop and implement a community-based mental health plan that includes education, prevention and intervention strategies that together provide a "safety net" for youth in Palo Alto, and defines our community's teen suicide prevention efforts. The Project Safety Net Community Collaborative includes mental health organizations, nonprofits, youth organizations, faith organizations, individuals, PAUSD and the City of Palo Alto staff to realize the mission of Project Safety Net. | \$0          | \$297,000   | 0.45  | \$0         | \$297,000   | 0.45  | 0.0%            |                                                                                                                                   |


## City Services Guide Appendix



| Program                                                                                | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | General Fund |             |       | All Funds |             |       | % Cost Recovery | Program Revenue/Resources                                                                                                                                |
|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-----------|-------------|-------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Revenue      | Expenses    | FTE   | Revenue   | Expenses    | FTE   |                 |                                                                                                                                                          |
| Recreation - Adult Sports and Classes, Aquatics, Seniors and Adults with Special Needs | Recreation provides oversight of the Rinconada Pool operations, sports, fitness and specialty classes for adults and seniors and therapeutic offerings for adults with special needs. More than 8,000 community members participate in Recreation's BOOST! fitness program and over 60,000 community members visited Rinconada Pool in 2018.                                                                                                                                                                                          | \$218,000    | \$946,000   | 3.74  | \$218,000 | \$946,000   | 3.74  | 23.0%           | Recreation - Adult Sports and Classes, Aquatics, Seniors and Adults with Special Needs is partially funded through user fees, mainly through class fees. |
| Special Events and Concerts                                                            | CSD organizes 4 signature large-scale special events including the Holiday Tree Lighting, New Year's Eve Brunch, May Fete, and Independence Day Chili Cook Off. CSD also offers 5+ free concerts and movie screenings at various parks each summer and a host of smaller special events which in the past several years have included a Veterans Day Event and MLK Day Event.                                                                                                                                                         | \$14,000     | \$442,000   | 1.48  | \$14,000  | \$442,000   | 1.48  | 3.1%            | Revenue is mainly from donations                                                                                                                         |
| Teen Services                                                                          | Recreation provides a variety of services and leadership groups geared specifically for the Palo Alto teen community with the goal of developing leaders and fostering growth. Programs include: Middle School Athletics which served 1,300 middle schoolers in 2018, The Drop: the Mitchell Park Teen Center, MakeX: a teen makerspace, Think Fund: a grant program for teens which funds teen inspired and led projects, and four boards and advisory groups that meet throughout the year to focus on initiatives and host events. | \$488,000    | \$1,063,000 | 13.65 | \$488,000 | \$1,063,000 | 13.65 | 45.9%           | Teen Services recovers costs through user fees on classes, camps, and sports registrations.                                                              |
| Youth Services - Recreation                                                            | Recreation youth services includes recreational camps, classes and sports for youth. In 2018, Youth Services - Recreation reached more than 10,000 kids through its programming.                                                                                                                                                                                                                                                                                                                                                      | \$954,000    | \$897,000   | 6.90  | \$954,000 | \$897,000   | 6.90  | 106.3%          | Youth Services - Recreation recovers costs through user fees on classes, camps and sport registrations.                                                  |


## City Services Guide Appendix



| Program                                                                                                                     | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                              | General Fund |             |       | All Funds   |             |       | % Cost   | Program Revenue/                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-------------|-------------|-------|----------|--------------------------------------------------------------------------------------------------------------|
|                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                          | Revenue      | Expenses    | FTE   | Revenue     | Expenses    | FTE   | Recovery | Resources                                                                                                    |
| Public Safety Services: Police Department  |                                                                                                                                                                                                                                                                                                                                                                                          |              |             |       |             |             |       |          |                                                                                                              |
| Admin/Hiring/Retention                                                                                                      | Oversees police department hiring, retention, and personnel records. Conducts background checks for Police Officer candidates.                                                                                                                                                                                                                                                           | \$0          | \$685,000   | 2.10  | \$0         | \$685,000   | 2.10  | 0.0%     |                                                                                                              |
| Animal Control                                                                                                              | Provides animal control services to the regional area.                                                                                                                                                                                                                                                                                                                                   | \$410,000    | \$668,000   | 4.00  | \$410,000   | \$668,000   | 4.00  | 61.3%    | Reimbursement from Regional Partners and enforcement fines                                                   |
| Business Operations                                                                                                         | Responsible for overseeing department staff and managing community relationships; manages the department's social media presence and distributes Department Press Releases; and manages the budget. Oversees the COPS Grant allocated by the California State Budget Act, this funding is intended to fill the need for additional resources at the local level to ensure public safety. | \$0          | \$2,047,000 | 6.00  | \$6,000     | \$2,047,000 | 6.00  | 0.3%     | COPS Grant                                                                                                   |
| Capital Projects - Buildings and Facilities                                                                                 | Project to upgrade the City's internal alarm system.                                                                                                                                                                                                                                                                                                                                     | \$0          | \$0         | 0.00  | \$0         | \$27,000    | 0.00  | 0.0%     |                                                                                                              |
| Capital Projects - Department Technology Upgrades and Improvements                                                          | Project to replace the department's video recording systems used to record events in the field with in-car cameras as well as body-worn cameras. The five year CIP total is estimated at \$300,000.                                                                                                                                                                                      | \$0          | \$0         | 0.00  | \$0         | \$150,000   | 0.00  | 0.0%     |                                                                                                              |
| Communication/Dispatch Services                                                                                             | Provides 911 dispatch services for Police, Fire, Utilities, Public Works, and Stanford University.                                                                                                                                                                                                                                                                                       | \$1,408,000  | \$4,872,000 | 21.81 | \$1,408,000 | \$4,872,000 | 21.81 | 28.9%    | Reimbursement from regional partners and enterprise funds for services rendered.                             |
| Information Management (Records)                                                                                            | Processes and provides useful, accurate, and timely police information to support all levels of public service. Conducts live-scans for pre-bookings and compiles background clearance letters.                                                                                                                                                                                          | \$0          | \$1,339,000 | 8.39  | \$0         | \$1,339,000 | 8.39  | 0.0%     | Revenues for document, research, photocopy fees are identified in Patrol Services.                           |
| Investigations                                                                                                              | Conducts police investigations and oversees storage and maintenance of evidence. Provides (2) School Resource Officers at PAUSD schools. Conducts two annual Parent Project Classes. Utilizes the Special Enforcement Team to work collaboratively with businesses and residents within the community to address public safety issues.                                                   | \$255,000    | \$4,957,000 | 16.08 | \$255,000   | \$4,957,000 | 16.08 | 5.1%     | Revenues from PAUSD reimbursement for School Resource Officers (SROs); Parent Project Class participant fees |
| Parking Enforcement                                                                                                         | Manages, enforces, and resolves vehicle parking regulations and issues in an effort to facilitate the timely movement of vehicles.                                                                                                                                                                                                                                                       | \$1,653,000  | \$1,589,000 | 8.50  | \$1,653,000 | \$1,787,000 | 9.00  | 92.5%    | Parking violation payments; Revenues from parking permit fees (reported in OOT)                              |

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| Program                                                                                                                           | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                     | General Fund |              |       | All Funds   |              |       | % Cost Recovery | Program Revenue/Resources                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|-------|-------------|--------------|-------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Revenue      | Expenses     | FTE   | Revenue     | Expenses     | FTE   |                 |                                                                                                                                               |
| Patrol Services                                                                                                                   | Responsible for police response to calls for service, critical incident resolution, and regional assistance response.                                                                                                                                                                                                                                                                                                                           | \$276,000    | \$20,943,000 | 65.40 | \$276,000   | \$20,943,000 | 65.40 | 1.3%            | Revenues include: alarm, impound, police services fees, and Special Events including the Stanford Football traffic control.                   |
| Personnel Training                                                                                                                | Provides mandatory and supplemental training to department personnel.                                                                                                                                                                                                                                                                                                                                                                           | \$30,000     | \$701,000    | 2.00  | \$30,000    | \$701,000    | 2.00  | 4.3%            | POST Reimbursement                                                                                                                            |
| Special Events & Reserves                                                                                                         | Provides police services to assure a safe environment for community special events while minimizing disruption to the public through appropriate planning and staffing supplemented by department reserve personnel.                                                                                                                                                                                                                            | \$0          | \$549,000    | 2.34  | \$0         | \$549,000    | 2.34  | 0.0%            | Revenue from Special Events including the Stanford Football traffic control and officers for special events is identified in Patrol Services. |
| Technical Services Support                                                                                                        | Responsible for management of all public safety automated systems (Police and Fire) and production of all statistical reports. Oversees and supports the Communications Center and Information Management (Records) Department.                                                                                                                                                                                                                 | \$22,000     | \$3,318,000  | 7.10  | \$22,000    | \$3,318,000  | 7.10  | 0.6%            |                                                                                                                                               |
| Traffic Enforcement                                                                                                               | Provides traffic enforcement and responds to citizen complaints regarding traffic safety. Provides support for the Safe Routes to School Program.                                                                                                                                                                                                                                                                                               | \$302,000    | \$3,005,000  | 8.00  | \$302,000   | \$3,005,000  | 8.00  | 10.0%           | Revenues from traffic citation fees and emergency response cost recovery                                                                      |
| <b>Public Safety Services: Fire Department</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |              |       |             |              |       |                 |                                                                                                                                               |
| Ambulance Transport Services                                                                                                      | Provides safe and stabilizing emergency medical transport for patients with acute medical needs to the hospital for medical treatment. Coordinates and communicates with hospital doctors and staff to safely transfer patients to the emergency room. (Program expenses reflect direct costs associated with providing ambulance services while general administrative and citywide support is shown in the Fire Business Operations program.) | \$4,067,000  | \$4,477,000  | 9.07  | \$4,067,000 | \$4,477,000  | 9.07  | 90.8%           | Revenues from emergency response fees.                                                                                                        |
| Business Operations                                                                                                               | Directs and manages the executive and administrative functions of the Fire Department. Manages personnel, recruitment, and training to ensure the delivery of high quality services to the community. Conducts finance and purchasing activities to collect revenue and secure the tools and equipment to support the delivery of programs to the community.                                                                                    | \$979,000    | \$3,469,000  | 9.18  | \$979,000   | \$3,469,000  | 9.18  | 28.2%           | Includes a portion of the reimbursement for services per the Fire Services contract with Stanford University.                                 |

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|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|-------|-------------|--------------|-------|-----------------|---------------------------------------------------------------------------------------------------------------|
|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Revenue      | Expenses     | FTE   | Revenue     | Expenses     | FTE   |                 |                                                                                                               |
| Capital Projects - Buildings and Facilities                        | Capital equipment purchases related to the development of a trench training facility for the Fire and Utilities Departments and ringdown system replacement.                                                                                                                                                                                                                                                                                                                         | \$0          | \$0          | 0.00  | \$111,000   | \$184,000    | 0.00  | 60.0%           | Includes a portion of the reimbursement for services per the Fire Services contract with Stanford University. |
| Capital Projects - Department Technology Upgrades and Improvements | Capital equipment purchases including the replacement of cardiac monitors, thermal imaging cameras, and air compressor.                                                                                                                                                                                                                                                                                                                                                              | \$0          | \$0          | 0.00  | \$207,000   | \$1,088,000  | 0.00  | 19.0%           |                                                                                                               |
| Emergency First Response                                           | The Fire Department maintains a state of readiness to protect the lives and property of the community through proper training, certification, and equipment maintenance for a variety of Emergency Response and Rescue activities. This reflects the proportion of incidents that Fire Crews respond to for emergencies including Emergency Medical Incidents, Fire Suppression, Hazardous Materials, Rescue, and Wildland Incidents.                                                | \$3,899,000  | \$16,449,000 | 48.90 | \$3,899,000 | \$16,449,000 | 48.90 | 23.7%           | Includes a portion of the reimbursement for services per the Fire Services contract with Stanford University. |
| Fire Prevention and Investigation                                  | Provides regulatory enforcement of fire and hazardous materials codes and investigates the cause of fires.                                                                                                                                                                                                                                                                                                                                                                           | \$1,000      | \$548,000    | 1.15  | \$1,000     | \$548,000    | 1.15  | 0.1%            |                                                                                                               |
| Non Emergency Incident Response                                    | The Fire Department maintains a state of readiness to protect the lives and property of the community through proper training, certification, and equipment maintenance for a variety of Emergency Response and Rescue activities. This reflects the proportion of incidents that Fire Crews respond to for non-emergency incidents including false alarms or good intent, where upon response and inspection of an actual fire or other emergency type was not found to be present. | \$2,136,000  | \$9,130,000  | 27.15 | \$2,136,000 | \$9,130,000  | 27.15 | 23.4%           | Includes a portion of the reimbursement for services per the Fire Services contract with Stanford University. |
| Public Education                                                   | Provides fire safety education demonstrations to the community, local schools, and nonprofit groups. Topics include smoke alarms, evacuation plans, fall prevention, and common fire hazards. Cost include Fire Crew time, program coordination, and educational materials.                                                                                                                                                                                                          | \$186,000    | \$794,000    | 2.95  | \$186,000   | \$794,000    | 2.95  | 23.4%           | Includes a portion of the reimbursement for services per the Fire Services contract with Stanford University. |


## City Services Guide Appendix



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|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-------------|-------------|-------|-----------------|--------------------------------------------------------------|
|                                                                           |                                                                                                                                                                                                                                                                                                          | Revenue      | Expenses    | FTE   | Revenue     | Expenses    | FTE   |                 |                                                              |
| Public Safety Services: Office of Emergency Services ⚠                    |                                                                                                                                                                                                                                                                                                          |              |             |       |             |             |       |                 |                                                              |
| Emergency Services                                                        | Develops, maintains, and sustains a citywide, comprehensive, all hazard, risk-based emergency management program that engages the whole community.                                                                                                                                                       | \$296,000    | \$1,288,000 | 3.18  | \$296,000   | \$1,288,000 | 3.18  | 23.0%           | Charges to other funds                                       |
| Project Safety Net                                                        | Manages the City's Intrusion Detection System (IDS), which has replaced the track crossing guards and participates in the Project Safety Net Task Force on an ad hoc basis.                                                                                                                              | \$0          | \$441,000   | 0.30  | \$0         | \$441,000   | 0.30  | 0.0%            |                                                              |
| Planning & Infrastructure: Planning and Development Services Department 🏠 |                                                                                                                                                                                                                                                                                                          |              |             |       |             |             |       |                 |                                                              |
| Administration/Business Operations                                        | Provides priority setting, strategic planning, personnel, contract, budget, and project management support; liaises with other departments and outside stakeholders; and manages and monitors performance metrics to measure progress.                                                                   | \$0          | \$5,389,000 | 13.04 | \$5,382,000 | \$5,389,000 | 13.04 | 99.9%           |                                                              |
| Boards, Commissions, Committee support                                    | Supports and interacts with elected and appointed bodies                                                                                                                                                                                                                                                 | \$0          | \$397,000   | 1.25  | \$0         | \$397,000   | 1.25  | 0.0%            |                                                              |
| Code Enforcement                                                          | Protect the public's health, safety, and welfare by enforcing state laws and local regulations that govern the design, construction, use, and occupancy of buildings by conducting post construction and occupancy code enforcement review.                                                              | \$225,000    | \$778,000   | 3.40  | \$225,000   | \$778,000   | 3.40  | 28.9%           | Fines and administrative penalties.                          |
| Current Planning                                                          | Reviews land use and development proposals for compliance with local and state laws and policies.                                                                                                                                                                                                        | \$2,487,000  | \$2,829,000 | 10.35 | \$2,487,000 | \$2,829,000 | 10.35 | 87.9%           | 100% cost recovery for most fees.                            |
| Customer Service/Front Counter                                            | Provide primary point of contact for customers and staff members of various City divisions from project inception to completion by providing administration, assembling multi-disciplinary teams, providing early project assistance, project completeness checks, project review, and project approval. | \$3,002,000  | \$3,002,000 | 10.38 | \$3,002,000 | \$3,002,000 | 10.38 | 100.0%          | 100% cost recovery development fees                          |
| Inspection                                                                | Protect the public's health, safety, and welfare by enforcing state laws and local regulations that govern the design, construction, use, and occupancy of buildings by conducting inspection services.                                                                                                  | \$4,866,000  | \$4,866,000 | 14.32 | \$4,866,000 | \$4,866,000 | 14.32 | 100.0%          | 100% cost recovery development fees                          |
| Long Range, Policy Development, and Code Updates                          | Conducts research for policy analysis and recommendations to the City Council; participates in regional organizations and implements the City's housing programs.                                                                                                                                        | \$490,000    | \$1,656,000 | 5.70  | \$3,777,000 | \$2,740,000 | 6.58  | 137.9%          | Various grants such as CDBG & housing impact & in-lieu fees. |
| Plan Review                                                               | Protect the public's health, safety, and welfare by enforcing state laws and local regulations that govern the design, construction, use, and occupancy of buildings by conducting plan review services.                                                                                                 | \$1,615,000  | \$1,615,000 | 6.78  | \$1,615,000 | \$1,615,000 | 6.78  | 100.0%          | 100% cost recovery development fees                          |

## City Services Guide Appendix



| Program                                                                                                                               | Program Description/Outcome                                                                                                                                                                                                                                                                         | General Fund |           |      | All Funds   |              |      | % Cost Recovery | Program Revenue/ Resources                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------|-------------|--------------|------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                       |                                                                                                                                                                                                                                                                                                     | Revenue      | Expenses  | FTE  | Revenue     | Expenses     | FTE  |                 |                                                                                                                                                 |
| Planning & Infrastructure: Office of Transportation  |                                                                                                                                                                                                                                                                                                     |              |           |      |             |              |      |                 |                                                                                                                                                 |
| Administration/Business Operations                                                                                                    | Management and oversight of department programs and operations                                                                                                                                                                                                                                      | \$142,000    | \$814,000 | 2.33 | \$142,000   | \$814,000    | 2.33 | 17.4%           | Includes \$128,000 to Transportation revenue from Gas Tax                                                                                       |
| Alternative Modes                                                                                                                     | Work with the Transportation Management Association and other programs, such as the south peninsula Managers' Mobility Partnership.                                                                                                                                                                 | \$0          | \$180,000 | 0.50 | \$0         | \$930,000    | 0.50 | 0.0%            |                                                                                                                                                 |
| Bicycle Programs Operations                                                                                                           | Bicycle related activities like Bike to Work Day; Bike Palo Alto; Safe Routes operations; repairs and maintenance for bike equipment, bicycle training events, etc.                                                                                                                                 | \$0          | \$370,000 | 1.80 | \$0         | \$370,000    | 1.80 | 0.0%            |                                                                                                                                                 |
| Capital Projects - Parking                                                                                                            | Various capital projects to support residential and public parking districts and facilities.                                                                                                                                                                                                        | \$0          | \$0       | 0.00 | \$1,186,000 | \$5,140,000  | 1.88 | 23.1%           | Capital projects partially funded by various parking funds including Downtown, California Avenue. and Residential Preferential Parking Permits. |
| Capital Projects - Traffic and Transportation                                                                                         | Includes general traffic and transportation capital projects. Projects are partially funded by various sources including: \$1.4M from Stanford Medical Center Dev. Agreement; \$1.3M from Traffic Mitigations Funds; \$500,000 from CalTrans; \$300,000 from Measure B; and \$100,000 from Gas Tax. | \$0          | \$0       | 0.00 | \$3,908,000 | \$15,400,000 | 4.05 | 25.4%           |                                                                                                                                                 |
| Parking Operations                                                                                                                    | Citywide parking regulation review and analysis; creation of new parking programs; response to community parking concerns; operations of downtown parking garages and lots, RPP programs, and Cal Avenue garages and lots.                                                                          | \$0          | \$200,000 | 0.65 | \$6,086,000 | \$2,655,000  | 2.70 | 229.2%          | Revenues in various Parking Funds generated from parking permit fees and violations.                                                            |
| Railroad Grade Separation Capital Project                                                                                             | Advances railroad grade separation community selection process, planning, and studies; also funds preparation of a Project Study Report and environmental analysis for grade separations.                                                                                                           | \$0          | \$0       | 0.00 | \$1,000,000 | \$1,110,000  | 0.47 | 90.1%           | Measure B Funding \$1.0 M annually                                                                                                              |
| Shuttle                                                                                                                               | Operation of Crosstown and Embarcadero free shuttles                                                                                                                                                                                                                                                | \$0          | \$587,000 | 0.35 | \$0         | \$587,000    | 0.35 | 0.0%            | Peninsula Corridor Joint Powers Board (\$100,000)                                                                                               |
| Transportation Impact and In-Lieu Fees                                                                                                | Impact and In-Lieu fees applied to development projects consistent with municipal code.                                                                                                                                                                                                             | \$0          | \$0       | 0.00 | \$476,000   | \$0          | 0.00 | 0.0%            |                                                                                                                                                 |
| Transportation operations, maintenance, and planning                                                                                  | Manage traffic signal system, signal operations/ maintenance, manage transportation technologies, transportation planning, transportation studies, operations and safety, roadway improvements, 311 follow up, and data collection.                                                                 | \$0          | \$353,000 | 1.20 | \$0         | \$353,000    | 1.20 | 0.0%            | None                                                                                                                                            |

## City Services Guide Appendix



| Program                                           | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                    | General Fund |             |       | All Funds     |              |       | % Cost Recovery | Program Revenue/ Resources                                      |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|---------------|--------------|-------|-----------------|-----------------------------------------------------------------|
|                                                   |                                                                                                                                                                                                                                                                                                                                                                | Revenue      | Expenses    | FTE   | Revenue       | Expenses     | FTE   |                 |                                                                 |
| Planning & Infrastructure: Utilities Department ⚡ |                                                                                                                                                                                                                                                                                                                                                                |              |             |       |               |              |       |                 |                                                                 |
| Business Operations                               | General administration provides strategic and operational oversight to the entire department including General Fund administrative support, financial management and budget development, contract oversight and outreach and communication.                                                                                                                    | \$14,131,000 | \$8,723,000 | 17.91 | \$14,131,000  | \$8,723,000  | 17.91 | 162.0%          | Revenues from utility rates.                                    |
| Business Operations - Electric                    | Electric administration including customer sales, equity transfer, overhead and allocated charges from General Fund and Internal Service Fund.                                                                                                                                                                                                                 | \$0          | \$0         | 0.00  | \$139,539,000 | \$27,177,000 | 0.00  | 513.5%          | Revenue from electricity rates both residential and commercial. |
| Business Operations - Fiber                       | Fiber administration including customer sales, overhead and allocated charges from General Fund and Internal Service Fund.                                                                                                                                                                                                                                     | \$0          | \$0         | 0.00  | \$1,906,000   | \$920,000    | 0.00  | 207.3%          | Revenue from fiber rates both residential and commercial.       |
| Business Operations - Gas                         | Gas administration including customer sales, equity transfer, overhead and allocated charges from General Fund and Internal Service Fund.                                                                                                                                                                                                                      | \$0          | \$0         | 0.00  | \$37,325,000  | \$13,183,000 | 0.00  | 283.2%          | Revenue from gas rates both residential and commercial.         |
| Business Operations - Wastewater Collections      | Wastewater Collection administration including customer sales, overhead and allocated charges from General Fund and Internal Service Fund.                                                                                                                                                                                                                     | \$0          | \$0         | 0.00  | \$20,916,000  | \$3,039,000  | 0.00  | 688.3%          | Revenue from sewer rates both residential and commercial.       |
| Business Operations - Water                       | Water administration including customer sales, overhead and allocated charges from General Fund and Internal Service Fund.                                                                                                                                                                                                                                     | \$0          | \$0         | 0.00  | \$47,460,000  | \$9,018,000  | 0.00  | 526.3%          | Revenue from water rates both residential and commercial.       |
| Capital Improvement                               | CIP allows for repair, upgrade or replacement of electrical lines, gas mains, water mains and sewer mains. Typical activities include: increasing system capacity for load growth, replacing deteriorated capital facilities, reconfiguring/adding to the system to improve service reliability, repairing and replacing weather damaged equipment.            | \$0          | \$0         | 0.00  | \$2,356,000   | \$47,920,000 | 47.36 | 4.9%            | Revenues from utility rates.                                    |
| Capital Projects - Customer Connections           | This CIP allows for the installation of services and meters for new customers, upgrades of existing services, and temporary service connections for new/existing customers. Approximately 750 services (electric, gas, water, wastewater) are installed or upgraded annually. Utilities receives reimbursements from customers for work performed by the City. | \$0          | \$0         | 0.00  | \$4,618,000   | \$5,946,000  | 21.68 | 77.7%           | Customer connection fees.                                       |
| Credit & Collections                              | Credit and Collections is responsible for reviewing and managing approximately 650 financial and medical utility rate assistance applications annually. Credit and Collections also maintains an extraordinary low write off rate of 0.02%.                                                                                                                    | \$0          | \$0         | 0.00  | \$0           | \$350,000    | 1.60  | 0.0%            |                                                                 |

## City Services Guide Appendix



| Program                    | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | General Fund |             |      | All Funds |              |       | % Cost Recovery | Program Revenue/Resources |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|-----------|--------------|-------|-----------------|---------------------------|
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Revenue      | Expenses    | FTE  | Revenue   | Expenses     | FTE   |                 |                           |
| Customer Service           | Customer service including the call center is responsible for account services, utility billing and customer inquiries for seven utilities (electric, gas, water, sewer, fiber, storm drain, refuse). There are approximately 75,000 customer interactions annually via walk-in, phone, email, website, and mail.                                                                                                                                                                                                                                                                    | \$0          | \$0         | 0.00 | \$315,000 | \$2,925,000  | 13.89 | 10.8%           |                           |
| Engineering                | Engineering is responsible for the planning, design and project management of capital improvement projects including new or upgraded services for customers and replacement of deteriorated capital facilities to ensure a safe, reliable and resilient distribution system.                                                                                                                                                                                                                                                                                                         | \$0          | \$0         | 0.00 | \$25,000  | \$13,202,000 | 31.74 | 0.2%            |                           |
| IT and Application Support | Utility billing and IT is responsible for application maintenance, support and functional enhancement of the customer information and utility billing system. The billing team is also responsible for business reporting, integration with other city applications, and business process reengineering.                                                                                                                                                                                                                                                                             | \$0          | \$4,893,000 | 0.00 | \$0       | \$4,893,000  | 0.00  | 0.0%            |                           |
| Line Clearing              | The State of California Public Utilities Commission (CPUC) requires all utilities in the state to maintain vegetation clearance from their electric conductors and related equipment. City staff (UTL and PWD) and contract foremen pre-inspect areas for line clearance and then assign and schedule needed work to the contractor. The work includes clearing electric conductors, poles, span and down guys, transformers, traffic signal lights and street lights. Certain poles in the foothills and bay lands require annual clearance around their bases for fire prevention. | \$0          | \$0         | 0.00 | \$34,000  | \$1,571,000  | 1.75  | 2.1%            |                           |
| Meter Reading              | Meter reading is responsible for reading approximately 1,000,000 meters (electric, gas, water) annually in order to calculate the usage for utility billing. 90% of the meters are manually read. Meter reading also identifies broken and tampered meters.                                                                                                                                                                                                                                                                                                                          | \$0          | \$0         | 0.00 | \$0       | \$1,238,000  | 7.96  | 0.0%            |                           |
| Operations - Electric      | Electric O&M is responsible for fulfilling customer requests for electric service; investigating and restoring outages; inspecting, maintaining and repairing overhead and underground facilities; replacing and upgrading electrical infrastructure such as transformers, poles, switches and cables.                                                                                                                                                                                                                                                                               | \$0          | \$0         | 0.00 | \$0       | \$4,832,000  | 21.80 | 0.0%            |                           |

## City Services Guide Appendix



| Program                                        | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | General Fund |          |      | All Funds    |               |       | % Cost Recovery | Program Revenue/Resources                                                               |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|--------------|---------------|-------|-----------------|-----------------------------------------------------------------------------------------|
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Revenue      | Expenses | FTE  | Revenue      | Expenses      | FTE   |                 |                                                                                         |
| Operations - Fiber                             | Fiber O&M is responsible for the maintenance, repair and installation of fiber optic cables, conduits and splice enclosures for City facilities, Palo Alto Unified School District, resellers, and commercial businesses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$0          | \$0      | 0.00 | \$3,439,000  | \$1,882,000   | 6.71  | 182.8%          | Revenue from fiber rates both residential and commercial.                               |
| Operations - Gas                               | Gas O&M is responsible for fulfilling customer requests for gas service; investigating and repairing gas leaks; inspecting, maintaining and repairing gas receiving stations, mains, and laterals; meter replacements; and gas leak surveying.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$0          | \$0      | 0.00 | \$10,000     | \$7,518,000   | 25.62 | 0.1%            |                                                                                         |
| Operations - Wastewater Collection             | Wastewater O&M costs includes preventative and corrective maintenance on sewer mains and laterals, investigation of sewer overflows, and regular cleaning of heavily impacted sections of the sewer system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$0          | \$0      | 0.00 | \$0          | \$449,000     | 13.02 | 0.0%            |                                                                                         |
| Operations - Water                             | Water O&M is responsible for providing safe and clean drinking water for customers by ensuring drinking water meets all regulatory standards. O&M is also responsible for the maintenance, repair and installation of water mains.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$0          | \$0      | 0.00 | \$0          | \$8,791,000   | 26.24 | 0.0%            |                                                                                         |
| Program Services - Efficiency and Conservation | Program Services has a major role in achieving the City's sustainability goals, particularly its carbon reduction goals. The City has greatly reduced the community's carbon footprint, but to achieve the City's Sustainability and Climate Action Plan goals (and the State's 2050 carbon goals) we now need to shift more end uses to electricity. This group has historically focused primarily on traditional energy efficiency (helping customers lower their energy and water consumption by making their homes, businesses, and appliances more efficient). Now the group is also being called on to promote newer carbon-reducing technologies like electric vehicles (and the associated charging infrastructure), heat pump technologies for space and water heating, induction cooking, home automation technology, and even battery storage. | \$0          | \$0      | 0.00 | \$3,013,000  | \$9,756,000   | 9.98  | 30.9%           | Electric Public Benefit reserves; grant funding from Santa Clara Valley Water District. |
| Resource Planning - Electric                   | The Electric Integrated Resource Plan (EIRP) is a comprehensive plan for developing a portfolio of power supply resources to meet the utility's objective of providing safe, reliable, environmentally sustainable, and cost-effective electricity services while meeting state regulatory requirements and addressing the substantial risks and uncertainties inherent in the electric utility business.                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$0          | \$0      | 0.00 | \$22,544,000 | \$107,533,000 | 8.31  | 21.0%           | Revenue from electric rates both residential and commercial.                            |


## City Services Guide Appendix



| Program                                        | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                              | General Fund |          |      | All Funds   |              |      | % Cost Recovery | Program Revenue/Resources                               |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|-------------|--------------|------|-----------------|---------------------------------------------------------|
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                          | Revenue      | Expenses | FTE  | Revenue     | Expenses     | FTE  |                 |                                                         |
| Resource Planning - Gas                        | The Gas Utility Long-term Plan (GULP) is a comprehensive plan to provide gas supply. Utility purchases much of its gas for delivery at Malin, Oregon which is less expensive than delivery at PG&E Citygate. The Gas Utility purchases gas on a month-ahead and day-ahead basis in the spot market. GULP objectives include market price transparency, supply cost management, energy efficiency and climate protection. | \$0          | \$0      | 0.00 | \$779,000   | \$16,799,000 | 1.76 | 4.6%            | Revenue from gas rates both residential and commercial. |
| Resource Planning - Water                      | The Water Integrated Resource Plan (WIRP) is a comprehensive plan for the City's long-term potable water supply. Guidelines include cost-effective water efficiency and conservation, recycled water strategic plan, and evaluation of SFPUC water vs. blended water.                                                                                                                                                    | \$0          | \$0      | 0.00 | \$0         | \$23,336,000 | 2.98 | 0.0%            |                                                         |
| Street Lights, Traffic Signals & Communication | Streetlight, traffic signal and fiber communication O&M is responsible for the maintenance, repair and installation of streetlights, traffic lights and fiber communication network. The General Fund reimburses the Electric Fund for these services because they are considered general benefits for the entire City (not solely electric ratepayers).                                                                 | \$0          | \$0      | 0.00 | \$1,262,000 | \$1,647,000  | 5.66 | 76.6%           | Revenues from a transfer from the General Fund.         |
| Wastewater Treatment Charges                   | Wastewater treatment costs from the Regional Water Quality Control Plant                                                                                                                                                                                                                                                                                                                                                 | \$0          | \$0      | 0.00 | \$0         | \$14,649,000 | 0.00 | 0.0%            |                                                         |

## City Services Guide Appendix



| Program                                                                                                                              | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                      | General Fund |          |      | All Funds    |              |       | % Cost Recovery | Program Revenue/ Resources |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|--------------|--------------|-------|-----------------|----------------------------|
|                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                  | Revenue      | Expenses | FTE  | Revenue      | Expenses     | FTE   |                 |                            |
| Planning & Infrastructure: Public Works Department  |                                                                                                                                                                                                                                                                                                                                                                  |              |          |      |              |              |       |                 |                            |
| AIR: Airport Operations                                                                                                              | Maintains Palo Alto Airport facilities and grounds, serves as the liaison with the Federal Aviation Administration (FAA), maintains compliance with FAA regulations, and responds to community inquiries and aircraft emergencies.                                                                                                                               | \$0          | \$0      | 0.00 | \$2,442,000  | \$771,000    | 2.71  | 316.9%          | Operation Revenues         |
| AIR: Business Operations                                                                                                             | Oversees administrative activities at the Palo Alto Airport, manages lease agreements, and conducts community outreach.                                                                                                                                                                                                                                          | \$0          | \$0      | 0.00 | \$22,000     | \$1,331,000  | 2.48  | 1.6%            |                            |
| Capital Projects - Airport Apron, Runways, Taxiways                                                                                  | Manages the construction and replacement of the Palo Alto Airport’s infrastructure necessary to operate and maintain the airport. Manages the design and construction of airport improvements and enhancements, which include pavement, lighting, drainage, perimeter fencing, buildings, and facilities. The 5-year CIP total for this program is \$21,453,000. | \$0          | \$0      | 0.00 | \$0          | \$134,000    | 0.50  | 0.0%            | Federal and State Grants   |
| Capital Projects - Airport Facilities                                                                                                | Airport Facilities category accounts for the construction and replacement for buildings, security systems, parking lot and all other infrastructure improvements. The 5-year CIP total for this program is \$1,342,000.                                                                                                                                          | \$0          | \$0      | 0.00 | \$0          | \$213,000    | 0.25  | 0.0%            | Federal and State Grant    |
| Capital Projects - Cubberley Buildings and Facilities                                                                                | Provides maintenance and renovation to the Cubberley Community Center campus. The 5-year CIP total for this program is \$3,710,682.                                                                                                                                                                                                                              | \$0          | \$0      | 0.00 | \$0          | \$1,986,000  | 0.13  | 0.0%            |                            |
| Capital Projects - Cubberley Parks and Open Space                                                                                    | Maintains outdoor space and facilities improvements for the Cubberley Community Center campus. The 5-year CIP total for this program is \$1,887,000.                                                                                                                                                                                                             | \$0          | \$0      | 0.00 | \$0          | \$1,883,000  | 0.03  | 0.0%            |                            |
| Capital Projects - GF Buildings and Facilities                                                                                       | Includes projects and staff time to maintain the City's existing buildings and facilities as well as projects for new facilities. The 5-year CIP total for this program is \$181,399,738.                                                                                                                                                                        | \$0          | \$0      | 0.00 | \$5,198,000  | \$23,645,000 | 10.31 | 22.0%           |                            |
| Capital Projects - GF Parks and Open Space                                                                                           | Maintains, repairs, and replaces parks and open space amenities. The 5-year CIP total for this program is \$26,348,415.                                                                                                                                                                                                                                          | \$0          | \$0      | 0.00 | \$2,000,000  | \$3,606,000  | 3.60  | 55.5%           |                            |
| Capital Projects - GF Streets and Sidewalks                                                                                          | Includes projects and staff time to maintain the City's streets, sidewalks, bridges, streetlights, and other related infrastructure such as curb and gutter, medians, and thermoplastic lane markings. The 5-year CIP total for this program is \$49,624,545.                                                                                                    | \$0          | \$0      | 0.00 | \$17,576,000 | \$33,640,000 | 12.91 | 52.2%           |                            |

## City Services Guide Appendix



| Program                                                                                      | Program Description/Outcome                                                                                                                                                                                                                                                                | General Fund |             |      | All Funds    |              |      | % Cost Recovery | Program Revenue/Resources                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|--------------|--------------|------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              |                                                                                                                                                                                                                                                                                            | Revenue      | Expenses    | FTE  | Revenue      | Expenses     | FTE  |                 |                                                                                                                                                                                                 |
| Capital Projects - Storm Water Management (SWM) Capacity Improvements                        | Accounts for adding new or enhanced infrastructure to the storm drain system, increasing its capacity to convey stormwater runoff to local creeks and the San Francisco Bay. The 5-year CIP total for this program is \$11,840,500.                                                        | \$0          | \$0         | 0.00 | \$0          | \$2,802,000  | 2.37 | 0.0%            | SWM fees charged to property owners of developed parcels in Palo Alto.                                                                                                                          |
| Capital Projects - Storm Water Management (SWM) System Rehabilitation                        | Accounts for the replacement or rehabilitation of deteriorated components of the storm drain system. The 5-year CIP total for this program is \$3,941,481.                                                                                                                                 | \$0          | \$0         | 0.00 | \$0          | \$1,705,000  | 0.00 | 0.0%            | SWM fees charged to property owners of developed parcels in Palo Alto.                                                                                                                          |
| Capital Projects - Vehicle Replacement & Maintenance (VRM) Vehicle and Equipment Replacement | Activities related to the replacement, maintenance, and operations of the City's fleet and equipment. Expenditures are reimbursed by transfers from the funds benefitting from the services and purchases incurred by this program. The 5-year CIP total for this program is \$21,111,242. | \$0          | \$0         | 0.00 | \$3,484,000  | \$6,686,000  | 2.25 | 52.1%           | Allocated charges for replacement and salvage sales                                                                                                                                             |
| Capital Projects - Wastewater Treatment (WWT) Buildings and Facilities                       | Manages improvements and construction to facilities that house equipment related to wastewater treatment at the Regional Water Quality Control Plant (RWQCP). The 5-year CIP total for this program is \$21,747,993.                                                                       | \$0          | \$0         | 0.00 | \$1,910,000  | \$1,358,000  | 0.00 | 140.6%          | Program revenue sources are from Wastewater Collections Fund and from the 5 other partner agencies. State Revolving Fund loans or other agencies also assist in financing capital investments.. |
| Capital Projects - Wastewater Treatment (WWT) System Improvements                            | Accounts for all infrastructure and equipment related to the safe and efficient treatment of wastewater received at the RWQCP. The 5-year CIP total for this program is \$111,824,540.                                                                                                     | \$0          | \$0         | 0.00 | \$25,452,000 | \$26,925,000 | 1.30 | 94.5%           | Program revenue sources are from Wastewater Collections Fund and from the 5 other partner agencies. State Revolving Fund loans or other agencies also assist in financing capital investments.. |
| Cubberley General Maintenance                                                                | Provides the general operations and maintenance of the Cubberley facility.                                                                                                                                                                                                                 | \$0          | \$0         | 0.00 | \$1,865,000  | \$820,000    | 5.73 | 227.5%          | Revenues are from the transfer from the General Fund to the Cubberley Infrastructure Fund per the lease agreement with PAUSD.                                                                   |
| Custodial                                                                                    | Manages contract for janitorial services provided to City buildings and park restrooms.                                                                                                                                                                                                    | \$524,000    | \$2,712,000 | 2.67 | \$524,000    | \$2,928,000  | 2.84 | 17.9%           | General Fund costs are recovered through the City cost allocation plan.                                                                                                                         |

## City Services Guide Appendix



| Program                                                | Program Description/Outcome                                                                                                                                                                                                                                                                                                                            | General Fund |             |       | All Funds    |              |       | % Cost Recovery | Program Revenue/Resources                                                                                                                      |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|--------------|--------------|-------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        |                                                                                                                                                                                                                                                                                                                                                        | Revenue      | Expenses    | FTE   | Revenue      | Expenses     | FTE   |                 |                                                                                                                                                |
| Engineering Services                                   | Provides engineering support to City departments and private development for construction in the public right of way. Including reviewing, issuing, and managing street work, encroachment, grading and drainage, and dewatering permits to ensure compliance with City standards for work in the City's right of way.                                 | \$145,000    | \$441,000   | 2.01  | \$145,000    | \$441,000    | 2.01  | 32.8%           | Municipal fees                                                                                                                                 |
| Facilities                                             | Provides repair and rehabilitation services to internal surfaces and fixtures, roofs, plumbing, and carpentry, as well as electrical, HVAC, and mechanical systems. Staff responds to emergency calls both during and outside of normal business hours.                                                                                                | \$979,000    | \$5,319,000 | 12.28 | \$979,000    | \$5,319,000  | 12.28 | 18.4%           | General Fund costs are recovered through the City cost allocation plan.                                                                        |
| Parking Districts                                      | Provides maintenance, repairs, and beautification of parking facilities and public areas within the University and California Avenue business districts.                                                                                                                                                                                               | \$0          | \$0         | 0.00  | \$0          | \$1,189,000  | 4.13  | 0.0%            |                                                                                                                                                |
| Public Works Business Operations                       | Administrative activities of Public Works at the department level. Coordinates compliance issues, labor relations, performance measures, department budgets, and customer service. Staff responds to emergency calls both during and outside of normal business hours and supports internal staff as a component of the City's disaster response plan. | \$1,414,000  | \$2,724,000 | 7.56  | \$1,414,000  | \$2,724,000  | 7.56  | 51.9%           |                                                                                                                                                |
| Refuse - Business Operations                           | Administrative activities associated with managing, operating, and coordinating the various Refuse Fund programs.                                                                                                                                                                                                                                      | \$0          | \$0         | 0.00  | \$33,360,000 | \$3,653,000  | 0.43  | 913.4%          | Refuse fees charged to premise occupants based on refuse services.                                                                             |
| Refuse - Street Sweeping                               | Manages street sweeping operations to maintain cleanliness throughout the City.                                                                                                                                                                                                                                                                        | \$0          | \$0         | 0.00  | \$34,000     | \$1,489,000  | 2.68  | 2.3%            | Reimbursement and property damage compensation.                                                                                                |
| Refuse - Waste Collection, Processing, and Disposal    | Manages the collection, processing, and disposal of waste generated in the City.                                                                                                                                                                                                                                                                       | \$0          | \$0         | 0.00  | \$0          | \$29,750,000 | 1.00  | 0.0%            |                                                                                                                                                |
| Refuse - Zero Waste Programs and Regulatory Compliance | Works to minimize waste generation and maximize recycling and reuse to meet the City's Zero Waste goals through outreach, enforcement, and policy development. Collects and disposes of hazardous waste and maintains the City's closed landfill.                                                                                                      | \$0          | \$0         | 0.00  | \$292,000    | \$3,711,000  | 11.82 | 7.9%            | Landfill gas sales, disposal fees collected from other department, etc.; and Refuse fees charged to premise occupants based on refuse services |

## City Services Guide Appendix



| Program                                           | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                        | General Fund |             |      | All Funds   |             |      | % Cost Recovery | Program Revenue/Resources                                                            |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|-------------|-------------|------|-----------------|--------------------------------------------------------------------------------------|
|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Revenue      | Expenses    | FTE  | Revenue     | Expenses    | FTE  |                 |                                                                                      |
| Sidewalk                                          | Repairs and maintains sidewalks, pathways, curbs, gutter, and other masonry. Program staff perform special projects for various City departments and respond to emergency calls both during and outside of normal business hours. Supports storm drain and urban forestry operations as a component of the City's disaster response plan.                                                                                                                                          | \$0          | \$570,000   | 2.51 | \$0         | \$570,000   | 2.51 | 0.0%            |                                                                                      |
| Streets                                           | Maintains and repairs streets, sidewalks, parking lots, park walkways, bike paths, and City facilities that have concrete infrastructure. Provides storm drain maintenance including pipeline and catch basin repairs, as well as trash and debris removal from system infrastructure. Staff responds to emergency calls both during and outside of normal business hours. Supports storm drain and urban forestry operations as a component of the City's disaster response plan. | \$33,000     | \$1,946,000 | 5.39 | \$33,000    | \$1,946,000 | 5.39 | 1.6%            | Government service provided to Enterprise Fund                                       |
| Storm Water Management - Business Operation       | Administrative activities associated with managing the operation, maintenance, replacement, and augmentation of the storm drainage system.                                                                                                                                                                                                                                                                                                                                         | \$0          | \$0         | 0.00 | \$7,796,000 | \$1,935,000 | 0.80 | 403.0%          | SWM fees charged to property owners of developed parcels in Palo Alto.               |
| Storm Water Management - Engineering Support      | Performs floodplain management by reviewing and approving private and public development projects located within the floodplain and manages the commercial and residential incentive programs.                                                                                                                                                                                                                                                                                     | \$0          | \$0         | 0.00 | \$0         | \$322,000   | 0.79 | 0.0%            | SWM fees charged to property owners of developed parcels in Palo Alto and muni fees. |
| Storm Water Management - Environmental Compliance | Manages litter reduction, urban pollution prevention, and Green Stormwater Infrastructure programs with the goals of reducing stormwater runoff and maintaining stormwater quality protection for discharge to creeks and the San Francisco Bay.                                                                                                                                                                                                                                   | \$0          | \$0         | 0.00 | \$0         | \$1,537,000 | 4.59 | 0.0%            | SWM fees charged to property owners of developed parcels in Palo Alto.               |
| Storm Water Management - Storm Drain Maintenance  | Operates and maintains the storm drain system to ensure adequate local drainage and provides emergency response to unexpected incidents and storm events.                                                                                                                                                                                                                                                                                                                          | \$0          | \$0         | 0.00 | \$0         | \$1,647,000 | 5.00 | 0.0%            | SWM fees charged to property owners of developed parcels in Palo Alto.               |
| Traffic                                           | Maintains curb, parking lot, and bicycle lane markings as well as traffic signs. Performs graffiti removal and special event traffic diversion assistance. Staff responds to emergency calls both during and outside of normal business hours and supports storm drain and urban forestry operations as a component of the City's disaster response plan.                                                                                                                          | \$94,000     | \$948,000   | 5.92 | \$94,000    | \$948,000   | 5.92 | 9.9%            | Municipal fees and government service provided to Enterprise Fund                    |

## City Services Guide Appendix



| Program                                                                                             | Program Description/Outcome                                                                                                                                                                                                                                                                                                     | General Fund |             |       | All Funds    |              |       | % Cost Recovery | Program Revenue/Resources                                                                                                                             |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|--------------|--------------|-------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                     |                                                                                                                                                                                                                                                                                                                                 | Revenue      | Expenses    | FTE   | Revenue      | Expenses     | FTE   |                 |                                                                                                                                                       |
| Urban Forestry                                                                                      | In-house services include trimming, planting, and maintaining trees. Program staff field questions and requests, respond to emergencies, and manage contract trimming and stump removal services. Staff also issue tree related permits and monitor development and capital improvement projects to ensure trees are protected. | \$89,000     | \$4,532,000 | 12.11 | \$89,000     | \$4,532,000  | 12.11 | 2.0%            | Municipal fees                                                                                                                                        |
| Vehicle Replacement & Maintenance (VRM) - Business Operations                                       | Oversees administrative activities for fleet management, fuel storage and use, regulatory compliance, and pool car operations. Supports internal staff as a component of the City's disaster response plan.                                                                                                                     | \$0          | \$0         | 0.00  | \$3,240,000  | \$4,507,000  | 3.03  | 71.9%           | Allocated charges for administration of vehicles; CNG fuel sales; investment income                                                                   |
| Vehicle Replacement & Maintenance (VRM) - Vehicle Operations and Maintenance                        | Maintains and repairs all City vehicles and equipment. Provides for safe, efficient fuel storage and facilities while pursuing alternative fuel technologies and minimizing the pollution and carbon footprint generated by the City's vehicle fleet.                                                                           | \$0          | \$0         | 0.00  | \$2,884,000  | \$2,884,000  | 10.73 | 100.0%          | Allocated charges for repairs and preventative maintenance; property damage reimbursement                                                             |
| Wastewater Treatment (WWT) - Business Operation                                                     | Administrative activities associated with managing, operating and coordinating the various Wastewater Treatment Fund programs.                                                                                                                                                                                                  | \$0          | \$0         | 0.00  | \$31,108,000 | \$4,189,000  | 0.59  | 742.6%          | Program revenue sources are from CPAU WWC fund and from the 5 other partner agencies to cover the O&M and some CIP expenses.                          |
| Wastewater Treatment (WWT) - Regional Water Quality Control Plant (RWQCP) Operation and Maintenance | Provides 24-hour/day wastewater treatment operations and services to Palo Alto and five other partner agencies and performs preventive maintenance.                                                                                                                                                                             | \$0          | \$0         | 0.00  | \$0          | \$19,162,000 | 56.16 | 0.0%            | Program revenue sources are from CPAU WWC fund and from the 5 other partner agencies to cover the O&M expenses.                                       |
| Wastewater Treatment (WWT) - Watershed Protection                                                   | Ensures the City complies with Federal Pre-treatment Regulations, the National Pollutant Discharge Elimination System (NPDES) Permit, the Stormwater Municipal Regional Permit, and Air Regulations to protect the San Francisco Bay through various activities.                                                                | \$0          | \$0         | 0.00  | \$47,000     | \$3,802,000  | 13.21 | 1.2%            | Program revenue sources are from CPAU WWC fund and from the 5 other partner agencies to cover the O&M expenses, as well as muni fees and permit fees. |


## City Services Guide Appendix



| Program                                               | Program Description/Outcome                                                                                                                                                                                                                                                                                 | General Fund |             |       | All Funds   |             |       | % Cost   | Program Revenue/                                                                              |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------|-------------|-------------|-------|----------|-----------------------------------------------------------------------------------------------|
|                                                       |                                                                                                                                                                                                                                                                                                             | Revenue      | Expenses    | FTE   | Revenue     | Expenses    | FTE   | Recovery | Resources                                                                                     |
| Internal Services: Administrative Services Department |                                                                                                                                                                                                                                                                                                             |              |             |       |             |             |       |          |                                                                                               |
| Accounting and Financial Reporting                    | Performs and reports City financial transactions and activity. Provides accurate, timely, and reliable financial information for internal and external customers, including vendor payments, payroll, and official audited financial reports.                                                               | \$405,000    | \$2,518,000 | 13.52 | \$405,000   | \$2,518,000 | 13.52 | 16.1%    |                                                                                               |
| Business Operations                                   | Provides general management and oversight of the department.                                                                                                                                                                                                                                                | \$284,000    | \$363,000   | 1.60  | \$284,000   | \$363,000   | 1.60  | 78.3%    |                                                                                               |
| Office of Management and Budget                       | Analyze the operating and capital budget requests for consistency with City budget guidelines, evaluate the merits and alternative funding options of budget requests and prepare budget documents, which support City management and Council in allocating resources.                                      | \$386,000    | \$1,516,000 | 6.02  | \$386,000   | \$1,666,000 | 6.62  | 23.1%    |                                                                                               |
| Parking Permit Administration                         | Provides parking permit support services to internal and external customers.                                                                                                                                                                                                                                | \$11,000     | \$207,000   | 1.33  | \$11,000    | \$715,000   | 4.99  | 1.4%     |                                                                                               |
| Printing & Mailing Services                           | Provides printing, mailing, and reproduction support for City departments including the production of the City Council packet.                                                                                                                                                                              | \$0          | \$0         | 0.00  | \$1,723,000 | \$1,731,000 | 2.10  | 99.5%    |                                                                                               |
| Purchasing                                            | Facilitates negotiations, purchasing, and contract needs in a timely, efficient, and customer-oriented manner.                                                                                                                                                                                              | \$189,000    | \$1,277,000 | 6.27  | \$189,000   | \$1,396,000 | 6.87  | 13.5%    |                                                                                               |
| Real Estate                                           | Provides asset management, acquires property rights, manages leasing of City properties, prepares real estate agreements, completes easement acquisition/vacation, negotiates real estate deals, and provides real estate services citywide in support of internal and external needs.                      | \$107,000    | \$683,000   | 2.32  | \$107,000   | \$683,000   | 2.32  | 15.6%    | Manages lease revenue > \$1 M annually.                                                       |
| Revenue Collection                                    | Receives revenue and handles cash receipts. Offers customer bill and citation payment services at the City Hall customer counter.                                                                                                                                                                           | \$38,000     | \$719,000   | 3.85  | \$38,000    | \$719,000   | 3.85  | 5.2%     |                                                                                               |
| Treasury                                              | Forecasts revenue, invests cash, and issues and manages debt.                                                                                                                                                                                                                                               | \$188,000    | \$606,000   | 2.17  | \$188,000   | \$606,000   | 2.17  | 31.0%    | Investments are managed with an average of 2.0% return for all cash                           |
| Warehouse Operations                                  | Manages the City's warehouse located at the Municipal Service Center (MSC). Receives goods and packages for the City and stores or warehouses those items for delivery as needed by City departments. Provides inventory warehousing and management services for all City departments, including Utilities. | \$152,000    | \$444,000   | 2.78  | \$152,000   | \$444,000   | 2.78  | 34.3%    | Costs are funded through Internal Service Fund allocations to departments receiving services. |


## City Services Guide Appendix



| Program                                                                                                                         | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                         | General Fund |             |      | All Funds    |              |      | % Cost Recovery | Program Revenue/ Resources                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|--------------|--------------|------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                     | Revenue      | Expenses    | FTE  | Revenue      | Expenses     | FTE  |                 |                                                                                                                                                                 |
| Internal Services: Human Resources Department  |                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |             |      |              |              |      |                 |                                                                                                                                                                 |
| Benefits                                                                                                                        | Administer the City's comprehensive benefits to promote a healthy and supportive environment for employees and their families. Benefits include medical, dental, vision, deferred compensation, pension, retiree health, flexible spending accounts, leave programs, COBRA and life insurance. Benefits are managed within a framework of complex legal, tax and regulatory requirements.                                           | \$133,000    | \$551,000   | 3.00 | \$92,725,000 | \$93,388,000 | 3.48 | 99.3%           | General Fund costs are recovered through the City cost allocation plan; General Benefits & Retiree Health are funded through Internet Service Fund allocations. |
| Business Operations                                                                                                             | Provide responsive and progressive leadership, consultation and technical expertise on Human Resources-related matters. Areas of expertise include policy development, workforce planning, employee communications, compensation and job classification. Support transparency by providing public information and responding to public records requests. Develop and monitor the budget.                                            | \$491,000    | \$850,000   | 2.48 | \$491,000    | \$850,000    | 2.48 | 57.7%           | General Fund costs are recovered through the City cost allocation plan.                                                                                         |
| Employee and Labor Relations                                                                                                    | Promote an inclusive and respectful workplace that fosters high performance and continuous learning. Provide guidance for performance management and conduct issues . Negotiate timely and fiscally responsible agreements with unions on behalf of the City. Implement and interpret union contracts, workplace policies and protocols. Provide early intervention in workplace issues and resolve complaints at the lowest level. | \$571,000    | \$638,000   | 2.00 | \$571,000    | \$638,000    | 2.00 | 89.5%           | General Fund costs are recovered through the City cost allocation plan.                                                                                         |
| Human Resources Information Systems                                                                                             | Provide accurate and timely workforce information and analysis. Process pay changes, maintain official personnel records and complete all compliance reporting. Coordinate system configuration changes that arise from bargaining and changes in policies and procedures.                                                                                                                                                          | \$211,000    | \$522,000   | 2.50 | \$211,000    | \$522,000    | 2.50 | 40.3%           | General Fund costs are recovered through the City cost allocation plan.                                                                                         |
| Recruitment                                                                                                                     | Through collaborative partnerships with departments, provide responsive and reliable recruitment services to hire, onboard and retain a qualified and diverse workforce. Ensure compliance with complex employment laws and support merit principles to ensure fair and consistent hiring practices.                                                                                                                                | \$115,000    | \$1,020,000 | 5.48 | \$115,000    | \$1,020,000  | 5.48 | 11.3%           | General Fund costs are recovered through the City cost allocation plan.                                                                                         |

## City Services Guide Appendix



| Program                                                                                                                                       | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | General Fund |           |      | All Funds   |             |      | % Cost Recovery | Program Revenue/Resources                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------|-------------|-------------|------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Revenue      | Expenses  | FTE  | Revenue     | Expenses    | FTE  |                 |                                                                                                                                                                                 |
| Risk Management                                                                                                                               | Protect the City from potential liability and loss by managing various insurance policies, risk mitigation and exposure management. Promote a safe and healthy work environment through compliance, education, prevention and intervention. Citywide programs include ergonomics, safe driver and drug-free workplace programs. Assist with the review of city contracts for insurance requirements. Workers Compensation provides benefits and a return-to-work program for employees who sustain an injury or develop an occupational illness. | \$142,000    | \$179,000 | 0.50 | \$8,855,000 | \$9,889,000 | 1.98 | 89.5%           | GF costs are recovered through the City cost allocation plan, ISF costs (Workers Compensation and General Liability Funds) are recovered through direct charges to departments. |
| Training                                                                                                                                      | Promote a work environment of continuous learning through individual and group training, regional partnerships and educational programs. Ensure compliance with legally mandated trainings.                                                                                                                                                                                                                                                                                                                                                      | \$197,000    | \$315,000 | 1.00 | \$197,000   | \$315,000   | 1.00 | 62.3%           | General Fund costs are recovered through the City cost allocation plan.                                                                                                         |
| <b>Internal Services: Information Technology Department</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |           |      |             |             |      |                 |                                                                                                                                                                                 |
| Application Maintenance and Replacement                                                                                                       | Monitors and prepares annual renewals for technology software, hardware, licensing, and subscription services for City departments.                                                                                                                                                                                                                                                                                                                                                                                                              | \$0          | \$0       | 0.00 | \$2,666,000 | \$2,666,000 | 0.00 | 100.0%          | Cost recovery by citywide internal service allocations and by Technology Surcharge                                                                                              |
| Business Operations                                                                                                                           | Provides leadership and strategic direction for the City's use of technology. The core services include IT strategic planning, financial management, contract management, communications, work force development, security, policies, overall department administration, and data analytics.                                                                                                                                                                                                                                                     | \$0          | \$0       | 0.00 | \$1,794,000 | \$3,132,000 | 6.10 | 57.3%           | Funded through citywide internal service fund (ISF) allocations                                                                                                                 |
| Capital Projects - Citywide Technology Upgrades and Improvements                                                                              | The Citywide Technology Upgrades CIP category includes projects that benefit multiple City departments. They tend to have a larger scope entailing more coordination and complexity. The 5-year CIP total for this program is \$6.9M                                                                                                                                                                                                                                                                                                             | \$0          | \$0       | 0.00 | \$1,088,000 | \$6,858,000 | 0.00 | 15.9%           | Funded through citywide internal service fund (ISF) allocations                                                                                                                 |
| Capital Projects - Department Technology Upgrades and Improvements                                                                            | The Department Technology Upgrades CIP category includes projects that benefit one or a limited number of City departments. The 5-year CIP total for this program is \$1.4M                                                                                                                                                                                                                                                                                                                                                                      | \$0          | \$0       | 0.00 | \$0         | \$1,035,000 | 0.00 | 0.0%            | Funded through citywide internal service fund (ISF) allocations                                                                                                                 |
| Consulting/Staffing Services                                                                                                                  | Provides consultants on an on-call basis to support City initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$0          | \$0       | 0.00 | \$480,000   | \$480,000   | 0.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                                                                                                                 |
| Desktop Support                                                                                                                               | Provides technical assistance and guidance to all City staff for technology-related items.                                                                                                                                                                                                                                                                                                                                                                                                                                                       | \$0          | \$0       | 0.00 | \$1,426,000 | \$1,426,000 | 6.75 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                                                                                                                 |



## City Services Guide Appendix



| Program                     | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                | General Fund |          |      | All Funds   |             |      | % Cost Recovery | Program Revenue/ Resources                                                                |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|-------------|-------------|------|-----------------|-------------------------------------------------------------------------------------------|
|                             |                                                                                                                                                                                                                                                                                                                                                                                            | Revenue      | Expenses | FTE  | Revenue     | Expenses    | FTE  |                 |                                                                                           |
| ERP Support                 | Maintains a core set of large Enterprise Resource Planning (ERP) systems, such as SAP, for supporting financial business processes, information flow, reporting, and data analytics for the City. These services include all aspects of Enterprise Systems management such as planning, development, integration, administration, support, maintenance, governance, and change management. | \$0          | \$0      | 0.00 | \$1,869,000 | \$1,869,000 | 5.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| GIS Services                | Provides support for and maintenance of the City's Geographic Information System (GIS).                                                                                                                                                                                                                                                                                                    | \$0          | \$0      | 0.00 | \$420,000   | \$420,000   | 1.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| Infrastructure Services     | Provides maintenance and support of all technology infrastructure, such as servers, printers, and network equipment.                                                                                                                                                                                                                                                                       | \$0          | \$0      | 0.00 | \$3,414,000 | \$3,414,000 | 6.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| Project Management Services | IT PMO ensures successful execution of the right technology projects at the right time and helps enable the success of department technology projects. IT PMO aspires to be a center of excellence for IT project management through the promotion of standards, awareness, and education.                                                                                                 | \$0          | \$0      | 0.00 | \$2,015,000 | \$2,015,000 | 7.48 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| SAP Functional              | Provides technical assistance and guidance to all City staff for the City's ERP program.                                                                                                                                                                                                                                                                                                   | \$0          | \$0      | 0.00 | \$780,000   | \$780,000   | 3.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| SAP Professional Staffing   | Provides consultants on an on-call basis to support SAP bug fixes and enhancements.                                                                                                                                                                                                                                                                                                        | \$0          | \$0      | 0.00 | \$350,000   | \$350,000   | 0.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| Telecommunication Services  | Provides service, maintenance, and support for the City's phone, internet, and wireless connectivity.                                                                                                                                                                                                                                                                                      | \$0          | \$0      | 0.00 | \$923,000   | \$923,000   | 1.00 | 100.0%          | Funded through citywide internal service fund (ISF) allocations                           |
| Utility Billing Services    | Prints customer utility bills for the Utilities Department.                                                                                                                                                                                                                                                                                                                                | \$0          | \$0      | 0.00 | \$73,000    | \$73,000    | 0.25 | 100.0%          | Funded through citywide internal service fund (ISF) allocations to various Utility funds. |



## City Services Guide Appendix



| Program                                                                                                                             | Program Description/Outcome                                                                                                                                                                                                           | General Fund |             |      | All Funds |             |      | % Cost Recovery | Program Revenue/ Resources                                              |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|-----------|-------------|------|-----------------|-------------------------------------------------------------------------|
|                                                                                                                                     |                                                                                                                                                                                                                                       | Revenue      | Expenses    | FTE  | Revenue   | Expenses    | FTE  |                 |                                                                         |
| City Council & Appointed Office's: City Clerk      |                                                                                                                                                                                                                                       |              |             |      |           |             |      |                 |                                                                         |
| Administrative Hearing Services                                                                                                     | Coordinating administrative hearings and citation hearings before a Hearing Officer.                                                                                                                                                  | \$0          | \$0         | 0.00 | \$0       | \$0         | 0.00 | 0.0%            | General Fund costs are recovered through the City cost allocation plan. |
| Business Operations                                                                                                                 | Administrative support and oversight of Office of the City Clerk.                                                                                                                                                                     | \$185,000    | \$283,000   | 1.00 | \$185,000 | \$283,000   | 1.00 | 65.4%           | General Fund costs are recovered through the City cost allocation plan. |
| City Council Services                                                                                                               | City Council Member stipend, contract services, contingency funding, and related support services.                                                                                                                                    | \$95,000     | \$624,000   | 7.00 | \$95,000  | \$624,000   | 7.00 | 15.2%           | General Fund costs are recovered through the City cost allocation plan. |
| Election Services                                                                                                                   | Supporting the democratic process via performing Election Officer duties and providing election information to candidates, ballot measure proponents, and the public.                                                                 | \$48,000     | \$121,000   | 0.55 | \$48,000  | \$121,000   | 0.55 | 38.9%           | General Fund costs are recovered through the City cost allocation plan. |
| Public Noticing & Engagement; Legal Compliance                                                                                      | Supporting efficient and transparent government through administration of records retention, agenda production, legislative history, and conflict of interest code requirements.                                                      | \$25,000     | \$63,000    | 0.30 | \$25,000  | \$63,000    | 0.30 | 38.9%           | General Fund costs are recovered through the City cost allocation plan. |
| Transparent Legislative Process and Records Compliance                                                                              | Promoting transparent public engagement through coordinating the legislative process, the public records requests process, supporting the Mayor and City Council, and acting as a liaison between the City Council and the public.    | \$421,000    | \$880,000   | 3.15 | \$421,000 | \$880,000   | 3.15 | 47.8%           | General Fund costs are recovered through the City cost allocation plan. |
| City Council & Appointed Office's: City Attorney  |                                                                                                                                                                                                                                       |              |             |      |           |             |      |                 |                                                                         |
| Business Operations                                                                                                                 | Strategic direction, management, and administrative support of the City Attorney's Office to provide municipal legal services of the highest quality.                                                                                 | \$244,000    | \$765,000   | 0.93 | \$244,000 | \$765,000   | 0.93 | 31.8%           | General Fund costs are recovered through the City cost allocation plan. |
| Consultation & Advisory                                                                                                             | Legal advice, negotiation and drafting of contracts and transactions, legislation, and consultation services to the City Council, boards & commissions, and City officers and employees, in support of all City programs and services | \$364,000    | \$1,905,000 | 6.96 | \$364,000 | \$2,497,000 | 8.82 | 14.6%           | General Fund costs are recovered through the City cost allocation plan. |
| Litigation & Dispute Resolution                                                                                                     | Defense of the City and its officers and employees in civil court and administrative tribunals; investigation and resolution of claims for damages; prosecution of municipal crimes.                                                  | \$137,000    | \$718,000   | 2.11 | \$137,000 | \$718,000   | 2.11 | 19.0%           | General Fund costs are recovered through the City cost allocation plan. |

## City Services Guide Appendix



| Program                                                                                                                           | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | General Fund |           |      | All Funds   |             |      | % Cost Recovery | Program Revenue/ Resources                                              |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------|-------------|-------------|------|-----------------|-------------------------------------------------------------------------|
|                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Revenue      | Expenses  | FTE  | Revenue     | Expenses    | FTE  |                 |                                                                         |
| City Council & Appointed Office's: City Auditor  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |           |      |             |             |      |                 |                                                                         |
| External Monitoring and Reporting                                                                                                 | Oversees the City's sales tax monitoring through a contracted vendor; coordinates the National Citizens' Survey; collects performance measure information from departments and compiles the City's Annual Performance Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$150,000    | \$428,000 | 1.00 | \$150,000   | \$428,000   | 1.00 | 35.1%           | General Fund costs are recovered through the City cost allocation plan. |
| Performance Audit Services                                                                                                        | Conducts internal audits and examinations of departments, programs, services, and fiscal transactions to provide the City Council and City management with evaluations of the effectiveness and efficiency with which City resources are employed, the adequacy of the system of internal controls, and compliance with City policies and procedures and regulatory requirements.                                                                                                                                                                                                                                                                                                                                | \$1,013,000  | \$808,000 | 3.00 | \$1,013,000 | \$1,031,000 | 4.00 | 98.2%           | General Fund costs are recovered through the City cost allocation plan. |
| City Council & Appointed Office's: City Manager  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |           |      |             |             |      |                 |                                                                         |
| Business Operations                                                                                                               | The business operations involve the day to day operations of the City Manager's Office. It is maintained with the support of the administrative staff, which includes providing excellent customer service responding to resident inquiries and supporting staff and projects in the City Manager's Office.                                                                                                                                                                                                                                                                                                                                                                                                      | \$249,000    | \$567,000 | 3.00 | \$249,000   | \$567,000   | 3.00 | 43.8%           | General Fund costs are recovered through the City cost allocation plan. |
| Coordinate Communications & Community Engagement                                                                                  | Palo Alto stands out as a well-informed and engaged community. The City Manager’s Office builds on this strength by proactively communicating public information, creating and supporting community partnerships, and facilitating citizen involvement in order to develop mutual understanding and support between City government and constituents. The CMO achieves this by supporting new community engagement efforts, such as Cool Block, while also promoting best communication practices throughout the City. In addition, communications staff respond to requests from media and the public, broadcast information on a range of platforms, and assist departments in their communication activities. | \$269,000    | \$630,000 | 2.00 | \$269,000   | \$630,000   | 2.00 | 42.7%           | General Fund costs are recovered through the City cost allocation plan. |

## City Services Guide Appendix



| Program                                            | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | General Fund |           |      | All Funds |           |      | % Cost Recovery | Program Revenue/Resources                                               |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------|-----------|-----------|------|-----------------|-------------------------------------------------------------------------|
|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Revenue      | Expenses  | FTE  | Revenue   | Expenses  | FTE  |                 |                                                                         |
| Direct and Coordinate Department Operations        | The City Manager's Office provides strategic leadership and guidance to City's executive leadership team to ensure the provision of high-quality, cost-effective, and focused services throughout Palo Alto. The CMO ensures city operations demonstrate transparency and fiduciary responsibility to the public. In this capacity, the CMO also provides timely, accurate, and results-oriented financial and operational reports. Through the budget and development of citywide business plans, the CMO ensures resources are allocated to the Council's policies and priorities.                                                          | \$205,000    | \$435,000 | 1.05 | \$205,000 | \$435,000 | 1.05 | 47.2%           | General Fund costs are recovered through the City cost allocation plan. |
| Facilitate Business Engagement & Economic Vitality | The City Manager's Office maintains collaborative relationships with businesses and residents to facilitate desired economic activity. Local and regional associations serve as leaders and partners in this endeavor; accordingly, the City Manager assigns staff to these organizations. The CMO acts as an ombudsman for the City, connecting business with appropriate departments, answering questions, and addressing issues that arise. In addition, the CMO leads Palo Alto's participation in Sister Cities, creating meaningful connections with cities around the world and integrating technology into our everyday operations.   | \$14,000     | \$112,000 | 0.00 | \$14,000  | \$112,000 | 0.00 | 11.7%           | General Fund costs are recovered through the City cost allocation plan. |
| Facilitate City Council Legislative Actions        | The City Council sets policy direction for the City of Palo Alto and confers that direction through legislative actions. To support the Council's work, the City Manager's Office prepares City Manager Reports, including analysis and recommended Council action, and implements Council actions. The CMO acts on priorities identified by the City Council during the annual Council Retreat and Council-initiated policies or programs. The CMO also engages other governments through participation in regional, statewide, and national organization, and directs state and federal legislative advocacy efforts on behalf of the City. | \$326,000    | \$810,000 | 1.55 | \$326,000 | \$810,000 | 1.55 | 40.2%           |                                                                         |

## City Services Guide Appendix



| Program                                       | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | General Fund |           |      | All Funds |           |      | % Cost Recovery | Program Revenue/Resources                                               |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------|-----------|-----------|------|-----------------|-------------------------------------------------------------------------|
|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Revenue      | Expenses  | FTE  | Revenue   | Expenses  | FTE  |                 |                                                                         |
| Lead Implementation of Sustainability Program | The pursuit of environmental sustainability and fight against climate change reflect core values of the City of Palo Alto. The undertakings require leadership from the City Council, collaboration amongst city agencies as well as participation from the Palo Alto community. The Office of Sustainability, situated in the City Manager's Office, provides leadership to city departments and coordinates collaborative efforts with partners in the community, region, nation, and around the world. Through the work of the Office, sustainability has become integrated into the work of each department. | \$379,000    | \$636,000 | 0.75 | \$379,000 | \$636,000 | 0.75 | 59.6%           | General Fund costs are recovered through the City cost allocation plan. |
| Manage Special Interdepartmental Projects     | Each year, the City tackles special projects that, due to their scale and scope, require immense interdepartmental coordination, community outreach, and engagement with neighboring communities and public agencies. The City Manager's Office takes responsibility for managing these special projects in order to ensure efficient and effective coordination, implementation, and to achieve the City's goals. Some projects may be planned and identified as Council priorities (Grade Separation) and others may arise as the City responds to unfolding events and community concerns.                    | \$269,000    | \$566,000 | 1.25 | \$269,000 | \$566,000 | 1.25 | 47.5%           | General Fund costs are recovered through the City cost allocation plan. |
| Support a Productive and Healthy Workforce    | The City Manager's Office maintains a highly qualified, engaged, and effective workforce to successfully attain the City's goals and objectives. Towards that end, the CMO cultivates a strong service culture and provides ongoing, informative communications to City employees regarding key objectives, challenges, and accomplishments. As vacancies occur within the organization, the CMO provides support to maintaining service delivery. In addition, the CMO mentors junior and senior staff, developing a pipeline of qualified managers within the organization.                                    | \$256,000    | \$796,000 | 1.15 | \$256,000 | \$796,000 | 1.15 | 32.1%           | General Fund costs are recovered through the City cost allocation plan. |

## City Services Guide Appendix



| Program                                                                                      | Program Description/Outcome                                                                                                                                                                                                                                                                                                                             | General Fund |          |      | All Funds    |             |      | % Cost Recovery | Program Revenue/ Resources |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|--------------|-------------|------|-----------------|----------------------------|
|                                                                                              |                                                                                                                                                                                                                                                                                                                                                         | Revenue      | Expenses | FTE  | Revenue      | Expenses    | FTE  |                 |                            |
| Non-Departmental                                                                             |                                                                                                                                                                                                                                                                                                                                                         |              |          |      |              |             |      |                 |                            |
| Capital Fund                                                                                 |                                                                                                                                                                                                                                                                                                                                                         | \$0          | \$0      | 0.00 | \$28,276,000 | \$2,351,000 | 0.00 | 1203.2%         |                            |
| Charges to Other Funds                                                                       | Represents the reimbursement received by the General Fund for the provision of administrative and other services to Enterprise and Internal Service Funds. The General Fund charges these funds for legal human resources, finance, and general administration services based on cost allocations from the last completed fiscal year.                  | \$85,000     | \$0      | 0.00 | \$85,000     | \$0         | 0.00 | 0.0%            |                            |
| Community Development Funds                                                                  | Revenue from Development Impact Fees for community centers, libraries, parks, public facilities, and transportation. Fees are collected from new developments to provide funding for the City's infrastructure related to community services, public safety and general government facilities, and the Charleston-Arastradero Corridor.                 | \$0          | \$0      | 0.00 | \$118,000    | \$0         | 0.00 | 0.0%            |                            |
| Cubberley Lease Payments and Child Daycare Sites & Transfer to Cubberley Infrastructure Fund | Per the City's lease agreement with the Palo Alto Unified School District, approximately \$6.3 million in annual payments for the lease of the Cubberley facility and a transfer to the Cubberley Infrastructure Fund (\$1.8 million) are spent annually. The Current lease expires December 2019 and the City and PAUSD are in negotiations to extend. | \$0          | \$0      | 0.00 | \$0          | \$8,149,000 | 0.00 | 0.0%            |                            |
| Debt Service Funds                                                                           | 2018 Golf Course 2002B Refinancing COP and Library Projects (Fund 370). The Library bonds are funded through an assessment on property tax as approved by the voters for the 2010A and 2013A General Obligation (GO) Bonds.                                                                                                                             | \$0          | \$0      | 0.00 | \$4,974,000  | \$4,974,000 | 0.00 | 100.0%          |                            |
| Documentary Transfer Tax                                                                     | Revenue collected from the tax applied to the sale of real property within Palo Alto at the time property ownership is transferred. The current rate is \$3.30 per thousand dollars of sale value.                                                                                                                                                      | \$8,369,000  | \$0      | 0.00 | \$8,369,000  | \$0         | 0.00 | 0.0%            |                            |

## City Services Guide Appendix



| Program                                      | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | General Fund |             |      | All Funds    |             |      | % Cost Recovery | Program Revenue/Resources |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|--------------|-------------|------|-----------------|---------------------------|
|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Revenue      | Expenses    | FTE  | Revenue      | Expenses    | FTE  |                 |                           |
| Downtown Business Improvement District (BID) | The Downtown Business Improvement District (BID) was established by an ordinance adopted in January 2004 to promote the economic revitalization and physical maintenance of the Palo Alto Downtown business district. The Council appointed the Board of Directors of the Palo Alto Downtown Business and Professional Association (PADBPA), a non-profit corporation, as the Advisory Board for the BID to advise the Council on the method and basis for levy of assessments in the BID and the expenditure of revenues derived from the assessments. In prior years, the BID has focused on street cleanliness, creating a safe downtown, and providing events and communication tools that bring business downtown. | \$0          | \$0         | 0.00 | \$158,000    | \$165,000   | 0.00 | 95.4%           |                           |
| General Fund Contingent Accounts             | General Fund contingent accounts are funds for unforeseen projects and needs during a given fiscal year. The following offices have a contingent account: City Attorney, City Manager, City Council, Human Resources, and Innovation & Special Events. These funds can be used per the Palo Alto Municipal Code by authorization of the City Manager.                                                                                                                                                                                                                                                                                                                                                                   | \$0          | \$450,000   | 0.00 | \$0          | \$450,000   | 0.00 | 0.0%            |                           |
| General Fund Non-Departmental Activities     | The General Fund Non-Departmental budget includes revenue and expenditure appropriations that are not related to a specific department or function. The Non-Departmental budget may also include estimated provisions or placeholders for certain revenues and expenditures that have not yet materialized or distributed at the time the budget is developed or adopted. These items can be one-time or ongoing depending on the nature and frequency of the item.                                                                                                                                                                                                                                                     | \$0          | \$7,055,000 | 0.00 | \$0          | \$7,055,000 | 0.00 | 0.0%            |                           |
| Operating Transfers - In                     | Represents revenue transferred from other funds. The single largest component of this category is the equity transfer from the Enterprise Funds (\$20.2 million). The enterprise funds primarily consist of electric, waste water treatment, water, and gas operations and capital. The average customer rate base of revenues in these areas are ___ residential and ___ commercial/industrial. Additional revenue includes the scheduled loan repayment from the Airport Fund for loans previously paid by the General Fund.                                                                                                                                                                                          | \$20,676,000 | \$0         | 0.00 | \$20,676,000 | \$0         | 0.00 | 0.0%            |                           |
| Other Revenue                                | Represents revenue received from other agencies and is mainly comprised of Public, Education, and Government (PEG) revenues from Cable Franchise Fees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | \$928,000    | \$0         | 0.00 | \$928,000    | \$0         | 0.00 | 0.0%            |                           |

## City Services Guide Appendix



| Program                  | Program Description/Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | General Fund |          |      | All Funds    |             |      | % Cost Recovery | Program Revenue/Resources |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|--------------|-------------|------|-----------------|---------------------------|
|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Revenue      | Expenses | FTE  | Revenue      | Expenses    | FTE  |                 |                           |
| Property Tax             | All taxable real and personal property is subject to a basic tax rate of 1.0 percent of assessed value collected by local jurisdictions and school districts for general service purposes. The City receives \$0.094 per \$1 of property tax. Over 50% of the property tax collected support the local schools. Currently the City has over 20,000 parcels of property, of which 95 percent are residential land use, however that split changes when looking at the assessed value of those same parcels to 68.6 percent of the assessed value is residential land use. | \$48,634,000 | \$0      | 0.00 | \$48,634,000 | \$0         | 0.00 | 0.0%            |                           |
| Rental Income            | The largest source of rental income comes from the City's Enterprise Funds and the Cubberley Community Center (\$2.8 million). The enterprise funds primarily consist of water, gas, electric, and wastewater funds.                                                                                                                                                                                                                                                                                                                                                     | \$12,359,000 | \$0      | 0.00 | \$15,291,000 | \$0         | 0.00 | 0.0%            |                           |
| Return on Investments    | The City invests idle funds in order to earn interest. The total income varies with the market rates of interest and the funds available to invest. The basic principles underlying Palo Alto's investment philosophy is to ensure the safety of public funds; provide that sufficient money is always available to meet current expenditures; and achieve a reasonable rate of return on its investments.                                                                                                                                                               | \$1,389,000  | \$0      | 0.00 | \$1,434,000  | \$0         | 0.00 | 0.0%            |                           |
| Sales and Use Tax        | Revenue collected from the tax imposed on retailers for the privilege of selling tangible personal property such as clothing, automobiles, and computers. Currently, and according to State law, sales tax is not applied to personal services such as legal, dental, or consultant services. The Use Tax is a form of sales tax and is applied, for example, on the sale of tangible goods from an out-of-state vendor. The city receives 1 percentage point of the currently assessed 9 percent tax rate.                                                              | \$34,197,000 | \$0      | 0.00 | \$34,197,000 | \$0         | 0.00 | 0.0%            |                           |
| Street Improvement Funds | Revenue from the state gas tax including estimated receipts from the recently approved S.B.1 transportation funds and from federal and state grants earmarked for street improvements. Expenses represent transfers to the General Capital Infrastructure Fund and support transit projects such as pavement maintenance.                                                                                                                                                                                                                                                | \$0          | \$0      | 0.00 | \$2,996,000  | \$2,918,000 | 0.00 | 102.7%          |                           |

## City Services Guide Appendix



| Program                              | Program Description/Outcome                                                                                                                                                                                                            | General Fund |              |      | All Funds    |              |      | % Cost Recovery | Program Revenue/Resources |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|------|--------------|--------------|------|-----------------|---------------------------|
|                                      |                                                                                                                                                                                                                                        | Revenue      | Expenses     | FTE  | Revenue      | Expenses     | FTE  |                 |                           |
| Transfer to Capital Improvement Fund | Funding for the Capital Improvement Plan has primarily been supported by the General Fund. The two main sources are a dedicated base amount through general tax revenues and the second is funding from Transient Occupancy Tax (TOT). | \$0          | \$26,098,000 | 0.00 | \$0          | \$27,098,000 | 0.00 | 0.0%            |                           |
| Transient Occupancy Tax (TOT)        | The TOT rate in Palo Alto is 15.5 percent and is applied to the daily rate charged by a hotel, motel, or other lodging establishment. The rate only applies to stays of 30 days or less.                                               | \$29,309,000 | \$0          | 0.00 | \$29,309,000 | \$0          | 0.00 | 0.0%            |                           |
| Utility Users Tax (UUT)              | The UUT is charged to all users of electricity, gas, water, and telephone services. The current tax rate is for electricity, gas, and water is 5.0 percent and for telephone is 4.75 percent.                                          | \$0          | \$0          | 0.00 | \$17,582,000 | \$0          | 0.00 | 0.0%            |                           |