



SPECIAL MEETING OF THE MILPITAS CITY COUNCIL

For assistance in the following languages, you may call:

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AGENDA

**WEDNESDAY, MAY 15, 2019
BARBARA LEE SENIOR CENTER, DENNY WEISGERBER ROOM
40 N. MILPITAS BLVD., MILPITAS, CA**

6:00 PM

CALL TO ORDER / ROLL CALL / PLEDGE

PUBLIC FORUM

Those in the audience are invited to address City Council on any subject not on tonight's agenda. Speakers must come to the podium, state their name and city of residence for the Clerk and limit spoken remarks to 3 minutes. As an item not listed on the agenda, no response is required from City staff nor Council and no action can be taken. Council may instruct the City Manager to place the item on a future meeting agenda.

AGENDA ITEMS

1. Continue Public Hearing and Approve Proposed Citywide Master Fee Schedule for Fiscal Year 2019-20 (Staff Contact: Jane Corpus, 408-586-3125)

Recommendations:

- a) Continue the Public Hearing that was opened on April 30, 2019 and move to close the hearing, following any comments.
- b) Adopt a Resolution approving the Proposed Citywide Master Fee Schedule.
- c) Direct staff to bring the Master Fee Schedule on an annual basis as part of the budget process with an escalation to reflect increases in staff costs.
- d) Provide direction to staff to bring back a Resolution on recommended Assistance Programs.

2. Approve the Schematic Design/Conceptual Plan and Provide Direction to Staff on Funding Options for Replacement of Fire Station No. 2, Project No. 3447 (Staff Contact: Steve Erickson, 408-586-3301)

Recommendation: Approve the schematic design/conceptual plan and provide direction to staff on funding options for replacement of Fire Station No. 2, Project No. 3447.

3. Conduct Study Session on the FY 2019-20 Operating Budget and the 2019-24 Five Year Capital Improvement Program (Staff Contacts: Jane Corpus, 408-586-3125 and Feliser Lee, 408-586-3143)

Recommendation: Receive FY 2019-20 Budget Presentation and Provide Direction to Staff in Preparation for Budget Adoption on June 4, 2019.

ADJOURNMENT

KNOW YOUR RIGHTS UNDER THE OPEN GOVERNMENT ORDINANCE

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions and other agencies of the City exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and the City operations are open to the people's review.

For more information on your rights under the Open Government Ordinance or to report a violation, contact the City Attorney's office at Milpitas City Hall, 455 E. Calaveras Blvd., Milpitas, CA 95035
e-mail: cdiaz@ci.milpitas.ca.gov / Phone: 408-586-3040

The Open Government Ordinance is codified in the Milpitas Municipal Code as Title I Chapter 310 and is available online at the City's website www.ci.milpitas.ca.gov by selecting the Milpitas Municipal Code link.

Materials related to an item on this agenda submitted to the City Council after initial distribution of the agenda packet are available for public inspection at the City Clerk's office at Milpitas City Hall, 3rd floor 455 E. Calaveras Blvd., Milpitas and on the City website. All City Council agendas and related materials can be viewed online here: www.ci.milpitas.ca.gov/government/council/agenda_minutes.asp (select meeting date)

APPLY TO SERVE ON A CITY COMMISSION

Commission application forms are available online at www.ci.milpitas.ca.gov or at Milpitas City Hall. Contact the City Clerk's office at 408-586-3003 for more information.

If you need assistance, per the Americans with Disabilities Act, for any City of Milpitas public meeting, please call the City Clerk at 408-586-3001 or send an e-mail to mlavelle@ci.milpitas.ca.gov prior to the meeting. You may request a larger font agenda or arrange for mobility assistance. For hearing assistance, headsets are available in the City Council Chambers for all meetings.

Item Attachment Documents:

1. Continue Public Hearing and Approve Proposed Citywide Master Fee Schedule for Fiscal Year 2019-20
Recommendations:
 1. Continue the Public Hearing and move to close the hearing following any comments.
 2. Adopt a Resolution approving the Proposed Citywide Master Fee Schedule.
 3. Direct staff to bring the Master Fee Schedule on an annual basis as part of the budget process with an escalation to reflect increases in staff costs.
 4. Provide direction to staff to bring back a Resolution on recommended Assistance Programs.



CITY OF MILPITAS AGENDA REPORT (AR)

Item Title:	Continue Public Hearing and Approve Proposed Citywide Master Fee Schedule for Fiscal Year 2019-20
Category:	Leadership and Support Services
Meeting Date:	5/15/2019
Staff Contact:	Jane Corpus, 408-586-3125
Recommendations:	1. Continue the Public Hearing and move to close the hearing following any comments. 2. Adopt a Resolution approving the Proposed Citywide Master Fee Schedule. 3. Direct staff to bring the Master Fee Schedule on an annual basis as part of the budget process with an escalation to reflect increases in staff costs. 4. Provide direction to staff to bring back a Resolution on recommended Assistance Programs.

Background:

On April 30, staff presented the proposed Master User Fee Schedule (Master Fee Schedule) to City Council for discussion and direction. As discussed at the meeting, there has not been a comprehensive fee schedule update since 2010. The proposed Master Fee Schedule includes all service and user fees, fines and penalties; it does not include AB1600 development impact fees, Landscape and Lighting District annual assessments, Community Facilities Districts special tax levies, other taxes, and franchise fees.

Permits and fees have not been regularly evaluated to ensure alignment with the cost recovery targets outlined in the Municipal Code, Title IV, Chapter 3, Section 4.00. Staff has therefore consolidated all user fees, fines and permits into one Master Fee Schedule document and will bring this forward annually for Council consideration as part of the budget process. Staff completed the cost recovery analysis on water and sewer utility fees, with new fees ensuring 100% cost recovery adopted in February 2019. A cost recovery analysis was also completed for all fees related to development services, based on an in-depth study completed by Matrix Consultants. The information from the study was used to develop proposed fees in the Master Fee Schedule. Staff plans to complete a similar cost recovery analysis for all remaining fees in FY 2019-20 and bring forward recommendations to the Council, however, at this time all fees have been incorporated into the proposed Master Fee Schedule.

At the April 30 Council meeting, staff presented the proposed Master Fee Schedule and discussed proposed changes to fees in the departments listed below. See April 30 Agenda Report for additional detail.

Development Services Fees:

1. Building
2. Engineering
3. Planning
4. Fire Prevention

Non-Development Services Fees:

1. Building (non-development service fees)
2. Finance
3. Police
4. Recreation

Although the proposed fees reflected 100% cost recovery for all development services fees, staff also brought forward policy alternatives to mitigate fee impacts, for Council discussion and direction. These alternatives included potential subsidies for certain fees, based on safety and policy considerations, such as:

1. Potential subsidies for routine home repair items such as water heater and furnace replacement permit fees to encourage permit compliance and ensure safety
2. Potential waivers of pre-planning review fees for Accessory Dwelling Units (ADUs) to encourage more ADU production

Council directed staff to bring back specific recommendations related to these subsidies as well as recommendations for assistance programs based on income and hardship and to advance certain Council priorities such as ADUs and renewable energy projects. Council also provided direction on false alarm fees and Recreation fees for facility rentals.

Analysis:

Changes have been made to the Proposed Master Fee Schedule, based on Council discussion and direction on April 30. A few additional changes have been made for consistency and to correct minor errors. These changes are noted below.

Recreation and Community Services

1. Item # 83: Removed General Non-resident Fees for Adult Classes duplicated in Item #122.
2. Item #122: Increased range to \$20-\$30 General Non Resident Fees.
3. Item #141-150: Corrected new proposed tournament fees.
4. Item #152: Reduced the Community Center deposit from \$750 to \$500.
5. Item #242-249, 267-268, 291-292, 295: Corrected current fees.
6. Item #267-268: Corrected current fees.
7. Item #323-328: Added fees for Special Event Venue/Open Space.
8. Item #312-322: Updated Cost Recovery percentage per the Muni Code.

Building and Housing

1. Updated the Building and Housing Fees to include decimals for all fees that are based on specific calculations and not on estimated hours.

The Police department will evaluate current fees for false alarms versus required resources and bring forward recommendations to convert the fee to a fine, along with updates to the Municipal Code, in Fall 2019.

The Recreation and Community Services department will evaluate the current Facility Use Manual to add language that defines the parameters of and process for City Council members to use City facilities for public meetings and events, and return with a draft for review at a future meeting. The department will also follow up on Council direction related to the use of the community center for the theater program and bring back recommended changes to the rental policy.

Assistance Programs

Based on Council direction, staff has developed four Assistance Program options for Council discussion and feedback. Each Assistance Program Level is based on different eligibility requirements. Levels 1, 2, and 3 are based on income levels and temporary hardships, and will provide assistance on Recreation program fees, Water and Sewer fees, and Building Permit fees for water heater and furnace/AC replacements. Level 4 will mitigate fee impacts for routine permits and provide incentives for policy objectives such as building ADUs and renewable energy installations.

Staff recommends establishing or updating existing Assistance Programs in ways that maximize efficiency and reduce administrative costs. To that end, the proposed programs will be designed to simplify eligibility verification and application intake. Additionally, the Proposed 2019-20 Budget includes reclassification of a Case Manager to a Program Coordinator to manage this citywide Assistance Program. Having a centralized

program will help streamline the application process and avoid duplication of applications for various assistance programs.

All Assistance Programs will require funding from the General Fund. Estimated impacts to the General Fund are based on assumptions about number of applications. If the Assistance Programs are approved by Council, the assumptions will be validated through the next fiscal year and the estimated impacts to the General Fund will be incorporated into the Proposed Budget.

A summary of the proposed Levels is included below; see Proposed Assistance Program in FY 2019-20 Attachment for further detail.

Program Type	Program Eligibility	Assistance Type	Potential General Fund Impact
Level 1	Already enrolled in other Assistance Programs	Subsidy for Recreation Fees, Water and Sewer Fees, some Building Permits and Review Fees	\$245,280
Level 2	Meets HUD Low Income Limits (for this area)	Subsidy for Recreation Fees, Water and Sewer Fees, some Building Permits and Review Fees	\$51,170
Level 3	Temporary Hardship	Subsidy for Recreation Fees, Payment Plan for Water and Sewer Fees, Subsidy for Building Permits and Review Fees	\$5,160
Level 4	Eligibility based on types of permits and fees	Subsidy for Building Permits and Review Fees	\$171,566
		TOTAL	\$473,176

At the April 30 Council meeting, there was some discussion about potential home repair assistance. Although the City did have a loan program to provide loans to very low and low-income homeowners for home repairs, this program has not been well resourced and the last application for assistance was in 2017.

At this time staff is not recommending re-starting this program. The work involved is resource-intensive as it includes staff determining eligibility, preparing loan documents, inspecting dwelling unit, determining scope of work, developing construction specifications and cost estimates, assisting homeowner in preparing plans and hiring contractor, inspecting construction work for compliance with building codes, monitoring loan payments, and preparing reports. Another challenge is the limited pool of qualified contractors, especially at high levels of development and construction activity such as the level the Bay Area has been experiencing in recent years.

This type of program also requires a substantial amount of funds and if assistance loans are made from Community Development Block Grants or other funding, this will result in less funding for other projects. Additionally, as discussed above, the administration of a home repair program has high staffing costs, which reduces available funding for the actual home repair projects.

Staff recommends focusing on enhancing other assistance programs such as the City's Below Market Rate program and promoting and facilitating referrals to County's programs such as the First-Time Homebuyer Program using Measure A funds as a more efficient and effective use of limited housing funds. Staff looks forward to discussing these alternate options with the new established Housing Subcommittee.

Policy Alternative:

Alternative 1: Do not approve the proposed Master Fee Schedule

Pros: Residents and businesses will not incur additional costs for services

Cons: The City will not recover the full costs of providing services

Reason not recommended: Services provided to private entities will continue to be subsidized by the General Fund, resulting in \$2.2 million less for other essential services and infrastructure.

Fiscal Impact:

In the City's Proposed Budget for Fiscal Year 2019-20, the estimated revenue from user fees, permits and fines is \$81.0 million across all funds. If Council approves the proposed Master Fee Schedule, additional revenue of \$2.2 million will be realized by the General Fund in Fiscal Year FY 2019-20. Of this amount, \$2.0 million comes from development service type fee recommendations and \$0.2 million is associated with all other General Fund fees. Revenue associated with approved fee changes will be included in the proposed FY 2019-20 budget.

Recommendations:

1. Continue the Public Hearing and move to close the hearing following any comments.
2. Adopt a Resolution approving the Proposed Citywide Master Fee Schedule.
3. Direct staff to bring the Master Fee Schedule on an annual basis as part of the budget process with an escalation to reflect increases in staff costs.
4. Provide direction to staff to bring back a Resolution on recommended assistance programs.

Attachments:

1. Resolution for Master Fee Schedule
2. Exhibit 1 - Master Fee Schedule
3. Evaluation of Development Review Process from Matrix
4. Development Review User Fee Study from Matrix
5. April 30 Agenda Report for Master Fee Schedule
6. Proposed Assistance Programs
7. Letter from Building Industry Association

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILPITAS APPROVING THE
MASTER FEE SCHEDULE AND FEE SCHEDULE CHANGES FOR FISCAL YEAR 2019-20**

WHEREAS, the City of Milpitas (the “City”) charges fees for licenses, permits, and various services provided by the City (collectively, the “Fees”); and

WHEREAS, in order for the Fees to cover the costs of providing the services, permits, licenses, or regulatory activity for which the Fees are imposed, many of the Fees must be adjusted to reflect reasonable estimated costs of service; and

WHEREAS, certain of the Fees are subject to the adoption procedures set forth under Government Code section 66016, and others are subject to the procedures of Government Code section 66018; and

WHEREAS, in accordance with Government Code section 66016, the City has made available to the public, at least ten (10) days prior to the date of this meeting, data supporting the Fees, and notice of this meeting has been mailed to all interested persons that have requested such notice; and

WHEREAS, in accordance with Government Code section 66018, the City Council of the City called a public hearing for April 30, 2019, for the purpose of receiving public comments to the proposed Fees. Notice of the public hearing was given by publication in a newspaper of general circulation within the City once a week for two weeks commencing at least ten (10) days prior to the public hearing, with at least 5 days intervening between the first and last publication. On April 30, 2019, at the time and place set for the public hearing, the City Council heard and considered oral and written presentations and comments made regarding the proposed Fees, and continued the public hearing to May 15, 2019, at which time the City Council continued to hear such oral and written presentations and comments; and

WHEREAS, in addition to the Fees, the City further wishes to adopt new, or adjust existing, fines and penalties (the “Penalties”) for violations of applicable State or local law, including violation of a provision of any ordinance or the City’s Municipal Code; and

WHEREAS, it is useful to consolidate into one place all such fees for services, permits, licenses and fines for public information and transparency into a Master Fee Schedule, attached hereto as **Exhibit 1** and incorporated into this Resolution by this reference; and

WHEREAS, on February 5, 2019, pursuant to the procedural and substantive requirements of article XIII D, section 6 of the California Constitution (also known as “Proposition 218”), the City Council approved a schedule of automatic increases for the rates for its water and sewer service fees and charges; and

WHEREAS, the Master Fee Schedule will further reflect the previously authorized increased rates for the water and sewer service fees, which are not being “increased” as such term is defined under Government Code section 53750; and

WHEREAS, the City Council now wishes to adopt the new or increased Fees and Penalties set forth in Exhibit 1 hereto, and to authorize the consolidation of all Fees, Penalties, and other levies and exactions into the Master Fee Schedule, which shall not include taxes, AB1600 development impact fees, or assessments, which are all passed or adopted by different legislative requirements, approvals, and processes; and

WHEREAS, the City Council hired an independent consultant to assess the organizational structure, staffing levels, service delivery, and user fees related to the development review, permitting, and inspection process. The consultant prepared 2 reports called the Evaluation of Development Review Process and the Development Review User Fee Study(referred to herein as “Reports”).

NOW, THEREFORE, the City Council of the City of Milpitas hereby finds, determines, and resolves as follows:

1. The above Recitals are true and correct and by this reference incorporated herein.
2. The City Council accepts the Reports as final.

3. The City Council hereby approves the Master Fee Schedule included herewith as **Exhibit 1**, and further adopts the new or increased Fees and Penalties set forth therein. The Fees and Penalties adopted pursuant to this Resolution shall supersede any prior fees, charges, penalties, or other exactions imposed by resolution or otherwise by the City Council, to the extent such prior fees, charges, penalties, or other exactions conflict with the Fees and Penalties set forth in **Exhibit 1** hereto.

4. The City Council has considered the full record before it, which may include but is not limited to such things as the staff report, testimony by staff and the public, and other materials and evidence submitted or provided to it. Based upon such consideration, the City Council finds and determines that:

(a) The Fees established by this Resolution:

(1) are imposed for a specific government service provided directly to the payor, or for reasonable regulatory costs of the City for issuing licenses and permits, performing investigations, inspections, and administrative enforcements of the City's Municipal Code or other rules or ordinances;

(2) are no more than necessary to cover the reasonable costs of the governmental activity for which the Fee is imposed; and

(3) the manner in which those costs are allocated to a payor bear a fair or reasonable relationship to the payor's burdens on, or benefits received from, the governmental activity for which the Fee is imposed.

(b) The Penalties established by this resolution are imposed for a violation of applicable State or local law, including violation of an ordinance of the City or the Municipal Code, and persons upon whom the Penalty is imposed have adequate rights to appeal such penalty under the Municipal Code.

(c) The Fees and Penalties are not taxes within the meaning of California Constitution article XIII C, section 1(e).

5. Fees for licenses and permits related to development service activities, beginning on page 11 of **Exhibit 1**, will become effective August 1, 2019.
6. All other Fees and Penalties set forth in **Exhibit 1**, including the utility rates and charges for fiscal year 2019-20, on page 39 of **Exhibit 1** of will become effective July 1, 2019.

PASSED AND ADOPTED, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

Mary Lavelle, City Clerk

APPROVE:

Rich Tran, Mayor

APPROVED AS TO FORM:

Christopher J. Diaz, City Attorney

Item #	Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	Amount of Change	FY 19-20 Estimated Revenue Increase/Change (new or changed fees only)	Municipal Code Cost Recovery Goals
1	Building and Housing	Fines	Animal Regulation	Animal Bites Penalty	\$ 200	\$ 200			
2	Building and Housing	Fines	Animal Regulation	Animal Impoundment Hearing	\$ 50	\$ 50			
3	Building and Housing	Fines	Animal Regulation	Animal Nuisance (e.g. barking)	\$ 100	\$ 100			
4	Building and Housing	Fines	Animal Regulation	Animals in Excess of Maximum Allowed Penalty	\$ 50	\$ 50			
5	Building and Housing	Fines	Animal Regulation	Failure to Apply for Annual Animal Facility Permit	\$ 20	\$ 20			
				Inadequate Control or Confinement of Potentially Dangerous Animal Penalty	\$ 100	\$ 100			
6	Building and Housing	Fines	Animal Regulation	Animal Penalty	\$ 100	\$ 100			
7	Building and Housing	Fines	Animal Regulation	Late Payments for Animal Fees	10% /7 days	10% /7 days			
8	Building and Housing	Fines	Animal Regulation	Unlicensed dog or cat penalty	\$ 50	\$ 50			
9	Building and Housing	Fines	Animal Regulation	Violation of Leash Law	\$ 25	\$ 25			
10	Building and Housing	Fines	Neighborhood Beautification	1st Violation to Neighborhood Beautification Ordinance	\$ 100	\$ 100			
11	Building and Housing	Fines	Neighborhood Beautification	2nd Violation to Neighborhood Beautification Ordinance	\$ 200	\$ 200			
12	Building and Housing	Fines	Neighborhood Beautification	3rd or More Violations to Neighborhood Beautification Ordinance	\$ 500	\$ 500			
13	Building and Housing	Fines	Neighborhood Beautification	Delinquency Penalty on Neighborhood Beautification Ordinance	\$ 25	\$ 25			
14	Building and Housing	Fines	Neighborhood Beautification	Graffiti Abatement	Actual Cost	Actual Cost			
					As defined in Municipal Code Sections	As defined in Municipal Code Sections			
15	Building and Housing	Fines	Neighborhood Beautification	Public Nuisance Abatement					
16	Building and Housing	Licenses	Animal Regulation	Cat License Fee: Altered	\$ 10	\$ 15	\$ 5	\$1,050	100%
17	Building and Housing	Licenses	Animal Regulation	Cat License Fee: Late Fee	\$ 15	\$ 20	\$ 5	\$25	100%
18	Building and Housing	Licenses	Animal Regulation	Cat License Fee: Unaltered	\$ 30	\$ 35	\$ 5	\$225	100%
19	Building and Housing	Licenses	Animal Regulation	Cat Seller Fee, 1st Permit within Calendar Year	\$ 50	\$ 50			
20	Building and Housing	Licenses	Animal Regulation	Cat Seller Fee, 2nd Permit within Calendar Year	\$ 100	\$ 100			
21	Building and Housing	Licenses	Animal Regulation	Dog License Fee: Altered	\$ 20	\$ 25	\$ 5	\$5,025	25%
22	Building and Housing	Licenses	Animal Regulation	Dog License Fee: Late Fee	\$ 15	\$ 20	\$ 5	\$125	100%
23	Building and Housing	Licenses	Animal Regulation	Dog License Fee: Unaltered	\$ 60	\$ 65	\$ 5	\$1,050	100%
24	Building and Housing	Licenses	Animal Regulation	Dog Seller Fee, 1st Permit within Calendar Year	\$ 75	\$ 75			
25	Building and Housing	Licenses	Animal Regulation	Dog Seller Fee, 2nd Permit within Calendar Year	\$ 150	\$ 150			
26	Building and Housing	Misc.	Animal Regulation	Animal Disposal Fee	Actual Cost	Actual Cost			
27	Building and Housing	Misc.	Animal Regulation	Quarantining Animal Fee	Actual Cost	Actual Cost			
28	Building and Housing	Misc.	Animal Regulation	Redemption of Impounded Animal Fee	Actual Cost	Actual Cost			
29	Building and Housing	Permits	Animal Regulation	Annual Animal Adoption Permit Fee	\$ 50	\$ 50			
30	Building and Housing	Permits	Animal Regulation	Annual Animal Facility Permit Application Fee	\$ 50	\$ 50			
31	Building and Housing	Permits	Animal Regulation	Dangerous Animal Annual Permit Fee	\$ 150	\$ 150			
				Permit for Exception to Number or Type of Animals Allowed, Application Fee	\$ 20	\$ 20			
32	Building and Housing	Permits	Animal Regulation						
33	City Clerk	Fines	Misc.	Campaign Late Filing Fees (per day. Set by State of California)	\$ 10	\$ 10			NA
34	City Clerk	Licenses	Misc.	Bingo License Renewals (Municipal Code)	\$ 50	\$ 50			100%
35	City Clerk	Misc.	Misc.	Passport Application/Execution Fee (set by U.S. Government)	\$ 35	\$ 35			NA
36	Finance	Misc.	After Hours Turn-on	After Hours Turn-on	\$ 75	\$ 75			100%
37	Finance	Misc.	Bond Payoff Calculation	Bond Payoff Calculation	\$ 165	\$ 165			100%
38	Finance	Misc.	Business License	New Application Processing Fee	\$50/yr	\$50/yr			100%
39	Finance	Misc.	Business License	Processing Fee (renewal)	\$25/yr	\$25/yr			100%
40	Finance	Misc.	Finance	Phone Check Fee (User Fee)	\$ 4	\$ 15	\$11		100%
41	Finance	Misc.	Property Damage Inv Processing	Property Damage	\$30 + replacement cost	\$30 + replacement cost			100%
42	Fire	Emergency Response	Fire Miscellaneous	Emergency Response – Haz Mat Calls, Minimum 1-hr	HR(s) * hourly rate	HR(s) * hourly rate			
43	Fire	Misc.	Fire Miscellaneous	Data input (HMBP/HMIS), Minimum of 2 hours	HR(s) * hourly rate	HR(s) * hourly rate			
44	Fire	Fines	Fire Miscellaneous	Late fee – over 60 days	Collection Cost	Collection Cost			
45	Fire	Fines	Fire Miscellaneous	Failure to obtain a permit	Double permit fee	Double permit fee			
46	Fire	Fines	Fire Miscellaneous	Weed Abatement. Fee = (hrs * \$/HR), minimum 1-hr	HR(s) * hourly rate	HR(s) * hourly rate			

* No fee for Milpitas residents.

**Plus DOJ and FBI fees. Currently charging for DOJ fees in Live Scan only.

¹No fee for Priority II²No fee for Priority III

Item #	Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	Amount of Change	FY 19-20 Estimated Revenue Increase/Change (new or changed fees only)	Municipal Code Cost Recovery Goals
				False Alarm					
47	Fire	Fines	Fire Miscellaneous	First two in 12 month time-frame, no charge	First two in 12 month time-frame, no charge				
48	Fire	Fines	Fire Miscellaneous	3rd - \$300	3rd - \$300				
49	Fire	Fines	Fire Miscellaneous	4th - \$600	4th - \$600				
50	Fire	Fines	Fire Miscellaneous	5th or more - \$900	5th or more - \$900				
51	Fire	Inspection	Fire Miscellaneous	Fire Watch, Fee = (hrs * hourly rate). Std. or OT rate	HR(s) * hourly rate, 3 hrs minimum	HR(s) * hourly rate, 3 hrs minimum			
52	Fire	Inspection	Fire Miscellaneous	Pre-inspection (residential care facilities)	Health & Safety Code	Health & Safety Code			
53	Fire	Permits	Fire Investigation/Enforcement	Response/Investigation Fee	HR(s) * hourly rate	HR(s) * hourly rate			100%
54	Fire	Permits	Fire Miscellaneous	Confined Space permits	HR(s) * hourly rate	HR(s) * hourly rate			100%
55	Fire	Misc.	Fire Investigation/Enforcement	Enforcement Cost Recovery	HR(s) * hourly rate	HR(s) * hourly rate			
56	Fire	Misc.	Fire Miscellaneous	Response to DUI	HR(s) * hourly rate	HR(s) * hourly rate			
57	Fire	Misc.	Fire Miscellaneous	Non-Milpitas Response	HR(s) * hourly rate	HR(s) * hourly rate			
58	Fire	Misc.	Fire Miscellaneous	Electronic Archive, per permit	\$25	\$25			
59	Fire	Misc.	Fire Investigation/Enforcement	Response/Investigation Fee	HR(s) * hourly rate	HR(s) * hourly rate			
60	Fire	Misc.	Fire Investigation/Enforcement	Fire Code Chapter 50 - Release Cleanup 2hrs minimum charge	HR(s) * hourly rate	HR(s) * hourly rate			
61	Fire	Misc.	Fire Investigation/Enforcement	Referral Inspection (Life/Safety) 2 hrs minimum charge	HR(s) * hourly rate	HR(s) * hourly rate			
62	Fire	Misc.	Fire Investigation/Enforcement	Referral Inspection (Haz Mat) 2 hrs minimum charge	HR(s) * hourly rate	HR(s) * hourly rate			
63	Fire	Training	Misc.	Use of Trailer	Trailer \$ 60/HR	Trailer \$ 60/HR			
64	Fire	Training	Misc.	Administrative Fee	Admin. \$ 70/HR	Admin. \$ 70/HR			
65	Fire	Training	Misc.	Instructor	Actual Cost	Actual Cost			
66	Information Services	Misc.	Information Services	Video Tapes and DVDs	\$20 per tape or DVD	\$20 per tape or DVD			100%
67									
68	Police	Misc.	Citations	Citation Sign off*	New	\$ 20	\$20	\$7,140	
69	Police	Fines	Citations	Parking Citations	\$ 50	\$ 65	\$15	\$15,770	100%
70	Police	Fines	Citations	Traffic & Parking citations	\$ 1	\$ 5	\$4	\$400	100%
71	Police	Fines	False Alarm Fines	False Alarm: Fifth Offense or More	\$ 100	\$ 100			100%
72	Police	Fines	False Alarm Fines	False Alarm: Fourth Offense	\$ 50	\$ 50			100%
73	Police	Misc.	Police Misc.	Fingerprints - Ink Card	\$ 10	\$ 25	\$15	\$750	100%
74	Police	Misc.	Police Misc.	Fingerprints - Live Scan**	\$ 10	\$ 25	\$15	\$15,600	100%
75	Police	Misc.	Police Misc.	Incident (Log Event) Reports	\$ 1	\$ 5	\$4	\$400	100%
76	Police	Misc.	Police Misc.	Photos on CD	\$ 6	\$ 15	\$9	\$450	100%
77	Police	Misc.	Police Misc.	Police Reports Over (10) Pages	\$1 per page	\$1 per page			100%
78	Police	Misc.	Police Misc.	Police Reports Up to (10) Pages	\$ 6	\$ 13	\$7	\$23,400	100%
79	Police	Misc.	Police Misc.	US Investigative Request for Law Enforcement Data	New	\$ 15	\$15		100%
80	Police	Misc.	Police Misc.	Videos	\$ 30	\$ 50	\$20	\$500	100%
81	Police	Permits	Police Misc.	Massage Permits	\$ 200	\$ 200			100%
					\$500 per team + \$10 per non-resident player per season	\$500 per team + \$10 per non-resident player per season			
82	Recreation	Adult Recreation	Adult Enrichment Fees	Sports League (full season)					75%
					\$20/person/class/ month program or trip.	\$20/person/class/ month program or trip.			75%
83	Recreation-	Adult Recreation	Adult Enrichment Fees	General Non-resident Fees					
84	Recreation	Adult Recreation	Adult Enrichment Fees	Garden Plots (Residents Only)	\$60/per year	\$60/per year			75%
85	Recreation	Aquatics	Miscellaneous	Recreational Swim	\$2	\$2 - \$5 per person	\$3.00	\$4,300	50%
86	Recreation	Aquatics	Swimming	Swimming Lessons Group	\$75 - \$85 residents	\$75 - \$85 residents			50%
					\$950 - \$105 non-residents	\$950 - \$105 non-residents			50%
87	Recreation	Aquatics	Swimming	Swimming Lessons Group					
					\$38 residents – per half hour lesson	\$38 residents – per half hour lesson			50%
88	Recreation	Aquatics	Swimming	Semi-Private/Private Swimming Lessons					
					\$58 non-resident - per half hour lesson	\$58 non-resident - per half hour lesson			50%
89	Recreation	Aquatics	Swimming	Semi-Private/Private Swimming Lessons					

* No fee for Milpitas residents.

**Plus DOJ and FBI fees. Currently charging for DOJ fees in Live Scan only.

¹No fee for Priority II²No fee for Priority III

Item #	Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	Amount of Change	FY 19-20 Estimated Revenue Increase/Change (new or changed fees only)	Municipal Code Cost Recovery Goals
90	Recreation	Aquatics	Swimming	Parent-Tot Drop-in swim pass – 5 visits	\$15 plus \$20 non-resident fee if applicable	\$15 plus \$20 non-resident fee if applicable			50%
91	Recreation	Aquatics	Swimming	Monthly Swim Club Fee Development Group	Resident- \$68-\$88/month	Resident- \$68-\$88/month			50%
92	Recreation	Aquatics	Swimming	Monthly Swim Club Fee Development Group	Non-resident- \$108-\$128/month	Non-resident- \$108-\$128/month			50%
93	Recreation	Aquatics	Swimming	Monthly Swim Club Juniors/Intermediate	Resident- \$78-\$98/month	Resident- \$78-\$98/month			50%
94	Recreation	Aquatics	Swimming	Monthly Swim Club Juniors/Intermediate	Non-resident- \$118-\$138/month	Non-resident- \$118-\$138/month			50%
95	Recreation	Aquatics	Swimming	Monthly Swim Club-Senior	Resident- \$88-\$108/month	Resident- \$88-\$108/month			50%
96	Recreation	Aquatics	Swimming	Monthly Swim Club-Senior	Non-resident- \$128-\$148/month	Non-resident- \$128-\$148/month			50%
97	Recreation	Classes			Instructor: hrs. * hourly rate	Instructor: hrs. * hourly rate			varies
98	Recreation	Membership	Senior Enrichment Fees(50+ years of age)	Senior Center Membership	\$12/year resident	\$12/year resident			25%
99	Recreation	Membership	Senior Enrichment Fees(50+ years of age)	Senior Center Membership	\$30/year non-resident	\$30/year non-resident			25%
100	Recreation	Membership	Sports Center Membership	Fitness Passes- Per Visit Packages	5 visits: \$20	5 visits: \$25	\$5		100%
101	Recreation	Membership	Sports Center Membership	Fitness Passes- Per Visit Packages	10 visits: \$40	10 visits: \$50	\$10		75%
102	Recreation	Membership	Sports Center Membership	Fitness Passes- Per Visit Packages	15 visits: \$60	15 visits: \$75	\$15		75%
103	Recreation	Membership	Sports Center Membership	Fitness Passes- Per Visit Packages	20 visits: \$80	20 visits: \$100	\$20		75%
104	Recreation	Membership	Sports Center Membership	Fitness Passes Senior (50+)- Per Visit Packages	5 visits: \$10	5 visits: \$15	\$5		75%
105	Recreation	Membership	Sports Center Membership	Fitness Passes Senior (50+)- Per Visit Packages	10 visits: \$20	10 visits: \$30	\$10		75%
106	Recreation	Membership	Sports Center Membership	Fitness Passes Senior (50+)- Per Visit Packages	15 visits: \$30	15 visits: \$45	\$15		25%
107	Recreation	Membership	Sports Center Membership	Fitness Passes Senior (50+)- Per Visit Packages	20 visits: \$40	20 visits: \$60	\$20		25%
108	Recreation	Membership	Sports Center Membership	Drop-In Fee	\$7/visit	\$7-\$12 per visit	\$1-\$5	\$4,917	25%
109	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages	Monthly: \$50	Monthly: \$60	\$10		25%
110	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages	3 Months: \$150	3 Months: \$180	\$30		75%
111	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages	6 Months: \$250	6 Months: \$280	\$30		75%
112	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages	12 Months: \$450	12 Months: \$480	\$30		75%
113	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages - Senior (50+)	Monthly: \$25	Monthly: \$35	\$10		75%
114	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages - Senior (50+)	3 Months: \$75	3 Months: \$85	\$10		25%
115	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages - Senior (50+)	6 Months: \$125	6 Months: \$135	\$10		25%
116	Recreation	Membership	Sports Center Membership	Sports Center Unlimited Packages - Senior (50+)	12 Months: \$225	12 Months: \$235	\$10		25%
117	Recreation	Membership	Sports Center Membership	Annual Non-Resident Fee	\$50/year	\$50-\$100 per year	\$1-\$50	\$3,975	25%
118	Recreation	Misc.	Department General Fees	General Internal Class Program Fees	new	Staff time + Materials			100%
119	Recreation	Misc.	Department General Fees	Membership Card replacement fee	\$5	\$5			100%
120	Recreation	Misc.	Department General Fees	Transaction Fee	\$1 - \$3 per receipt	\$1 - \$3 per receipt	\$2-\$7	\$5,300	100%
121	Recreation	Misc.	Department General Fees	Trips	Actual cost to City + Trip Admission Fee	Actual cost to City + Trip Admission Fee			75%
122	Recreation	Misc.	Department General Fees	General Non-Resident Fees	\$20/person/class/ month program or trip.	\$20-\$30/person/class/ month program or trip.	\$1-\$10		50%
123	Recreation	Rentals	Artificial Turf Field	Deposit (Football/Soccer)	Priority II & III- N/A	Priority II & III- N/A			50%
124	Recreation	Rentals	Artificial Turf Field	Deposit (Football/Soccer)	Priority IV & V- \$1,000	Priority IV & V- \$1,000			50%
125	Recreation	Rentals	Artificial Turf Field	Deposit (Soccer/Volleyball)	Priority II & III- N/A	Priority II & III- N/A			50%
126	Recreation	Rentals	Artificial Turf Field	Deposit (Soccer/Volleyball)	Priority IV & V- \$750	Priority IV & V- \$750			50%
127	Recreation	Rentals	Artificial Turf Field	Artificial Turf Football/Soccer w/o lights	Priority II & III- N/A	Priority II & III- N/A			50%
128	Recreation	Rentals	Artificial Turf Field	Artificial Turf Football/Soccer w/o lights	Priority IV- \$150/hr	Priority IV- \$150/hr			50%
129	Recreation	Rentals	Artificial Turf Field	Artificial Turf Football/Soccer w/o lights	Priority V- \$300/hr	Priority V- \$300/hr			50%
130	Recreation	Rentals	Artificial Turf Field	Artificial Turf Football/Soccer w/ lights	Priority II & III- N/A	Priority II & III- N/A			50%
131	Recreation	Rentals	Artificial Turf Field	Artificial Turf Football/Soccer w/ lights	Priority IV- \$160/hr	Priority IV- \$160/hr			50%

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Item #	Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	Amount of Change	FY 19-20 Estimated Revenue Increase/Change (new or changed fees only)	Municipal Code Cost Recovery Goals
132	Recreation	Rentals	Artificial Turf Field	Artificial Turf Football/Soccer w/ lights	Priority V- \$320/hr	Priority V- \$320/hr			50%
133	Recreation	Rentals	Artificial Turf Field	Artificial Turf Volleyball/Soccer w/o lights	Priority II & III- N/A	Priority II & III- N/A			50%
134	Recreation	Rentals	Artificial Turf Field	Artificial Turf Volleyball/Soccer w/o lights	Priority IV- \$100/hr	Priority IV- \$100/hr			50%
135	Recreation	Rentals	Artificial Turf Field	Artificial Turf Volleyball/Soccer w/o lights	Priority V- \$200/hr	Priority V- \$200/hr			50%
136	Recreation	Rentals	Artificial Turf Field	Artificial Turf Volleyball/Soccer w/ lights	Priority II & III- N/A	Priority II & III- N/A			50%
137	Recreation	Rentals	Artificial Turf Field	Artificial Turf Volleyball/Soccer w/ lights	Priority IV- \$110/hr	Priority IV- \$110.00/hr			50%
138	Recreation	Rentals	Artificial Turf Field	Artificial Turf Volleyball/Soccer w/ lights	Priority V- \$220/hr	Priority V- \$220/hr			50%
139	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/o lights (Football)	new	Priority II & III- N/A			50%
140	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/o lights (Football)	new	Priority IV- \$210/hr	\$210/hr		50%
141	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/o lights (Football)	new	Priority V- \$315/hr	\$315/hr		50%
142	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/ lights (Football)	new	Priority II & III- N/A			50%
143	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/ lights (Football)	new	Priority IV- \$220/hr	\$220/hr		50%
144	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/ lights (Football)	new	Priority V- \$330/hr	\$330/hr		50%
145	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/o lights (Small)	new	Priority II & III- N/A			50%
146	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/o lights (Small)	new	Priority IV- \$160/hr	\$160/hr		50%
147	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/o lights (Small)	new	Priority V- \$240/hr	\$240/hr		50%
148	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/ lights (Small)	new	Priority II & III- N/A			50%
149	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/ lights (Small)	new	Priority IV- \$170/hr	\$170/hr		50%
150	Recreation	Rentals	Artificial Turf Field	Tournament: Field w/ lights (Small)	new	Priority V- \$255/hr	\$255/hr		50%
151	Recreation	Rentals	Community Center Rentals	Application Fee (non-refundable)	\$20	\$20 - \$30	\$10		100%
152	Recreation	Rentals	Community Center Rentals	Rental Deposits: Auditorium	\$750	\$500	-\$200		100%
153	Recreation	Rentals	Community Center Rentals	Auditorium (3 hr. minimum)	Priority II- No Fee	Priority II- No Fee			100%
154	Recreation	Rentals	Community Center Rentals	Auditorium (3 hr. minimum)	Priority III- \$100/hr	Priority III- \$100/hr			100%
155	Recreation	Rentals	Community Center Rentals	Auditorium (3 hr. minimum)	Priority IV- \$200/hr	Priority IV- \$200/hr			100%
156	Recreation	Rentals	Community Center Rentals	Auditorium (3 hr. minimum)	Priority V- \$260/hr	Priority V- \$260/hr			100%
157	Recreation	Rentals	Community Center Rentals	Conference Room (2 hr. minimum)	Priority II- No Fee	Priority II- No Fee			100%
158	Recreation	Rentals	Community Center Rentals	Conference Room (2 hr. minimum)	Priority III- \$35/hr	Priority III- \$35/hr			100%
159	Recreation	Rentals	Community Center Rentals	Conference Room (2 hr. minimum)	Priority IV- \$70/hr	Priority IV- \$70/hr			100%
160	Recreation	Rentals	Community Center Rentals	Conference Room (2 hr. minimum)	Priority V- \$130/hr	Priority V- \$130/hr			100%
161	Recreation	Rentals	Community Center Rentals	Dance Studio. Craft Classroom (2 hr. minimum)	Priority II- No Fee	Priority II- No Fee			100%
162	Recreation	Rentals	Community Center Rentals	Dance Studio. Craft Classroom (2 hr. minimum)	Priority III- \$20/hr	Priority III- \$20/hr			100%
163	Recreation	Rentals	Community Center Rentals	Dance Studio. Craft Classroom (2 hr. minimum)	Priority IV- \$40/hr	Priority IV- \$40/hr			100%
164	Recreation	Rentals	Community Center Rentals	Dance Studio. Craft Classroom (2 hr. minimum)	Priority V- \$100/hr	Priority V- \$100/hr			100%
165	Recreation	Rentals	Community Center Rentals	Facility Attendant Fees	Priority II,III, IV- \$30/hr	Priority II,III, IV- \$30/hr			100%
166	Recreation	Rentals	Community Center Rentals	Facility Attendant Fees	Priority V- \$60/hr	Priority V- \$60/hr			100%
167	Recreation	Rentals	Community Center Rentals	Piano	Priority III, IV- \$20/day	Priority III, IV- \$20/day			100%
168	Recreation	Rentals	Community Center Rentals	Piano	Priority V- \$80/day	Priority V- \$80/day			100%
169	Recreation	Rentals	Community Center Rentals	Auditorium Screen Deposit	\$250	\$250			100%
170	Recreation	Rentals	Community Center Rentals	Auditorium Sound System (includes staff time)	\$50/hr.	\$50/hr.			50%
171	Recreation	Rentals	Field Rentals	Application Fee (non-refundable) ²	\$20	\$20 - \$30	\$10		50%
172	Recreation	Rentals	Field Rentals	Cricket Pitch	new	Priority II & III- N/A			50%
173	Recreation	Rentals	Field Rentals	Cricket Pitch	new	Priority IV- \$30/hr	\$30/hr		50%
174	Recreation	Rentals	Field Rentals	Cricket Pitch	new	Priority V- \$60/hr	\$60/hr		100%
175	Recreation	Rentals	Field Rentals	Rental Deposits	Priority II & III- N/A	Priority II & III- N/A			50%
176	Recreation	Rentals	Field Rentals	Rental Deposits	Priority IV & V- \$750	Priority IV & V- \$750			50%
177	Recreation	Rentals	Field Rentals	Soccer Field w/o lights (2hr. Minimum) (grass)	Priority II & III- N/A	Priority II & III- N/A			50%
178	Recreation	Rentals	Field Rentals	Soccer Field w/o lights (2hr. Minimum) (grass)	Priority IV- \$30/hr	Priority IV- \$30/hr			50%
179	Recreation	Rentals	Field Rentals	Soccer Field w/o lights (2hr. Minimum) (grass)	Priority V- \$60/hr	Priority V- \$60/hr			50%
180	Recreation	Rentals	Field Rentals	Soccer Field w/ lights (2hr. Minimum) (grass)	Priority II & III- N/A	Priority II & III- N/A			50%
181	Recreation	Rentals	Field Rentals	Soccer Field w/ lights (2hr. Minimum) (grass)	Priority II & IV- \$40/hr	Priority II & IV- \$40/hr			50%
182	Recreation	Rentals	Field Rentals	Soccer Field w/ lights (2hr. Minimum) (grass)	Priority V- \$80/hr	Priority V- \$80/hr			50%
183	Recreation	Rentals	Field Rentals	Softball/ Baseball Field w/o lights (2hr minimum)	Priority II & III- N/A	Priority II & III- N/A			50%
184	Recreation	Rentals	Field Rentals	Softball/ Baseball Field w/o lights (2hr minimum)	Priority IV- \$20/hr	Priority IV- \$20/hr			50%
185	Recreation	Rentals	Field Rentals	Softball/ Baseball Field w/o lights (2hr minimum)	Priority V- \$40/hr	Priority V- \$40/hr			50%

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186	Recreation	Rentals	Field Rentals	Softball/ Baseball Field w/ lights (2hr minimum)	Priority II & III- N/A	Priority II & III- N/A			50%
187	Recreation	Rentals	Field Rentals	Softball/ Baseball Field w/ lights (2hr minimum)	Priority IV- \$30/hr	Priority IV- \$30/hr			50%
188	Recreation	Rentals	Field Rentals	Softball/ Baseball Field w/ lights (2hr minimum)	Priority V- \$60/hr	Priority V- \$60/hr			50%
189	Recreation	Rentals	Field Rentals	Tournaments: Field w/o lights	new	Priority II & III- N/A			50%
190	Recreation	Rentals	Field Rentals	Tournaments: Field w/o lights	new	Priority IV- \$60/hr	\$60/hr		50%
191	Recreation	Rentals	Field Rentals	Tournaments: Field w/o lights	new	Priority V- \$120/hr	\$120/hr		50%
192	Recreation	Rentals	Field Rentals	Tournaments: Field w/ lights	new	Priority II & III- N/A			50%
193	Recreation	Rentals	Field Rentals	Tournaments: Field w/ lights	new	Priority II & IV- \$80/hr	\$80/hr		50%
194	Recreation	Rentals	Field Rentals	Tournaments: Field w/ lights	new	Priority V- \$160/hr	\$160		100%
195	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Application Fee (non-refundable)	\$20	\$20 - \$30	\$10		100%
196	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Rental Deposit	Priority II & III- N/A	Priority II & III- N/A			100%
197	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Rental Deposit	Priority IV & V- \$750	Priority IV & V- \$750			100%
198	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Large Gymnasium (3 hr. minimum)	Priority II & III- N/A	Priority II & III- N/A			100%
199	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Large Gymnasium (3 hr. minimum)	Priority IV - \$80	Priority IV - \$80			100%
200	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Large Gymnasium (3 hr. minimum)	Priority V- \$160	Priority V- \$160			100%
201	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Tournaments: Large Gymnasium (3 hr. Minimum)	new	Priority II & III- N/A			100%
202	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Tournaments: Large Gymnasium (3 hr. Minimum)	new	Priority IV- \$140	\$140/hr		100%
203	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Tournaments: Large Gymnasium (3 hr. Minimum)	new	Priority V- \$220	\$220/hr		100%
204	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Training Pool (2hr. minimum)	Priority II & III- N/A	Priority II & III- N/A			100%
205	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Training Pool (2hr. minimum)	Priority IV- \$50/hr + 2 guards	Priority IV- \$50/hr + 2 guards			100%
206	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Training Pool (2hr. minimum)	Priority V- \$100/hr + 2 guards	Priority V- \$100/hr + 2 guards			100%
207	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Yard Pool (2 hr. minimum)	Priority II & III- N/A	Priority II & III- N/A			100%
208	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Yard Pool (2 hr. minimum)	Priority IV- \$60/hr + 2 guards	Priority IV- \$60/hr + 2 guards			100%
209	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Yard Pool (2 hr. minimum)	Priority V- \$120/hr + 2 guards	Priority V- \$120/hr + 2 guards			100%
210	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Meter Pool (2 hr. minimum)	Priority II & III- N/A	Priority II & III- N/A			100%
211	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Meter Pool (2 hr. minimum)	Priority IV- \$70/hr + 2 guards	Priority IV- \$70/hr + 2 guards			100%
212	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Meter Pool (2 hr. minimum)	Priority V- \$140/hr + 2 guards	Priority V- \$140/hr + 2 guards			100%
213	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Facility Attendant/Scorekeeper (per attendant) ²	Priority II & IV- \$30/hr	Priority II & IV- \$30/hr			100%
214	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Facility Attendant/Scorekeeper (per attendant) ²	Priority V- \$60/hr	Priority V- \$60/hr			100%
215	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Lifeguard Fees (per Lifeguard) ²	Priority II & IV- \$15/hr	Priority II & IV- \$15/hr			100%
216	Recreation	Rentals	Gym, Fields, Courts & Pool Rentals	Lifeguard Fees (per Lifeguard) ²	Priority V- \$30/hr	Priority V- \$30/hr			100%
217	Recreation	Rentals	Higuera Adobe	Application Fee (non-refundable) ¹	\$ 20	\$20 - \$30	\$10		100%
218	Recreation	Rentals	Higuera Adobe	Rental Deposit ¹	\$ 750	\$ 750			100%
219	Recreation	Rentals	Higuera Adobe	Auditorium	Priority II- No Fee	Priority II- No Fee			100%

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220	Recreation	Rentals	Higuera Adobe	Auditorium	Priority III- \$50/hr	Priority III- \$50/hr			100%
221	Recreation	Rentals	Higuera Adobe	Auditorium	Priority IV- \$100/hr	Priority IV- \$100/hr			100%
222	Recreation	Rentals	Higuera Adobe	Auditorium	Priority V- \$160/hr	Priority V- \$160/hr			100%
223	Recreation	Rentals	Higuera Adobe	Facility Attendant Fees (per attendant)	Priority II, III, & IV- \$30/hr	Priority II, III, & IV- \$30/hr			100%
224	Recreation	Rentals	Higuera Adobe	Facility Attendant Fees (per attendant)	Priority V- \$60/hr	Priority V- \$60/hr			100%
225	Recreation	Rentals	Mobile Stage Rental	Rental (Actual Cost of towing plus hours of staff time each way for 2 staff) (within City of Milpitas city limits, minimum 4 hours of use)	Priority V- N/A	Priority V- N/A			100%
226	Recreation	Rentals	Mobile Stage Rental	Deposit	Priority II & IV- \$1,000	All Priorities- \$1,000			100%
227	Recreation	Rentals	Mobile Stage Rental	Deposit	Priority III & V - N/A	Priority III & V - N/A			100%
228	Recreation	Rentals	Mobile Stage Rental	Rental	Priority II, III, IV- Actual cost of towing, \$400/day plus 2 hours of staff time each way or 2 staff	All Priorities - \$1250 - \$2500/per day	\$1,250-\$2,500/day	\$12,500	100%
229	Recreation	Rentals	Mobile Stage Rental	Light Package	new	\$100 - \$1000per rental based on needs and packages	\$100-\$1,000	\$500	100%
230	Recreation	Rentals	Mobile Stage Rental	Light Mixer	new	\$100 - \$400 per rental based on needs and days	\$100-\$400/hr		100%
231	Recreation	Rentals	Mobile Stage Rental	Light Tech	new	\$30 - \$100 per hour based on cost of tech	\$30-\$100/hr		100%
232	Recreation	Rentals	Mobile Stage Rental	Stage Extentions/Stage Risers	new	\$100 - \$500 per rental based on needs and packages	\$100-\$500	\$700	100%
233	Recreation	Rentals	Mobile Stage Rental	Staff Fee	new	\$30 - \$100 per hour based on needs, actual costs of staff used in rental, time for load in/out and transportation	\$30-\$100/hr	\$2,550	100%
234	Recreation	Rentals	Mobile Stage Rental	Sound Package	new	\$100 - \$2500 per rental based on needs and packages	\$100-\$2500/hr		100%
235	Recreation	Rentals	Mobile Stage Rental	Sound Tech	new	\$30 - \$100 per hour based on cost of tech	\$30-\$100/hr		100%
236	Recreation	Rentals	Mobile Stage Rental	Audio Mixer	new	\$100 - \$400 per rental based on needs and Days	\$100-\$400		100%
237	Recreation	Rentals	Mobile Stage Rental	Mileage	new	\$0.30 - \$2.00 per mile outside city limits based on current gas prices	\$0.30-\$2.00 per mile		100%
238	Recreation	Rentals	Mobile Stage Rental	ADA Ramp	new	\$250	\$250		100%
239	Recreation	Rentals	Mobile Stage Rental	Truss Roof Cover/ Banner Support	new	\$100 - \$400 per rental based on needs and packages	\$100-\$400		100%
240	Recreation	Rentals	Picnic Area Rentals	Application Fee (non-refundable)	\$20	\$20 - \$30	\$10		100%
241	Recreation	Rentals	Picnic Area Rentals	Rental Deposit: Large Picnic Area	\$250	\$250			100%
242	Recreation	Rentals	Picnic Area Rentals	Small Parks with Restrooms (50 or less capacity) ¹	Priority III & IV- \$80/day/area	Priority III & IV- \$80/day/area			100%
243	Recreation	Rentals	Picnic Area Rentals	Small Parks with Restrooms (50 or less capacity) ¹	Priority V- \$140/day/area	Priority V- \$140/day/area			100%

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244	Recreation	Rentals	Picnic Area Rentals	Small Parks without Restrooms (50 or less capacity) ¹	Priority III & IV- \$60/day/area	Priority III & IV- \$60/day/area			100%
245	Recreation	Rentals	Picnic Area Rentals	Small Parks without Restrooms (50 or less capacity) ¹	Priority V- \$120/day/area	Priority V- \$120/day/area			100%
246	Recreation	Rentals	Picnic Area Rentals	Medium Parks - 50 to 100 or less capacity ¹	Priority III & IV- \$140/day/area	Priority III & IV- \$140/day/area			100%
247	Recreation	Rentals	Picnic Area Rentals	Medium Parks - 50 to 100 or less capacity ¹	Priority V- \$200/day/area	Priority V- \$200/day/area			100%
248	Recreation	Rentals	Picnic Area Rentals	Large Parks- More than 100+ capacity ¹	Priority III & IV- \$320/day/area	Priority III & IV- \$320/day/area			100%
249	Recreation	Rentals	Picnic Area Rentals	Large Parks- More than 100+ capacity ¹	Priority V- \$380.00/day/area	Priority V- \$380.00/day/area			100%
250	Recreation	Rentals	Sal Cracolice Facility Rental	Application Fee (non-refundable)	\$20	\$20 - \$30	\$10		100%
251	Recreation	Rentals	Sal Cracolice Facility Rental	Rental Deposits*	\$750	\$750			100%
252	Recreation	Rentals	Sal Cracolice Facility Rental	Auditorium w/kitchenette (3hr. Minimum)	Priority II- No Fee	Priority II- No Fee			25%
253	Recreation	Rentals	Sal Cracolice Facility Rental	Auditorium w/kitchenette (3hr. Minimum)	Priority III- \$80/hr.	Priority III- \$80/hr.			25%
254	Recreation	Rentals	Sal Cracolice Facility Rental	Auditorium w/kitchenette (3hr. Minimum)	Priority IV- \$160/hr.	Priority IV- \$160/hr.			25%
255	Recreation	Rentals	Sal Cracolice Facility Rental	Auditorium w/kitchenette (3hr. Minimum)	Priority V- \$220/hr.	Priority V- \$220/hr.			25%
256	Recreation	Rentals	Sal Cracolice Facility Rental	Facility Attendant Fees (per attendant)	Priority II, III, & IV- \$30/hr.	Priority II, III, & IV- \$30/hr.			25%
257	Recreation	Rentals	Sal Cracolice Facility Rental	Facility Attendant Fees (per attendant)	Priority V- \$60/hr	Priority V- \$60/hr			25%
258	Recreation	Rentals	Sal Cracolice Facility Rental	Amphitheatre	Priority II, III, & IV- \$120/day	Priority II, III, & IV- \$120/day			25%
259	Recreation	Rentals	Sal Cracolice Facility Rental	Amphitheatre	Priority V- \$180/day	Priority V- \$180/day			25%
260	Recreation	Rentals	Sal Cracolice Facility Rental	Meeting Room	Priority II- No Fee	Priority II- No Fee			25%
261	Recreation	Rentals	Sal Cracolice Facility Rental	Meeting Room	Priority III- \$45/hr	Priority III- \$45/hr			25%
262	Recreation	Rentals	Sal Cracolice Facility Rental	Meeting Room	Priority IV- \$90/hr	Priority IV- \$90/hr			25%
263	Recreation	Rentals	Sal Cracolice Facility Rental	Meeting Room	Priority V- \$150/hr	Priority V- \$150/hr			25%
264	Recreation	Rentals	Senior Center Rentals	Application Fee (non-refundable)	\$20	\$20 - \$30	\$10		25%
265	Recreation	Rentals	Senior Center Rentals	Rental Deposits: Auditorium ¹	\$750	\$750			25%
266	Recreation	Rentals	Senior Center Rentals	Rental Deposits: Classrooms	Priority II- No Fee	Priority II- No Fee			25%
267	Recreation	Rentals	Senior Center Rentals	Rental Deposits: Classrooms	Priority III- \$75/hr	Priority III- \$75/hr			25%
268	Recreation	Rentals	Senior Center Rentals	Rental Deposits: Classrooms	Priority IV- \$150/hr	Priority IV- \$150/hr			25%
269	Recreation	Rentals	Senior Center Rentals	Rental Deposits: Classrooms	Priority V- \$240/hr	Priority V- \$240/hr			25%
270	Recreation	Rentals	Senior Center Rentals	Community Room Auditorium (3hr. Minimum)	Priority II- No Fee	Priority II- No Fee			25%
271	Recreation	Rentals	Senior Center Rentals	Community Room Auditorium (3hr. Minimum)	Priority III- \$90/hr	Priority III- \$90/hr			25%
272	Recreation	Rentals	Senior Center Rentals	Community Room Auditorium (3hr. Minimum)	Priority IV- \$180/hr	Priority IV- \$180/hr			25%
273	Recreation	Rentals	Senior Center Rentals	Community Room Auditorium (3hr. Minimum)	Priority V- \$240/hr	Priority V- \$240/hr			25%
274	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Full)	Priority II- No Fee	Priority II- No Fee			25%
275	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Full)	Priority III- \$45/hr	Priority III- \$45/hr			25%
276	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Full)	Priority IV- \$90/hr	Priority IV- \$90/hr			25%
277	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Full)	Priority V- \$150/hr	Priority V- \$150/hr			100%
278	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Half)	Priority II- No Fee	Priority II- No Fee			100%
279	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Half)	Priority III- \$25/hr	Priority III- \$25/hr			100%
280	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Half)	Priority IV- \$50/hr	Priority IV- \$50/hr			100%
281	Recreation	Rentals	Senior Center Rentals	Classroom 140 and 141 (Half)	Priority V- \$110/hr	Priority V- \$110/hr			100%
282	Recreation	Rentals	Senior Center Rentals	Facility Attendant Fees (per attendant)	Priority II, III, & IV- \$30/hr	Priority II, III, & IV- \$30/hr			100%
283	Recreation	Rentals	Senior Center Rentals	Facility Attendant Fees (per attendant)	Priority V- \$60/hr	Priority V- \$60/hr			100%
284	Recreation	Rentals	Senior Center Rentals	Dance Studio	Priority II- No Fee	Priority II- No Fee			100%
285	Recreation	Rentals	Senior Center Rentals	Dance Studio	Priority III- \$20/hr	Priority III- \$20/hr			100%
286	Recreation	Rentals	Senior Center Rentals	Dance Studio	Priority IV- \$40/hr	Priority IV- \$40/hr			100%
287	Recreation	Rentals	Senior Center Rentals	Dance Studio	Priority V- \$100/hr	Priority V- \$100/hr			100%
288	Recreation	Rentals	Senior Enrichment Fees(50+ years of age)	Garden Plots (Residents Only)	\$15/year	\$15/year			100%
289	Recreation	Rentals	Tennis Court Rentals	Deposit ¹	\$ 250	\$ 250			100%

* No fee for Milpitas residents.

**Plus DOJ and FBI fees. Currently charging for DOJ fees in Live Scan only.

¹No fee for Priority II²No fee for Priority III

Item #	Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	Amount of Change	FY 19-20 Estimated Revenue Increase/Change (new or changed fees only)	Municipal Code Cost Recovery Goals
290	Recreation	Rentals	Tennis Court Rentals	Tennis Courts w/o lights (per court)	Priority II & III- N/A	Priority II & III- N/A			100%
291	Recreation	Rentals	Tennis Court Rentals	Tennis Courts w/o lights (per court)	Priority IV - \$8/hr.	Priority IV - \$8/hr.			100%
292	Recreation	Rentals	Tennis Court Rentals	Tennis Courts w/o lights (per court)	Priority V- \$10/hr	Priority V- \$10/hr			25%
293	Recreation	Rentals	Tennis Court Rentals	Tennis Courts w/ lights (per court)	Priority II & III- N/A	Priority II & III- N/A			25%
294	Recreation	Rentals	Tennis Court Rentals	Tennis Courts w/ lights (per court)	Priority IV- \$10/hr	Priority IV- \$10/hr			25%
295	Recreation	Rentals	Tennis Court Rentals	Tennis Courts w/ lights (per court)	Priority V- \$12/hr	Priority V- \$12/hr			25%
296	Recreation	Rentals	Tennis Court Rentals	Tournament: Tennis Courts w/o lights	new	Priority II & III- N/A			25%
297	Recreation	Rentals	Tennis Court Rentals	Tournament: Tennis Courts w/o lights	new	Priority IV- \$26/hr	\$26/hr	\$2,800	25%
298	Recreation	Rentals	Tennis Court Rentals	Tournament: Tennis Courts w/o lights	new	Priority V- \$52/hr	\$52/hr	\$5,616	25%
299	Recreation	Rentals	Tennis Court Rentals	Tournament: Tennis Courts w/ lights	new	Priority II & III- N/A			0%
300	Recreation	Rentals	Tennis Court Rentals	Tournament: Tennis Courts w/ lights	new	Priority IV- \$30/hr	\$30/hr	\$3,240	0%
301	Recreation	Rentals	Tennis Court Rentals	Tournament: Tennis Courts w/ lights	new	Priority V- \$60/hr	\$60/hr	\$6,480	100%
302	Recreation	Rentals		Rental Deposits: All other rooms ¹	\$200	\$200			0%
					Actual cost to City + appropriate market % mark-up	Actual cost to City + appropriate market % mark-up			
303	Recreation	Sales	Department General Fees	Recreation Services Merchandise					50%
304	Recreation	Seniors	Department General Fees	Milpitas Resident Senior Citizen Discount (50 years+)	25% off any non-senior center based class	25% off any non-senior center based class			50%
305	Recreation	Seniors	Senior Enrichment Fees(50+ years of age)	Senior Center Programs-Classes	\$2 - \$5/hour per hr. of instruction	\$2 - \$5/hour per hr. of instruction			50%
306	Recreation	Seniors	Senior Enrichment Fees(50+ years of age)	Senior Center Citizen Trip Admin Fee	\$5- 10/avity (depending upon trip costs)	\$5 - 10/activity (depending upon trip costs)			50%
				Misc. Senior Center staff-run Programs/Events (e.g., Holiday Dinner, Tea Parties, Cooking Classes, Dances, Misc. Activities)					
307	Recreation	Seniors	Senior Enrichment Fees(50+ years of age)		\$0.00 - \$15	\$0.00 - \$15			50%
308	Recreation	Seniors	Senior Enrichment Fees(50+ years of age)	Senior Center Program/Class Non-Resident Fee	\$10/class	\$10/class			50%
309	Recreation	Seniors	Senior Enrichment Fees(50+ years of age)	Senior Center Fitness Room	\$1.50/visit	\$1.50/visit			50%
310	Recreation	Special Events	Special Event Fees	Special Event Entrance Fee	\$0.00 - \$50	\$0.00 - \$50		\$1,200	
311	Recreation	Special Events	Special Event Fees	Special Events Activity Fee	\$0.00 - \$15	\$0.00 - \$15			
312	Recreation	Special Events	Special Event Fees	Special Event Vendor Fees	\$30-\$275 per space OR 5% - 20% net sales	\$100-\$500 per space OR 5% - 20% net sales	\$70-\$225	\$3,200	100%
313	Recreation	Special Events	Special Event Fees	Special Event Non-Profit Vendor Fees	\$30 - \$125 per space OR 0% - 10% net sales	\$0.00 - \$250 per space OR 0% - 10% net sales	\$0-\$125	\$2,200	100%
314	Recreation	Youth	Youth Enrichment Fees	Youth Sports User Fee (Outdoor)	\$10/per player per season	\$10/per player per season			50%
315	Recreation	Youth	Youth Enrichment Fees	Youth Sport User Fee (Indoor)	\$20/per player per season	\$20/per player per season			50%
316	Recreation	Youth	Youth Enrichment Fees	Junior Warriors Basketball League	new	\$129 - \$160/per player per season	\$129-\$160		50%
317	Recreation	Youth	Youth Enrichment Fees	After School Program	\$8- \$12/day for residents	\$8- \$12/day for residents			50%
					\$8 - \$12/day for non-residents with additional \$20/year	\$8 - \$12/day for non-residents with additional \$20/year			100%
318	Recreation	Youth	Youth Enrichment Fees	After School Program	\$10/10 minutes – 1 st offense & 2 nd offense	\$10/10 minutes – 1 st offense & 2 nd offense			50%
					\$25/10 minutes – after 3rd offense	\$25/10 minutes – after 3rd offense			
319	Recreation	Youth	Youth Enrichment Fees	Late fee for After-School/Day Camp Programs					
320	Recreation	Youth	Youth Enrichment Fees	Day Camp (Regular Day) – Staff Run	\$175 - \$195/week	\$175 - \$195/week		\$14,000	50%
321	Recreation	Youth	Youth Enrichment Fees	Trip Week Day Camp	new	\$299 - \$350/week	\$299-\$350/week	\$2,448	50%

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¹No fee for Priority II²No fee for Priority III

Item #	Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	Amount of Change	FY 19-20 Estimated Revenue Increase/Change (new or changed fees only)	Municipal Code Cost Recovery Goals
322	Recreation	Youth	Youth Enrichment Fees	Extended Care Day Camp	\$40.00/week	\$40 week			
323	Recreation	Rentals	Special Event Venue/Open Space	Application Fee (non-refundable)	New	\$30/application	\$30		
324	Recreation	Rentals	Special Event Venue/Open Space		New	\$1000/day	\$1,000		
325	Recreation	Rentals	Special Event Venue/Open Space		New	Priority II & III - \$990 day	\$990/day		
326	Recreation	Rentals	Special Event Venue/Open Space		New	Priority IV - \$1,980/day	\$1,980/day		
327	Recreation	Rentals	Special Event Venue/Open Space		New	Priority V - \$2,970/day	\$2,970/day		
328	Recreation	Rentals	Special Event Venue/Open Space		New	\$30/hour	\$30/hour		

Total Potential Revenue Increase for 2019-20:

\$147,836

Notes:

1. Recreation Fees recovery goals may be adjusted/balanced based on "market factors"

Legend, Recreation Fees

Priority II= Milpitas Public Schools, Chamber, and Gov. Agencies

Priority III= Resident Non-Profits

Priority IV= Milpitas Residents

Priority V= Non-Resident

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Engineering	Fee	Land Development	Minor Encroachment Permit	\$450.00	\$1,674.85	\$1,225	100%
Engineering	Fee	Land Development	Lot Line / Merger Adjustment	\$615.00	\$1,774.16	\$1,159	100%
Engineering	Fee	Land Development	Street / Alley Easement Vacation	\$545.00	\$2,293.60	\$1,749	100%
Engineering	Fee	Land Development	Bldg Permit Reviews:				
Engineering	Fee	Land Development	Single Family New Building / Addition		\$587.29		100%
Engineering	Fee	Land Development	Commercial / Industrial New Building		\$1,957.64		100%
Engineering	Fee	Land Development	Commercial / Industrial Tenant Improvement		\$195.76		100%
Engineering	Fee	Land Development	Commercial / Industrial Site Improvement (including Grading)		\$1,761.88		100%
Engineering	Deposit	Land Development	Engineering Plan Review: (Construction Cost Estimate)				
Engineering	Deposit	Land Development	Up to \$50,000		\$5,000.00		100%
Engineering	Deposit	Land Development	\$50,001-\$200,000		\$10,000.00		100%
Engineering	Deposit	Land Development	\$200,001-\$500,000		\$15,000.00		100%
Engineering	Deposit	Land Development	Over \$500,001		\$20,000.00		100%
Engineering	Deposit	Land Development	Engineering Inspection: (Construction Cost Estimate)				
Engineering	Deposit	Land Development	Up to \$50,000		\$5,000.00		100%
Engineering	Deposit	Land Development	Greater than \$50,000 - % of Construction Cost Estimate		\$0.10		100%
Engineering	Fee	Land Development	Technology Fee - % of Permit		2.60%		100%
Fire	Fee	Fire Prevention	ANNUAL OPERATIONAL PERMITS				
Fire	Fee	Fire Prevention	A-1 Occupancy (theaters and other small viewing halls)	\$828.00	\$1,104.61	\$277	100%
Fire	Fee	Fire Prevention	A-2 Occupancy (Food & Drink Establishment)	\$621.00	\$835.00	\$214	100%
Fire	Fee	Fire Prevention	A-3 Occupancy (Worship, recreation, or amusement)	\$621.00	\$835.00	\$214	100%
Fire	Fee	Fire Prevention	A-4 & A-5 Occupancy (indoors or outdoors sport event structures)	\$1,449.00	\$1,913.45	\$464	100%
Fire	Fee	Fire Prevention	High Piled Storage	\$828.00	\$1,104.61	\$277	100%
Fire	Fee	Fire Prevention	Malls				
Fire	Fee	Fire Prevention	Mall - small (0 to 50,000 s.f.)	\$1,449.00	\$821.92	-\$627	100%
Fire	Fee	Fire Prevention	Mall - medium (50,001 to 100,000 s.f.)	\$1,449.00	\$1,374.22	-\$75	100%
Fire	Fee	Fire Prevention	Mall - large (over 100,000 s.f.)	\$1,449.00	\$1,913.45	\$464	100%
Fire	Fee	Fire Prevention	Combustible Dust Producing Facility		\$552.31		100%
Fire	Fee	Fire Prevention	Motels	\$621.00	\$835.00	\$214	100%
Fire	Fee	Fire Prevention	Hotels & Multi-Story Structures (<5 stories)	\$1,242.00	\$1,643.84	\$402	100%
Fire	Fee	Fire Prevention	Hotels & Multi-Story Structures (5+ stories) - per floor	\$310.50	\$276.15	-\$34	100%
Fire	Fee	Fire Prevention	Commercial Daycare - Small (<100 children or elderly)	\$414.00	\$539.22	\$125	100%
Fire	Fee	Fire Prevention	Commercial Daycare - Large (100+ childre or elderly)	\$828.00	\$1,078.45	\$250	100%
Fire	Fee	Fire Prevention	Residential - Small Family Daycare (8 or fewer children)	\$0.00	\$269.61		100%
Fire	Fee	Fire Prevention	Residential - Large Family Daycare (9-14 children)	\$103.50	\$270.00	\$167	100%
Fire	Fee	Fire Prevention	Residential - Elderly Care (6 or fewer people)	\$0.00	\$270.00		100%
Fire	Fee	Fire Prevention	Small Apartments (3-4 units)	\$310.50	\$269.61	-\$41	100%
Fire	Fee	Fire Prevention	Medium Apartmnets (5-15 units)	\$1,242.00	\$1,078.45	-\$164	100%
Fire	Fee	Fire Prevention	Large Apartments (more than 15 units)	\$1,656.00	\$1,617.67	-\$38	100%
Fire	Fee	Fire Prevention	Small Chemical User (Example: doctor/dentist, dry cleaner, photo shop, grap	\$414.00	\$565.39	\$151	100%
Fire	Fee	Fire Prevention	Medium Chemical User (Example: automobile body shop, research and desig	\$1,035.00	\$1,400.39	\$365	100%

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Fire	Fee	Fire Prevention	Large Chemical User (Semiconductor or similar facilities)	\$1,656.00	\$2,209.23	\$553	100%
Fire	Fee	Fire Prevention	Plating Shops	\$1,242.00	\$1,670.00	\$428	100%
Fire	Fee	Fire Prevention	Small Toxic Gas - Annual Monitoring Certification	\$828.00	\$1,078.45	\$250	100%
Fire	Fee	Fire Prevention	Large Toxic Gas - Annual Monitoring Certification	\$1,656.00	\$2,156.89	\$501	100%
Fire	Fee	Fire Prevention	Mobile Fueling - Vendor	\$1,035.00	\$1,400.39	\$365	100%
Fire	Fee	Fire Prevention	Mobile Fueling - Site	\$1,035.00	\$1,400.39	\$365	100%
Fire	Fee	Fire Prevention	Underground Tanks	\$621.00	\$849.18	\$228	100%
Fire	Fee	Fire Prevention	Urban Runoff Inspections - Industrial	\$414.00	\$565.39	\$151	100%
Fire	Fee	Fire Prevention	Urban Runoff Inspections - Restaurants (once every 2 years)	\$414.00	\$565.39	\$151	100%
Fire	Fee	Fire Prevention	Other Miscellaneous Annual Inspections Fee - per hour	\$207.00	\$269.61	\$63	100%
Fire	Fee	Fire Prevention	CONSTRUCTION REVIEW / PERMIT / INSPECTION				
Fire	Fee	Fire Prevention	Building Life / Safety:				
Fire	Fee	Fire Prevention	Demolition Fees:				
Fire	Fee	Fire Prevention	Interior or Partial Building or Misc. Demolition	\$414.00	\$540.08	\$126	100%
Fire	Fee	Fire Prevention	Complete Building with or without Site Demolition	\$621.00	\$810.55	\$190	100%
Grading Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.							
Fire	Fee	Fire Prevention	Less than 1 acre	\$414.00	\$540.08	\$126	100%
Fire	Fee	Fire Prevention	1-5 acres	\$621.00	\$810.55	\$190	100%
Fire	Fee	Fire Prevention	Greater than 5 acres	\$828.00	\$1,081.03	\$253	100%
Site Improvement Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.							
Fire	Fee	Fire Prevention	Less than 1 acre	\$621.00	\$810.55	\$190	100%
Fire	Fee	Fire Prevention	1-5 acres	\$1,242.00	\$1,621.11	\$379	100%
Fire	Fee	Fire Prevention	Greater than 5 acres – per acre	\$414.00	\$270.47	-\$144	100%
Fire	Fee	Fire Prevention	New Building – Shell:				
Fire	Fee	Fire Prevention	Less than 5,000 sq. ft.	\$621.00	\$810.55	\$190	100%
Fire	Fee	Fire Prevention	5,000-25,000 sq. ft.	\$1,242.00	\$1,621.11	\$379	100%
Fire	Fee	Fire Prevention	25,000-50,000 sq. ft.	\$1,863.00	\$2,431.66	\$569	100%
Fire	Fee	Fire Prevention	50,000+ sq. ft. – per sq. ft.	\$0.04	\$0.05	\$0	100%
Fire	Fee	Fire Prevention	New Building – New Construction:				
Fire	Fee	Fire Prevention	Less than 5,000 sq. ft.	\$621.00	\$810.55	\$190	100%
Fire	Fee	Fire Prevention	5,000-25,000 sq. ft.	\$1,656.00	\$2,161.19	\$505	100%
Fire	Fee	Fire Prevention	25,000-50,000 sq. ft.	\$3,105.00	\$4,052.77	\$948	100%
Fire	Fee	Fire Prevention	50,000+ sq. ft. – per sq. ft.	\$0.06	\$0.08	\$0	100%
Fire	Fee	Fire Prevention	Additions, Alterations, and Tenant Improvements:				
Fire	Fee	Fire Prevention	Less than 5,000 sq. ft.	\$621.00	\$514.78	-\$106	100%
Fire	Fee	Fire Prevention	5,000-25,000 sq. ft.	\$1,656.00	\$2,034.65	\$379	100%
Fire	Fee	Fire Prevention	25,000-50,000 sq. ft.	\$3,105.00	\$3,799.70	\$695	100%

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Fire	Fee	Fire Prevention	50,000+ sq. ft. – per sq. ft.	\$0.06	\$0.08	\$0.02	100%
Fire	Fee	Fire Prevention	Missed Plan Check by Appointment	\$207.00	\$270.47	\$63	100%
Fire	Fee	Fire Prevention	Revision to Project Fee - per hour (min 1 hr)	\$207.00	\$270.47	\$63	100%
Fire	Fee	Fire Prevention	Tents, Canopies, or Membrane Structures:				
Fire	Fee	Fire Prevention	4 or less	\$621.00	\$809.69	\$189	100%
Fire	Fee	Fire Prevention	5+	\$828.00	\$1,080.17	\$252	100%
Fire	Fee	Fire Prevention	Temporary Assembly (Indoors or outdoors), with or w/out tent				
Fire	Fee	Fire Prevention	Occupancy 50-299	\$621.00	\$809.69	\$189	100%
Fire	Fee	Fire Prevention	Occupancy 300-999	\$1,035.00	\$1,349.78	\$315	100%
Fire	Fee	Fire Prevention	Occupancy 1000+	\$1,656.00	\$2,160.33	\$504	100%
Fire	Fee	Fire Prevention	Fire Extinguishing Systems: These are typically deferred submittals and reviewed and inspected after building plan sub				100%
Fire	Fee	Fire Prevention	Fire Service Underground:				100%
Fire	Fee	Fire Prevention	New or Replace - each	\$1,035.00	\$1,349.78	\$315	100%
Fire	Fee	Fire Prevention	Repairs	\$414.00	\$540.08	\$126	100%
Fire	Fee	Fire Prevention	Fire Sprinkler Systems:				
Fire	Fee	Fire Prevention	Less than 2,000 sq. ft	\$621.00	\$784.39	\$163	100%
Fire	Fee	Fire Prevention	2,000+ sq. ft. – per sq. ft., fee = $784 + [(project\ sq.\ ft. - 2,000\ sq.\ ft.) * per\ sq.\ ft.]$	\$0.14	\$0.13	-\$0.01	100%
Fire	Fee	Fire Prevention	Hood & Duct Systems – Each	\$828.00	\$1,080.17	\$252	100%
Fire	Fee	Fire Prevention	FM 2000 (under floor systems, etc.) each	\$828.00	\$1,080.17	\$252	100%
Fire	Fee	Fire Prevention	Other (deluge, foam, preaction, etc.) each	\$828.00	\$1,080.17	\$252	100%
Fire	Fee	Fire Prevention	Fire Alarm Systems:				
Fire	Fee	Fire Prevention	Additions, Alterations, or Repairs: If more than 10 devices than the New Fire Alarm fee applies.				
Fire	Fee	Fire Prevention	1-5 Devices	\$414.00	\$540.08	\$126	100%
Fire	Fee	Fire Prevention	5-10 Devices	\$828.00	\$1,080.17	\$252	100%
Fire	Fee	Fire Prevention	New Fire Alarm:				
Fire	Fee	Fire Prevention	Less than 5,000 sq. ft.	\$828.00	\$1,080.17	\$252	100%
Fire	Fee	Fire Prevention	5,000+ sq. ft. – per sq. ft., fee = $1,080 + [(project\ sq.\ ft. - 5,000\ sq.\ ft.) * per\ sq.\ ft.]$	\$0.12	\$0.18	\$0.06	100%
Fire	Fee	Fire Prevention	Hazardous Materials - Building Construction:				
Fire	Fee	Fire Prevention	Small TI (Example: registration form, inert compressed gas system installat	\$414.00	\$547.17	\$133	100%
Fire	Fee	Fire Prevention	Medium TI (Construction not otherwise classified as Small or Large TI. Exar	\$1,035.00	\$1,371.04	\$336	100%
Fire	Fee	Fire Prevention	Large TI (H Occupancy, Plating)	\$1,863.00	\$2,465.38	\$602	100%
Fire	Fee	Fire Prevention	Toxic Gas Tools (furnaces, implanter, reactors)	\$1,656.00	\$2,194.91	\$539	100%
Fire	Fee	Fire Prevention	Closure - process / tools	\$621.00	\$823.87	\$203	100%
Fire	Fee	Fire Prevention	Closure - Facility				
Fire	Fee	Fire Prevention	Small TI	\$0.00	\$411.94	\$412	100%
Fire	Fee	Fire Prevention	Medium TI	\$621.00	\$823.87	\$203	100%
Fire	Fee	Fire Prevention	Large TI	\$1,035.00	\$1,371.04	\$336	100%
Fire	Fee	Fire Prevention	Underground Tank Installation:				
Fire	Fee	Fire Prevention	4 Tank System or less	\$4,140.00	\$4,930.77	\$791	100%
Fire	Fee	Fire Prevention	Each additional tank	\$414.00	\$553.40	\$139	100%
Fire	Fee	Fire Prevention	Underground Tank Removal:				

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Fire	Fee	Fire Prevention	2 Tank System or Less	\$1,656.00	\$2,201.14	\$545	100%
Fire	Fee	Fire Prevention	Each additional tank	\$207.00	\$276.70	\$70	100%
Fire	Fee	Fire Prevention	CERS & APSA - Fee no longer applicable				
Fire	Fee	Fire Prevention	CERS - Fee no longer applicable	\$414.00	\$0.00	-\$414	100%
Fire	Fee	Fire Prevention	APSA - Fee no longer applicable	\$414.00	\$0.00	-\$414	100%
Fire	Fee	Fire Prevention	MISCELLANEOUS FEES:				
Fire	Fee	Fire Prevention	After Hours or Fast-Track Plan Check, Inspection - 3 hrs min at OT Rate	\$931.50	\$952.76	\$21	100%
Fire	Fee	Fire Prevention	Alternate Materials & Methods Review	\$828.00	\$980.66	\$153	100%
Fire	Fee	Fire Prevention	New Occupancy (new business) with no Hazardous Materials	\$207.00	\$269.61	\$63	100%
Fire	Fee	Fire Prevention	New Occupancy (new business) with Hazardous Materials	\$414.00	\$539.22	\$125	100%
Fire	Fee	Fire Prevention	Smoke Detectors Verifications (new owner)	\$207.00	\$269.61	\$63	100%
Fire	Fee	Fire Prevention	Title 19 5-year automatic fire sprinkler certification	\$621.00	\$784.39	\$163	100%
Fire	Fee	Fire Prevention	Failure to cancel a scheduled inspection 24 hrs. prior	\$207.00	\$269.61	\$63	100%
Fire	Fee	Fire Prevention	Temporary Certificate of Occupancy	\$103.50	\$134.81	\$31	100%
Fire	Fee	Fire Prevention	Standard Hourly Rate - per hour	\$207.00	\$270.04	\$63	100%
Fire	Fee	Fire Prevention	Overtime Hourly Fee - per hour	\$310.50	\$317.59	\$7	100%
Fire	Fee	Fire Prevention	Other activities not listed - per hour	\$207.00	\$269.61	\$63	100%
Fire	Fee	Fire Prevention	Fire Department Technology Fee - % of permit	\$6.77	2.60%		100%
Fire	Fee	Fire Prevention	Emergency Response Mapping - new projects - per hour	\$207.00	\$245.16	\$38	100%
Planning	Fee	Planning	Special Events:				
Planning	Fee	Planning	Application - minor events	\$250.00	\$908.54	\$659	100%
Planning	Fee	Planning	Application - major events	\$750.00	\$5,564.86	\$4,815	100%
Planning	Fee	Planning	Conceptual Review - Planning Staff Only - per meeting		\$348.38	\$348	100%
Planning	Fee	Planning	Pre Application Review Process:				
Planning	Fee	Planning	Single Family / Additonal Dwelling Units		\$2,607.66	\$2,608	100%
Planning	Fee	Planning	All Others		\$8,437.56	\$8,438	100%
Planning	Fee	Planning	Tentative Maps:				
Planning	Fee	Planning	Parcel Map		\$12,860.13	\$12,860	100%
Planning	Fee	Planning	Tract Map		\$18,650.19	\$18,650	100%
Planning	Fee	Planning	Minor Site Development:				
Planning	Fee	Planning	Staff Review	\$250.00	\$2,944.01	\$2,694	100%
Planning	Fee	Planning	Staff Review - Hill Side	\$750.00	\$4,135.52	\$3,386	100%
Planning	Fee	Planning	Requiring PC / CC Approval	\$750.00	\$8,805.99	\$8,056	100%
Planning	Fee	Planning	Site Development:				
Planning	Fee	Planning	New Development		\$15,551.92	\$15,552	100%
Planning	Fee	Planning	Additions/Alterations 200+ sf		\$4,457.66	\$4,458	100%
Planning	Fee	Planning	Minor Conditional Use Permit:				
Planning	Fee	Planning	Staff Review	\$165.00	\$1,182.54	\$1,018	100%
Planning	Fee	Planning	Requiring PC / CC Approval	\$750.00	\$2,807.23	\$2,057	100%
Planning	Fee	Planning	Conditional Use Permit:				
Planning	Fee	Planning	Single Family Districts	\$50.00	\$518.59	\$469	100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Planning	Fee	Planning	Family Day Care Homes	\$375.00	\$935.48	\$560	100%
Planning	Fee	Planning	All Other CUPs		\$14,069.26	\$14,069	100%
Planning	Fee	Planning	Signs:				
Planning	Fee	Planning	Temporary (Including Banners)		\$109.59	\$110	100%
Planning	Fee	Planning	Permanent (including Wall Signs)	\$151.00	\$317.17	\$166	100%
Planning	Fee	Planning	Freestanding signs over 6ft in height	\$151.00	\$536.34	\$385	100%
Planning	Fee	Planning	Variance:				
Planning	Fee	Planning	Single Family	\$375.00	\$954.41	\$579	100%
Planning	Fee	Planning	Signs	\$700.00	\$936.98	\$237	100%
Planning	Fee	Planning	Multi-Family / Non-Residential		\$2,939.23	\$2,939	100%
Planning		Planning	Deposit-Based Fees:				
Planning	Deposit	Planning	Amendments, General Plan, Zoning, or Specific Plan (Map or Text)		\$20,000.00		100%
Planning	Deposit	Planning	Development Agreements		\$20,000.00		100%
Planning	Deposit	Planning	Environmental Review/CEQA clearance		\$35,000.00		100%
Planning	Deposit	Planning	Planned Unit Development		\$20,000.00		100%
Planning	Deposit	Planning	Billboards		\$2,500.00		100%
Planning	Fee	Planning	Miscellaneous Fees:				
Planning	Fee	Planning	Amendments/Modifications	50% of permit	50% of permit		100%
Planning	Fee	Planning	Appeal To Planning Commission/City Council	\$100.00	\$1,858.34	\$1,758	100%
Planning	Fee	Planning	Time Extensions	\$300.00	\$766.71	\$467	100%
Planning	Fee	Planning	Noticing Fee		\$548.72	\$549	100%
Planning	Fee	Planning	Copies - per page	\$0.10	\$0.10		100%
Planning	Fee	Planning	Planning Research - per hour	\$40.00	\$232.25	\$192	100%
Planning	Fee	Planning	Zoning Conformance Letter	\$40.00	\$219.17	\$179	100%
Planning	Fee	Planning	Lot Line Adjustment		\$1,383.28	\$1,383	100%
Planning	Fee	Planning	Home Occupation Permit		\$54.79		100%
Planning	Fee	Planning	Tree Removal		\$222.45		100%
Planning	Fee	Planning	Temporary Use Permit		\$809.19		100%
Planning	Fee	Planning	Building Permit Support		\$464.51		100%
Planning	Fee	Planning	Technology Fee - % of Permit		2.60%		100%
Building & Housing	Fee	Building - Misc	RESIDENTIAL				
Building & Housing	Fee	Building - Misc	Combination Permits				
Building & Housing	Fee	Building - Misc	Attached Garage - 1 to 3 cars	\$819	\$1,241	\$422	100%
Building & Housing	Fee	Building - Misc	Detached Garage or Shed	\$683	\$1,066	\$383	100%
Building & Housing	Fee	Building - Misc	Bathroom Remodel (1 or more if inspected at same time)	\$576	\$908	\$332	100%
Building & Housing	Fee	Building - Misc	Kitchen Remodel	\$576	\$1,320	\$744	100%
Building & Housing	Fee	Building - Misc	Standard Patio Encl / Sun Room, manufactured	\$758	\$1,169	\$411	100%
Building & Housing	Fee	Building - Misc	Engineered Patio Encl / Sun Room, custom	\$796	\$1,223	\$427	100%
Building & Housing	Fee	Building - Misc	Garage conversion	\$758	\$1,169	\$411	100%
Building & Housing	Fee	Building - Misc	Green House	\$608	\$963	\$355	100%
Building & Housing	Fee	Building - Misc	Patio Cover	\$608	\$963	\$355	100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Misc	Window, Skylight or Exterior Door	\$451	\$806	\$355	100%
Building & Housing	Fee	Building - Misc	Miscellaneous Construction				
Building & Housing	Fee	Building - Misc	Wood Fences over 7' high, concrete / masonry over 4' high	\$300	\$717	\$417	100%
Building & Housing	Fee	Building - Misc	Sound Wall	\$796	\$1,244	\$448	100%
Building & Housing	Fee	Building - Misc	Structural Roof Conversions - Per Sq. Ft.	\$1.25	\$1.91	\$1	100%
Building & Housing	Fee	Building - Misc	AC Condenser Replacement	\$141	\$257	\$116	100%
Building & Housing	Fee	Building - Misc	Furnace Replacement	\$141	\$309	\$168	100%
Building & Housing	Fee	Building - Misc	Water Heater Replacement	\$141	\$309	\$168	100%
Building & Housing	State Fee	Building - Misc	Solar Permit – 15kw or less	\$141	\$500	\$359	100%
Building & Housing	State Fee	Building - Misc	Solar Permit – above 15kw – base		\$500		100%
Building & Housing	State Fee	Building - Misc	Solar Permit – above 15kw – per kw		\$15		100%
Building & Housing	State Fee	Building - Misc	Solar Thermal – 10kwth or less		\$450		100%
Building & Housing	State Fee	Building - Misc	Solar Thermal – 10kwth or more - base		\$450		100%
Building & Housing	State Fee	Building - Misc	Solar Thermal – 10kwth or more – per kwth		\$15		100%
Building & Housing	Fee	Building - Misc	Fireplace reconstruction	\$301	\$609	\$308	100%
Building & Housing	Fee	Building - Misc	Siding/stucco replacement	\$301	\$514	\$213	100%
Building & Housing	Fee	Building - Misc	Seismic Strengthening	\$301	\$609	\$308	100%
Building & Housing	Fee	Building - Misc	Mobilehome Permit Fees				
Building & Housing	Fee	Building - Misc	Permit Issuance Fee	\$115	\$176	\$61	100%
Building & Housing	Fee	Building - Misc	Awning, each	\$196	\$315	\$119	100%
Building & Housing	Fee	Building - Misc	Porch larger than 12 sf. Each	\$196	\$315	\$119	100%
Building & Housing	Fee	Building - Misc	Deck larger than 12 sf. Each	\$196	\$417	\$221	100%
Building & Housing	Fee	Building - Misc	Cabana, each	\$196	\$423	\$227	100%
Building & Housing	Fee	Building - Misc	Ramada, each	\$196	\$423	\$227	100%
Building & Housing	Fee	Building - Misc	Private garage, each	\$196	\$841	\$645	100%
Building & Housing	Fee	Building - Misc	COMMERCIAL				
Building & Housing	Fee	Building - Misc	Miscellaneous Construction				
Building & Housing	Fee	Building - Misc	Permit Issuance Fee		\$132	\$132	100%
Building & Housing	Fee	Building - Misc	Equipment Installation				
Building & Housing	Fee	Building - Misc	Each Type - Plan Check	\$346	\$435	\$89	100%
Building & Housing	Fee	Building - Misc	Each Piece - Inspection	\$150	\$412	\$262	100%
Building & Housing	Fee	Building - Misc	Racks, each type				
Building & Housing	Fee	Building - Misc	First Rack / Each Rack Type	\$323	\$744	\$421	100%
Building & Housing	Fee	Building - Misc	Each 5 additional racks or fraction thereof	\$162	\$206	\$44	100%
Building & Housing	Fee	Building - Misc	Roof Screen	\$647	\$950	\$303	100%
Building & Housing	Fee	Building - Misc	Fences	\$647	\$950	\$303	100%
Building & Housing	Fee	Building - Misc	Monument Sign				
Building & Housing	Fee	Building - Misc	Not Electrical	\$323	\$629	\$306	100%
Building & Housing	Fee	Building - Misc	Including Electrical	\$323	\$786	\$463	100%
Building & Housing	Fee	Building - Misc	Wall Mounted Sign				
Building & Housing	Fee	Building - Misc	Not Electrical	\$240	\$423	\$183	100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Misc	Including Electrical	\$240	\$581	\$341	100%
Building & Housing	State Fee	Building - Misc	Solar – 50kw or less	\$649	\$1,000	\$351	100%
Building & Housing	State Fee	Building - Misc	Solar – 50kw – 250kw – Base		\$1,000		100%
Building & Housing	State Fee	Building - Misc	Solar – 50kw – 250kw – per kw above 50kw		\$7		100%
Building & Housing	State Fee	Building - Misc	Solar – 250+ kw – Base		\$2,400		100%
Building & Housing	State Fee	Building - Misc	Solar – 250+ kw – per kw		\$5		100%
Building & Housing	Fee	Building - Misc	Structures not listed: See hourly rates for pc and insp				
Building & Housing	Fee	Building - Misc	Other Plan Check, Inspection and Permit Fees				
Building & Housing	Fee	Building - Misc	Certificate of Occupancy (inspection, record review, printing)	\$395	\$639	\$244	100%
Building & Housing	Fee	Building - Misc	Temporary Building Permit Issuance	\$534	\$394	-\$140	100%
Building & Housing	Fee	Building - Misc	Inspection under Temporary Building Permit	\$225	\$0	-\$225	
Building & Housing	Fee	Building - Misc	Accessibility Exception Request	\$345	\$523	\$178	100%
Building & Housing	Fee	Building - Misc	Christmas Tree Lot	\$150	\$294	\$144	100%
Building & Housing	Fee	Building - Misc	Faithful Performance Bond Execution	\$114	\$306	\$192	100%
Building & Housing	Fee	Building - Misc	Grading				
Building & Housing	Fee	Building - Misc	Permit Issuance Fee	\$0	\$132	\$132	100%
Building & Housing	Fee	Building - Misc	Plan Check:				
Building & Housing	Fee	Building - Misc	0 - 10,000 Cubic Yards	\$173	\$435	\$262	100%
Building & Housing	Fee	Building - Misc	Add for each additional 10,000 cy or fraction thereof	\$0	\$109	\$109	100%
Building & Housing	Fee	Building - Misc	Over 100,000 Cubic Yards	\$346	\$1,414	\$1,068	100%
Building & Housing	Fee	Building - Misc	Over 100,000 Cubic Yards – add for each additional 10,000 cy or fraction tl	\$0	\$54	\$54	100%
Building & Housing	Fee	Building - Misc	Inspection:				
Building & Housing	Fee	Building - Misc	0 - 10,000 Cubic Yards	\$496	\$720	\$224	100%
Building & Housing	Fee	Building - Misc	Add for each additional 10,000 cy or fraction thereof	\$65	\$103	\$38	100%
Building & Housing	Fee	Building - Misc	Over 100,000 Cubic Yards	\$1,083	\$1,646	\$563	100%
Building & Housing	Fee	Building - Misc	Over 100,000 Cubic Yards – add for each additional 10,000 cy or fraction tl	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Site Improvement				
Building & Housing	Fee	Building - Misc	Permit Issuance		\$132	\$132	100%
Building & Housing	Fee	Building - Misc	Plan Check				
Building & Housing	Fee	Building - Misc	0-50,000 sq ft		\$2,176	\$2,176	100%
Building & Housing	Fee	Building - Misc	50,001-100,000 sq ft		\$3,046	\$3,046	100%
Building & Housing	Fee	Building - Misc	100,001-500,000 sq ft		\$8,703	\$8,703	100%
Building & Housing	Fee	Building - Misc	500,000+ sq ft - per sq. ft.		\$1.31	\$1	100%
Building & Housing	Fee	Building - Misc	Inspection				
Building & Housing	Fee	Building - Misc	0-50,000 sq ft	\$8,750	\$3,293	-\$5,457	100%
Building & Housing	Fee	Building - Misc	50,001-100,000 sq ft	\$10,000	\$4,939	-\$5,061	100%
Building & Housing	Fee	Building - Misc	100.001-500,000 sq ft	\$19,000	\$10,289	-\$8,711	100%
Building & Housing	Fee	Building - Misc	500,000+ sq ft - per sq. ft.	\$0.022	\$1.71	\$2	100%
Building & Housing	Fee	Building - Misc	Pools or Spas				
Building & Housing	Fee	Building - Misc	Swimming Pool - Private	\$376	\$935	\$559	100%
Building & Housing	Fee	Building - Misc	Swimming Pool - Public	\$526	\$1,473	\$947	100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Misc	Spa - separate	\$226	\$935	\$709	100%
Building & Housing	Fee	Building - Misc	Private Pool & Spa together	\$526	\$1,564	\$1,038	100%
Building & Housing	Fee	Building - Misc	Existing Pools / Spas – Mechanical, Electrical, Plumbing - per trade	\$323	\$512	\$189	100%
Building & Housing	Fee	Building - Misc	Re-Roofing				
Building & Housing	Fee	Building - Misc	Single-Family and Two-Family	\$401	\$603	\$202	100%
Building & Housing	Fee	Building - Misc	Multi-Family, Residential, each building	\$564	\$969	\$405	100%
Building & Housing	Fee	Building - Misc	Commercial/Industrial, each building	\$727	\$1,226	\$499	100%
Building & Housing	Fee	Building - Misc	Miscellaneous Fee				
Building & Housing	Fee	Building - Misc	Change of Address, per request	\$381	\$600	\$219	100%
Building & Housing	Fee	Building - Misc	Extension of Plan Check	\$37	\$88	\$51	100%
Building & Housing	Fee	Building - Misc	Extension of Building Permit	\$37	\$88	\$51	100%
Building & Housing	Fee	Building - Misc	Records Research	\$30	\$88	\$58	100%
Building & Housing	Fee	Building - Misc	Records Research with Documentation, per Address	\$59	\$132	\$73	100%
Building & Housing	Fee	Building - Misc	Report of Monthly Building Permit Activity (no charge to public agencies)	\$51	\$88	\$37	100%
Building & Housing	Fee	Building - Misc	Reprinting Building Permit Cards	\$30	\$59	\$29	100%
Building & Housing	Fee	Building - Misc	Alternative Materials or Methods of Construction Request	\$400	\$653	\$253	100%
Building & Housing	Fee	Building - Misc	Other Plan Check and Inspection Permit Fees				
Building & Housing	Fee	Building - Misc	Reinspection Fee – per reinspection	\$114	\$309	\$195	100%
Building & Housing	Fee	Building - Misc	Demolition Permit	\$150	\$506	\$356	100%
Building & Housing	Fee	Building - Misc	Revision / Deferred Submittal Plan Check – per hour	\$173	\$218	\$45	100%
Building & Housing	Fee	Building - Misc	Hourly Rates				
Building & Housing	Fee	Building - Misc	Hourly Rates:				
Building & Housing	Fee	Building - Misc	Plan Check	\$173	\$218	\$45	100%
Building & Housing	Fee	Building - Misc	Inspection	\$150	\$206	\$56	100%
Building & Housing	Fee	Building - Misc	Afterhours (Overtime) Hourly Rates:				
Building & Housing	Fee	Building - Misc	Plan Check	\$260	\$260	\$0	100%
Building & Housing	Fee	Building - Misc	Inspection	\$225	\$245	\$20	100%
Building & Housing	Fee	Building - Misc	ELECTRICAL				
Building & Housing	Fee	Building - Misc	Electrical Permit Issuance	\$115	\$176	\$61	100%
Building & Housing	Fee	Building - Misc	Plan Check Fee - (min. 1 hr) - per hour	\$173	\$218	\$45	100%
Building & Housing	Fee	Building - Misc	Receptacle Outlets, multiple on one circuit - first 20	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Receptacle Outlets, multiple on one circuit - each additional 20	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Receptacle, fed from dedicated circuit - each	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Switches, Dimmers, Occupancy sensors, Sensor Power Packs, etc. - first 20	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Switches, Dimmers, Occupancy sensors, Sensor Power Packs, etc. - each addi	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Lighting Fixtures, Sockets - first 20	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Lighting Fixtures, Sockets - each additional 20	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Track lighting with fixtures - per linear feet	\$1.00	\$1.03	\$0	100%
Building & Housing	Fee	Building - Misc	Pole/Platform-Mounted/Theatrical Fixtures - each	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Circuit Breaker Panel/Subpanel, Lighting Control Panel – each	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Residential Equipment or Appliance, fed from dedicated circuit – each	\$33	\$51	\$18	100%

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Building & Housing	Fee	Building - Misc	Commercial Equipment or Appliance, fed from dedicated circuit – each	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Power pole for cubicles – each	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Generator, portable – each	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Generator, 10 kW or less – each	\$120	\$103	-\$17	100%
Building & Housing	Fee	Building - Misc	Generator, more than 10 kW – each	\$176	\$154	-\$22	100%
Building & Housing	Fee	Building - Misc	Electrical vehicle charging station, residential – each	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Electrical vehicle charging station, commercial – each	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	HEPA filter - first 20	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	HEPA filter - each additional 20	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Time Clock – each	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Junction box, fed from dedicated circuit – each	\$33	\$51	\$18	100%
Building & Housing	Fee	Building - Misc	Sign, lighting systems from one branch circuit - first one	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Sign, lighting systems from one branch circuit - each additional	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Services - not over 200 amps (new or change) – each	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Services - 201 amps - 1000 amps (new or change) - each	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Services - over 1000 amperes (new or change) - each	\$175	\$257	\$82	100%
Building & Housing	Fee	Building - Misc	Power Apparatus (UPS) or Transformer - each	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Miscellaneous Apparatus, Conduits & Conductors - each	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Construction Temporary Power Pole with service panel, each pole	\$57	\$103	\$46	100%
Building & Housing	Fee	Building - Misc	Elevator - each	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Special Circuitry, per circuit	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	MECHANICAL				
Building & Housing	Fee	Building - Misc	Mechanical Permit Issuance	\$115	\$176	\$61	100%
Building & Housing	Fee	Building - Misc	Plan Check Fee (min.1 hr) - per hour	\$173	\$218	\$45	100%
Building & Housing	Fee	Building - Misc	Install Furnace or Heater, Residential (not including duct work)	\$88	\$137	\$49	100%
Building & Housing	Fee	Building - Misc	Install, Relocate, Replace Flue Vent (not including with appliance)	\$57	\$103	\$46	100%
Building & Housing	Fee	Building - Misc	Install Hood with Mechanical Exhaust - Residential	\$33	\$86	\$53	100%
Building & Housing	Fee	Building - Misc	Install Hood with Mechanical Exhaust - Commercial	\$88	\$206	\$118	100%
Building & Housing	Fee	Building - Misc	Duct Work per unit or System	\$57	\$86	\$29	100%
Building & Housing	Fee	Building - Misc	Install Industrial-type Incinerator	\$88	\$154	\$66	100%
Building & Housing	Fee	Building - Misc	Install/Replace Boiler - Each	\$57	\$103	\$46	100%
Building & Housing	Fee	Building - Misc	Install/Replace Condenser, VAV or Fan Coil 0-5 ton <2000 CFM - Each	\$57	\$103	\$46	100%
Building & Housing	Fee	Building - Misc	Install/Replace Condenser, VAV or Fan Coil Over 5 ton >2000 CFM - Each	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Roof-top HVAC package unit including duct work	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Dryer vent, residential - each	\$33	\$86	\$53	100%
Building & Housing	Fee	Building - Misc	Dryer vent, commercial - each	\$57	\$206	\$149	100%
Building & Housing	Fee	Building - Misc	Pump - each	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Install/Replace Fire or Fire/Smoke Dampers - 5 (or portion of)	\$57	\$103	\$46	100%
Building & Housing	Fee	Building - Misc	Non-portable Evaporative Cooler	\$57	\$154	\$97	100%
Building & Housing	Fee	Building - Misc	Single Bathroom Ventilation Fan and Duct	\$33	\$86	\$53	100%
Building & Housing	Fee	Building - Misc	Ventilation System, not HVAC	\$33	\$103	\$70	100%

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Misc	Other Regulated Appliance	\$57	\$154	\$97	100%
Building & Housing	Fee	Building - Misc	Process Piping:				
Building & Housing	Fee	Building - Misc	Hazardous process piping system - first 4 outlets	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Hazardous process piping system (over 4 outlets) - per outlet	\$73	\$86	\$13	100%
Building & Housing	Fee	Building - Misc	Non-hazardous process piping system - first 4 outlets	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Non-hazardous process piping system (over 4 outlets) - per outlet	\$73	\$86	\$13	100%
Building & Housing	Fee	Building - Misc	PLUMBING				
Building & Housing	Fee	Building - Misc	Plumbing Permit Issuance	\$115	\$176	\$61	100%
Building & Housing	Fee	Building - Misc	Plan Check Fee (min. 1 hr) - per hour	\$173	\$218	\$45	100%
Building & Housing	Fee	Building - Misc	Plumbing Fixtures - First 5 traps (or portion of)	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Plumbing Fixtures - Each Additional trap	\$33	\$86	\$53	100%
Building & Housing	Fee	Building - Misc	Building Drain or Sewer (New or Replacement)	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Rain Water Drainage System	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Water Heater and Vent	\$88	\$154	\$66	100%
Building & Housing	Fee	Building - Misc	Gas Piping System - (each appliance)	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Automatic Gas Shut-off Device (Seismic or Excess Flow) if not part of new gas	\$73	\$103	\$30	100%
Building & Housing	Fee	Building - Misc	Industrial Waste Pre-Treatment System	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Grease Trap	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Grease Interceptor	\$88	\$206	\$118	100%
Building & Housing	Fee	Building - Misc	Water System Installation, new	\$73	\$309	\$236	100%
Building & Housing	Fee	Building - Misc	Water System Installation, re-pipe	\$120	\$206	\$86	100%
Building & Housing	Fee	Building - Misc	Pump - each	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Repair/Alteration of Drain/Vent	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Landscape Sprinkler System	\$73	\$154	\$81	100%
Building & Housing	Fee	Building - Misc	Landscape Reclaim Water - per valve	\$175	\$257	\$82	100%
Building & Housing	Fee	Building - Misc	Backflow Protection - first 5	\$57	\$154	\$97	100%
Building & Housing	Fee	Building - Misc	Backflow Protection - each additional 5 (or portion of)	\$33	\$86	\$53	100%
Building & Housing	Fee	Building - Misc	Reclaim Water System, No Irrigation	\$175	\$309	\$134	100%
Building & Housing	Fee	Building - Misc	Private Sewage Disposal System	\$57	\$103	\$46	100%
Building & Housing	Surcharges	Building - Misc	Community Planning Fee - % of Building Permit	5%	5%		100%
Building & Housing	Surcharges	Building - Misc	Technology Fee - % of Building Permit	2.50%	2.60%	\$0	100%
Building & Housing	Fee	Building - Misc	STATE FEES:				
Building & Housing	Fee	Building - Misc	Strong Motion Instrumentation and Seismic Hazard Mapping Fees:				
Building & Housing	Fee	Building - Misc	Category 1 - Residential - Min Fee = \$0.50	Valuation x 0.0	Valuation x 0.00013		100%
Building & Housing	Fee	Building - Misc	Category 2 - All Other Buildings - Min Fee = \$0.50	Valuation x 0.0	Valuation x 0.00028		100%
Building & Housing	Fee	Building - Misc	Building Standards Administration Special Revolving Fund:				
Building & Housing	Fee	Building - Misc	Permit Valuation \$1-\$25,000	\$1	\$1		100%
Building & Housing	Fee	Building - Misc	Permit Valuation \$25,001 - \$50,000	\$2	\$2		100%
Building & Housing	Fee	Building - Misc	Permit Valuation \$50,001 - \$75,000	\$3	\$3		100%
Building & Housing	Fee	Building - Misc	Permit Valuation \$75,001 - \$100,000	\$4	\$4		100%
Building & Housing	Fee	Building - Misc	Every \$25,000 or fraction thereof above \$100,000	\$1	\$1		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	Single-Family, Two-Family, Additional Dwelling Units / Remodels				
Building & Housing	Fee	Building - Construction	Plan Check:				
Building & Housing	Fee	Building - Construction	100 sq. ft.		\$251.38		100%
Building & Housing	Fee	Building - Construction	200 sq. ft.		\$360.17		100%
Building & Housing	Fee	Building - Construction	300 sq. ft.		\$523.35		100%
Building & Housing	Fee	Building - Construction	400 sq. ft.		\$958.50		100%
Building & Housing	Fee	Building - Construction	500 sq. ft.		\$1,176.08		100%
Building & Housing	Fee	Building - Construction	500-1,000 sq. ft. - per 100 sq. ft.		\$148.19		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft.		\$1,917.00		100%
Building & Housing	Fee	Building - Construction	1,000-1,500 sq. ft. - per 100 sq.ft.		\$174.06		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft.		\$2,787.31		100%
Building & Housing	Fee	Building - Construction	1,500-2,000 sq. ft. - per 100 sq. ft.		\$174.06		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft.		\$3,657.61		100%
Building & Housing	Fee	Building - Construction	2,000-2,500 sq. ft. - per 100 sq. ft.		\$148.19		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$4,398.53		100%
Building & Housing	Fee	Building - Construction	2,500-3,000 sq. ft. - per 100 sq. ft.		\$130.55		100%
Building & Housing	Fee	Building - Construction	3,000 sq. ft.		\$5,051.26		100%
Building & Housing	Fee	Building - Construction	3,000-4,000 - per 100 sq. ft.		\$74.09		100%
Building & Housing	Fee	Building - Construction	4,000 sq. ft.		\$5,792.19		100%
Building & Housing	Fee	Building - Construction	4,000-5,000 sq. ft. - per 100 sq. ft.		\$87.03		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,662.49		100%
Building & Housing	Fee	Building - Construction	Above 5,000 sq. ft. - per 100 sq. ft.		\$43.52		100%
Building & Housing	Fee	Building - Construction	Inspection:				
Building & Housing	Fee	Building - Construction	100 sq. ft.		\$411.57		100%
Building & Housing	Fee	Building - Construction	200 sq. ft.		\$617.35		100%
Building & Housing	Fee	Building - Construction	300 sq. ft.		\$823.14		100%
Building & Housing	Fee	Building - Construction	400 sq. ft.		\$1,131.82		100%
Building & Housing	Fee	Building - Construction	500 sq. ft.		\$1,646.28		100%
Building & Housing	Fee	Building - Construction	500-1,000 sq. ft. - per 100 sq. ft.		\$164.63		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft.		\$2,469.42		100%
Building & Housing	Fee	Building - Construction	1,000-1,500 sq. ft. - per 100 sq.ft.		\$164.63		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft.		\$3,292.56		100%
Building & Housing	Fee	Building - Construction	1,500-2,000 sq. ft. - per 100 sq. ft.		\$246.94		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft.		\$4,527.27		100%
Building & Housing	Fee	Building - Construction	2,000-2,500 sq. ft. - per 100 sq. ft.		\$329.26		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$6,173.55		100%
Building & Housing	Fee	Building - Construction	2,500-3,000 sq. ft. - per 100 sq. ft.		\$329.26		100%
Building & Housing	Fee	Building - Construction	3,000 sq. ft.		\$7,819.82		100%
Building & Housing	Fee	Building - Construction	3,000-4,000 - per 100 sq. ft.		\$144.05		100%
Building & Housing	Fee	Building - Construction	4,000 sq. ft.		\$9,260.32		100%
Building & Housing	Fee	Building - Construction	4,000-5,000 sq. ft. - per 100 sq. ft.		\$205.78		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	5,000 sq. ft		\$11,318.17		100%
Building & Housing	Fee	Building - Construction	Above 5,000 sq. ft. - per 100 sq. ft.		\$102.89		100%
Building & Housing	Fee	Building - Construction	Commercial / Non-Residential - New Construction, Tenant Improvement, and Shell				
Building & Housing	Fee	Building - Construction	Plan Check:				
Building & Housing	Fee	Building - Construction	A-Assembly - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,500 sq. ft.		\$4,054.26		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft. - 7,500 sq. ft. - per 100 sq. ft.		\$59.12		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft.		\$7,601.74		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft. - 15,000 sq. ft. - per 100 sq. ft.		\$84.46		100%
Building & Housing	Fee	Building - Construction	15,000 sq. ft.		\$13,936.53		100%
Building & Housing	Fee	Building - Construction	15,000 sq. ft. - 30,000 sq. ft. - per 100 sq. ft.		\$76.02		100%
Building & Housing	Fee	Building - Construction	30,000 sq. ft.		\$25,339.14		100%
Building & Housing	Fee	Building - Construction	30,000 sq. ft. - 75,000 sq. ft. - per 100 sq. ft.		\$14.08		100%
Building & Housing	Fee	Building - Construction	75,000 sq. ft.		\$31,673.93		100%
Building & Housing	Fee	Building - Construction	75,000 sq. ft. - 150,000 sq. ft. - per 100 sq. ft.		\$18.58		100%
Building & Housing	Fee	Building - Construction	150,000 sq. ft.		\$45,610.45		100%
Building & Housing	Fee	Building - Construction	150,000+ sq. ft. - per 100 sq. ft.		\$30.41		100%
Building & Housing	Fee	Building - Construction	A-Assembly - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$1,520.77		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$66.53		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$2,851.45		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$95.05		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$5,227.66		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$85.54		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,504.84		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$21.31		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$12,701.09		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$35.71		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$21,629.39		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$43.26		100%
Building & Housing	Fee	Building - Construction	B - Business - New Construction:				
Building & Housing	Fee	Building - Construction	0 - 1,000 sq. ft.		\$3,834.01		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$82.77		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$7,144.66		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$114.08		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$12,848.65		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$101.44		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$22,992.34		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$18.72		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$28,608.13		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$29.43		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$43,320.91		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$43.32		100%
Building & Housing	Fee	Building - Construction	B - Business - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$1,469.46		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$64.29		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$2,755.23		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$91.84		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$5,051.26		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$82.66		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,184.11		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$15.31		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$11,480.14		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$20.21		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$16,531.40		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$33.06		100%
Building & Housing	Fee	Building - Construction	E - Education - New Construction:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$1,724.34		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$75.40		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$3,233.13		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$107.77		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$5,927.41		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$96.99		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$10,777.11		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$17.96		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$13,471.39		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$23.71		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$19,398.80		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$38.80		100%
Building & Housing	Fee	Building - Construction	E - Education - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-100 sq. ft.		\$810.85		100%
Building & Housing	Fee	Building - Construction	100 sq. ft. - 500 sq. ft. - per 100 sq. ft.		\$177.37		100%
Building & Housing	Fee	Building - Construction	500 sq. ft.		\$1,520.35		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 1,000 sq. ft. - per 100 sq. ft.		\$253.39		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft.		\$2,787.31		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 2,000 sq. ft. - per 100 sq. ft.		\$228.05		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft.		\$5,067.83		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$42.23		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,334.79		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$55.75		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,122.09		100%
Building & Housing	Fee	Building - Construction	10,000+ sq. ft. - per 100 sq. ft.		\$91.22		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	F - Factory - New Construction:				
Building & Housing	Fee	Building - Construction	0-5,000 sq. ft.		\$5,574.61		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 25,000 sq. ft. -per 100 sq. ft.		\$19.17		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$9,408.62		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$43.19		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$20,205.04		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$13.92		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$27,167.45		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 250,000 sq. ft. - per 100 sq. ft.		\$8.04		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft.		\$39,222.30		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft. - 500,000 sq. ft. - per 100 sq. ft.		\$4.46		100%
Building & Housing	Fee	Building - Construction	500,000 sq. ft.		\$50,365.67		100%
Building & Housing	Fee	Building - Construction	500,000+ sq. ft. - per 100 sq. ft.		\$10.07		100%
Building & Housing	Fee	Building - Construction	F - Factory - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$2,147.42		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$18.19		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$3,602.55		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$43.65		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$7,967.94		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$14.46		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$10,860.56		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$8.09		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$15,717.04		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$4.64		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$20,352.53		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$10.18		100%
Building & Housing	Fee	Building - Construction	H - Hazardous Materials - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$4,382.71		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$95.87		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$8,217.59		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$136.95		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$15,065.58		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$123.26		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$27,391.96		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$22.83		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$34,239.95		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$30.13		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$49,305.53		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$49.31		100%
Building & Housing	Fee	Building - Construction	H - Hazardous Materials - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$2,191.36		100%

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**Plus DOJ and FBI fees. Currently charging for DOJ fees in Live Scan only.

¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$47.94		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$4,108.79		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$68.48		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$7,532.79		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$61.63		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$13,695.98		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$11.41		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$17,119.98		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$15.07		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$24,652.77		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$24.65		100%
Building & Housing	Fee	Building - Construction	I - Licensed Clinics - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$2,634.42		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$28.81		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$4,939.54		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$41.16		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$9,055.82		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$37.05		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$16,465.12		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$6.86		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$20,581.40		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$9.06		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$29,637.22		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$14.82		100%
Building & Housing	Fee	Building - Construction	I - Licensed Cliics - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$1,064.03		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$23.28		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$1,995.06		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$33.25		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$3,657.61		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$29.93		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$6,650.19		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$5.54		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$8,312.74		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$7.32		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$11,970.35		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$11.97		100%
Building & Housing	Fee	Building - Construction	M - Mercantile - New Construction:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$2,179.38		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$95.35		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$4,086.34		100%

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$136.21		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$7,491.61		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$122.59		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$13,621.12		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$22.70		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$17,026.40		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$29.97		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$24,518.01		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$49.04		100%
Building & Housing	Fee	Building - Construction	M - Mercantile - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-250 sq. ft.		\$1,000.74		100%
Building & Housing	Fee	Building - Construction	250 sq. ft. - 1,250 sq. ft. - per 100 sq. ft.		\$87.56		100%
Building & Housing	Fee	Building - Construction	1,250 sq. ft.		\$1,876.38		100%
Building & Housing	Fee	Building - Construction	1,250 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$125.09		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$3,440.03		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$112.58		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,254.60		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 12,500 sq. ft. - per 100 sq. ft.		\$20.85		100%
Building & Housing	Fee	Building - Construction	12,500 sq. ft.		\$7,818.25		100%
Building & Housing	Fee	Building - Construction	12,500 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$27.52		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$11,258.29		100%
Building & Housing	Fee	Building - Construction	25,000+ sq. ft. - per 100 sq. ft.		\$45.03		100%
Building & Housing	Fee	Building - Construction	R-1 - Residential Hotels - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$9,750.78		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$106.65		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$18,282.72		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$152.36		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$33,518.31		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$137.12		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$60,942.39		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$25.39		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$76,177.98		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$33.52		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$109,696.30		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$54.85		100%
Building & Housing	Fee	Building - Construction	R-1 - Residential Hotels - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$2,317.95		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$101.41		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$4,346.15		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$144.87		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$7,967.94		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$130.38		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$14,487.16		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$24.15		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$18,108.96		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$31.87		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$26,076.90		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. – per 100 sq. ft.		\$52.15		100%
Building & Housing	Fee	Building - Construction	R-2 - Residential Multi-Family - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$20,395.79		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$10.67		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$21,249.65		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$177.08		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$38,957.70		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$159.37		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$70,832.18		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$29.51		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$88,540.22		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$38.96		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$127,497.92		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$63.75		100%
Building & Housing	Fee	Building - Construction	R-2 - Residential Multi-Family - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$2,950.89		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$129.10		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$5,532.92		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$184.43		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$10,143.69		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$165.99		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$18,443.08		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$30.74		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$23,053.85		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$40.57		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$33,197.54		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. – per 100 sq. ft.		\$66.40		100%
Building & Housing	Fee	Building - Construction	R-4 - Care / Assisted Living - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$5,953.10		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$65.11		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$11,162.07		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$93.02		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$20,463.79		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$83.72		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$37,206.89		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$15.50		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$46,508.61		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$20.46		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$66,972.40		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$33.49		100%
Building & Housing	Fee	Building - Construction	R-4 - Care / Assisted Living - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$2,899.58		100%
Building & Housing	Fee	Building - Construction	1,000 sq.ft - 5000 sq. ft. - per 100 sq. ft.		\$63.43		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$5,436.71		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$90.61		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,967.29		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$81.55		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$18,122.35		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$15.10		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$22,652.94		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$19.93		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$32,620.23		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$32.62		100%
Building & Housing	Fee	Building - Construction	S-1 - Storage Moderate Hazard - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$3,546.20		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$77.57		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,649.13		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$110.82		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$12,190.07		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$99.74		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$22,163.77		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$18.47		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$27,704.71		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$24.38		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$39,894.78		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$39.89		100%
Building & Housing	Fee	Building - Construction	S-2 - Storage Low Hazard - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$1,950.16		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$42.66		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$3,656.54		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$60.94		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$6,703.66		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$54.85		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$12,188.48		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$10.16		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$15,235.60		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$13.41		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$21,939.26		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$21.94		100%
Building & Housing	Fee	Building - Construction	S - Storage - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$1,443.80		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$63.17		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$2,707.12		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$90.24		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$4,963.06		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$81.21		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,023.74		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$15.04		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$11,279.68		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$19.85		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$16,242.74		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$32.49		100%
Building & Housing	Fee	Building - Construction	U - Utility - Misc - New Construction:				
Building & Housing	Fee	Building - Construction	0-150 sq. ft.		\$836.51		100%
Building & Housing	Fee	Building - Construction	150 sq. ft. - 750 sq. ft. - per 100 sq. ft.		\$121.99		100%
Building & Housing	Fee	Building - Construction	750 sq. ft.		\$1,568.46		100%
Building & Housing	Fee	Building - Construction	750 sq. ft. - 1,500 sq. ft. - per 100 sq. ft.		\$174.27		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft.		\$2,875.51		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft. - 3,000 sq. ft. - per 100 sq. ft.		\$156.85		100%
Building & Housing	Fee	Building - Construction	3,000 sq. ft.		\$5,228.19		100%
Building & Housing	Fee	Building - Construction	3,000 sq. ft. - 7,500 sq. ft. - per 100 sq. ft.		\$29.05		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft.		\$6,535.24		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft. - 15,000 sq. ft. - per 100 sq. ft.		\$38.34		100%
Building & Housing	Fee	Building - Construction	15,000 sq. ft.		\$9,410.75		100%
Building & Housing	Fee	Building - Construction	15,000+ sq. ft. - per 100 sq. ft.		\$62.74		100%
Building & Housing	Fee	Building - Construction	U - Utility - Misc - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-100 sq. ft.		\$557.67		100%
Building & Housing	Fee	Building - Construction	100 sq. ft. - 500 sq. ft. - per 100 sq. ft.		\$121.99		100%
Building & Housing	Fee	Building - Construction	500 sq. ft.		\$1,045.64		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 1,000 sq. ft. - per 100 sq. ft.		\$174.27		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft.		\$1,917.00		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 2,000 sq. ft. - per 100 sq. ft.		\$156.85		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft.		\$3,485.46		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$29.05		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$4,356.83		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$38.34		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$6,273.83		100%

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**Plus DOJ and FBI fees. Currently charging for DOJ fees in Live Scan only.

¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	10,000+ sq. ft. - per 100 sq. ft.		\$62.74		100%
Building & Housing	Fee	Building - Construction	Shell Building:				
Building & Housing	Fee	Building - Construction	0-5,000 sq. ft.		\$5,268.84		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 25,000 sq. ft. -per 100 sq. ft.		\$23.05		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$9,879.07		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$32.93		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$18,111.63		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$29.64		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$32,930.24		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 250,000 sq. ft. - per 100 sq. ft.		\$5.49		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft.		\$41,162.81		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft. - 500,000 sq. ft. - per 100 sq. ft.		\$7.24		100%
Building & Housing	Fee	Building - Construction	500,000 sq. ft.		\$59,274.44		100%
Building & Housing	Fee	Building - Construction	500,000+ sq. ft. - per 100 sq. ft.		\$11.85		100%
Building & Housing	Fee	Building - Construction	Permit (Inspection) Fees:				
Building & Housing	Fee	Building - Construction	A-Assembly - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,500 sq. ft.		\$10,353.55		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft. - 7,500 sq. ft. - per 100 sq. ft.		\$133.41		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft.		\$14,790.79		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft. - 15,000 sq. ft. - per 100 sq. ft.		\$123.15		100%
Building & Housing	Fee	Building - Construction	15,000 sq. ft.		\$23,665.26		100%
Building & Housing	Fee	Building - Construction	15,000 sq. ft. - 30,000 sq. ft. - per 100 sq. ft.		\$82.10		100%
Building & Housing	Fee	Building - Construction	30,000 sq. ft.		\$42,597.47		100%
Building & Housing	Fee	Building - Construction	30,000 sq. ft. - 75,000 sq. ft. - per 100 sq. ft.		\$37.63		100%
Building & Housing	Fee	Building - Construction	75,000 sq. ft.		\$66,558.54		100%
Building & Housing	Fee	Building - Construction	75,000 sq. ft. - 150,000 sq. ft. - per 100 sq. ft.		\$39.00		100%
Building & Housing	Fee	Building - Construction	150,000 sq. ft.		\$82,828.40		100%
Building & Housing	Fee	Building - Construction	150,000+ sq. ft. - per 100 sq. ft.		\$55.42		100%
Building & Housing	Fee	Building - Construction	A-Assembly - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$2,880.99		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$61.74		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$4,115.70		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$98.78		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,585.12		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$105.36		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$11,853.21		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$44.45		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$18,520.64		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$18.11		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$23,047.90		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$46.10		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	B - Business - New Construction:				
Building & Housing	Fee	Building - Construction	0 - 1,000 sq. ft.		\$7,202.47		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$77.17		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$10,289.24		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$123.47		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$16,462.79		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$131.70		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$29,633.02		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$55.56		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$46,301.59		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$27.16		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$59,883.39		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$59.88		100%
Building & Housing	Fee	Building - Construction	B - Business - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$3,151.08		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$67.52		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$4,501.54		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$108.04		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$7,202.47		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$115.24		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$12,964.45		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$48.62		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$20,256.95		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$19.81		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$25,208.64		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$50.42		100%
Building & Housing	Fee	Building - Construction	E - Education - New Construction:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$3,961.36		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$84.89		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$5,659.08		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$135.82		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$9,054.53		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$144.87		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$16,298.16		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$61.12		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$25,465.88		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$24.90		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$31,690.87		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$63.38		100%
Building & Housing	Fee	Building - Construction	E - Education - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-100 sq. ft.		\$1,440.49		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	100 sq. ft. - 500 sq.ft. - per 100 sq. ft.		\$154.34		100%
Building & Housing	Fee	Building - Construction	500 sq. ft.		\$2,057.85		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 1,000 sq. ft. - per 100 sq. ft.		\$246.94		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft.		\$3,292.56		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 2,000 sq. ft. - per 100 sq. ft.		\$263.40		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft.		\$5,926.60		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$111.12		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$9,260.32		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$45.27		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$11,523.95		100%
Building & Housing	Fee	Building - Construction	10,000+ sq. ft. - per 100 sq. ft.		\$115.24		100%
Building & Housing	Fee	Building - Construction	F - Factory - New Construction:				
Building & Housing	Fee	Building - Construction	0-5,000 sq. ft.		\$8,231.39		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 25,000 sq. ft. -per 100 sq. ft.		\$41.16		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$16,462.79		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$98.79		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$41,156.97		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$28.81		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$55,561.91		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 250,000 sq. ft. - per 100 sq. ft.		\$7.55		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft.		\$66,880.08		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft. - 500,000 sq. ft. - per 100 sq. ft.		\$14.40		100%
Building & Housing	Fee	Building - Construction	500,000 sq. ft.		\$102,892.43		100%
Building & Housing	Fee	Building - Construction	500,000+ sq. ft. - per 100 sq. ft.		\$20.58		100%
Building & Housing	Fee	Building - Construction	F - Factory - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$2,244.93		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$18.71		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$3,741.54		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$44.90		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$8,231.39		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$14.97		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$11,224.63		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$8.57		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$16,369.25		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$4.68		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$21,046.18		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$10.52		100%
Building & Housing	Fee	Building - Construction	H - Hazardous Materials - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$8,102.78		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$86.82		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$11,575.40		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$138.90		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$18,520.64		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$148.17		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$33,337.15		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$62.51		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$52,089.29		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$25.47		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$64,822.23		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$64.82		100%
Building & Housing	Fee	Building - Construction	H - Hazardous Materials - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$4,321.48		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$46.30		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,173.55		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$74.08		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,877.67		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$79.02		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$17,779.81		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$33.34		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$27,780.96		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$13.58		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$34,571.86		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$34.57		100%
Building & Housing	Fee	Building - Construction	I - Licensed Clinics - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$5,401.85		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$28.94		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$7,716.93		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$46.30		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$12,347.09		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$49.39		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$22,224.76		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$20.84		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$34,726.19		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$8.49		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$43,214.82		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$21.61		100%
Building & Housing	Fee	Building - Construction	I - Licensed Cliics - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$2,250.77		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$24.12		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$3,215.39		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$38.58		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$5,144.62		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$41.16		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$9,260.32		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$17.36		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$14,469.25		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$7.07		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$18,006.17		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$18.01		100%
Building & Housing	Fee	Building - Construction	M - Mercantile - New Construction:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$4,501.54		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$96.46		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$6,430.78		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$154.34		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$10,289.24		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$164.63		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$18,520.64		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$69.45		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$28,938.50		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$28.30		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$36,012.35		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$72.02		100%
Building & Housing	Fee	Building - Construction	M - Mercantile - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-250 sq. ft.		\$1,800.62		100%
Building & Housing	Fee	Building - Construction	250 sq. ft. - 1,250 sq. ft. - per 100 sq. ft.		\$77.17		100%
Building & Housing	Fee	Building - Construction	1,250 sq. ft.		\$2,572.31		100%
Building & Housing	Fee	Building - Construction	1,250 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$123.47		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$4,115.70		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$131.70		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$7,408.25		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 12,500 sq. ft. - per 100 sq. ft.		\$55.56		100%
Building & Housing	Fee	Building - Construction	12,500 sq. ft.		\$11,575.40		100%
Building & Housing	Fee	Building - Construction	12,500 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$22.64		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$14,404.94		100%
Building & Housing	Fee	Building - Construction	25,000+ sq. ft. - per 100 sq. ft.		\$57.62		100%
Building & Housing	Fee	Building - Construction	R-1 - Residential Hotels - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$24,758.49		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$132.63		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$35,369.27		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$212.22		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$56,590.84		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$226.36		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$101,863.50		100%

* No fee for Milpitas residents.

**Plus DOJ and FBI fees. Currently charging for DOJ fees in Live Scan only.

¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$95.50		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$159,161.72		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$38.91		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$198,067.92		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$99.03		100%
Building & Housing	Fee	Building - Construction	R-1 - Residential Hotels - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$5,761.98		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$123.47		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$8,231.39		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$197.55		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$13,170.23		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$210.72		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$23,706.42		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$88.90		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$37,041.27		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$36.22		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$46,095.81		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$92.19		100%
Building & Housing	Fee	Building - Construction	R-2 - Residential Multi-Family - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$31,510.81		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$168.81		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$45,015.44		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$270.09		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$72,024.70		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$288.10		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$129,644.46		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$121.54		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$202,569.47		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$49.52		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$252,086.45		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$126.04		100%
Building & Housing	Fee	Building - Construction	R-2 - Residential Multi-Family - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$6,302.16		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$135.05		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$9,003.09		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$216.07		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$14,404.94		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$230.48		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$25,928.89		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$97.23		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$40,513.89		100%

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$39.61		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$50,417.29		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. – per 100 sq. ft.		\$100.83		100%
Building & Housing	Fee	Building - Construction	R-4 - Care / Assisted Living - New Construction:				
Building & Housing	Fee	Building - Construction	0-2,000 sq. ft.		\$13,504.63		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$72.35		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$19,292.33		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$115.75		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$30,867.73		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 40,000 sq. ft. - per 100 sq. ft.		\$123.47		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft.		\$55,561.91		100%
Building & Housing	Fee	Building - Construction	40,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$52.09		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$86,815.49		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 200,000 sq. ft. - per 100 sq. ft.		\$21.22		100%
Building & Housing	Fee	Building - Construction	200,000 sq. ft.		\$108,037.05		100%
Building & Housing	Fee	Building - Construction	200,000+ sq. ft. - per 100 sq. ft.		\$54.02		100%
Building & Housing	Fee	Building - Construction	R-4 - Care / Assisted Living - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$7,202.47		100%
Building & Housing	Fee	Building - Construction	1,000 sq.ft - 5000 sq. ft. - per 100 sq. ft.		\$77.17		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$10,289.24		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$123.70		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$16,462.79		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$131.70		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$29,633.02		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$55.56		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$46,301.59		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$22.64		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$57,619.76		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$57.62		100%
Building & Housing	Fee	Building - Construction	S-1 - Storage Moderate Hazard - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$6,752.32		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$73.35		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$9,646.17		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$115.75		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$15,433.86		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$123.47		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$27,780.96		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$52.09		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$43,407.74		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$21.22		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$54,018.52		100%

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$54.02		100%
Building & Housing	Fee	Building - Construction	S-2 - Storage Low Hazard - New Construction:				
Building & Housing	Fee	Building - Construction	0-1,000 sq. ft.		\$3,961.36		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$42.44		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$5,659.08		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$67.91		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$9,054.53		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 20,000 sq. ft. - per 100 sq. ft.		\$72.44		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft.		\$16,298.16		100%
Building & Housing	Fee	Building - Construction	20,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$30.56		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$25,465.88		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$12.45		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$31,690.87		100%
Building & Housing	Fee	Building - Construction	100,000+ sq. ft. - per 100 sq. ft.		\$31.69		100%
Building & Housing	Fee	Building - Construction	S - Storage - Tenant Improvement:				
Building & Housing	Fee	Building - Construction	0-500 sq. ft.		\$2,475.85		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 2,500 sq. ft. - per 100 sq. ft.		\$53.05		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft.		\$3,536.93		100%
Building & Housing	Fee	Building - Construction	2,500 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$84.89		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$5,659.08		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$90.55		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$10,186.35		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft. - 25,000 sq. ft. - per 100 sq. ft.		\$38.20		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$15,916.17		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$15.56		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$19,806.79		100%
Building & Housing	Fee	Building - Construction	50,000+ sq. ft. - per 100 sq. ft.		\$39.61		100%
Building & Housing	Fee	Building - Construction	U - Utility - Misc - New Construction:				
Building & Housing	Fee	Building - Construction	0-150 sq. ft.		\$1,530.52		100%
Building & Housing	Fee	Building - Construction	150 sq. ft. - 750 sq. ft. - per 100 sq. ft.		\$109.32		100%
Building & Housing	Fee	Building - Construction	750 sq. ft.		\$2,186.46		100%
Building & Housing	Fee	Building - Construction	750 sq. ft. - 1,500 sq. ft. - per 100 sq. ft.		\$174.92		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft.		\$3,498.34		100%
Building & Housing	Fee	Building - Construction	1,500 sq. ft. - 3,000 sq. ft. - per 100 sq. ft.		\$186.58		100%
Building & Housing	Fee	Building - Construction	3,000 sq. ft.		\$6,297.02		100%
Building & Housing	Fee	Building - Construction	3,000 sq. ft. - 7,500 sq. ft. - per 100 sq. ft.		\$78.71		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft.		\$9,839.09		100%
Building & Housing	Fee	Building - Construction	7,500 sq. ft. - 15,000 sq. ft. - per 100 sq. ft.		\$32.07		100%
Building & Housing	Fee	Building - Construction	15,000 sq. ft.		\$12,244.20		100%
Building & Housing	Fee	Building - Construction	15,000+ sq. ft. - per 100 sq. ft.		\$81.63		100%
Building & Housing	Fee	Building - Construction	U - Utility - Misc - Tenant Improvement:				

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¹No fee for Priority II²No fee for Priority III

Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Building & Housing	Fee	Building - Construction	0-100 sq. ft.		\$1,080.37		100%
Building & Housing	Fee	Building - Construction	100 sq. ft. - 500 sq.ft. - per 100 sq. ft.		\$115.75		100%
Building & Housing	Fee	Building - Construction	500 sq. ft.		\$1,543.39		100%
Building & Housing	Fee	Building - Construction	500 sq. ft. - 1,000 sq. ft. - per 100 sq. ft.		\$185.21		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft.		\$2,469.42		100%
Building & Housing	Fee	Building - Construction	1,000 sq. ft. - 2,000 sq. ft. - per 100 sq. ft.		\$197.55		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft.		\$4,444.95		100%
Building & Housing	Fee	Building - Construction	2,000 sq. ft. - 5,000 sq. ft. - per 100 sq. ft.		\$83.34		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft.		\$6,945.24		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 10,000 sq. ft. - per 100 sq. ft.		\$33.95		100%
Building & Housing	Fee	Building - Construction	10,000 sq. ft.		\$8,642.96		100%
Building & Housing	Fee	Building - Construction	10,000+ sq. ft. - per 100 sq. ft.		\$86.43		100%
Building & Housing	Fee	Building - Construction	Shell Building:				
Building & Housing	Fee	Building - Construction	0-5,000 sq. ft.		\$9,903.40		100%
Building & Housing	Fee	Building - Construction	5,000 sq. ft. - 25,000 sq. ft. -per 100 sq. ft.		\$21.22		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft.		\$14,147.71		100%
Building & Housing	Fee	Building - Construction	25,000 sq. ft. - 50,000 sq. ft. - per 100 sq. ft.		\$33.95		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft.		\$22,636.33		100%
Building & Housing	Fee	Building - Construction	50,000 sq. ft. - 100,000 sq. ft. - per 100 sq. ft.		\$36.22		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft.		\$40,745.40		100%
Building & Housing	Fee	Building - Construction	100,000 sq. ft. - 250,000 sq. ft. - per 100 sq. ft.		\$15.28		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft.		\$63,664.69		100%
Building & Housing	Fee	Building - Construction	250,000 sq. ft. - 500,000 sq. ft. - per 100 sq. ft.		\$6.22		100%
Building & Housing	Fee	Building - Construction	500,000 sq. ft.		\$79,227.17		100%
Building & Housing	Fee	Building - Construction	500,000+ sq. ft. - per 100 sq. ft.		\$15.85		100%

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Department	Fee Type	Department Subcategory	Description	2018-19 (Current) Fee	2019-20 Proposed Fee	\$ Change	Municipal Code Cost Recovery Goals
Public Works	Fee	Water	Water Meter Size - 5/8"	\$27.01	\$28.63	\$1.62	100%
Public Works	Fee	Water	Water Meter Size - 3/4"	\$40.51	\$42.94	\$2.43	100%
Public Works	Fee	Water	Water Meter Size - 1"	\$67.52	\$71.57	\$4.05	100%
Public Works	Fee	Water	Water Meter Size - 1-1/2"	\$135.03	\$143.13	\$8.10	100%
Public Works	Fee	Water	Water Meter Size - 2"	\$216.05	\$229.02	\$12.97	100%
Public Works	Fee	Water	Water Meter Size - 3"	\$405.10	\$429.40	\$24.30	100%
Public Works	Fee	Water	Water Meter Size - 4"	\$675.16	\$715.67	\$40.51	100%
Public Works	Fee	Water	Water Meter Size - 6" and above	\$1,350.33	\$1,431.35	\$81.02	100%
Public Works	Fee	Water	Fire Service Line Size - 2"	\$43.21	\$45.80	\$2.59	100%
Public Works	Fee	Water	Fire Service Line Size - 3"	\$81.02	\$85.88	\$4.86	100%
Public Works	Fee	Water	Fire Service Line Size - 4"	\$135.03	\$143.13	\$8.10	100%
Public Works	Fee	Water	Fire Service Line Size - 6" and above	\$270.07	\$286.27	\$16.20	100%
Public Works	Fee	Water	Volumetric Charge - Residential	\$5.31	\$5.63	\$0.32	100%
Public Works	Fee	Water	Volumetric Charge - Commercial/ Industrial/ Institutional/ Construction Meter	\$5.31	\$5.63	\$0.32	100%
Public Works	Fee	Water	Volumetric Charge - Irrigation (potable)	\$5.31	\$5.63	\$0.32	100%
Public Works	Fee	Water	Volumetric Charge - City Accounts (potable)	\$5.31	\$5.63	\$0.32	100%
Public Works	Fee	Water	Volumetric Charge - Ed Levin Park	\$4.10	\$4.10	\$0.00	100%
Public Works	Fee	Water	Volumetric Charge - Recycled - Irrigation	\$3.57	\$3.79	\$0.22	100%
Public Works	Fee	Water	Volumetric Charge - Recycled - Industrial/ Dual Plumbed/ Construction Water	\$3.57	\$3.79	\$0.22	100%
Public Works	Fee	Water	Volumetric Charge - City Accounts (recycled)	\$3.57	\$3.79	\$0.22	100%
Public Works	Fee	Water	Volumetric Charge - Capital Surcharge	\$1.08	\$1.08	\$0.00	100%
Public Works	Fee	Sewer	Residential Flat fee - Single-Family	\$97.60	\$102.52	\$4.92	100%
Public Works	Fee	Sewer	Residential Flat fee - Multiple-Family	\$74.96	\$78.73	\$3.77	100%
Public Works	Fee	Sewer	Residential Flat fee - Mobile Home Parks	\$61.61	\$64.70	\$3.09	100%
Public Works	Fee	Sewer	Non-Residential Flat Rate	\$24.30	\$25.03	\$0.73	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Motels, hotels & senior citizen housing developments	\$4.36	\$4.58	\$0.22	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - General offices, banks, government offices, general merchandise, retail, and shopping centers; building, hardware, and gardening material facilities; amusement centers, and theaters	\$4.67	\$5.44	\$0.77	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - City of Milpitas	\$4.18	\$4.61	\$0.43	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Service stations, repair shops, and car washes	\$4.34	\$4.54	\$0.20	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Eating and drinking establishments	\$7.49	\$7.49	\$0.00	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Convalescent hospitals, day care centers and health service facilities	\$4.23	\$4.46	\$0.23	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Personal services - laundry, barber/beauty shops, cleaners	\$3.95	\$4.23	\$0.28	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Electrical and electronics design, fabrication, assembly and storage facilities	\$4.59	\$5.35	\$0.76	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Metal fabrication, machinery, and tool fabrication facilities	\$6.08	\$6.70	\$0.62	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - RockTenn (Jefferson Smurfit Corporation)	\$8.35	\$8.35	\$0.00	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - T. Marzetti Co.	\$9.16	\$9.63	\$0.47	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Prudential Overall Supply	\$6.70	\$6.70	\$0.00	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Siemens Water (previously US Filter)	\$4.91	\$5.61	\$0.70	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Elmwood Rehabilitation center	\$5.49	\$5.49	\$0.00	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Linear Technology Corporation	\$4.59	\$5.47	\$0.88	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - DS Water	\$4.59	\$4.80	\$0.21	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Headway Technology Corporation	\$4.62	\$5.82	\$1.20	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Lucky Pure Water	\$3.94	\$4.21	\$0.27	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Milpitas Materials	\$3.94	\$4.21	\$0.27	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Union Pacific Railroad	\$5.11	\$5.84	\$0.73	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Cisco	\$4.59	\$5.35	\$0.76	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Lifescan	\$4.59	\$5.35	\$0.76	100%
Public Works	Fee	Sewer	Quantity and Strength Charges - Schools, colleges and churches	\$6.31	\$7.94	\$1.63	100%

Report on the Evaluation of the Development Review Process

CITY OF MILPITAS, CALIFORNIA



April 2019

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1. Introduction and Executive Summary

The City of Milpitas provides essential city planning, building, and permitting services to both residents, businesses, and the development community. These services are performed by the following departments: Planning; Building and Housing; Engineering – Land Development; Public Works - Utilities Engineering; and Fire Prevention. In addition, the Office of Economic Development engages in business development and/or recruitment and permit expediting associated with such development activities. These departments and divisions serve under the general direction of the City Manager's office and are identified as the City's "Community Development City Service Area" (CSA).

City management identified a need for addressing various organization and operational issues in order to best serve a 21st century Milpitas. For example, fee schedules for services provided by Planning, Building, Engineering, Public Works, and Fire Prevention are deficient having not received a comprehensive assessment since 1994. As such, City Council and City Management have cited this Service Delivery/Organizational Assessment and Fee Study as an essential area of review and improvement to provide best in class service to the community.

The Matrix Consulting Group was retained by the City of Milpitas to assess the organizational structure, staffing levels, service delivery, and user fees related to the development review, permitting, and inspection process. This study was designed to provide an understanding of the organizational structure, the efficiency and effectiveness of the overall processes and operations, identify appropriate staffing levels, and analyze current fee structures and rates. This report summarizes our findings, conclusions, and recommendations regarding the organizational, staffing levels, processes, and service delivery portion of the study. The results of the Cost of Service study for the Development-based user fees have been provided as a separate report.

1 OVERVIEW OF THE STUDY

Development review, permitting, and inspection activities for the City of Milpitas occur in multiple function areas, including: Planning, Building, Fire, Engineering and Public Works (Land Development and Utilities Engineering). The Finance Department and Office of Economic Development also provide various levels of support within the CSA with particular support to the Planning and Building & Housing functions. The project team evaluated the functions of these operational areas and their involvement in the development review process.

This report provides specific recommendations to improve the organizational structure and staffing levels to ensure services are being provided effectively, efficiently and with a strong focus on customer service to applicants. This report also acknowledges that a new executive leadership team has been assembled over the past year and significant

changes are taking place in the development review process and relationship building with the development and business community as well as the general public. By completing this study, the City of Milpitas is demonstrating further commitment to a process of continuous improvement and providing a high level of service to residents, the development community, and staff. Implementing the recommendations contained in this report will aid the City in its ongoing efforts to conduct operations in accordance with best practices.

2 STUDY SCOPE AND METHODOLOGIES

In this study, the Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following data collection and analytical activities:

- Developed an in-depth understanding of issues impacting key areas. To gain understanding of the various operations, processes, organizational structure, and issues, the project team conducted multiple interviews with staff from each department. Interviews focused on the roles/responsibilities of staff, levels of services provided by each section, resources available to perform those services, and understand current and potential issues.
- The project team developed a profile document that captured staffing levels, roles and responsibilities, and process mapping for each operational area. This document was utilized as a base point of comparison for future analysis and comparison for all recommendations.
- A series of stakeholder meetings were held between the project team and prior and current customers involved in the development review process. The project team and staff also provided updates to the City's Community Development Roundtable which is comprised of various real estate and development representatives. Most importantly, the stakeholder meetings provided customers with the ability to share their opinions on current strengths and opportunities for improvement for the development review process.
- Conducted a Strength, Weakness, Opportunities, and Threats (SWOT) analysis with line staff. The purpose of this meeting was for the project team to allow input from staff involved in the development review process. This activity identified areas that are currently working well, improvement opportunities, and obstacles that may impact future operational changes.
- A best management practices assessment was completed that included a comparison of current practices to industry standards. The project team focused on best management practices for management and administration, process, staffing levels, organizational structure, policies, and technology utilizations.

- Completed a comparative survey assessment for development review activities between the City of Milpitas and other comparable jurisdictions in the Bay Area.
- Evaluated the fee structure and cost of service relationships that exist between current fees and the service levels. This report is provided under separate cover.
- Based on the previously mentioned activities and initial findings, the project team analyzed issues, explored alternative service delivery options, and developed recommendations to create a more efficient and effective process. The analysis resulted in recommendations to staffing, services, processes, and technology usage to streamline the services provided and to help the City meet its goals.

The report is divided into the following chapters:

- Staffing and Organizational Structure Analysis
- Process and Procedure Improvements
- Technology Utilization
- Fee and Revenue
- Appendices that include copies of the following interim documents:
 - Profile,
 - Best Practice Assessment,
 - SWOT Analysis,
 - Stakeholder Analysis,
 - Employee Survey, and
 - Comparative Survey

Each of these sections will provide relevant recommendations and insight into the City's development review process as it relates to the City overall or to individual departments.

3 SUMMARY OF RECOMMENDATIONS

Based on the assessment and analysis, there are a variety of recommendations for each topic covered in this assessment that are discussed in detail throughout this report. These are consolidated into the following table which shows the recommendation, priority and suggested timeframe for implementation. The recommendations are provided in the order in which they appear in the report – not in order of highest priority.

Summary of Recommendations and Implementation Plan

#	Recommendation	Priority	Time-frame
Staffing and Organizational Structure			
1	The City should continue its effort to make Milpitas an inviting workplace, including exploring alternative and creative options such as incentive pay for multi-lingual staff or flexible work schedules	Medium	On-going

#	Recommendation	Priority	Time-frame
2	The Planning Department should consider adding a new Principal Planner and dedicate one existing Planner position to long-range planning activities to ensure these critical duties are provided the necessary staff time and attention. The fiscal impact of these positions would be net neutral as they would be funded through the Community Planning Fee.	High	2019
3	The Building Division is appropriately staffed if all existing authorized positions are filled. The division recently augmented its staffing with a combination of new positions and the upgrading of temporary positions to full-time in late 2018.	High	2019
4	The Fire Prevention Division should consider adding 1.0 Fire Protection Engineer. The fiscal impact of this position would be absorbed through Fire Prevention Permit revenue.	High	ASAP
5	The Engineering Department is sufficiently staffed to perform plan review, inspection and traffic review functions due to recent FY18-19 position additions. The department should consider transitioning the temporary Public Works Inspector position to a permanent position due to the volume of development activity.	Medium	2020
7	The roles and responsibilities for development review activities should be clarified between the Engineering and Public Works Department and greater coordination implemented to improve service delivery to applicants.	High	2020
8	The City should consider hiring a position dedicated to the IT and GIS needs for Development Services. This TRAKIT Systems Administrator should report to the Building Housing Director, but should be funded through the Permit Automation Fund.	High	2019
9	In the next several years, the City should implement a Development Services Technician position (cross-trained Building Permit Technician) to help streamline the City's development review process. Upon implementation, the cost of this position should be accounted for in development review fees.	Medium	2020-2021
10	Consider creating the position of Permit Navigator, reporting to the Planning Director, to oversee all development review processes and serve as a liaison to the development community.	High	2019
Process and Procedures			
11	Develop new Standard Operating Procedures for key operational processes. Revise Standard Operating Procedures for processes that are not up to date or relevant.	High	ASAP
12	Develop and implement a robust training program for new and revised Standard Operating Procedures (SOPs). Ensure training for all staff on the revised SOPs prior to implementation.	High	ASAP
13	Transition to electronic submittal for all development permit applications.	High	2020

#	Recommendation	Priority	Time-frame
14	Implement more specific applications which include submittal checklists for the most frequently utilized and high-volume application types.	Medium	2020
15	Require Permit Technicians to perform an application completeness check before accepting a new application and only accept applications that are complete and ready for review.	High	2019
16	Provide training to staff to enable a complete initial first review of applications to reduce the number of late hits on subsequent reviews.	High	2019
17	Revise review timelines for all review entities to ensure they align with the published turnaround times.	Medium	Ongoing
18	The percentage of plan reviews conducted in compliance with adopted plan review targets should be added as a performance measure to increase accountability within the Department.	Medium	2020
19	Develop an Expedited Program for Standardized Tenant Improvement Plan Reviews to allow for a more efficient and streamlined review process for specific types of interior only tenant improvement projects.	High	2020
20	Establish shorter turnaround timeframe for Tenant Improvement Applications; such as an Interior TI less than 10,000 sq. ft. should be reviewed within 48 business hours; whereas, perhaps a TI larger than 10,000 sq. ft. interior only should take 5 business days.	Medium	2021
21	The Development Review Committee's primary focus should be on the review of development applications.	Medium	2019
22	Update design standards and specifications.	High	2019
23	Designate a Zoning Hearing Officer to serve as the decision making body for Minor Conditional Use Permits, Special Use Permits, Minor Site Development Permits, Site Development and Variance applications.	High	2020
24	Provide an approval authorities table and application review process diagrams on the Planning Department's website.	Medium	2019
Technology Improvements			
25	Conduct a technology needs assessment to determine gaps with the current software and hardware systems deployed and identify opportunities for greater integration of all development related operations.	High	2019
26	Develop a software training program for new users, including a user guide for on-going use.	High	2019
27	Provide on-going training when new software updates are released or when new process implementation impacts how staff use the software.	High	On-going
28	Utilize the time keeping feature of TRAKiT to capture time charges for application review.	High	2020

#	Recommendation	Priority	Time-frame
29	Utilize TRAKiT for all development related activities (plan review and inspections) across all departments.	High	2020
30	Provide TRAKiT access for Economic Development and Housing staff upon completion of the proper training.	Medium	ASAP
31	Expand electronic application and plan submittals to all development application types. Ensure that TRAKiT and ProjectDox is integrated with Fire and Land Development independent software systems before implementation.	High	2020
32	Transition to only digital as-built drawing submittal and attach to the permit file in TRAKiT.	High	2020
33	Longer-term, all prior permits and selected documents regarding that permit should be scanned and included in TRAKiT to provide a comprehensive resource regarding prior permitting activities at an address.	Low	2021 and ongoing
34	Integrate the City's GIS system into the TRAKiT permitting system.	Medium	2020
35	The City should create a development webpage and interactive map to provide development project information to the public.	Medium	2020
Fees and Revenue			
36	Detailed policies regarding impact fees and user fees should be established, which should include the following: - Nexus or basis for charging fees - Annual updates to fees - Frequency of comprehensive updates - Collection of fees - Purpose/use of fees	High	ASAP
37	A unified PJ Policies and Procedures Account should be developed, clearly outlining the roles and responsibilities of the departments involved in the process, the collection of funds, stop work order thresholds, overall process, etc.	High	2019
38	The City should develop standard operating procedures for fee collection and application by adopting a do's and don'ts checklist for fee collection.	High	ASAP
39	The City should update its online permit fee calculation samples to incorporate examples of Planning, Fire, and Land Development Permits. The existing building permit samples should be updated based upon the adopted fee schedule.	High	ASAP
40	Development Services activities should be transitioned from a General Fund to Enterprise Fund(s) over the next several years.	Medium	2020-2021
41	A deferred revenue fund for Fire Prevention should be established to be consistent with the deferred revenue fund for Building.	High	2019

#	Recommendation	Priority	Time-frame
42	Fee revenue (user fees and development impact fees) should be audited within 10 business days of initial fee payment by the Administrative Analyst II position for any development projects that are greater in scope than 50,000 sq. ft.	High	2019
43	Fast Track / Overtime Plan Review should only be charged based on City Council adopted overtime hourly rates on the fee schedule and there should be no additional plan review charges beyond the overtime hourly rate times hours billed to a project.	High	ASAP
44	The City should not offer expedited review when there is a lack of staff overtime availability in all reviewing departments.	High	ASAP

The detailed narrative and analysis regarding each of these recommendations is contained in the body of the report.

4 SUMMARY OF POSITION CHANGES.

The following table summarizes the recommended position changes contained in the report and summarizes the funding source for each position.

Department	Recommendation	Funding Source
Building	Implement a Development Services Technician position (cross-trained Building Permit Technician).	Development Review Fees
Building	TRAKiT System Administrator (1 new position)	Permit Automation Fund
Engineering	Transition the temporary Public Works Inspector positions to permanent positions.	Engineer Plan Review and Inspection Fee Revenue
Fire	Fire Protection Engineer (1 new position)	Fire Plan Review and Inspection Fee Revenue
Planning	Principal Planner for long-range planning activities (1 new position)	Community Planning Fee
Planning	Permit Navigator (1 new position)	Development Review Fees

More details regarding each of the positions for consideration are contained in the following chapter.

2. Staffing and Organizational Structure Analysis

One of the primary areas of focus for the development review analysis was to ensure that the staffing levels and organizational structure within the City are sufficient to meet desired service levels. The focus of this chapter is to evaluate the key components that impact the staffing needs for each of the partners in the development review process and to address any necessary organizational structure changes.

1 **THERE HAS BEEN SIGNIFICANT TURNOVER IN STAFF FOR DEVELOPMENT SERVICES WHICH HAS AFFECTED INSTITUTIONAL KNOWLEDGE.**

This report acknowledges that the Community Development City Service Area has experienced significant staff turnover in executive management and staffing over the past five years with significant hiring and retention challenges. This led to a commensurate reduction of institutional knowledge and continuity in processing, lack of proper staffing levels, limited cross-departmental strategic planning, dated basic fee schedules, lack of recent comprehensive development services fee schedule update, poor use of permitting technology and lack of permit system training, extended permitting and inspection responsiveness, limited succession planning, and deferred long range planning activities.

In addition, city staff have been retiring and there is an increased shortage of qualified building plan check review and inspection staff within the region. This lack of qualified staff in the marketplace makes it difficult to fill vacancies as well as affects the ability to retain staff. Also, the city has utilized contract staff in certain positions (e.g. Planning) which led to increased staff turnover.

Staff turnover is an important issue to evaluate as even if the city has sufficient authorized staffing levels and fills all of its vacancies, there are still negative impacts from staff turnover. The following points highlight some of these key impacts:

- **Lack of Institutional Knowledge:** This is the most significant impact due to staff turnover. When prior city staff depart, the knowledge and background regarding the rationale behind current or existing processes leaves with them. In some instances, the lack of ability to transfer any knowledge, results in a lack of understanding of current processes.
- **Low Employee Morale:** As staff are constantly being hired and leaving a department or division, there can be an impact on employee morale. There can be perceptions regarding lack of career progression or better career opportunities outside of the city, resulting in employees feeling dissatisfied with their current positions.
- **Lack of Department Stability:** Constant staff turnover can also result in the perception that there is a lack of stability associated with the department and

service, as people and therefore services and service levels could be constantly shifting.

- **Lack of Continuity:** Changes in staffing can lead to changes in the staff who process development review permits. Depending on the staff position's knowledge of the city's codes and/or processes, the lack of continuity can lead to extended review timelines, as well as re-interpretation of codes and comments. There is a lack of continuity associated with the development project.

As all these points highlight, staff turnover has major impacts internally and externally for the city on the quality and timeliness of services provided to customers. Fortunately, it appears that one of the major factors impacting staff morale negatively and contributing to job dissatisfaction was an organizational culture related to prior City Management. With significant changes in the organization's leadership and a new leadership team in place, issues are being addressed to improve the organizational culture. Efforts such as this study, which is focused on ensuring staff have the necessary resources to perform their job, is one example of the changes being implemented.

Therefore, it is important for the city to mitigate the staff turnover issues that have been present over the last several years. As previously mentioned, staff turnover has primarily been affected based upon retirement of staff and staff retention. Staff retention is influenced by three major components:

1. **Career Development** – this aspect of retention is focused on the career ladder available to certain positions, as well as internal opportunities for growth within the City.
2. **Compensation** – this aspect of retention is objective and is affected by the base pay and steps associated with each position.
3. **Organizational Culture** – this aspect of retention is subjective and qualitative in nature and has to do with the perks such as flexible schedules, high employee morale, positive work environment, distribution of workload, and leadership ability.

The project team evaluated the three components noted above as it relates to the typical development services classifications – Building Inspector, Building Plan Checker, Fire Protection Engineer, Fire Prevention Inspector, Associate Planner, and Associate Civil Engineer.

For the majority of these positions (Planner, Engineer, Inspector, and Plan Checker) the City of Milpitas offers comparable growth opportunities in terms of career ladder. Additionally, in other jurisdictions, some of these functions are part of other departments rather than their own individual departments, e.g. Planning and Building make up the

Community Development Department or Engineering is part of Public Works, which further limits the ability of staff to grow into departmental managerial positions.

The positions were also evaluated in terms of compensation. It is part of the City's budget process to conduct a comprehensive classification and compensation analysis. This will be critical to ensuring that current staff and potential staff at the City are appropriately compensated based upon market and the value that they bring to the City. The project team picked some common position types and compared the minimum and maximum salaries to calculate the mid-point offered by some of the surrounding jurisdictions and compared it to the City of Milpitas:

Jurisdiction	Associate Planner	Building Inspector	Fire Protection Engineer	Associate Civil Engineer
Dublin	\$109,704	N / A	N / A	\$129,804
Fremont	\$102,268	\$102,014	\$104,477	\$118,585
Livermore	\$108,901	\$95,395	N / A	\$116,682
Mountain View	\$111,082	\$94,926	\$141,376	\$118,917
San Mateo	\$100,643	\$88,068	\$114,781	\$114,781
Santa Clara	\$123,438	\$121,128	\$138,000	\$118,410
Sunnyvale	\$99,887	\$92,030	\$128,336	\$108,407
AVERAGE (EXCL. MILPITAS)	\$107,989	\$98,927	\$129,101	\$117,941
MILPITAS	\$113,803	\$100,175	\$137,883	\$115,244

For three out of the four positions, the average pay rate for Milpitas is higher than the overall average of the surrounding jurisdictions, the only exception is the Associate Civil Engineer position. This indicates that the City's current salary schedule is generally competitive with other jurisdictions.

The last component the project team evaluated was the organizational culture. This is typically a subjective measure and difficult to quantify. However, during the course of this study, the project team conducted an employee survey for all employees in development review process that assist in evaluating this factor. There were several questions in the survey that focused on employee experience with management and the workplace. The following points list some of the questions and their responses that relate to improving workplace culture:

- My voice and opinions are heard – 78% of staff agreed
- Professional development is encouraged – 79% of staff agreed
- I am empowered at work to act within my scope of expertise – 87% of staff agreed
- Managers in my department are receptive – 91%

As these points indicate, the current employees in development review services generally seem to be very satisfied with the new organizational culture.

Overall, the City has made a concerted effort to address many of the reasons behind the extensive staff turnover over the past several years and is headed in the right direction. The City should continue to monitor staff workload and priorities, salary schedules, career development, and succession planning to ensure that there is a focus on staff retention.

The City could explore some other unique options for career incentives at the City. For example, in order to be more employee friendly include offering flexible work schedules, especially due to long commute times in the Bay Area. Department directors for Planning, Building, Engineering, and Fire Prevention should work closely with the City's Human Resources department to identify other viable options to mitigate staff turnover.

Recommendation #1: The City should continue its effort to make Milpitas an inviting workplace, including exploring alternative and creative options such as incentive pay for multi-lingual staff or flexible work schedules.

2 THE PLANNING DEPARTMENT SHOULD CONSIDER ADDING A PRINCIPAL PLANNER POSITION FOR LONG RANGE PLANNING EFFORTS AND EXISTING RESOURCES SHOULD BE REALLOCATED TO DEDICATED ZONING COMPLIANCE INSPECTION AND LONG-RANGE PLANNING EFFORTS.

The Planning Department is responsible for both long range and current planning services. The Department is responsible for enforcing the City's Zoning Regulations, General Plan, and other development review ordinances as part of the entitlement or project planning phase of a development project. Staff in this department work on preparing updates to the Zoning Code, General Plan, and coordinating review of land development application. Prior to FY19, the Department also consisted of Neighborhood Planning Services (Housing and Code Enforcement), but these functions have now been transferred to the Building Department. The following table shows the historical staffing levels for the Planning department by position title (only including the Planning function not Neighborhood Services):

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE
Planning Director	1.0	1.0	1.0
Planning Manager	0.0	1.0	1.0
Secretary	1.0	1.0	1.0
Senior Planner	2.0	2.0	2.0
Associate Planner	0.0	2.0	2.0
Assistant Planner	1.0	1.0	1.0
Junior Planner	1.0	1.0	1.0
Student Intern	2.0	1.0	1.0
TOTAL STAFF	8.0	10.0	10.0

As the table indicates the primary shift in Planning occurred between FY17 and FY18 when there was an increase of two positions in the Department. The transition occurred by removing one student intern and adding three new positions – 2 Associate Planners and 1 Planning Manager.

The Planning Department currently charges for the majority of its development review applications as Private Job (PJ) accounts, which are essentially developer deposits. The project team worked with staff in Finance to obtain information regarding time billed to development projects. There are very few services provided by the Planning Department for which it charges a flat fee. As part of the user fee study analysis, the project team worked with staff to estimate the average amount of hours it takes to review and process those applications. In addition to planning-related projects, the planning department also provides support to Building projects by conducting review of building plans. The following table shows by workload type the annual hours of activity associated with Planning Applications:

Workload Category	Annual Hours
PJ Accounts	1,597
Planning Flat Fees	737
Building Plan Review Support ¹	1,410
TOTAL ANNUAL HOURS²	3,744

As the table indicates, the Planning Department spends approximately 3,744 hours on development-related activities. It is important to note that there is almost just as much support provided for Building Plan Reviews as there is for developer deposit-based applications. The annual workload hours were divided by the Department's available hours to calculate the estimated staffing requirements. The project team calculated the Department's available or productive hours based upon the review of the City's labor agreements as well as standardized assumptions regarding meetings, breaks (lunches), and training hours. The following table shows the assumptions utilized for the calculation of the productive hours:

Category	Amount (Hrs)
Base Full Time Hours	2,080
Holidays (13 days a year)	104
Vacation (11 days a year)	88
Sick (12 days a year)	96
Breaks / Meetings / Training ³	391
<i>Subtotal of Hours to Be Excluded</i>	<i>679</i>
Annual Productive Hours	1,401

¹ Building Plan Review support is based upon 7 building plan reviews that were routed to Planning and average review time of 2 hours per Plan Review, based upon discussions with Planning staff.

² The annual hours were rounded to the nearest hour for ease of presentation.

³ The Breaks / Meetings / Training hours assumes 1 hour of lunch, 2.5 hours of meetings on average per week, and 2 full days of training per year.

Based upon the detailed analysis conducted by the project team, the Planning Department staff have approximately 1,401 hours available annually to perform billable activities. The 1,401 hours reflect a productivity rate of 67%, which is within the 65-70% typically seen for these types of activities. The project team took the annual estimated workload hours and divided by these annual productive hours to calculate the estimated number of staff necessary to perform development related planning activities. The following table shows this calculation:

Category	Planning FTE
Estimated Annual Hours of Workload	3,744
Annual Productive Hours	1,401
ESTIMATED FTE	2.67

Based upon the estimated annual workload hours, there is the need for approximately 2.67 Planners. Due to the complexity of Planning projects and reviews, the different types of projects and services that planning staff work on during the year, as well as significant staff turnover (which impacts coding time to PJ accounts), it is difficult to utilize historical workload and estimated hours as the only method for determining staffing needs. Additionally, the Planning Director and Planning Manager spend significant time reviewing current planning applications, and their time is not captured in the PJ account information.

Currently, there are a total of 6 planner position titles, which can work on development review activities; and based upon the analysis there is the need for approximately 3 Planners for these services. However, there are certain services that are not being captured in this calculation – conditions of approval inspections and long-range planning activities.

Currently, planning staff only sporadically conduct inspections on building projects. The volume of building permit activities (705 permits reviewed by Planning staff for just Plan Review) indicates that there is sufficient workload to at least require a Planner to be dedicated part-time to this activity throughout the year.

For long-range planning activities, many agencies in the surrounding bay area jurisdictions have approximately 1 - 2 full-time planners dedicated to General Plan and long-range planning activities. Due to the influx of development activity in the Bay Area, it is imperative that there is staff dedicated to ensuring that zoning codes, ordinances, specific plans, and other impacts to the City's long range plans are being considered. Long range planning efforts have historically been completed by the Planning Manager and consultants working on the City's Midtown Specific Plan and General Plan update. Long range planning efforts have received little to no attention over the past few years. Moreover, the City Council has had multiple discussions focusing on long range planning and policy updates.

Therefore, there is a need for one additional long range Planning position within Planning to be dedicated full-time to these efforts. Planning staff in City of Milpitas could be used to work on comprehensive updates to the Zoning Code, Ordinances, CEQA, Bike and Pedestrian Master Plan, Trails Master Plan, Shuttle Study, etc. Ideally, the individual in this role will have previous experience with CEQA, transportation and long range planning. A dedicated long range planner will help alleviate some of the long range planning efforts currently completed by the Planning Manager as they will support or lead the previously listed projects and duties. In some jurisdictions, Planners who work on these efforts either are budgeted directly out of the General Plan/Long Range Planning Fund or charge their time to those services. This practice ensures that Planning staff are minimizing their impact on the City's General Fund. One existing planner and one new planner position should be dedicated to long-range planning activities.

Based upon current workload analysis, there is sufficient current planning capacity in the Planning Department to manage current workload needs and perform additional current planning work, such as zoning compliance inspections. The two long range planners would have sufficient capacity to not only manage the existing long range planning projects but to allocate staff to work on other much needed long-range planning projects such as General Plan efforts. These positions should be funded through the City's established Community Planning Fee, which is meant to account for the annual cost associated with the City's long-range planning efforts.

Recommendation #2: The Planning Department should consider adding a new Principal Planner and dedicate one existing Planner position to long-range planning activities to ensure these critical duties are provided the necessary staff time and attention. The fiscal impact of these positions would be net neutral as they should be funded through the Community Planning Fee.

3 THE BUILDING DIVISION SHOULD FILL ALL AUTHORIZED POSITIONS TO MEET WORKLOAD DEMANDS.

The Building and Housing Department has gone through several staffing and organizational changes over the past several years. The Building and Housing Department is responsible for performing plan check and inspections related to building codes, as well as enforcing the City's Municipal/Building Code, and providing support related to housing development within the City. The primary focus of the study and the analysis was on the Building Plan Check, Inspection and Permitting portion of the Department. The following table shows the historical and current staffing levels for the Building Department (building only component) by position title for the past three years:

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE
Building and Housing Director	0.0	1.0	1.0
Chief Building Official	1.0	0.0	0.0
Sr. Plan Check Engineer	0.0	1.0	1.0

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE
Plan Check Engineer	2.0	2.0	2.0
Plan Checker	1.0	1.0	1.0
Temporary Plan Check Engineer	1.0	1.0	2.0
Building Inspection Manager	1.0	1.0	1.0
Sr. Building Inspector	0.0	2.0	2.0
Electrical Inspector	1.0	1.0	1.0
Building Inspector	7.0	5.0	5.0
Temporary Inspector	4.0	5.0	7.0
Permit Center Manager	1.0	1.0	0.0
Building Permit Tech	2.0	2.0	2.0
Office Specialist	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0
TOTAL STAFF	23.0	24.0	27.0

As the table shows, the Building Division's staff has increased over the past three years as well as reorganization of job duties and allocated positions. During the course of this project, there were further staffing changes within the Division. In December 2018, City Council approved the addition of 3.0 FTE to the department, along with transitioning some of the temporary positions to permanent positions to address urgent deficiencies in staffing resources. The following tables incorporate the mid-year adjustments into the historical staffing analysis:

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE	FY19 Mid- Year FTE
Building and Housing Director	0.0	1.0	1.0	1.0
Chief Building Official	1.0	0.0	0.0	1.0
Administrative Analyst II	0.0	0.0	0.0	1.0
Plan Review Manager	0.0	0.0	0.0	1.0
Sr. Plan Check Engineer	0.0	1.0	1.0	1.0
Plan Check Engineer	2.0	2.0	2.0	4.0
Plan Checker	1.0	1.0	1.0	1.0
Temporary Plan Check Engineer	1.0	1.0	2.0	0.0
Building Inspection Manager	1.0	1.0	1.0	1.0
Sr. Building Inspector	0.0	2.0	2.0	2.0
Electrical Inspector	1.0	1.0	1.0	1.0
Building Inspector	7.0	5.0	5.0	9.0
Temporary Inspector	4.0	5.0	7.0	3.0
Permit Center Manager	1.0	1.0	0.0	0.0
Building Permit Tech	2.0	2.0	2.0	2.0
Office Specialist	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	1.0
TOTAL STAFF	23.0	24.0	27.0	30.0

The three positions added in the mid-year budget adjustment are the Building Official, the Administrative Analyst II, and the Plan Review Manager position. These are all support positions, as all direct positions were simply transitioned from temporary to permanent staff rather than adding any new positions.

Along with gathering information on staffing levels, the project team also obtained workload and permit volume data for the Building Division. The project team used this information to calculate the number of positions required for the three main components of service – Permit Technicians, Plan Reviewers, and Building Inspectors. The workload information was multiplied by the average amount of time it takes for permit technicians to process the permit, plan reviewers to review the number of plan reviews conducted, and the inspectors to conduct their inspections. The following table outlines the assumptions made by the project time for the average time:

Workload Activity	Average Time (Hours)
Permit Processing	45 minutes (0.75)
Plan Review	1 hour (1.00)
Inspection	40 minutes (0.67)

The majority of the building permits issued by the permit technicians are over the counter and simple permits. These types of permits take between 15 to 30 minutes to process. However, approximately 10% of the permits last year were more than just over-the-counter permits, and these types of permits can require significant amount of support from Permit Technicians as it relates to setting up the permit, taking the permit in, calculating permit fees, communicating with the developer, etc. Therefore, the project team arrived at an estimate of 45 minutes to reflect the average time it takes to handle each permit. This accounts for the fact that simpler permits represent up to the 90% of the work activity, but also allows some buffer associated with the larger projects.

The project team obtained information from the Department regarding the types of Plan Reviews that are performed. Building Plan Reviewers are responsible for conducting a variety of plan reviews such as electrical, mechanical, plumbing, structural, architectural, grading, etc. The time it takes to conduct these plan reviews can vary dramatically from 15 to 20 minutes to several hours to more than a couple of days. Therefore, the project team utilized a similar approach as the Permit Technicians to arrive at a reasonable average that would not over-inflate the time spent on each type of plan review, but also not significantly under estimate the support by the plan reviewers. The reasonable average was approximately 5 hours per overall plan review conducted for each type of plan review permit issued. The 5 hours considers that the bulk of the plan reviews being done are on larger and standard projects where the plan review is closer to the standardize 4-6 hours rather than the 15 to 25 minutes; hence the average skews closer to the 5 hours. The simpler plan reviews (15 to 25 minutes) would typically be related to over the counter permits and performed by the Permit Technicians.

For the inspectors, the average time per inspection was calculated based upon the standard of conducting between 12 to 15 inspections per day. If the assumption is made that in an 8-hour workday, an inspector can conduct at least 12 inspections, this assumes an average of 40 minutes per inspection, including travel time. The following table shows

the workload information, average time assumed, and the annual number of hours associated with each activity:

Workload Category	Permit Processing	Plan Review	Inspection
# of Permits / Reviews / Inspections	4,978	1,473	25,530
Average Time per activity (hrs)	0.75	5.00	0.67
TOTAL ANNUAL HOURS⁴	3,734	7,365	17,105

As the table shows, the bulk of the workload for the Building Division is associated with inspections followed by plan review and permit processing. The information from this table was divided by the productive hours available to Building Division staff for performing this workload. The productive hours calculation reduces the annual hours of an employee (2,080 hours) by vacation, sick, trainings, meetings, etc. The project team calculated the Building Division's annual productive hours based upon the specific MOUs associated with Building Division staff. The following table shows the calculation the project team used to arrive at the billable hours calculation for Building Staff:

Category	Amount (Hrs)
Base Full Time Hours	2,080
Holidays (13 days a year)	104
Vacation (11 days a year)	88
Sick (12 days a year)	96
Breaks / Meetings / Training ⁵	374
<i>Subtotal of Hours to Be Excluded</i>	<i>662</i>
Annual Productive Hours	1,418

The 1,418 Productive Hours represent a productivity rate of 68%, which is well within the typical standard of 65-75% that is seen for most local governments. The following table shows the calculation for number of FTE needed based upon the annual hours calculated and the annual productive hours:

Category	Permit Processing	Plan Review	Inspection
Estimated Annual Hours of Workload	3,734	7,365	17,105
Annual Productive Hours	1,418	1,418	1,418
ESTIMATED FTE	2.63	5.19	12.06

These calculations show a need for 2.6 positions for Permit processing, 5.19 positions for Plan review, and 12 positions for inspections. The Department is currently only authorized for 2.0 FTE for Permit Technicians; however, the 2.0 Permit Office Specialists assist the Permit Technicians with the processing of the applicants, intake, payments, questions, etc., and as such the Permit Processing function is sufficiently staffed.

In regards to Plan Review, the Department is authorized for 6.0 FTE for direct Plan Review, not including the 1.0 FTE to manage the Plan Review process as well as the

⁴ The annual hours were rounded to the nearest hour for ease of presentation.

⁵ The Breaks / Meetings / Training hours assumes 1 hour of lunch, 2 hour of meetings on average per week, and 3 full days of training per year.

Permit Center. However, the department only currently has 3.0 FTE of these positions. Therefore, based upon current filled staffing levels the Department is understaffed; however, once it fills all authorized positions, the Plan Review function will also be sufficiently staffed.

For Building Inspection, based upon the number of inspections completed last year, the Division needs approximately 12 Full-Time Inspectors. The Department is authorized 15 full-time inspector positions, not including the Inspection Manager. Similar to the plan review function, of the 15 authorized positions, only 10 positions are currently filled. Therefore, based upon the current number of inspectors, the Department is understaffed. However, once the Department fills all of its authorized positions it will have sufficient staff to meet its expected workload needs and accommodate future growth in inspection activities.

Based upon the workload analysis conducted for the three primary functions of the Department, the authorized staffing levels are sufficient to meet the workload needs. However, the Department should move to fill all authorized positions as to not overload the existing staff.

The other staff in Building are primarily administrative support and with the mid-year adjustment for the addition of the Building Official, Administrative Analyst, and Plan Review Manager position there is sufficient administrative and supervisory support within the Department.

Recommendation #3: The Building Division is appropriately staffed if all existing authorized positions are filled. The division recently augmented its staffing with a combination of new positions and the upgrading of temporary positions to full-time in late 2018.

4 THERE IS THE NEED FOR ADDITIONAL PLAN CHECK STAFF IN FIRE PREVENTION TO ACCOMMODATE WORKLOAD.

The Fire Prevention Division is part of the City's Fire Department. The Division is overseen by a Deputy Fire Chief and consists of two separate programs – Fire Prevention Division Administration and Fire Prevention Inspection. The Fire Prevention Division is tasked with not only performing life/safety plan reviews and inspection for development activities, but it also is responsible for administering the City's Certified Unified Program Agency (CUPA)/Hazardous Materials Program. Additionally, the Division also enforces Fire/Life Safety codes. The following table shows the historical staffing levels for the Fire Prevention Division by position title for the past three years:

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE
Fire Prevention Deputy Chief	1.0	1.0	1.0
Office Specialist	1.0	1.0	1.0

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE
Assistant Fire Marshal	0.0	0.0	1.0
Chief Enforcement Officer	0.0	1.0	1.0
Fire Protection Engineer	1.0	1.0	1.0
HazMat Inspector	2.0	2.0	2.0
Fire Prevention Inspector	3.0	2.0	3.0
TOTAL STAFF	8.0	8.0	10.0

As the table indicates, there was an increase of two authorized positions in the Fire Prevention Division between the FY18 and FY19 budget. The primary increase in positions has to do with returning the Fire Prevention Inspectors back to the original authorized level from FY17 and the addition of an Assistant Fire Marshal position. The Assistant Fire Marshal position was created to oversee the fire plan review and inspections on a day-to-day basis, with the Deputy Chief providing oversight and support for large projects and strategic direction.

As part of the user fee study analysis, the project team gathered time estimate information from the Fire Prevention staff regarding the number of permits and inspections that they process, as well as the average amount of time it takes to review and inspect each permit. The following table shows by major permit category broken out by plan review support and inspection support the annual estimated hours for Fire Prevention Division staff.

Permit Category	FY18 Estimated Annual Hours for Inspection	FY18 Estimated Annual Hours for Plan Review
Annual Operational Permits	1,948	864
Construction Review Permit / Inspection	2,977	3,499
Miscellaneous Fees	46	0
Planning Application Review	0	646
TOTAL ANNUAL HOURS⁶	4,971	5,009

Fire Prevention spends approximately 5,000 hours annually conducting inspections and plan review activities. It is important to note that these estimates are based upon an average amount of time for each review and inspection; in some instances, a particular inspection or plan review may take more or less time than the average.

In order to estimate the number of staff necessary to conduct these inspections and plan review activities, the project team took the annual workload hours and divided them by the net available hours for Fire Prevention Division staff to arrive at the requisites number of Full-Time Equivalents (FTE). Net available hours calculation reduces the annual working hours of 2,080 hours (40 hours per week, 52 weeks a year) by hours for sick leave, vacation, holidays, meetings, and other types of activities during which staff are unbillable. To calculate the net available hours, the project team undertook a comprehensive approach that involved reviewing the City's Memorandum of

⁶ The annual hours have been rounded to the nearest hour.

Understanding (MOU) for different employee groups. The following table shows the calculation the project team used to arrive at the billable hours calculation for Fire Prevention Staff:

Category	Amount (Hrs)
Base Full Time Hours	2,080
Holidays (13 days a year)	104
Vacation (15 days a year)	120
Sick (12 days a year)	96
Breaks / Meetings / Training ⁷	316
<i>Subtotal of Hours to Be Excluded</i>	<i>636</i>
Annual Productive Hours	1,444

The 1,444 Productive Hours represent a productivity rate of 69%, which is well within the typical standard of 65-75% that is seen for most local governments. The following table shows the calculation for number of FTE needed based upon the annual hours calculated and the annual productive hours:

Category	Fire Inspection	Fire Plan Review
Estimated Annual Hours of Workload	4,971	5,009
Annual Productive Hours	1,444	1,444
ESTIMATED FTE	3.44	3.47

As the table indicates, based upon the annual workload for the previous year, there is the need for approximately 3.5 Fire Prevention Inspectors and Fire Plan Reviewers.

It is important to note that prior to the commencement of this project and during this project there were some organizational and staffing shifts within Fire Prevention. The Fire Protection Engineer was promoted to the Assistant Fire Marshal position; however, this left the Fire Protection Engineer position vacant. Additionally, in December 2018, Council approved an additional Fire Prevention Inspector position to the department. Based upon this, the total authorized positions for Fire Prevention increased from 10.0 FTE to 11.0 FTE.

In comparing the 3.44 FTE required for inspection to the 4.0 authorized positions, the Fire Prevention Division has the sufficient number of inspectors to conduct annual inspections, perform new construction inspections, as well as conduct any re-inspections as required by the project. There is also some capacity in the position to provide support to Fire Plan review.

The primary area of concern identified through the estimated FTE analysis is that there is the need for 3.47 FTE for Plan Review and currently there are only 2.0 FTE authorized to perform this function – Fire Protection Engineer and the Fire Marshal. This indicates

⁷ The Breaks / Meetings / Training hours assumes 1 hour of lunch / breaks, 1 hour of meetings on average per week, and 2 full days of training per year.

that there is a deficit of 1.47 FTE for this function and as the Fire Protection Engineer position is currently vacantly, this deficit increased to 2.47 FTE. The 2.47 FTE deficit is currently being absorbed by support from Fire Prevention Inspectors and the Deputy Fire Chief. This issue is being addressed by new leadership to eliminate the use of management staff working additional hours to address workload needs.

The following table summarizes the current situation:

Category	FTE Count
Current Filled Positions to perform Plan Review	1.00
Plan Review FTE Required	3.47
Plan review deficit	(2.47)
Current Filled Fire Prevention Inspectors	4.00
Inspection FTE Required	3.44
Inspection Surplus	0.56
Net Fire Prevention FTE	(1.91)

As the table indicates that even if the “surplus” inspectors are doing Fire Plan Review, there is still a deficit of approximately 1.91 FTE; which, as previously noted is being covered by the Deputy Fire Chief, as well as through overtime. If the Department had all of its authorized positions filled, there would still be the need for an additional plan review position to help support the 0.91 FTE deficit.

Even if the Assistant Fire Marshal continues in their current capacity in serving as a full-time plan checker rather than the day-to-day supervisor for the Fire Prevention unit, here would still be the need for an additional Plan Checker position. The Assistant Fire Marshal should only be providing support for Fire Plan Review and Inspection staff rather than serving as a full-time Plan Checker. Therefore, if the capacity of the Assistant Fire Marshal is reduced to 50% availability for plan review services; there would be the need for 2.0 full-time FTE dedicated to plan check activities.

Therefore, it is the project team’s recommendation that in order for the Division to function with its intended goal, of having the Assistant Fire Marshal function as a support and supervisory position, there is the need for an additional 1.0 FTE at a Fire Protection Engineer classification. The annual fiscal impact of this staff should be offset by the user fees charged for Fire Plan Review and Inspection.

Recommendation #4: The Fire Prevention Division should consider adding 1.0 Fire Protection Engineer. The fiscal impact of this position will be absorbed through Fire Prevention Permit revenue.

5 **ENGINEERING IS SUFFICIENTLY STAFFED TO PERFORM DEVELOPMENT-RELATED REVIEWS BUT SHOULD CONSIDER TRANSITIONING TEMPORARY PUBLIC WORKS INSPECTORS TO PERMANENT POSITIONS.**

The City's Engineering Department has three primary functions – Design and Construction, Land Development, and Traffic Engineering. All three of these functions are involved in the development review process. The Design and Construction division house the inspectors, which ensure that private development projects in the public right-of-way conform with City approved construction plans and standards. The Land Development function regulates right-of-way encroaches and private development in the public right-of-way; they are the plan review component to the Design and Construction's inspection component. Lastly, the Traffic Engineering function is responsible for reviewing traffic impacts upon the City's transportation system due to any proposed private development project. Over the last year, the Department has added positions to develop capacity in handling transportation related reviews and analysis.

The following table shows the historical staffing levels for the Engineering Department by position title for the past three years:

Position Title	FY17 Budget FTE	FY18 Budget FTE	FY19 Budget FTE
City Engineer	1.0	1.0	1.0
Secretary	1.0	1.0	1.0
Assistant City Engineer	1.0	1.0	0.0
Principal Engineer	0.0	0.0	1.0
Associate Engineer	9.0	5.0	8.0
Permit Technician	1.0	0.0	0.0
CIP Manager	1.0	1.0	1.0
Sr. Public Works Inspector	1.0	1.0	1.0
Public Works Inspector	0.0	1.0	2.0
Jr. / Assistant Civil Engineer	2.0	2.0	3.0
Temporary Public Works Inspector	2.0	1.0	1.0
Engineering Aide	2.0	2.0	2.0
Utilities Principal Civil Engineer	1.0	0.0	0.0
Administrative Analyst	2.0	1.0	1.0
Public Information Specialist	1.0	1.0	1.0
Traffic & Transportation Manager	1.0	1.0	1.0
Assistant Transportation Planner	1.0	0.0	0.0
Intern / Temp Staff Assistants	2.5	2.5	2.0
TOTAL STAFF	28.5	21.5	27.0

As the table indicates, there has been quite a bit of organizational and staffing fluctuations in the Engineering Department over the last three years, especially with the transferring of the Utility Engineering function in FY18 to the Public Works Department. There is a strong need for greater coordination and a clarification of the roles and responsibility between Engineering and Public Works staff to ensure that development review activities

are appropriately conducted in a timely and comprehensive manner and provide high-quality services to applicants.

The review and inspection services provided by staff in the Engineering Department are tracked through the City's Private Job Account system. Staff directly codes time spent on development projects. In addition to this system there are two other development-related activities that are not tracked – review of building permits and review and inspection associated with Minor Encroachment permits. The project team worked with staff in Land Development to collect information regarding the average time it takes to process and review these types of services to obtain a comprehensive understanding of the time it takes to review and inspect development applications. The following table shows by major workload area the total estimated hours based upon FY18 workload data.

Permit Category	FY18 Estimated Plan Review Hours	FY18 Estimated Inspection Hours	FY18 Estimated Traffic Review Hours
PJ Account Hours	2,146	3,141	201
Minor Encroachment Permits	48.00	64	0
Building Support ⁸	1,892	0	0
TOTAL ANNUAL HOURS	4,086	3,205	201

As the table indicates, the bulk of the development review activity is associated with Plan Review and Inspection functions, with some peripheral support provided by the Traffic Engineer. The estimated required number of employee support was calculated by taking the annual hours and dividing it by the productive hours for employees within the Engineering department.

The following table shows the calculation for the productive hours for staff in Engineering:

Category	Amount (Hrs)
Base Full Time Hours	2,080
Holidays (13 days a year)	104
Vacation (15 days a year)	88
Sick (12 days a year)	96
Breaks / Meetings / Training ⁹	366
<i>Subtotal of Hours to Be Excluded</i>	<i>654</i>
Annual Productive Hours	1,426

The 1,426 productive hours represents a productivity rate of 69%, which is similar to the other development services functions and in line with the typical productivity of 65-75% seen for other jurisdictions. The following table shows the estimated FTE for the three different development review functions within the City:

⁸ The Building Plan Review support was estimated by taking the number of engineering plan reviews (473 reviews) and multiplying it by the average of 4 hours per building project review.

⁹ The Breaks / Meetings / Training hours assumes 1 hour of lunch / breaks, 2 hours of meetings on average per week, and 2 full days of training per year.

Category	Plan Review	Inspection	Traffic Review
Estimated Annual Hours of Workload	4,086	3,205	201
Annual Productive Hours	1,426	1,426	1,426
ESTIMATED FTE	2.87	2.25	0.14

According to the estimated annual hours based upon workload, average time estimates, and actual time billed to PJ accounts, the development services function for the Engineering Department requires approximately 3 Engineers, 2.5 Inspectors, and less than 0.5 FTE for Traffic Review. Unlike several other functional areas evaluated, the Engineering staff are more diligent in charging to PJ accounts and the data regarding their workload is more accurate and reflective of actual work volumes.

The department's current staffing levels for each of these three services can not only accommodate the estimated annual hours of workload, but any additional increases in workload due to changes in the development activity. The only function where there is danger to exceed capacity is the Public Works Inspection function. Based upon current workload there is the need for approximately 3 Public Works Inspectors and there are currently 3 permanent inspectors with support provided from a temporary Public Works Inspector. These inspectors are responsible for inspecting both private development and Capital projects, and there might be capacity issues handling all these duties. As such the Department should consider transitioning one or both of the temporary Public Works Inspector positions into permanent positions to help account for increased workload and development activity.

The Department should continue to monitor its workload annually to ensure that there is sufficient staff support for performing all development review functions.

Recommendation #5: The Engineering Department is sufficiently staffed to perform plan review, inspection and traffic review functions. The department should consider transitioning the temporary Public Works Inspector position to a permanent position based on the volume of development activity.

Recommendation #6: The roles and responsibilities for development review activities should be clarified between the Engineering and Public Works Department and greater coordination implemented to improve service delivery to applicants.

6 SHOULD CONSIDER DEDICATING STAFF TO SUPPORT INFORMATION TECHNOLOGY EFFORTS AND GIS-BASED DATA ANALYSIS.

Within all of the development services functions there is currently no position that is dedicated to the Information Technology (IT) and Geographic Information Systems (GIS) functions. Staff within each of the departments have been self-training on the use of TRAKiT and GIS functions to help support the development activity. Currently, there is a Sr. Plan Checker position in the Building and Housing Department who serves as the de

facto TRAKiT Administrator for the Department; similarly, in the Planning Department, there is an Assistant Planner who serves in the role of GIS coordinator for Planning support. However, these resources are not sufficient to fully and successfully implement the use of TRAKiT to enable the City to take advantage of the functions of this software. Likewise, these resources are not sufficient to fully and successfully utilize available GIS-based analytical tools to support long-range planning needs.

Due to the nature of the Permitting Software System and the volume of activity within the development services and review function it is critical that there is a system administrator for TRAKiT. Additionally, certain departments such as Fire and Land Development utilize other systems in addition to TRAKiT. There needs to be integration between the two systems to ensure that information is communicated accurately between systems on a singular development project.

The System Administrator position should reside within the Building Department; as they are the primary user and manager of TRAKiT. However, the purpose of this position will be to serve the technological needs for all development functions – Land Development, Fire Prevention, and Planning. This position would be responsible for the following aspects:

- Generating Pre-populated reports in TRAKiT, which staff and Department management can run showing permit volume, types of permit, turnaround times, etc.
- Enabling all relevant City staff (Housing, Code Enforcement, Fire, Land Development, Utility Engineers, Building Inspectors, Planners, etc.) access to the Permitting system.
- Ensuring all relevant modules for the Permitting system are purchased and are “live” – modules for time tracking, project status, etc.
- Ensuring integration of data between different permitting systems in Fire and Land Development with TRAKiT to allow for comprehensive and consistent reporting between systems.
- Enabling there to be integration between the City’s GIS and Permitting Systems so real-time changes are incorporated into online maps as well as for development review.
- Developing and exploring strategic priorities for development services to allow for integration between applications used in the field and the primary permit system.
- Ensuring that all updates to TRAKiT are implemented appropriately.

- Serving as the liaison between the development services functions within the City and the Permit software vendor (TRAKiT) to advocate for the City's needs.
- Support the online application portal (ProjectDox) and ensure integration into the TRAKiT software system.
- Developing a training program for new and existing employees regarding the most efficient way to utilize TRAKiT.
- Exploring possibilities for additional uses for TRAKiT to help streamline the development review process, such as billing for developer-deposits through TRAKiT or integrating it with the City's financial system.

The points discussed above are not meant to be a comprehensive listing of all of the functions and responsibilities for the TRAKiT system administrator. These points are intended to reflect that there is sufficient need within Development Services between Building, Planning, Fire, and Land Development, that a full-time position should be dedicated to those service areas. While it is typical to still have subject matter experts within each department or a "power user" of the system; there should be a singular expert focused on the technological strategic goals and needs of development services, including the GIS-based analytical needs required for effective long-range planning and decision making.

The TRAKiT Systems Administrator could also have the capacity to work with departments and divisions on their GIS needs. While there is the need for significant GIS support in Planning for long-range planning and development-review applications, the development of those types of maps and activities should reside with staff in the Planning Department. The GIS support provided by the Systems Administrator would be in the capacity of ensuring that the City's GIS integrates with TRAKiT and that any updates to either, are implemented to allow Planners to print and develop appropriate maps. Based upon the potential responsibilities and functions identified and the need for technological support for TRAKiT in the City of Milpitas, there is sufficient need for one full-time position.

Even though The TRAKiT Systems Administrator reports to the Building and Housing Director, the position should be funded through the Permit Automation Fund. The Permit Automation Fund is where the City's Technology Fee charged on development review projects is accumulated. The primary purpose of this fund is to support annual maintenance costs for the Permitting system, as well as to build a fund balance to support the eventual purchase of a new or updated system as necessary. As the primary purpose of this position will be to directly and solely work on the Permitting system, it stands to reason that this cost should be funded and supported through the City's Technology Fee.

The project team has conducted an evaluation of the Permit Automation Fee as part of the User Fee Study report, provided under separate cover. As part of this analysis, the

project team calculated two different Permit Automation Fees – one assuming the hiring of a TRAKiT Systems Administrator, and one without. Therefore, if the City were to move forward with this recommendation, the fiscal impact would be completely borne by the development permits and there would be no impact upon the City's General Fund.

Recommendation #8: The City should consider hiring a position dedicated to the IT and GIS needs for Development Services. This TRAKiT Systems Administrator should report to the Building Housing and Director, but should be funded through the Permit Automation Fund.

7 THERE SHOULD BE COUNTER STAFF SUPPORT FOR ALL DEPARTMENTS / DIVISIONS INVOLVED IN THE DEVELOPMENT REVIEW PROCESS

The City of Milpitas' development services currently operates similar to a one-stop shop in that there is one permit counter for all development-related activities. The permit counter is only staffed by Building and Housing Department. A portion of the permit counter is right next to the Cashier and it is staffed by the Office Specialists, who also serves as receptionists for City Hall. Located behind the Office Specialists are the Building Permit Technicians who service the permit counter.

The primary role of the Building Permit Technicians is to accept plans, review over the counter permits, set up project files, route plans, and calculate permit fees. The Building Permit Technicians can currently accept submittals on behalf of the other development services departments (Fire Prevention, Planning, and Land Development). However, the acceptance of the application and the plans are limited only to accepting the plans. There is limited capability within the current position set up for the Technician to provide any additional information regarding other development services departments. Even when accepting plans, the Technician is only taking the plans in; there is no cursory review to ensure that all relevant documents have been attached. If there are any questions or if there is the need for additional information, the Permit Technician will call one of the other department's staff to the Counter to address the potential concerns for the applicant. Similar concerns regarding plan completeness were identified regarding the planning permit submittals and support the need to conduct completeness reviews at intake for all applications.

The Permit Technician in Building and Housing is classified solely as the Building Permit Technician. However, based upon the City's job description, the first example of duty for the Building Permit Technician is to "*process a variety of building/construction, planning, and public works permits and applications for permits in an efficient and timely manner; insure all necessary approvals are obtained*".

Based upon this job description language, the current Building Permit Technician has the potential to play a larger role in the acceptance and processing of permits and applications

for non-Building departments. The only exception is that the current job duty does not include Fire Prevention in the processing of the permits and applications.

In order for the City to truly operate as a one-stop shop for development services, there is a significant advantage to implementing a cross-trained Building Permit Technician position. This position would be cross-trained in all three major development disciplines – Building, Planning, and Engineering; with the potential for Fire Prevention support. The cross-trained technician would not only be able to accept plans and projects for these other departments, as the Building Technicians currently do, but they would even be able to check for completeness of application submittal, because they would be familiar with the application types and requirements, as well as answer any basic questions regarding the process. This type of cross-trained Permit Technician has several benefits such as follows:

- **Improved Customer Service:** Instead of the Permit Technician having to call other departments to the Counter, the developer/applicant can directly converse with the Permit Technician and only if it is a more detailed or project specific question would there be the need to ask for additional staff support.
- **Potential for Career Development:** Many jurisdictions have implemented career or pay incentive programs, in which, as Permit Technicians become cross-trained in more than one discipline, they have the potential to earn more as well as grow in their career. Additionally, being knowledgeable regarding multiple aspects of the development review process allows the Permit Technicians to explore career opportunities beyond just the Building Department.
- **Potential for Quicker Turnaround Times:** Enabling the Permit Technician to conduct the initial completeness check upon submittal of an application, can allow the Permit Technician to inform the applicant regarding any missing items upfront prior to accepting the submission for the project.
- **Consistency in Application Processing and Fees Collection:** If the Permit Technicians are responsible for calculating all of the fees for all development applications there is consistency in the application and calculation of the fees.
- **Potential for Increased Over-The-Counter Permits:** The Permit Technicians can also be used by the other departments to help process standard permits or applications over the counter, such as a Zoning Compliance Letter for Planning, or a Home Occupation Permit review.

As these points demonstrate there are a variety of potential advantages to the City and the development services process with the institution of a cross-trained Permit Technician position.

The bulk of the development activity is building permits; as such the cross-trained Permit Technicians should be housed in the Building Department and report to the Plan Review Manager similar to the Building Permit Technician classification. The cross-trained Permit Technician position should be classified as a Community Development or Development Services Technician. Jurisdictions in which this technician position has been implemented, there is typically a I, II, or III classification to help delineate the number of disciplines in which the Permit Technician is trained. Along with the development of job classification with clearly laid out duties, there will need to be the discussion regarding compensation and the sliding scale of pay associated with increased competency and cross-training across multiple disciplines.

The fiscal impact of this position should be absorbed upon the user fees which are processed by the cross-trained Permit Technician, either in the form of direct time spent processing permits and applications, or as overhead cost and support to the different departments. It will be important to note that while the Building and Housing Department will be responsible for oversight of this position, because they will be processing permits for multiple departments, their cost should be accounted for on those department's permits as well and not just layered on building permit fees.

The creation of a Development Services Technician classification and position should be a long-term objective for the City. Over the next 2-3 years, the City should explore the ability to implement this type of classification and either begin training existing Permit Technicians or recruit for a position that is already cross-trained.

Recommendation #9: In the next several years, the City should implement a Development Services Technician position (cross-trained Building Permit Technician) to help streamline the City's development review process. Upon implementation, the cost of this position should be accounted for in development review fees.

8 A PERMIT NAVIGATOR POSITION SHOULD BE CREATED TO SERVE AS A RESOURCE TO THE DEVELOPMENT COMMUNITY.

Currently there are four different departments involved in the development review process along with several other departments intermittently involved in review and permitting operations. However, there is no single individual responsible for overseeing the entire development review, permitting, and inspection process during the Building phase of the project. During the Entitlement Phase of the project, the Project Planner serves as the primary liaison on the City's behalf for shepherding the project through Planning entitlement. However, there is no such project management during the Building Phase of the development project.

The current environment lacks a staff member who is well versed in all facets of the development process. In order to provide a consistent customer experience, one point

of contact should be provided for development review inquiries, as well as serve as a liaison to the development community, and ensure processes align with adopted and best practices. A Permit Navigator position should be created to oversee the permitting process.

The Permit Navigator would be tasked with understanding the entire development review and permitting process. This would include the following aspects:

- Understand the permitting processes within Building, Planning, Fire, Engineering, and other departments that are involved in the development review process.
- Develop a relationship and contact within each of the supplementary departments to allow for tracking and accountability of the project.
- Serve as the primary point of contact for developers and applicants from inception to completion of the project.
- Work with Economic Development staff to identify those projects which should be provided additional support or expedited services based upon City priorities and more generally to mitigate any permit or development review issues that may be hindering new business activity within the City.
- Lead the monthly Community Development Roundtable (stakeholders) meetings, set agendas, take minutes, manage e-mail communications, and provide any actionable feedback.
- Liaise between the development community and the City.
- Responsible for analyzing and reporting on performance metrics for of development related activities (e.g. review timeliness, inspection completion, number of submittal rounds, etc.).

The list above is not meant to be a comprehensive listing of the duties of the Permit Navigator position. Additional duties that could be absorbed by the Permit Navigator would be to review and revise permitting policies and procedures, train new and existing staff on any changes to those policies and procedures, and serve as in-house resource to City staff (within and outside of development review departments) on the development review process.

Incorporating the position of Permit Navigator will provide a centralized staff member who is knowledgeable of the entire review and permitting process and will help ensure quality control of the process. This is a critical staff member, as they will interact with numerous departments.

The Permit Navigator position should report to the Planning Director, as the primary role of this position will be to liaise with developers which is primarily initiated during the Planning entitlement phase of the project. Additionally, Planning staff are already the first line of contact for the development community. Incorporating this position and other staffing changes recommended in this section will help overall Community Development CSA better manage the development review process.

As this position would directly be related to development permits, this position should be funded through permit revenue. As long as this position's duties are directly related to permitting activities, the full cost of the position would be borne by permit revenues. The position should be considered as overhead and indirect support to the development review process. As such there should be a net neutral impact of this position upon the General Fund; as it should be fully funded through permit fees. If the City were to utilize the position for functions that are not directly related to permitting activities, that proportion of the position's time should be covered through a general fund allocation.

Recommendation #10: Consider creating the position of Permit Navigator, reporting to the Planning Director, to oversee all development review processes and serve as a liaison to the development community.

3. Process and Procedures Analysis

This chapter of the report is focused on improvements to the adopted process and procedures related to the development review and permitting processes. The first subsections of this chapter will focus on improvements that impact multiple functional areas, followed by specific sections related to Planning.

1 DEVELOPMENT OF STANDARD OPERATING PROCEDURES

Throughout the course of this study, there have been several issues that either staff, stakeholders, or the project team observed that indicated the lack of consistent practice within individual departments and/or across multiple operations. Upon researching the root cause of many of the consistency issues, the primary concern is the lack of standard operating procedures or that an applicable policy exists. Additionally, if a standard policy does exist, it was indicated that it likely needed to be updated. In the absence of standard operating procedures and the need to update many existing policies, the project team recommends a robust updating of standard operating procedures (SOPs) related to the development review process.

Examples of SOPs that should be created or updated include:

- Standard onboarding and training procedures for staff involved in the development review or permitting process.
- Standardized training for the applicable permitting, land management, and inspection process for new employees.
- Policies and procedures related to assessing and administering permitting fees. Including specific policies for impact, in-lieu fees, small area plans (TASP), fees etc.
- Standard policies related to the enforcement of conditions of approval or other agreements related to building and planning permits.
- Policy related to the use of outside consultants and plan reviewers. Policy should indicate when this approach is required and procedures on how to coordinate with outside firms.
- SOP related to responding to complaints/issues received and what precipitates involving a supervisor into the situation.

In addition to these City-wide SOPs for the development review and permitting process, it is important that each department/operation involved has their own SOPs related to

how they will complete the workload associated with development review and permitting (e.g. policy for assigning applications to reviewers.) While all departments should have their own SOPs, the following is a small example of relevant Building Department SOPs known to be best practice: same day permits, expedited plan review, expired permits, inspection scheduling, certificate of occupancy, temporary certificate of occupancy, permit extension, and plan routing. Individual policies should be created for all major workload types.

All development related SOPs should be created and reviewed annually. Additionally, SOPs should be distributed to staff upon approval and training should be provided if necessary. SOPs should be readily accessible to all staff. Furthermore, all adopted SOPs should be included on the City's webpage as a reference for the development community.

Recommendation #11: Develop new Standard Operating Procedures for key operational processes. Revise Standard Operating Procedures for processes that are not up to date or relevant.

2 UPON DEVELOPMENT OF STANDARD OPERATING PROCEDURES, A TRAINING PROGRAM SHOULD BE IMPLEMENTED.

After the completion of the development of new SOPs, all staff who are impacted by the policies should receive proper training. As previously referenced in various avenues of feedback, staff indicated they did not know certain policies existed. Due to significant staff turnover in the previous three to five years, much of the institutional knowledge has vacated the organization. This provides the opportunity of the organization to reset the current operating environment and implement new SOPs.

As part of the implementation of new SOPs, management should develop a training program to present the new SOPs to staff. Multiple SOPs are specific to certain operations, but others impact multiple functional areas. SOP training should include both large scale group meetings for organizational wide policies, and smaller, more focused training groups should be used to present new SOPs for specific working groups.

After the initial implementation of new and revised SOPs, it is imperative that staff are provided on-going training, especially when policies are revised. SOPs should be reviewed and revised at a minimum, annually, or as needed (e.g. when a new software program impacts the review process). Upon revision of SOPs, training should be completed prior to the implementation of the new policy.

Recommendation #12: Develop and implement a robust training program for new and revised SOPs. Ensure training for all staff on the revised SOPs prior to implementation.

3 DEVELOPMENT REVIEW APPLICATIONS SHOULD TRANSITION TO A DIGITAL APPLICATION ONLY.

During the course of this study, the Building Department began to accept building permit applications online. However, no other development application type has transitioned to a digital submittal. The project team recommends that all application types transition to digital submittal. Transitioning to digital application submittal should be a gradual process, which Building has already undertaken. While they will continue to accept paper applications along with digital applications at first, the City should transition to digital applications only after the bugs have been worked out of the digital submission process.

The benefits of a digital application process and program include:

- Reduce the number of applicants physically dropping off plans at City Hall.
- Allow staff to manage their daily tasks more efficiently by reducing the number of inquiries at the permit counter.
- Reduce the Permit Technician workload associated with inputting application information into software system.
- Reduce dependence on paper plan sets and associated file storage. Also reduce the likelihood of misplacing paper plan sets.
- Provide digital approved plan sets to inspectors in the field via tablets.
- Applicants can submit their application at their convenience online and outside of normal business hours.

Transitioning to digital application submittal will provide a more efficient approach for both the customer and staff. Also, resulting in a more environmentally friendly approach by reducing the number of trips to City Hall and the paper production of application material. Digital application submittal is considered best practice.

By implementing the permitting software administrator position recommended in the staffing chapter, this will provide a dedicated resource to deploying digital application submittals to additional application types. Management and staff who are knowledgeable about the digital application submittal process should obtain feedback from users who have successfully navigated a digital building submittal. This approach will provide staff with lessons learned and can apply solutions to the building and other subsequent digital applications.

As part of this process to assist homeowners who may not have a computer or internet access, the City should maintain the current computer workstation near the permit center

to provide the ability to digitally submit applications at City Hall. This approach will ensure a strong approach to customer service.

Recommendation #13: Transition to electronic submittal for all development permit applications.

4 HIGH VOLUME APPLICATION TYPES SHOULD HAVE A DEDICATED APPLICATION FORM AND CHECKLIST.

Current building and planning applications found on the City's website are more generic in nature and not specific to a particular application type. While this approach provides a limited number of application forms for the applicant to complete, it does not necessarily provide all relevant information and requirements for various applications. Feedback from the stakeholder meetings indicated the applicant is often confused about the requirements for their applications.

In order to streamline the review process and to reduce the number of resubmittals, applications should include checklists. There are multiple application types and by maintaining only a few application forms, providing a checklist for all permit types would create a lengthy and overwhelming application packet. As such, it is recommended to increase the number of application forms and create ones that are specific to the most commonly utilized and high-volume application and permit types. Creating applications for specific permit types including specific application checklists allows the packet to include the necessary requirements without overburdening the applicant. The online building permit application appears to include a checklist of many of the common application requirements. This approach should be expanded.

Creating dedicated application types versus a more generic form, provides the applicant and staff the ability to confirm the application is complete. Moreover, this approach should be integrated into the digital application platform and should be included as part of the digital submission process for all application types. Requiring the applicant to check off each application requirement based on the application type selected for submittal.

Recommendation #14: Implement more specific applications which include submittal checklists for the most frequently utilized and high-volume application types.

5 PERMIT TECHNICIANS SHOULD ACCEPT ONLY COMPLETE APPLICATIONS.

Feedback received from the various stakeholder meetings indicated that often times they are required to provide additional information/items after submitting their original application. This issue was in reference to "new" or "additional" information that was not

required as part of their initial submittal or had not been required on previous similar submittals.

Furthermore, staff also indicated their concern that some applications they review do not provide the necessary documentation to complete their review of an application. Both of these issues may be addressed by the implementation of a checklist to accompany each application submittal (discussed above). Moreover, these issues may be further mitigated by Permit Technicians completing a completeness check at the time of application submission. If the application is deemed incomplete and not including all application materials necessary to complete the review, the application should be rejected. Conducting a completeness check at the time of submittal will increase the efficiency of the review process and effectiveness of review staff.

To be effective in this approach, Permit Technicians must have extensive knowledge of the application requirements and a general knowledge of how to identify these items (e.g. difference between a site plan and landscape plan). This approach may require additional training and qualification of Permit Technicians.

Requiring Permit Technicians to review each application for completeness upon submittal may be achieved for both paper and digital application processes. A SOP should be developed to address application completeness and rejection criteria and associated timeline with completeness review for digital application submittals (e.g. within one business day)

Recommendation #15: Require Permit Technicians to perform an application completeness check before accepting a new application and only accept applications that are complete and ready for review.

6

ENSURE A THOROUGH FIRST REVIEW IS COMPLETED TO REDUCE THE NUMBER OF COMMENTS IN SUBSEQUENT REVIEWS.

One of the key themes from the stakeholder focus group meetings were concerns over additional requirements being imposed during subsequent reviews for building applications. Second, stakeholders indicated that often times they receive “late hits” or comments that come on the second or third review, when they should have been caught on the first review. Late hits do not refer to issues that are a result of a major design change as part of a resubmittal.

Due to the high work volume and the possibility of extended review timelines, it is important to conduct a comprehensive first review of each application. If the majority of issues are identified during the initial review, then the likelihood of late hits is reduced on subsequent reviews. Also, this approach will allow for a quicker review on resubmittals where the reviewers can focus only on previous comments and the subsequent

redesigns. A comprehensive first review should reduce the number or resubmittals. Thus, reducing the total workload volume for review staff.

Recommendation #16: Provide training to staff to enable a complete initial first review of applications to reduce the number of late hits on subsequent reviews.

7 REVIEW TIMELINES FOR DEVELOPMENT PROJECTS SHOULD BE CONSISTENT BETWEEN ALL REVIEW DEPARTMENTS.

The City does not have consistent plan review times across all review departments. Staff interviews highlighted that the Land Development section has a 20 business day turnaround time for building applications (major applications only). This differs from other review entities that utilize a 30 business day review timeline for these major building applications. To provide a consistent experience and to help balance the workload, all review timelines should be consistent among all review departments.

The Building Department publishes their intended review timeline based on application type on their website. The review timelines are scaled based on the type of application. The simpler the application type, the quicker the prescribed turnaround time. This approach meets best practice. Since the Building Department takes in the majority of applications that are distributed for review, it is important that all reviewers are aware of the published review timelines. Also, the permitting software should be configured in a way that review deadlines are easily identified and staff receive notification that a deadline is pending.

Recommendation #17: Revise review timelines for all review entities to ensure they align with the published turnaround times.

8 ONLY 53% OF ALL BUILDING PERMIT REVIEWS ARE COMPLETED WITHIN THE ESTABLISHED TARGET REVIEW DATE

The project team was provided with three years of building permit data. The building permit data set included the number of reviews by reviewer and timeline information associated with when the application was submitted, review due date, when comments were provided, and the target date for completion. The project team analyzed the average review timeline by review type between 2016 and 2018.

The following table shows the three year aggregate processing times.

2016 – 2018 Building Permit Review Timelines

Review Type	Number	Avg Review Days
Architectural	2,911	11
Civil	237	14

Review Type	Number	Avg Review Days
Electrical	1,717	10
Mechanical	987	10
Outside Consultant	54	14
Plumbing	885	11
Project Coordinator	3,997	16
Recycling Report	39	26
Structural	3,123	7
BAAQMD	3	32
County Health	72	62
Land Development (Engineering)	1,104	20
Fire - Hazmat	426	8
Fire - Life Safety	2,144	11
Planning	1,659	10
School Fee	286	194
Utilities - W/S Ques	91	78

Over the last three years, reviewers generally had strong performance metrics. City reviewers generally averaged less than 20 business days for review. Outside reviewers BAAQMD, County Health, and School Fee each had review times longer than 30 business days.

While the previous table analyzed overall performance over the past three years, the project team analyzed 2018 data to determine if reviewers were meeting processing targets. The information provided to the project team identified pre-determined target dates. These target dates are based upon the Department's published turnaround times.

Reviews Completed on Time – 2018

Review Time Frame	% of Reviews
Review by Due Date	53%
Review 1- 10 Days Late	32%
Review Greater Than 10 Days Late	15%

In 2018, only 53% of reviews were completed early or by their due date. Furthermore, only 85% of reviews were completed within 10 days past their due date. This leaves a total of 15% of reviews completed greater than 10 days past their due date.

The following table shows the total number of reviews by reviewer who were considered late, this table only shows reviews completed by City staff.

Reviews Completed Past Due Date – 2018

Review Type	# of Reviews
Architectural	348
Civil	31
Electrical	252
Mechanical	144

Review Type	# of Reviews
Plumbing	132
Project Coordinator	714
Recycling Report	4
Structural	332
Fire - Hazmat	27
Fire - Life Safety	247
Planning	120
Land Development (Engineering)	127
Utilities - W/S Ques	10

The Project Coordinator had the highest number of reviews completed late. This is not unusual, since they are tasked with compiling all review comments and transmitting to the applicant.

In general, the largest volume of reviews being completed in a lack of timely manner were related to the Building Department. The long review times are a symptom of the lack of filled positions for Plan Reviewers within the Building Department. During the mid-year budget adjustment, the Department requested and received authority to transfer certain temporary positions to permanent positions, but all of the Plan reviewer positions are still not filled. It is expected that once the City fills these positions, there will be an increase in the Department's ability to process plans in a timely manner.

Additionally, as part of the current budget process, the Department has added average turnaround time as a performance measure. Along with this performance measure there should be also a measure of percentage of plan checks that meet the turnaround date within TRAKiT. This will help the Department ensure that even as it reduces general average turnaround times, it is also keeping track of its ability to meet its own targets and goals. Once all the plan reviewer positions are filled it will be especially important to review these statistics to evaluate the impact of staffing shortage on service levels.

Recommendation #18: The percentage of plan reviews conducted in compliance with adopted plan review targets should be added as a performance measure to increase accountability within the Department.

9 TENANT IMPROVEMENT PERMIT APPLICATIONS SHOULD BE STREAMLINED; INCLUDING DEVELOPMENT OF EXPEDITED STANDARDIZED TENANT IMPROVEMENT PLAN CHECK PROGRAM.

While all plan checks require comprehensive review and approval from development-services staff to ensure that the plans comply with City building codes, zoning ordinances, utility requirements, and life / safety codes; there are certain types of plans, which are generally more standardized and can result in an expedited review.

One such type of plan is in relation to tenant improvements. The current tenant improvement plan check review timeline is multi-faceted and is broken down by permit

type and corresponding square footage. Review timeline goals range between 10 and 25 days for initial submittal and 8 to 15 days for resubmittals. In the stakeholder feedback received, stakeholders indicated the desire to have quicker review timelines for standardized interior tenant improvement projects.

Based on current operations and the recommendation to transition over time to only digital applications, the City should undertake two different process improvements to implement a tenant improvement permit program that provides a higher level of service.

1. **Expedited Standardized Tenant Improvement Plan Check program:** This program would involve implementing a dedicated time frame each week (i.e. 1 day a week, 4 hours 2x a week, etc.). During this time frame, applicants could book a meeting with all relevant plan reviewers, to allow for in-person review and changes of plans. It would require reviewers from all applicable disciplines being available to perform an in person review of the application and immediate issuance of comments outlining changes needed or the issuance of a permit if no changes are required.
2. **Establish Shorter Target Turnaround Times for Tenant Improvements:** This program would establish different turnaround timeframes for tenant improvement projects, dependent upon the size of the project and type of tenant improvement.

In both instances, the Department will need to clearly establish guidelines regarding the types of projects, which can be considered eligible to participate in the program. The project team recommends limiting application types that may be reviewed to interior work only (including exterior signage changeout) and projects of 10,000 square feet or less. Limiting the project size and to interior changes only will result in a quicker turnaround time for all applicants while ensuring staff have time and capacity to conduct a thorough review.

The Expedited Standardized Tenant Improvement Plan Review Program, would enable applicants to receive approved plan review applications same day. The development of this program would require the following elements:

- Identifying a day of the week, or several days of the week for this program. Initially, the recommendation would be to start with one day of the week – either Tuesday, Wednesday, Thursday – for greatest staff availability and flexibility for applicants.
- Determine the time allotted for each review. At a minimum each review should be assigned to 2 hours of review time to allow for comments, explanations, and changes.
- Develop an appointment system online, which allows applicants to book available time slots for this application review.

- Ensure there is sufficient staffing in each development-review department so that there is availability on a weekly basis for these review meetings.
- Prior to Plan Review appointment, ask applicant to bring plans to the City for a completeness check. During the completeness check, the primary plan review coordinator will ensure that the applicant has all of the necessary plan elements for a successful expedited review.
- Outline policies and procedures regarding the program, including if the plan is unable to be approved plan within the 2 hour timeframe; the ability to set up follow-up appointments for approval; or book multiple time slots.
- Develop and collect separate plan review fees for this expedited program compared to regular plan check fees.

Implementing these parameters will allow for a manageable workload for staff and provide increased service levels to customers.

In regards to shorter turnaround times, the Building Department should adopt shorter review timelines (than currently exist) for tenant improvement applications. For applications that are under 10,000 square feet and include only interior work, they should be reviewed within two business days. Additionally, the Building Department should adopt more robust review timelines for larger tenant improvement applications. Examples may include a 5 business day turnaround for projects larger than 10,000 square feet (interior only), and projects that are less than 10,000 square feet and include exterior and / or structural modifications. An 8 business day turnaround would be appropriate for projects greater than 10,000 square feet and includes exterior / structural changes.

The following is an example table for tenant improvement review timelines comparing current to recommended review timelines.

Example Review Timeline Comparisons

Project Type	Proposed Size		
	5,000 SF	14,000 SF	30,000 SF
Clinic Upfit - Current Processing Time (In person / digital)	15 days	20 days	25 days
Clinic Interior Upfit - Proposed Processing Time (Expedited)	1 day	N/A	N/A
Clinic Interior Upfit - Proposed Processing Time (Regular)	2 days	5 days	5 days
Restaurant Exterior & Interior Upfit (Expedited / Regular)	10 days	15 days	20 days
Restaurant Exterior & Interior Upfit (Expedited)	1 day	N/A	N/A
Restaurant Exterior & Interior Upfit (Digital)	2 days	8 days	8 days

If implemented, the recommended changes would result in a quicker review timeline for the review of tenant improvement applications.

To provide increased service levels for tenant improvement applications, the Building Department should modify their approach to reviewing and approving this application types. Depending upon the ability of development review staff and the success of this program; there is also the ability for the City to consider implementing a similar type of expedited review program for Additional Dwelling Units or New Single Family / Duplex residential projects. This allows for the City to be at the forefront of ensuring that housing related projects are expedited within the City.

Recommendation #19: Develop an Expedited Program for Standardized Tenant Improvement Plan Reviews to allow for a more efficient and streamlined review process for specific types of interior only tenant improvement projects.

Recommendation #20: Establish shorter turnaround timeframe for Tenant Improvement Applications; such as an Interior TI less than 10,000 sq. ft. should be reviewed within 48 business hours; whereas, perhaps a TI larger than 10,000 sq. ft. interior only should take 5 business days.

10 THE WEEKLY DEVELOPMENT REVIEW COMMITTEE MEETING SHOULD BE REVISED TO FOCUS SOLELY ON THE REVIEW OF APPLICATIONS.

Staff involved in the development review process converge weekly in a meeting that is titled Development Review Committee (DRC). Staff reported that the DRC meeting discusses a variety of topics and does not necessarily focus on the review of development applications. Moreover, some staff indicated that they feel DRC meetings are not an effective use of their time.

A DRC meeting is considered best practice if they solely focus on the review of applications in a collaborative manner. The weekly DRC meeting should be refocused with the intent to discuss development applications under review. To create a streamlined and effective DRC meeting the following actions should be implemented.

- An official agenda should be created and sent out at least three days prior to the meeting date.
- Projects should go to the internal review meeting approximately 7 to 10 calendar days before review comments are due to the applicant.
- Staff should review the application/plan set prior to the DRC meeting and bring comments and concerns that may impact other disciplines.
- Meetings should focus only on the review of development related applications.

- A facilitator should be appointed to lead the weekly meeting. The facilitator should rotate to reduce the burden on individual staff, but also be used to develop skill sets for a variety of team members. Planning generally leads these meetings and the facilitator would rotate between planning staff or be assigned to the Permit Navigator position once implemented.
- DRC meetings should focus only on the review of applications. Other issues/ items such as training should be discussed/held at other designated times.
- DRC should be limited to a maximum of one hour each week, except in rare circumstances.

Incorporating the above approaches will provide an effective and efficient DRC meeting for staff. Also, it will ensure staff are prepared for the meeting and increase accountability in the review process.

Recommendation #21: The Development Review Committee's primary focus should be on the review of development applications.

11 DESIGN STANDARDS AND SPECIFICATIONS SHOULD BE UPDATED.

Staff indicated the current design standards and specifications for land development and utility functions have not been updated in over 20 years. Current and comprehensive design standards, guidelines and specifications are important components of an effective development review process and need to be addressed in the City of Milpitas. Much like other regulatory documents, it is important for design standards and specifications to be current and meet best practice. This is especially important for infrastructure that is intended to last for 50+ years. There have been significant advances in materials and installation practices over the last two decades for infrastructure. Updating standards and specifications will provide many benefits to the development community and the City of Milpitas. These benefits include:

- Improved quality of infrastructure installed and maintained by the City.
- Reduction of maintenance cost over the life cycle of the infrastructure.
- Reduce the likelihood that designers ask for variances to adopted standards and specifications.
- Ability for designers to incorporate the appropriate standard /specification into their plans, thus reducing the need to review all details of adopted standards.

Updating design standards and specifications will further streamline the review process for land development and utility reviewers. Also, the construction inspection process should be more efficient with updated standards. Moreover, it will provide up-to-date and relevant standards and specifications that meet current trends in the industry. Finally, new standards and specifications should provide quality infrastructure that will reduce life cycle cost of maintaining the infrastructure.

Recommendation #22: Update design standards and specifications.

12 PLANNING DEPARTMENT PROCESS IMPROVEMENTS

This subsection will focus on planning specific process improvements that will help streamline the land entitlement process and other planning related operations.

1 Designate a Zoning Hearing Officer to Review and Approve Applications that Currently go to the Planning Commission Subcommittee.

Planning applications are reviewed and approved by a variety of approaches. Applications may be approved administratively by staff, a Planning Commission Subcommittee, Planning Commission, or City Council. Applications reviewed by the Planning Commission Subcommittee, Planning Commission, or City Council take significantly more time to process than applications reviewed by staff. One way to streamline the review process is to utilize a Zoning Hearing Officer as decision-maker of planning entitlement applications recommended below.

A Zoning Hearing Officer is a designated staff member, ideally from the Planning Department who is tasked to conduct public hearings for the review and subsequent approval/denial of planning applications. The use of Zoning Hearing Officer allows a quicker review and decision related to minor planning and zoning applications. The project team recommends the application types that go before the Planning Commission Subcommittee transition to a Zoning Hearing Officer. Application types include Minor Conditional Use Permits, Special Use Permits, and Minor Site Development Permits. Both application types are commonly heard by a zoning officer in California. In addition, it is recommended that at least some, if not all, Site Development Permits and Variance applications currently under the Planning Commission be included under the Zoning officer, similar to more progressive cities in their permit streamlining programs. This recommendation is highly supported by the stakeholders that participated in this study as well as in discussions with the City's Community Development Roundtable.

The benefits of a Zoning Hearing Officer provide greater flexibility and frequency of hearing dates, reduce expenses for the applicant and the City, and reduces the timeline associated with application processing, and the corresponding reduction in permitting costs. Zoning Hearing meetings are open to the public and should be scheduled on a

regular basis (e.g. the second and fourth Wednesday of the month or on a weekly basis). This will allow for a consistent calendaring of meetings and reduce the wait time for the applicant. Transitioning to a Zoning Hearing Officer is beneficial to both the applicant and staff. Upon the implementation of a Zoning Hearing Officer, the City may consider other application types that may be review and approved by this approach versus going to Planning Commission.

Recommendation #23: Designate a Zoning Hearing Officer to serve as the decision making body for Minor Conditional Use Permits, Special Use Permits, Minor Site Development Permits, and at least some Site Development and Variance applications.

2 Provide an Approval Authorities Matrix and Review Process Diagrams on the Planning Department Webpage.

The Planning Department has approximately 15 different permit types that may be issued. Depending on the type of permit application, the approval authority varies between four different entities. Currently, there is no summary of the approval authority by application type on the department's webpage. The only summary of approval authority is found in the adopted City ordinance, Title XI, Chapter 10, Section 64.

The approval authority table found in the adopted code should also be on the Planning Department's webpage. The approval authority table provides important information for potential applicants to understand the review process timeline by application type.

Additionally, review process diagrams should be added to the Planning Department's webpage. The review process diagrams should outline the respective review processes for staff review, Planning Commission, Planning Commission Subcommittee (or Hearing Officer if implemented), and City Council review. Sharing the review process is critical for future applications and sets expectations before most applications are applied for. Second, sharing this type of process provides greater transparency and may reduce the number of inquiries from applicants asking about the status of their applications.

Recommendation #24: Provide an approval authorities table and application review process diagrams on the Planning Department's website.

4. Technology Improvements

Technology is an important tool for innovation and streamlining development-review process. Therefore, it is extremely important to evaluate the current and potential use of technology to further the efficiency and effectiveness of development review. This chapter will address improvement opportunities related to the use of technology in the development review process.

1 CONDUCT A PERMITTING SOFTWARE NEEDS ASSESSMENT

Currently for development review activities, a minimum of three software programs are utilized to track permitting and inspections. The primary software system is TRAKiT, which is used by City staff for review and processing of building permit applications. The software system has the capacity to be utilized to process other development applications, such as planning, land development, and fire prevention, etc. Currently, this system is only being primarily used by Building, with increased usage and utilization by Planning staff.

The Fire Department and Land Development teams utilize different software programs for their specific needs. Ideally all development-related departments would utilize the same software system for permitting and inspections. At a minimum, separate software programs should integrate into the Building Department system which is currently TRAKiT. Additionally, GIS data should be fully integrated into the permitting and land management software program.

The manufacturers of TRAKiT indicate that their program fully supports GIS integration (ESRI). It is unknown if the respective software programs for Fire and Land Development use can integrate into TRAKiT and in some cases whether unique data needs and reporting requirements of these two departments can be fully addressed using TRAKiT. To make a fully informed decision, the City should proceed systematically and conduct a technology needs assessment.

A technology needs assessment allows the City and the various development review departments to determine what software and technology needs are required to efficiently and effectively complete their tasks. A needs assessment should include an assessment of hardware needs (e.g. computers, tablets, monitors, etc.), individual department needs related to the processing and maintenance of development activities including the tracking of current applications, inspections, and license renewals, GIS integration, public access database, and other features the City desires. The needs assessment should also identify potential software applications that can support each department's needs in a unified package or one that has the ability to integrate current software systems used by Fire and Land Development.

The technology needs assessment will identify current gaps in the hardware and software systems deployed by the staff involved in development review. Furthermore, the assessment will determine if the current system can accommodate the needs of all end users. The needs assessment should provide the steps needed to implement the technology recommendations presented in this report and other technology improvements to increase the efficiency and effectiveness of staff.

Recommendation #25: Conduct a technology needs assessment to determine gaps with the current software and hardware systems deployed and identify opportunities for greater integration of all development related operations.

2 A TRAINING PROGRAM SHOULD BE DEVELOPED FOR TRAKiT.

The City of Milpitas currently utilizes a software system called TRAKiT to serve as their building permitting software system. The Building Department is currently the main user of the system and it serves as the database for all building permit and inspection operations. However, other departments involved in the development review process use the software to varying degrees with Planning being the other major user of TRAKiT. The software program is capable of being utilized by all departments for the handling of plan review and inspection activities but the system has not been appropriately configured for handling these functions for some City departments. Additionally, the City should upgrade to the most current version of TRAKiT for access to the latest developments and functionality of the software.

To the extent possible, this system should be used more consistently by all departments and divisions. Where it does not meet the needs of a specific department and they utilize other software there should be integrations or data linkages between the systems to eliminate duplicate data entry and provide a single source of data. The goal should be the use, wherever and whenever possible, of a single permitting system; and only where not possible, through the implementation of more fully integrated systems.

Based on feedback from staff during interviews and SWOT analysis, it was clear that most staff outside of the Building Department have received little to no formalized training for using TRAKiT. The level of training has varied and has been hampered by the lack of a highly knowledgeable and dedicated IT resource focused on supporting and implementing TRAKiT. Previous processes implemented have not fully met the need of all users or been implemented to allow them to customize certain functionalities (such as having project review timeframes differentiated based upon the type of review). Some staff interviewed were not even aware that TRAKiT even existed. This uncoordinated approach to using the permitting software system has created inefficiencies for the development review process.

TRAKiT is a robust permitting and land management software system that includes various capabilities for the intake, review, issuance of permits, and tracking of inspections

results. TRAKiT is the City's de-facto database for all building permit data. The opportunity exists for using the software beyond Building permits and to incorporate other development activities. However, this will require development of a software training program and modification of processes to meet the needs of all users. A software training program should include two elements: initial training for new users and ongoing in-service training.

With the implementation of a permitting software administrator (discussed in the Staffing section), the City will have a dedicated in-house resource for the software. This individual would be tasked with the development of a new user training program. The Administrator will develop the training program in conjunction with existing staff who have significant experience working in the software. The training program should incorporate the following elements:

- Process for creating a new permit
- How to find a permit and relevant application and permit information
- How to review an application electronically within the software system
- How to upload review comments to the system
- How to see other reviewer's comments
- Determine the status of a project (e.g. under review, comments sent, payment pending, permit issued, etc.)
- How to find, query, and search for relevant project management data.
- How to input inspection results.
- Frequently asked questions guide for users and public.

Incorporating the above elements into training will provide a robust general knowledge of the most common action items in the software system. Also, this training should be consolidated into a user guide for the software system and made readily available for all users.

Finally, software training should be provided when new updates are released or processes are updated for the permitting software. This "refresher" training should be provided to staff upon new software updates but also to promote consistency as well as monitoring of data within the permitting software system. For example, training should cover how to use various features of the software such as automation features, setting up cycle time alerts, email alerts, routing projects within the system, closing out a permit,

etc. Initial and ongoing software training is imperative for an effective and efficient use of the software. Refresher training may also be used as a way for individuals to share tips to work more efficiently, but also provide user with the ability to ask questions.

Recommendation #26: Develop a software training program for new users, including a user guide for on-going use.

Recommendation #27: Provide on-going training when new software updates are released or when new process implementation impacts how staff use the software.

2 TRAKiT SHOULD BE USED TO CAPTURE TIME AND COSTS ASSOCIATED WITH DEVELOPMENT RELATED ACTIVITIES.

In order to capture staff's time for reviewing applications (especially Planning applications), staff note time worked on a project on their time sheet and then it is charged to a PJ (Private Job) account. PJ accounts are used to capture review time by application for all review departments and then the account is charged for expenses.

PJ accounts have their own account number and are set up in conjunction with the application. However, review staff and the assigned project manager are unable to proactively monitor PJ accounts charges and balances because PJ accounts are maintained by the Finance Department. Furthermore, when applicants are invoiced for PJ account charges, the invoice does not include the application or permit number or the physical address. The current approach to PJ account adds more layers for Finance and Planning staffs, along with the applicant if they have multiple open permits. Finally, stakeholders complained about receiving PJ account bills several months after their permit was issued. The current approach to having a separate PJ account and permitting software has created significant inefficiency related to capturing and billing of staff's time.

TRAKiT includes a function for capturing staff's time and associated fees. Utilizing the time keeping and reporting features will provide several benefits for staff.

- The project manager can actively monitor account balances and/or current charges.
- A standardized report can be created and run for time charges and fees.
- Automatic alerts can be created when account balances reach a certain threshold.
- Charges and fees are captured in real time versus when time sheets are collected. (Challenges might exist for contracted reviewers such as the contracted City Attorney).

- Generated invoices would include the permit number and address since it is tied directly to the digital permit file.
- Depending on settings, the applicant may be able to track time charges and account balances online through the applicant portal.

To provide greater efficiency, TRAKiT should be utilized to capture staff's time for reviewing development applications. The City should explore options of integrating this effort with other processes such as time sheets to minimize duplication of data entry. Second, TRAKiT can replace the current PJ account system, which currently does not integrate with TRAKiT and is administered by Finance. To accomplish this, the City will likely need to modify additional billing and invoicing processes to replace other functionality of the PJ account system through other software options (such as expanded use of the financial ERP system).

Recommendation #28: Utilize the time keeping feature of TRAKiT to capture time charges for application review.

3 THE PERMITTING SOFTWARE SHOULD BE UTILIZED BY ALL DEVELOPMENT REVIEWERS, EITHER DIRECTLY OR THROUGH DATA INTEGRATION.

As aforementioned, the permitting software system TRAKiT is primarily used for the processing of building permit applications and data. All information related to the application, permit, and inspection process for building applications is stored in the system. Staff who are responsible for development review are provided access to the software. However, outside of building permits, the use of TRAKiT for non-building related activities varies by functional area.

The Planning Department has begun to utilize TRAKiT for their respective applications and will transition to full usage of the system in the near future (including digital application submittal). This transition should include the digitization of all historic planning permit data. The Fire Department and Land Development team only utilize TRAKiT for building permit applications and have their own separate software systems for their designated permits and inspections.

Land Development created an independent inspection scheduling system to accommodate their specific inspection timelines. TRAKiT has the ability to schedule inspections for land development functions, as this feature is currently used by Building Inspectors. To utilize TRAKiT for land development inspections, the software system should be modified to account for land development specific timelines and inspection types. The Fire Department has their own software system that is utilized for many departmental functions including permitting activities. Many of these activities conducted by the Fire Department are not related to plan review and inspections related to

development activities. However, the development review functions should be handled through the TRAKiT system. This is especially critical if TRAKiT is utilized to capture time charges associated with development activity. Ideally, Fire Department annual inspection activity and data should be integrated into TRAKiT, so that City staff in other departments are aware of potential violations or issues that falls under the Fire Department jurisdiction in the event a new application is received.

TRAKiT serves as the database for all building permits and generally includes the majority of electronic record keeping for development activity. It is imperative that all development related staff have access to development data to effectively complete their job. Integration of other departments software systems with TRAKiT will provide seamless services and enhance the tracking of applications and permits. Furthermore, this system integration is an important resource for Code Enforcement staff and Fire Department Inspectors whose involvement on a development project continues well after a certificate of occupancy is issued. All staff need to have access to all development related and ongoing inspection issues for all permitted activity.

Integrating non-TRAKiT software systems with the permitting software will provide all users with data to effectively complete their duties. The City should continue to utilize TRAKiT as the development database for all permitting and inspection activities.

Recommendation #29: Utilize TRAKiT for all development related activities (plan review and inspections) across all departments.

4 ACCESS TO TRAKiT SHOULD BE PROVIDED TO ECONOMIC DEVELOPMENT AND HOUSING STAFF.

Access to the TRAKiT permitting software is primarily limited to those individuals involved in the development review process. Additionally, staff within the Code Enforcement Division utilized the system for their work activities. Discussed in previous sections of this report, staff's knowledge of the software system varies, along with others not knowing it even exists. Regardless, staff in Economic Development and Housing require access to TRAKiT. While these departments are not involved in the review of applications, their work often times intersects with development projects.

For example, Housing staff may need to determine the status of applications/permits/inspections to ensure proper fees have been collected. Economic Development officials may need to research development activities in a particular area. Currently, staff in these functional areas have limited access to TRAKiT and should be granted appropriate levels of access (e.g. read only).

Recommendation #30: Provide TRAKiT access for Economic Development and Housing staff upon completion of the proper training.

5 ALL DEVELOPMENT APPLICATIONS SHOULD TRANSITION TO DIGITAL SUBMISSIONS.

At the beginning of 2019, the Building Department implemented digital building application submittals. This has been a successful implementation and there is a desire to expand to allow digital Planning permit submission. The project team recommends all development applications be submitted electronically moving forward. For digital application submittals to be effective for non-building application types, the previous recommendations related to software training need to be implemented first. This includes proper training for TRAKiT and ProjectDox, which is used to upload electronic plan sets. Additionally, an internal System Administrator needs to be designated and serve in the capacity for an effective change to all digital submissions.

Upon the implementation of a System Administrator, development of training material, completion of staffing training, and development of user guides for additional digital application submittals, the City should expand the types of applications that may be submitted online. The next logical application type would include Planning applications, followed by Fire, Land Development, and Public Works (Utilities). However, for Fire, Land Development, and Public Works, will require additional work to ensure that TRAKiT, ProjectDox and their respective independent software systems are fully integrated and support each other.

Benefits of transitioning to electronic plan submittals is included in the Process Improvement Chapter. Additionally, the more effective use of the permitting system and digital records will enable the City to provide digitally scanned records of past permit approvals loaded into the permit system data base. This ensures that staff have access to all relevant information regarding an address and permit activity.

Furthermore, upon the full implementation of digital application and plan set submittal, the City should transition to digital as-built submission. Currently, the City receives paper copies of as-built drawings which require the scanning of documents. The as-built drawing should be uploaded to the online application portal and attached to the appropriate permit file in TRAKiT.

Recommendation #31: Expand electronic application and plan submittals to all development application types. Ensure that TRAKiT and ProjectDox systems are integrated with any independent software systems utilized by Fire and Land Development before implementation.

Recommendation #32: Transition to digital only as-built drawing submittal and attach to the permit file in TRAKiT.

Recommendation #33: Longer-term, all prior permits and selected documents regarding that permit should be scanned and included in TRAKiT to provide a comprehensive resource regarding prior permitting activities at an address.

6 GIS SHOULD BE INTEGRATED INTO TRAKiT.

It was indicated that the TRAKiT software system does not include access to GIS data layers. This does not meet best practice, which would require incorporating GIS data into the permitting software system. Based on the project team's understanding of TRAKiT, it is capable of integrating GIS into the software system¹⁰.

TRAKiT is designed to serve as a database for all development activity. Integration of GIS will allow staff to be more efficient in conducting their reviews as relevant GIS data will be available in TRAKiT. Ideally, when staff is accessing a particular permit file, the permit address will link to GIS and staff can click once to access GIS parcel data. All applicable GIS data layers should be accessible through TRAKiT.

The integration of GIS into TRAKiT will provide more data in the permitting system and allow staff to be more efficient when reviewing projects.

Recommendation #34: Integrate the City's GIS system into the TRAKiT permitting system.

7 PROVIDE A LINK ON THE CITY'S WEBPAGE SO THE PUBLIC CAN ACCESS DEVELOPMENT PROJECT INFORMATION.

With the implementation of electronic application and plan submittals, this will provide the City with increased capabilities in distributing development information to the community. Citizens often wonder what is happening when they see construction activity in their community. One way to increase transparency and provide information to citizens is through the creation of a webpage that is dedicated to current development activity.

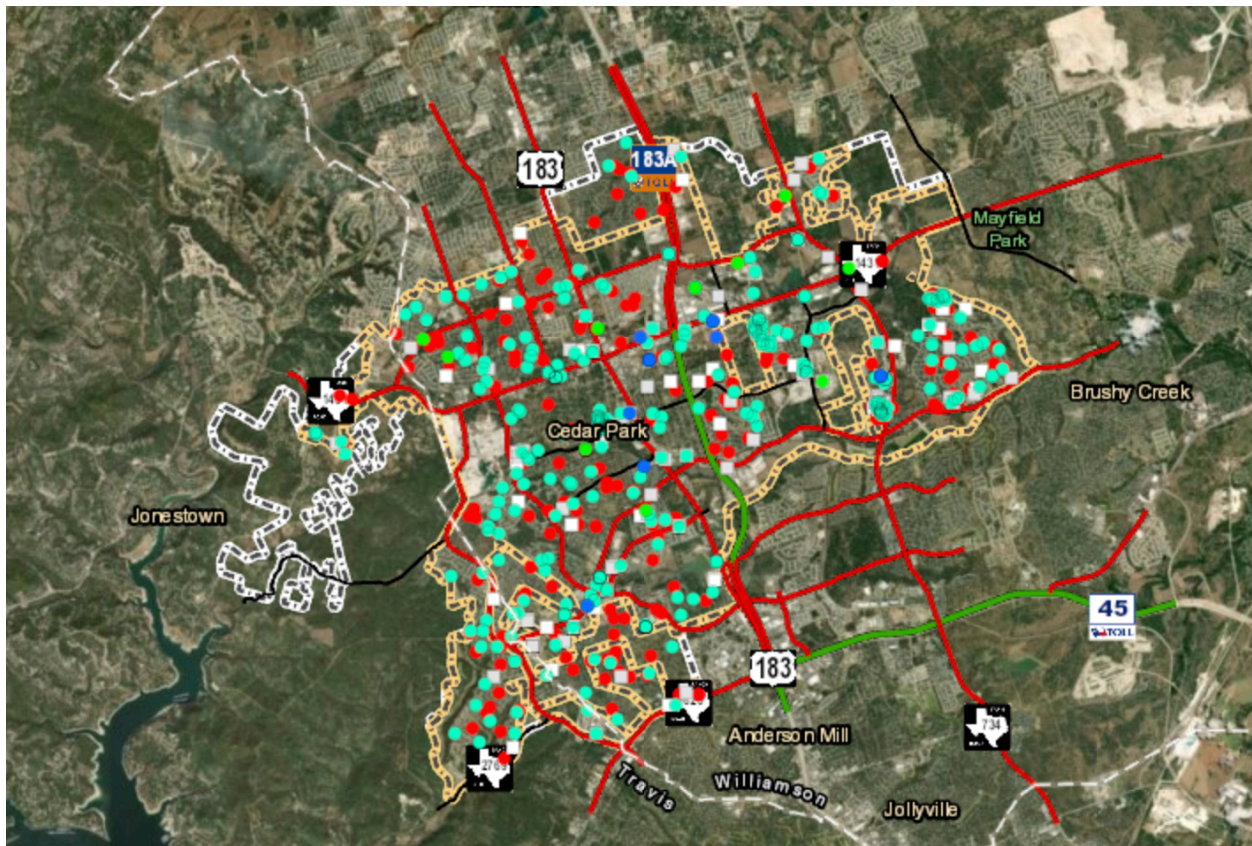
An active development webpage would be searchable by address and ideally an interactive map that a user can search for a specific location. In creating a development project web interface, the following elements should be incorporated:

- Pending, active, and recently completed projects should be available for searching.
- An interactive map should include icons indicating development projects.

¹⁰ (<https://www.superior.com/public-administration/community-development/>)

- Upon clicking on the icon (or parcel), a project summary should appear that includes project type, status (under review, permitted, under construction, completed), brief project description, zoning information, and applicant name.
- Provide a link to additional data such as site plans, exterior sketches, project values, etc.
- Contact information for City staff in the event the user wants to find out more information.

The five elements outlined above will provide the user with relevant project information. For example, The City of Cedar Park, Texas incorporates the best practice elements listed above for their Permitting Activity webpage. The following screenshot shows a screenshot from the webpage¹¹:



As the screenshot indicates this type of interactive online permitting information provides quite a bit of information regarding development activity to both the development community as well as the general public.

¹¹ A link is provided to their online portal: <https://cedarparkatlas.com/atlas.aspx?Section=Permitting>

Another good example of how GIS can be effectively utilized to provide information to the public in a visual format through the use of interactive maps is demonstrated by the City of Henderson, Nevada. They provide data visualizations through interactive maps; examples of which can be viewed at: <https://www.cityofhenderson.com/gis/interactive-maps>. Currently, the City of Milpitas does not have staff resources available or dedicated to developing these types of interactive maps for the public or staff use within Development Services.

Recommendation #35: The City should create a development webpage and interactive map to provide development project information to the public.

6. Fees and Revenue

The City of Milpitas currently assesses and collects a variety of fees and charges as part of its development review process. These fees can be categorized into primarily two types of fees – user fees and development impact fees. As part of the Service Delivery and Organizational Analysis, the project team also conducted a Cost of Services Analysis for User Fees. The results of this user fee analysis have been provided under separate cover to the City. However, the project team also conducted a review and analysis of the fees and revenue sources in the context of processes and collection procedures. The following subsections discuss the primary findings of the project team in regards to fee and revenue-related issues for the City of Milpitas.

1 THE CITY OF MILPITAS SHOULD DEVELOP DETAILED POLICIES REGARDING DEVELOPMENT IMPACT AND USER FEES.

Currently, the City of Milpitas has limited policies in place regarding its user and impact fees. The primary policy in place is the level of cost recovery that is identified through the Municipal Ordinance. However, there are no policies that currently identify the basis of charging certain fees, the types of fees that can be charged, and when and how those fees should be collected. It is a best management practice to have detailed policies in place regarding the types of fees being charged by a jurisdiction, as this ensures that fees being charged are consistent with City objectives and goals.

The project team recommends that the Finance Department should lead the effort, in conjunction with the departments involved in development review, to develop policies regarding each of the types of fees collected during the development review process. For development impact fees, the policies and procedures should include the following components:

- **Time of Fee Collection:** A development impact fee should always be calculated at the Building Permit Phase and be based upon the approved building plans for the project. For example, if the fee is based on number of units, the unit number should not be taken from the planning / entitlement phase, but rather the number of units for which the building permit has been approved. The collection of the development impact fee should occur before final certificate of occupancy is issued on the project.
- **Collection of Fee Revenue:** The revenue from impact fees must be stored in a separate fund from the General Fund.
- **Use of Impact Fee Revenue:** The revenue from impact fees can only be used to fund infrastructure and capital projects, it cannot be used to fund any operational or staffing costs.

- **Annual Increase to Impact Fees:** The policy should identify the cost factor by which impact fees should be increased on an annual basis. This is typically the Construction Cost Index (CCI) as that is the cost associated with materials used for construction projects.
- **Annual Reporting Requirements:** There should be a component in the policy and procedure that clearly states that there are annual reporting requirements for AB1600 / Mitigation Fees that must be done in order to ensure that the City continues to comply with the requirements. It should also identify the Department (Finance or Development Services) that is responsible for conducting the reporting function.
- **Nexus Analysis:** The most important component of this policy should be that there needs to be a nexus analysis conducted every 5 years for the impact fees currently in place by the City.

Developing a standardized policy and procedure for Impact fees will ensure that not only is the City compliant with AB1600 requirements for these fees, but that it is also collecting the appropriate amount of fees from development projects to help fund the impacts to the City's infrastructure.

Along with impact fees, there needs to be a standardized operating procedure for the collection of user fees. Currently, each individual development review department is responsible for collecting and applying their own user fees. A standardized operating procedure for user fees should focus on the following aspects:

- **Time of Fee Collection:** The user fees should be collected at the time of the permit application. For example, if it is an encroachment permit it should be collected prior to work occurring in the public right-of-way.
- **Collection of Fee Revenue:** The revenue from user fees should be coded to the individual departments involved in the review and inspection process. If there are non-general fund departments / divisions involved in the development review process such as utilities, the revenue associated with those plan check and inspection services should be coded in those enterprise funds.
- **Use of User Fee Revenue:** The revenue from user fees can be used to fund staffing and operations for development review activities.
- **Cost of Service Analysis:** The policy should include a provision that every three to five years an external cost of services analysis should be conducted of the user fees. This ensures that the City continues to comply with any state guidelines regarding user fees, as well as that it continues to monitor its costs on a per unit and annual basis, due to any technological or process changes.

- **Annual Fee Updates:** In the interim of the three to five years, between which the external fee study and analysis will occur, the City should adopt a policy identifying an annual cost factor increase for the fees. This cost factor should be tied to the City's own costs for fees, i.e. labor costs or cost of living increases, and should only be applied if there is an increase in costs.

The establishment of both of these policies and procedures document for user fees and development impact fees will serve as a baseline for the City to ensure that it is achieving its established cost recovery goals, as well as ensuring that current and any future staff comply with City and state policies regarding these types of fees.

Recommendation #36: Detailed policies regarding impact fees and user fees should be established, which should include the following:

- ***Nexus or basis for charging fees***
- ***Annual updates to fees***
- ***Frequency of comprehensive updates***
- ***Collection of fees***
- ***Purpose / use of fees***

2 CONSOLIDATED POLICIES AND PROCEDURES FOR PRIVATE JOB (PJ) ACCOUNTS SHOULD BE DEVELOPED

Land Development and Planning are the two development services departments that currently charge the majority of their fees as deposit-based fees. The City of Milpitas refers to deposit-based fees as Private Job (PJ) accounts. While there are a variety of documents available through the City that identify information regarding PJ accounts; there is not a single comprehensive document describing the policies and procedures for PJ accounts.

On the third page of Land Development's published fee schedule (labeled as page 12) there is a whole page dedicated to the description of PJ accounts, as listed below:

"In accordance with Milpitas Municipal Code (Title IV, Chapter 3) a PJ account shall be established and maintained by a developer (applicant) or agent for the purpose of securing the performance of any act or acts as may be required by an ordinance, resolution, agreement, or minute action by the Milpitas Planning Commission or City Council. All PJ accounts are established for permit fees to reflect 100% cost recovery for the services provided within the Planning and Public Works/Engineering Division. A minimum initial deposit amount will be established by staff and must be submitted with a Private Development Authorization application to establish a PJ Account prior to the commencement of work requiring the services of City Planning, Engineering, and Public Works personnel. Some planning applications.

The PJ funds are used for processing the applicant's project by the City at a rate based on the employee's adjusted hourly wage (for employee's labor & benefit expenses plus overhead charges by a factor of 1.55 to cover overhead charges) of \$151 hourly rate for plan check engineer, \$110 for building permit technician as an example of hourly charges. Also, it may be necessary to utilize contract employees for inspection of your project or for other services. In that event, you will be charged no more than what you would have been charged for the City's Senior Public Works Inspector performed the Inspection. Any vender charges incurred are charged to the PJ account without an overhead charge. Public improvements on private development projects will require additional PJ deposits based upon the estimated cost of the work to be performed. This additional deposit will be required at the plan checking stage and prior to execution of development agreements. Additional deposits will be required by the City when a \$2,000 or more deficit balance appears on the account report. Please be advised that City processing of private development projects will cease when a \$2,000 or more deficit balance accrues, until the requested deposit is submitted to the City.

NOTE: The applicant must notify the Engineering Division by letter if the PJ account is assigned to a new property owner / applicant and must also instruct the City to either (1) release rights of the PJ account to the new property owner, or (2) refund the surplus balance after the new property owner has made a required minimum deposit.

If you have any questions regarding this procedure or your PJ account status, please call (408) 586-3329."

The information above and on the previous page was developed in 2009 as part of the last update of the Land Development Fee Schedule. The key pieces of information that are identified in this document have been bolded, but are as follows:

- The establishment of the PJ accounts through the Municipal Code.
- The goal of PJ accounts is 100% cost recovery by the City for Public Works / Land Development and Planning applications.
- A minimum deposit amount must be collected prior to any work performed by City staff.
- The rate utilized in the PJ account will account for salaries, benefits, and overhead charges at a factor of 1.55. *Note: The City has changed its internal practice and is utilizing the employee's fully-burdened rate from the published cost-allocation plan. This information is currently not updated in the policy and on the website.*

- External contracted employees or consultants will be charged at the same rate as City employees.
- Public Improvements will require an additional deposit beyond the initial minimum deposit.
- There is a policy to stop work once the threshold for the project reaches below \$2,000 for project.
- Any changes in the development project, which impact PJ accounts should be communicated with Engineering via letter.
- The contact for PJ Accounts is Land Development Staff.

As the points above illustrate, the information in the Land Development Fee schedule is fairly comprehensive regarding PJ accounts and the process from the City's perspective for these deposit-based fees. As noted in these points, however; some information is inaccurate and not in alignment with the City's current practices.

However, the City also has information regarding PJ accounts on the fee schedule for Planning. The Planning Fee Schedule posted on the City's website became effective January 2014, approximately 5 years after the Land Development Fee Schedule. The following text shows the information listed on Planning's Fee Schedule:

“* Information regarding Private Job (PJ) accounts: The PJ Account provides full cost recovery to the City. The cost for staff time is based on fully burdened hourly rates including overhead. Overhead includes clerical, other support employees, consultants, facilities, equipment and service costs such as legal advertisements.

- *Initial deposit is **determined by staff based on scope of project and typical cost to process that application. Initial deposits are shown above as guidelines and may be modified depending on the complexity of the project.***
- *PJ accounts **are invoiced monthly** and the city will stop **all work if 25% of initial deposit is not maintained.**”*

The Planning information on PJ accounts is substantially smaller but it also identifies some key areas, such as the following:

- PJ accounts are meant to be full cost recovery.

- PJ accounts will be billed on a fully burdened hourly rate, which includes overhead, which is more defined as clerical, support employees, consultants, facilities, equipment, and service costs such as legal advertisements.
- Initial deposits are determined by City staff and can vary from the deposits noted in the fee schedule due to complexity and scope of the projects.
- PJ accounts are invoiced on a monthly basis.
- If the total remaining balance of the PJ account drops below 25% of the initial deposit amount, the City will cease all work.

As these points illustrate, there is some consistency between Land Development and Planning PJ information, but there are also some differences. The planning fee schedule expands that PJ accounts are billed on a monthly basis; however, it conflicts with Land Development in stating that the stop work would occur at 25% of initial deposit rather than balance of \$2,000.

The third City document, which provides information on PJ accounts is the Processing Agreement Form or the Payment Agreement for Development Application Processing. This form was revised in January 2015, approximately, one year after the Planning Fee schedule was effective. The following text is the information included on this document:

*“Applicant agrees to pay **all legal and consultant costs** (including, but not limited to environmental, engineering, fiscal, design review and peer review consultant fees) incurred by the City for review and processing necessary for the subject project, even if the application is withdrawn, not approved, approved subject to conditions, or modified upon approval. **Applicant agrees to make an initial deposit of \$10,000 (or other amount as required by the City) to be applied toward the above costs**, at such time as requested by the City. **This initial deposit is in addition to the deposit collected for typical application processing.** Applicant further **agrees that no Certificate of Occupancy for the project will be issued until all costs are paid.** The City is entitled to recover its costs, including attorney’s fees, in collecting unpaid accounts. Any refund of amounts deposited shall be made in the name of the Applicant, to the address noted for billing information. **Invoices are due and payable within 30 days. City processing of applications will cease when the account balance drops below 25% of the total initial deposit amount.** The total initial deposit amount is the **sum of the deposit for legal and consultant costs and the deposit for application processing.** Applicant shall provide **written notice to the Finance Department in the event that there is a change in Applicant’s interest in the property**, the project or the billing address or contact person for said project. Said Notice shall be **mailed first class certified mail to Finance Manager, 455 E. Calaveras, Milpitas, California 95035.** Applicant shall remain responsible for all*

outstanding costs incurred by City. Applicant agrees to hold City harmless for all costs and expenses, including attorney's fees, incurred by City or held to be the liability of the City in connection with City's defense of its actions in any proceeding brought in any State or Federal court challenging the City's actions with respect to the Applicant's project. This Agreement shall only be executed by an authorized representative of the Applicant. The person executing this Agreement represents that he/she has the express authority to enter into agreements on behalf of the Applicant."

Similar to the Land Development and Planning fee schedule information, this portion of the document also has key information regarding PJ accounts. The following points outline the takeaways from this document:

- Developer is responsible for paying all legal and consultant costs associated with the project.
- Legal and consultant costs should be collected as a separate deposit than the initial deposit for permit processing and the total deposit is the sum of those two deposit amounts.
- The Certificate of Occupancy may be withheld until all final invoices have been paid to the City.
- Invoices must be paid within 30 days.
- All work will cease on a project if the remaining deposit falls below 25% of the initial deposit amount.
- Any changes to the developer's information should be communicated via written notice mailed to the Finance Manager.

Similar to the Planning fee schedule, the Payment Agreement for Development Application Form provides additional information for some items, and information that contradicts other City documents. The key contradiction in this document is the notification to changes in deposit accounts should be communicated to Finance compared to the Engineering Division.

The purpose of highlighting the text and key points from the three different PJ account information documents was to demonstrate that while the City does have written policies and procedures regarding PJ accounts, due to staff turnover, there is lack of knowledge regarding the existence of these documents. There is also a lack of consistency in these documents, as the documents may contradict each other. Finally, there is also a lack of accuracy in some of the language, as policies and procedures have changed but the language in these documents hasn't been updated.

Therefore, the project team recommends the development of a unified consolidated PJ account policy. While there might be some PJ account nuances that vary depending upon the department utilizing the service, generally, there should be a cohesive approach to deposit-based fees. The unified PJ account policy and procedure should be set up along the following template, which has been filled in with some sample information (should not be taken verbatim and should be expanded upon in order to have a fully comprehensive policy) to help the development of the policy:

	City of Milpitas	Policy:	XX-XXXX
	Departments: Finance, Building, Planning, Land Development, Fire Prevention	Effective Date:	05/01/19
		Proposed By:	Finance
		Last Reviewed / Revised:	XX
		Revised by:	
	PJ ACCOUNTS (DEPOSIT-BASED FEES)	Approved by:	XX
Policy Purpose:	To document and define the policies and procedures associated with deposit-based fees collected and issued by the City.		
Authority for Deposit-Based Fees:	Per the Milpitas Municipal Code Title VI Chapter 3 – Fee and Service Charge / Revenue Comparison, the City Manager has the authority to adjust fees and charges for full cost recovery.		
Department Responsibilities: Finance	1. Receiving and processing all checks associated with PJ accounts. 2. Assigning all PJ account numbers and disseminating information to all supervisors in the Development review departments, to ensure appropriate charging to PJ accounts. 3. Collecting information from Payroll system regarding PJ charges and inputting into invoice. 4. Calculating fully burdened hourly rates for staff positions. 5. Develop monthly report outlining all active PJ accounts, the total amount billed to date, collected to date, and remaining balance.		
Department Responsibilities: Development Services Partners	1. Collecting initial deposit from applicant including Payment Agreement for Development Application Processing. 2. Charging all time spent on project, including time associated with meetings, emails, phone calls, re-reviews. 3. Reviewing monthly reports provided by Finance to ensure sufficient funds based upon status of project. 4. Serve as the Project Manager for the Deposit-Based Accounts and communicating any non-fee related information to Finance. 5. Provide all contract and legal costs incurred as part of project to Finance staff for billing purposes.		

General Procedures:	1. Development services staff informs developer that their specific project requires a singular initial deposit amount (the singular deposit amount should be inclusive of any initial costs incurred by the City for legal or external consultants). 2. Developer provides staff with completed Payment Agreement for Development Application Processing and Check with Deposit amount. 3. Development Services staff makes a copy of the check and the form and routes original check to Finance staff. 4. Finance staff record receipt of the check and assign a PJ Account # to the project.
Invoice Procedures:	1. Invoices will be issued monthly by Finance for each PJ Account. 2. Invoices will list the PJ #, Project Type(s), the Address of the Location, the tasks performed that month by Department / Position title, the hours per task, the hourly rate, and the total charges. 3. Each new invoice, will summarize project status to date and prior charges, as well as remaining deposit-balance. 4. Invoice should identify the due date of the invoice, and payment procedures.
Invoice Penalties / Late Fees:	If invoices are more than 30 days outstanding, then there can be a late fee. If invoices are more than 60 days outstanding, then all work on the project will be stopped.
Changes to Developer / Applicant Information:	If there are any changes to the developer that is the primary point of contact, the changes should be communicated in written format (email acceptable instead of mailed written notice) to the Project Contact (Planner or Engineer).
Stop Work Thresholds:	The City has the right to stop work on deposit-based projects, under the following conditions: 1. Deposit falls below 25% of initial deposit amount or \$2,000 whichever amount is greater. 2. If there are outstanding invoices for 60 days or more
Deposit Refunds:	The City will be responsible for refunding any unused amounts on a PJ account to the developer after City Council has approved final acceptance of the project. Refunds that are returned due to incorrect information provided by developer, and if the City is unable to refund the deposit shall follow the City's policy for unclaimed checks.
Collection Policies:	The City reserves the right to contact collection agencies to recover any unpaid funds on invoices.
Permit Issuance:	No permit should be issued until all outstanding invoices have been paid by the Developer. Final Certificate of Occupancy cannot be issued until all fees and invoices have been paid.

Definitions	1) PJ Account: Private Job Account is the terminology used by the City for any project that requires a deposit to commence review and inspection. 2) Fully Burdened Hourly Rates: This refers to the cost of a City employee that incorporates salaries, benefits, productive hours, departmental support overhead, and citywide overhead.
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The exhibit of the template for the PJ account is meant to be a sample of a unified policy and procedure document that the City could develop. This document should be developed in conjunction with Finance and development review staff to ensure there is a clear understanding and delineation of each departments' role in the deposit-based process. The information from this unified PJ account that is relevant to developers, such as stop work threshold, invoice information, late penalties, and permit issuance should be the information that is updated on the Payment Processing for Development Applications Agreement Form that the City requires for all deposit-based accounts, as well as any fee schedules for Planning and Land Development Services.

It is important that through this unified policy and procedure, the City has a comprehensive and consistent approach to deposit-based fees. PJ accounts are a great way to ensure full cost recovery for development services, but that cost recovery can only be achieved if the system is being used effectively.

Recommendation #37: A unified PJ Account Policies and Procedure should be developed, clearly outlining the roles and responsibilities of the departments involved in the process, the collection of funds, stop work order thresholds, overall process, etc.

3 PROCEDURES FOR IMPACT FEE AND USER FEES SHOULD BE DEVELOPED AND IMPLEMENTED.

There are no standardized operating procedures in place regarding fee calculation and fee collection for development review applications. The City has adopted fee schedules for the different departments involved in the Development Review process and each department is responsible for the application of those fee schedules. The departments involved in the development review process also have different types of fees, where Planning and Engineering primarily charge deposit-based fees, Building and Fire primarily assess flat fees.

During discussions with City staff and as part of the stakeholder outreach the calculation and collection of fees was identified as a significant area for opportunity for improvement. The current fee schedules for the City of Milpitas are cumbersome, and have limited information regarding when and how certain fees should be applied. Therefore, due to staff turnover, complex fee schedules, and lack of detailed standard operating procedures, fees are being collected and applied inconsistently.

To assist with the issues identified as it relates to collection and application of fees, the project team worked with the staff in the development review departments to modify their current fee schedules. The purpose of this modification was to provide greater clarity to both staff and the applicant. Some examples of the modifications included in the analysis are as follows:

- **Elimination of repetitive fees:** The current building fee schedule lists certain fees such as General Plan Maintenance Surcharge, Re-Inspection, and Re-check fees at the same rate multiple times throughout the fee schedule. The project team worked with staff to develop a separate miscellaneous fee schedule component, in which all of these fees could be captured. This not only streamlines the fee schedule by reducing the number of lines, but also eliminates the possibility of charging the same fee multiple times throughout the permitting process.
- **Consolidation of Fees by Permit Review:** The current fee schedule(s) for the departments piecemeal a lot of the services; however, certain permits must always be performed concurrently. For example, currently the Building Fee Schedule charges separate Mechanical, Electrical, and Plumbing (MEP) fees for New Construction. However, all New Construction projects will always require those plan reviews and inspections; therefore, the proposed fee schedule incorporates the time and cost into the updated fee for New Construction; eliminating the need for extra fee calculations for MEP permits.
- **Conversion to Flat Fees:** The majority of the Planning Fee schedule is deposit-based, and even certain fees that are not deposit-based have the danger of being charged as deposit-based. The project team worked with Planning division staff and reviewed deposit-account information to transition the majority of fees from deposit-based to flat fees. This transition not only eliminates the need for Planners to track time on those types of permits and applications, but also provides developer's a concrete cost for the entitlement phase of the development process.
- **Reworded / Added Clarification to Fee Schedule:** The project team worked with staff in the development review departments to re-phrase or reword certain fee names to more common permit names; as well as adding any extra verbiage to clarify the purpose of the fee. This extra language in the fee schedule is critical to ensuring that not only do the applicants understand the reasoning behind a certain fee or permit, but that anyone in the City administering the permit also understand when and how a certain fee should be applied.
- **Delineated Permits:** While some permits were consolidated because they are always conducted in conjunction with each other, there are other types of fees and services that can be done as stand-alone services and are currently being captured in other fees or services. For example, the Planning Division currently issues Temporary Use permits, but due to a lack of fee for it on the fee schedule,

the staff has defaulted to charging it as a Minor Conditional Use Permit or Minor Site Development Permit. For greater clarity and consistency, it is being recommended that a separate fee for this type of permit be added to the fee schedule.

The changes referenced above were proposed in conjunction with discussion with City staff as well as by comparing the City's current and proposed fees to other fee schedules within the Greater Bay Area.

While these changes will assist Permit Technicians and City staff in processing and implementing the proposed fee schedules, the project team is also recommending the development of a user guide for the collection of development fees. The user guide will serve as a "do's and don'ts" of fee collection and will ensure that all development review staff (individual departments as well as Permit technicians) are appropriately charging and collecting the fees for the services that they are providing. The following section indicates the Do's and Don'ts sheet that was developed for Fee collection:

Do's of Fee Collection:

- ☐ Check to see that the fee amount calculated by the Permit system matches the fee amount on the adopted City fee schedule.
- ☐ Check to see that the appropriate surcharges for General Plan (building fees only) and Technology surcharge have been applied on the fee.
- ☐ Check to see if any development impact fees apply – that they have been calculated and are added onto the permit fee.

Don'ts of Fee Collection:

- ☐ Charge flat fees as deposit-based fees. Flat fees should be a one-time charge to any project.
- ☐ Charge deposit-based fees as flat fees. Deposit-based fees require initial up-front collection, and then billing against the deposit rather than collection of fees and no follow-up administrative work.
- ☐ Charge for additional plan reviews and inspections unless instructed by Department Director with proper verification that existing reviews and inspections have been exhausted.
- ☐ Charge permit fees + mechanical, electrical, and plumbing fees, if the permit fee already includes the time and effort associated with the mechanical, electrical, and plumbing fees.

The Do's and Don'ts of Fee collection is meant to serve as a reminder to anyone collecting fees for Development Review Services to check these items. The items will ensure that the City collects all of the fees that it should be collecting, and that it does not run into

issues of inconsistent charging, as every development review fee collector will be following the same do's and don'ts.

In addition to the generic standardized document, the project team also worked with Building Department staff to develop a user guide for their proposed fee schedule. Due to the significant modifications made to the fee schedule, this user guide will ensure that Permit Technicians and City staff are aware of the changes of the fee schedule and apply it consistently across all development projects. This user guide will be a more detailed version of the do's and don'ts checklist, with examples by permit types and has been provided to staff under separate cover from this report.

Recommendation #38: The City should develop standard operating procedures for fee collection and application by adopting a do's and don'ts checklist for fee collection.

4 UPDATE PERMIT FEE CALCULATORS / SAMPLES ON THE CITY'S WEBSITE IN COMPLIANCE WITH CURRENT AND PROPOSED CITY FEES AND DEPOSITS

The City of Milpitas currently publishes a variety of types of projects and proposed fee calculations on the City's website. These calculations are shown by common types of development projects for Building fees only. For Planning, Fire Prevention, and Land Development, the fees are only shown as the fee schedule, rather than by type of development project.

The presence of fee calculator(s) or fee calculations by sample project type on the City's website mitigates questions from the developers or an applicant regarding the scope of fees they should expect for their type of development activity within the City. Additionally, having these permit fee calculators reduces the burden on staff for calculating fee estimates for the developer or applicant, as they can refer them to the website, and / or ensure that the system's total fees are in line with the permit fee estimator or calculator.

As aforementioned, only Building currently has such a system in place. To improve consistency across the development review process, Planning and Fire should also add to the sample project types for Permit Fee Estimators or calculators. While Land Development should also include a Permit Fee Estimator, the majority of its fees are still deposit-based, and as such the estimates should primarily be done for any projects that would be eligible for flat fees. Additionally, any projects that span multiple departments and would be subject to multiple fees, should show not only the fee for the primary department, but any additional fees that could be assessed by supporting departments.

The permit fee estimators currently on the City's website for Building Permit fees do not match the City's current adopted Building Fee Schedule. For example, the website currently requires for Re-Roof permits a valuation cost for the project; however, the

current fee schedule charges a flat fee for Re-Roof permits and there is no valuation-based calculation. Furthermore, even after inputting estimated valuation amounts, the Permit Fee Calculator or Estimator does not provide an estimate for Plan Review and Inspection Fees. The lack of permit fee estimate generation seemed consistent throughout most of the forms posted on the City's website for Building permits.

As there has been a significant change in the City's building fee schedule, the City should update all of the sample permit fee calculators and estimators on the City's website to be in accordance with the City's adopted fee schedule for those services.

Recommendation #39: The City should update its online permit fee calculation samples to incorporate examples of Planning, Fire, and Land Development Permits. The existing building permit samples should be updated based upon the adopted fee schedule.

5 CONSIDER TRANSITIONING DEVELOPMENT RELATED SERVICES INTO AN ENTERPRISE FUND(S)

The primary development-related functions for the City – Planning, Building, Land Development, and Fire Prevention – are all currently housed and located within the City's General Fund. The only exception to this is that the Utilities Engineering development review and inspection process is housed in the Utilities Enterprise Fund.

The concept of an Enterprise Fund is that any revenue collected by that fund, can only be used to support the appropriate services provided by that fund. It cannot be used to fund operations, services or expenses unrelated to the purpose of the fund. For example, if Fire Prevention becomes an Enterprise Fund, any revenue generated by Annual Occupancy Inspections can be used to specifically fund additional inspectors as required to complete those inspections.

The following table outlines the key aspects of General Fund and Enterprise Funds:

General Fund	Enterprise Fund
Revenues are put into a singular funding pool that encompasses taxes, fees, fines, and surcharges.	Revenues are put into a singular funding pool that is specific to the enterprise or business rather than the General City.
Is related to services that primarily have a public benefit such as Police – Patrol, Fire – Suppression, Parks and Recreation.	Is related to services that have a specific benefit such as – Building permits, Fire occupancy inspections, Water Services, Sewer Services, etc.
Revenues can be used to fund any activity that is property-tax funded, as revenues from Parks and Recreation can be used to fund additional Police officers.	Revenue can only be used to fund the activities specified by the Department(s) within the Enterprise Fund; revenues for fire inspections can only be used to fund fire inspection related costs or staffing needs.

General Fund	Enterprise Fund
	The fund must be self-sustaining; revenue must always offset expenditures. Any excess revenue can be used for reserves.

As the table indicates, the primary difference between a general fund and enterprise fund is that the Departments / Divisions that are enterprise funds have greater flexibility in the use of the revenue that is generated. Any excess revenue generated by the fund can be used for reserves or to offset any proposed increases, but it is revenue that is truly realized by the Department. As part of the comparative survey, the project team asked jurisdictions to provide information regarding if development services within their City are enterprise fund(s). The following table shows the responses by jurisdiction:

City	Is an enterprise fund established for development services? If so, which functions are included?
Dublin	No
Fremont	Yes, Planning, building, and engineering.
Livermore	No
Mountain View	Yes. Building, fire, and some planning and public works functions are included.
Palo Alto	No
San Mateo	Yes, Building, Fire, Planning, and the development services functions of Public Works
Santa Clara	No
Sunnyvale	Yes - Building, Planning, Public Works

Of the eight agencies surveyed, four have development services as enterprise funds and four have them as part of the General Fund. Therefore, while it is an emerging trend in the Bay Area, there are still several cities, which have development activities within the General Fund. If Milpitas were to consider transitioning development services to Enterprise Funds, it would be part of the growing trend within the area, considered to be a best practice and supported by the participating stakeholders.

While transitioning to an Enterprise Fund will require development services to be self-sufficient; this self-sufficiency does not have to be solely dependent upon fee revenue. There might still be the need for transfers or subsidies from the general fund to account for items such as fee waivers (for hardship and natural disasters), discounts, and / or policy choices to subsidize certain fees to encourage compliance with development codes and regulations. Per state rules and regulations, these conscious subsidies and policy choices could not be funded by over-charging other permits and fees; therefore, a gap would exist. The development of an enterprise fund, would not preclude the City from having those policies, it would just require the City to be conscious that having those policies would require support from general fund in the form of a transfer.

As the City works towards continuously improving and streamlining its development review processes and services, the City should consider in the mid-term the possibility of transitioning one or all development-services to Enterprise Funds. By encouraging Development Services to operate as an Enterprise Fund, they will not only have greater flexibility in the use of their revenue sources; but they will also be required to have a greater understanding of their costs for service.

Recommendation #40: Development Services activities should be transitioned from a General Fund to Enterprise Fund(s) over the next several years.

6**DEFERRED REVENUE FUNDS ARE CRITICAL FOR BUILDING PLAN REVIEW AND INSPECTION SERVICES**

The City of Milpitas currently has a policy in place for a Deferred Revenue Fund for building permits. The building permit fee is typically collected prior to construction; however, it is meant to account for all inspections that would occur during the construction phase, until the final issuance of the Certificate of Occupancy. Sometimes these inspections can all occur within a single fiscal year; however, typically the inspection process can last for several years. Therefore, to account for the inspections that are occurring in the years following the payment of the building permit, there is a practice in place to set aside excess revenue collected by building for a Building Deferred Revenue fund.

The Building Deferred Revenue Fund is meant to offset the cost associated with the inspections occurring in the years following the primary fee collection. This concept ensures that developers are appropriately paying for their fair share of inspection costs through the building permit phase.

Currently, the City only has this policy in place for Building Permit fees. However, both Fire Prevention and Land Development staff conduct inspections during the construction phase of the project. Land Development inspection staff recover for their inspection time and cost by billing developers directly for any inspection time through a Private Job (PJ) Account. Fire Prevention inspections operate similar to Building Permit inspections in that the Fire Permit fee is collected initially; whereas, the inspections may occur for several years.

To be consistent with the practice for Building permits, the Finance Department should also establish a deferred revenue fund for Fire Prevention Permits. This will ensure that any excess revenue collected by Fire Prevention for Building Permit projects can offset the costs associated with those inspections occurring throughout the life of the project.

Recommendation #41: A deferred revenue fund for Fire Prevention should be established to be consistent with the deferred revenue fund for Building.

7 FEE REVENUE SHOULD BE AUDITED TO ENSURE APPROPRIATE AND ACCURATE COLLECTION OF FEES

Each development services department is responsible for charging and collecting their appropriate fees. However, during the building plan check and permit phase, the Permit Technicians are responsible for calculating and providing the applicant with the total fees to be paid (Building fees, impact fees, any cross-departmental fees, etc.). Currently, there is no practice in the City for there to be an audit of the fees collected by development departments. The purpose of an audit would be to check the following items:

1. The correct fee type was applied – i.e. plan check for plan check, inspection for inspection
2. The fee amount applied was accurate – i.e. it matched the City's adopted fee schedule or that the appropriate set of plans was used to calculate the impact fees.
3. Any cross-departmental fees (fire, planning, land development) are charged with the permit issuance.
4. There is no collection of flat fees on top of deposit-based fees.
5. Any extra plan checks and inspections are documented to be above and beyond the original plan check and inspection service levels.

The audit checklist items are similar to the do's and don'ts of fees, and the purpose of the audit would be to ensure that the Permit Technicians and / or any other position collecting fees in the City are appropriately charging and collecting those fees.

As the City issues approximately 4,500-5,000 building permits a year, auditing each permit would be a significant amount of workload. Additionally, as many of these permits are low dollar value, there is limited cost benefit analysis associated with auditing each permit. Therefore, the project team developed a criteria that would trigger the audit of a permit – any project, whose development footprint is greater than 50,000 sq. ft. In the last fiscal year there were a total of 13 permits (plan check and inspection) for this type of project; as such it would not be a significant amount of workload. Any project that is greater than 50,000 square feet would imply a large development project, which could have the potential to have a significant amount of fee-related revenue, as well as development impact fees (i.e. TASP).

While it is possible to require that any project in this scope should just require two separate staff positions to calculate all relevant fees; the City does not issue any permits until fees have been paid. Instituting this type of requirement would further prolong the development process. As such, within 10 business days of permit fee payment, the fees collected should be audited. The audit would ensure that any and all fees collected are

appropriate, if there are any over-charges or under-charges, then the City can ensure that prior to Certificate of Occupancy issuance, the City can either collect the remaining fee revenue or refund incorrect revenue collection.

The collection of additional fees or refund of monies due to fee recalculations as part of this audit should be documented in a written policy and shared with developers / applicants whose projects would qualify for this audit. This will ensure that the applicant is aware that due to this audit there may be the need to pay additional fees as part of this project. The applicant should also be informed that this audit would occur within 10 business days of fee payment to ensure that any miscalculations are caught significantly early in the development process.

The audit of the fee revenue should primarily be conducted by the Administrative Analyst II proposed during the mid-year budget adjustment process. This is the same position that is responsible for assisting with budget development, performance measures, and revenue support. Therefore, it seems appropriate that the revenue auditing function should fall within this position's purview.

Recommendation #42: Fee revenue (user fees and development impact fees) should be audited within 10 business days of initial fee payment by the Administrative Analyst II position for any development projects that are greater in scope than 50,000 sq. ft.

8 THE FAST TRACK / OVERTIME PLAN REVIEW SHOULD ONLY BE CHARGED ON AN OVERTIME HOURLY BASIS

At the beginning of March 2019, the City of Milpitas issued an application and procedure document for Fast Track / Overtime Plan Review services for development projects. The City has always offered Overtime or After Hours Plan Review services, however, the purpose of this document and application was to provide some additional guidelines and clarifications regarding this process.

Due to the extreme influx of development activity, as well as only 53% of building plan reviews being conducted on time, there has been an increased demand for expedited or fast-tracked plan reviews. The concept of expedited or fast-tracked plan reviews is that these plan reviews are performed in a shorter turnaround time. The only way to perform fast-tracked reviews in a shorter turn-around time without adding additional staff is to either perform the review after hours, so as to not impact other already existing application workload, or to utilize an external / third-party consultant.

Based upon the City's outlined form, the intention of the City is to perform these services on an overtime basis. There are some conditions that must be met in order for the project to qualify for expedited services, which have generally been outlined on the City's application form.

This form also outlines the City's draft fees to be collected for fast-track / overtime plan review services. In the state of California, there are several propositions that prohibit cities and local governments from charging more than it costs to provide a service. The user fee study, provided under separate cover, will provide additional legal authority and background for these regulations. The expedited and fast-tracked program also falls within these parameters.

In reviewing the City's form for Expedited review, the project team recommends altering certain language and verbiage on the form. There are several areas of concern for the project team as described below:

- **Fee Processing:** Currently, the form states that the overtime plan check fees are in addition to the normal plan check fees. Due to the rules governing user fees in California, the City cannot charge both a regular plan check fee and expedited or overtime plan check fee. The City can choose to charge the developer or the applicant the overtime plan check fee based on the overtime hourly rate, but it cannot charge both plan check fees.
- **Fee Refunding:** The form states that the overtime will be performed based upon availability of personnel, but there is no discussion regarding any refunding of the overtime fee for those individuals or review types if those reviews are not fast-tracked or done on overtime.
- **Overtime Rates:** The application procedure lists the overtime hourly rates for the four different reviews – Building, Engineering, Planning, and Fire. The hourly rates listed do not correspond with the hourly rates (other than Building) listed on the current adopted fee schedules for those departments. As such, there is no reference or current fee schedule (other than Building) for where these fees can be tied to in regards to authority and adoption from City Council.

Due to these areas of concern, the project team would recommend that if the City would like to offer this service, it should revise the Overtime / Fast Track Plan Check form to follow California rules and regulations regarding fees and applicability of fees. The City should only charge developers on an hourly basis in accordance with overtime rates. There should be no charging of the plan check fee and the overtime plan check fee. Additionally, if there are any review staff that do not have the capacity to perform this review outside of normal business hours in any of the reviewing departments, the City should not offer that application for expedited review, so as to not charge for overtime services when the result will still be the normal turnaround time.

This type of program can lead to creating high service delivery expectations, which based upon current staffing levels may not be possible. Based upon these recommended procedures, the City may also want to confer internally to determine if it currently has the

staffing capacity to offer overtime and expedited reviews, when its unable to meet its established timelines with its current staffing levels.

Recommendation #43: Fast Track / Overtime Plan Review should only be charged based on City Council adopted overtime hourly rates on the fee schedule and there should be no additional plan review charges beyond the overtime hourly rate times hours billed to a project.

Recommendation #44: The City should not offer expedited review if there is a lack of staff overtime availability in all reviewing departments.

Appendix A: Best Practice Assessment

As part of the Service Delivery Fee Study for Development Services for the City of Milpitas, the Matrix Consulting Group conducted a Diagnostic Assessment of the Development Review Process, encompassing Building, Planning, Fire Prevention, Land Development, and Finance. The purpose of this analysis was to obtain an understanding of how well development services within the City meet best practices.

The following subsections introduce the Diagnostic Assessment, highlight key strengths, identify opportunities for improvement, and provide the detailed diagnostic matrix of best practices for functional areas involved in the development review process.

1 Introduction

This interim report represents an important step for the project team to report on initial key findings and opportunities related to the development review process for the City of Milpitas. In order to make the assessments of operational strengths and improvement opportunities, the project team utilized a set of best management practices against which to evaluate the various operations and processes of development review.

The project team utilized a variety of data collection and analytical techniques to compare current operations against measures of effective operations in municipal organizations. This best management practices assessment provides measures of operation for major functions with the development review process. The best practices consist of:

- Statements of “best or prevailing practices” based on the study team’s experience in evaluating high-performing municipal operations.
- Statements of “best practices” or “recommended practices” or performance targets based derived from national professional service organizations (such as American Planning Association, International Code Council, etc.).
- Identification of whether the particular unit meets these performance targets.

The diagnostic assessment is one of several tools that will be used to identify recommended reforms. Following completion of this analysis, it will be used along with information obtained from stakeholder surveys and workshops, an analysis of peer communities, feedback from the City, and data analysis by the project team to develop a final set of recommendations.

2 Key Strengths

Although, the Diagnostic Assessment is designed to largely identify improvement opportunities, it is also an opportunity to identify elements of the process that work well. Some of the key strengths for the City of Milpitas as it relates to development review include:

- The City has adopted review timeliness for development related applications and turnaround times are posted on the City's website.
- The Building and Planning webpages include a wealth of information related to the development review process.
- Staff are readily accessible to customers and public via the counter and email.
- Building and Planning review comment letters provide consolidated comments to the applicant.
- Building permits may be applied for online and the applicant may track the review process online.
- Building permit data is available to the general public through the online permitting system.
- Host Community Development Roundtable meetings to solicit feedback from developers on a regular basis.

As the points above indicate, the City is already meeting a variety of best practices, specifically as it relates to building and planning permits.

3 Key Opportunities for Improvement

The comparison of the City's current approach to best management practices also identified some key issues. Some of the most notable issues are listed below:

- The Building Department is the primary user of the permitting software system, and all reviewers utilize the system for building permit processing. However, the Fire Department and Land Development staff utilize their own software systems for their respective permits and inspections. Furthermore, Planning staff utilize the permitting software system to various degrees. Planning should utilize the permitting software for all applications. There is no single integrated system.

- Workload volumes have created challenges for Building Plan Checkers to consistently complete their reviews within posted review timelines.
- Fees are applied inconsistently by departments, which results in lack of quality control of revenue collected. This includes the potential of both under and over-collection of revenues. A procedural checklist should be established for permit technicians to ensure that fees are applied correctly, for example, impact fees should be applied at the building permit phase and utilize information from approved building plans.
- The City has not had a comprehensive review of its impact fees or user fees on a department-by-department basis to have documented and defensible nexus for the establishment of those fees.
- The PJ Account system is cumbersome, manual, and while monitored by Finance staff for billing purposes it is not monitored by Planning or Land Development staff to ensure that there is sufficient funding to complete the projects. Additionally, staff do not consistently charge time to PJ Accounts.

The points indicate that despite meeting a variety of best practices, there are still significant opportunities for improvement for the City as it relates to development review processes.

4 Detailed Diagnostic Assessment

This section provides an initial overall assessment of current operations and processes and identifies initial opportunities for organizational and operational improvements. The assessment is presented in a checklist format. The checklist identifies whether current practices do or do not meet the target. Descriptions for improvement opportunities are included in the last column of the table. The issues identified in this review will be analyzed further by the project team, leading to the development of the draft report.

This diagnostic assessment of best practices is broken down into the major subsections of: Management and Administration; Customer Information and Interaction; Processes; Technology Utilization; and Finance.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Management and Administration			
The City has goals, objectives, and performance measures for permitting activities.	✓	✓	Planning is currently developing key performance measures.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Managers routinely review performance (speed, efficiency) of the permitting process.	✓		
Managers and staff have access to clear and accurate reports showing current workload, timelines, and other measures of performance.	✓		
There are well-documented policies and procedures in place to govern the actions of employees.	✓		
The department has backup plans and succession plans in place in the event of absence or departure of key staff.	✓		
Customer satisfaction with each phase of the development process is monitored.	✓		A customer satisfaction survey link is provided on the Building Department's webpage.
Staff are providing with on-going in-service training opportunities for their professional development.	✓		
Internal staff training is provided on new features within the permitting software system.		✓	There is no ongoing training for already established staff on TRAKIT and its capabilities.
Customer Information and Interaction			
The City provides easy-to-understand and attractive guides to the planning, building permit, inspections, and Certificate of Occupancy process.	✓		This includes how to guides and step by step instructions on how to navigate the newly implemented online application portal.
The City's web site includes a virtual "one stop shop" that provides an overview of all permitting requirements and links to permitting requirements by department or division.	✓		

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
All development staff are available at a single, easy to access location.	✓	✓	All development staff are located in City Hall. However, some staff are located in separate suites and / or on different floors. Permit counter serves as a one stop shop, but Fire, Planning, and Land Development do not staff the counter, but are available as needed.
The City reaches out to the business and development community through periodic communications.	✓		Community Development roundtable was started in Fall 2018 to engage the development community.
The City regularly obtains input from the business and development community on issues related to development review and permitting.	✓		
The City's policies and website clearly identify what applications can be approved administratively versus approval by Planning Commission and City Council.	✓	✓	Some approval authority is online, but located in the City's adopted zoning ordinance and not summarized clearly on the Planning's webpage.
The City provides clear and comprehensive checklists identifying all items required to be submitted for each application type.	✓	✓	Building and Planning utilize a generic, multi-use application that does not include submittal checklists. However, application checklists for building permits is found on the "Procedures" webpage.
Submittal deadlines and public hearing meeting dates are published online.		✓	Develop a submittal deadline calendar that includes when the application may go to Planning Commission, if there are no comments or changes necessary.
The City's long term plans and land development code are available on-line.	✓		

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The City's adopted ordinance, regulations, and design standards are available and up-to-date online.	✓	✓	Standards are available and online. However, some standards and specifications (e.g. Land Development and Utilities) need to be updated. Staff indicated they are in the process or developing a timeline to update standards and specifications.
Processes			
Permitting intake staff are certified permit technicians.	✓		
Permit technicians review applications for completeness at time of submittal.	✓	✓	This is only true for building submittals. For any other submittals, the permit tech will either take in the application as is, route to the specific department or call the relevant department staff to the Counter. Planning staff do not review applications for complete submittal
The department uses a case management approach to review site plans, land disturbance, and building permits.	✓		The assigned Plan Checker or Planner serve as the project coordinator for respective projects.
Preapplication meetings are held for major projects.	✓		
Review timelines are posted on the City's website.	✓		Adopted timelines vary depending on application type. Also, resubmittals are processed faster than new applications.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Adopted review timelines are met consistently.	✓	✓	Due to workload volume and staffing vacancies, the Building Department has had issues with meeting adopted timeliness, especially for larger projects. Planning staff generally meet the 30 day completeness review.
Review timelines are uniform across all review departments.		✓	Most timelines are uniform for larger projects (30 days), but Land Development has a 20 day review timeline.
A formal Development Review Committee is responsible for ensuring that plans address all City requirements.	✓	✓	There is a DRC meeting held each Thursday, however they do not specifically focus on application review. They cover a wide variety of topics. The Transit Area Specific Plan (TASP) meeting is not held on a regular basis. Resulting in challenges associated with application review coordination for projects in this area. Also, issues have been noted related to the collection of specific fees for TASP applications.
All review comments are incorporated into a single comment letter and distributed to applicant by project manager.	✓		
Review comment letters are consistent in their approach, format, and information provided.	✓		For building applications, comment letters are auto-generated in the software system and maintain consistency.
Project review / comment letters provide reference to checklist and / or code reference.	✓		

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Plans are reviewed concurrently to avoid delays.	✓	✓	If the plan set requires Public Works Utility review, they are generally reviewed towards the end of the process as they may receive the plan from Engineering – Land Development after their initial review versus receiving the plan set directly upon submission.
There is a clear and consistent approach to coordination efforts between City reviewers and outside review agencies.		✓	There is no consistent approach nor policy and procedures related to coordination with outside reviewers. Staff use independent discretion on coordination with reviewers.
For re-submitted plans, reviewers focus on ensuring that comments have been addressed, not issues that should have been brought up in initial review.	✓	✓	Focus groups indicated they receive new comments upon resubmittal, especially for Building permits.
A process is in place to prevent numerous resubmittals.	✓	✓	There is currently no limitation on number of resubmittals. There is also no resubmittal fee after certain number of plan checks or reviews to encourage developers to ensure all conditions are met in the initial reviews.
Approval authorities for planning and zoning permits are clearly stated and simple permits are approved administratively.		✓	The city code includes a chart identifying the approval authority. Staff has broad approval authority for a variety of application types.
Conditions of approval are issued with the permit where applicable.	✓		Primarily utilized for planning applications.
Applicants can track their permit application on-line.	✓	✓	Building applications only.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Staff reports to the Planning Commission and City Council are thorough and include staff recommendation.	✓		Staff reports to Planning Commission are thorough and meets best practice.
Simple permits (e.g., basic electrical, mechanical, and plumbing permits and minor building alterations) can be issued on the spot with no review, subject to inspection	✓		The online permitting platform allows for online submission and issuance of simple building permits.
Customers are given an approximate time to expect their inspector.	✓		
Applicants can request building inspections up to 5 pm on the day before; next day inspections are available for 100% of requests.	✓	✓	98% of inspections in December 2018 were conducted next day. There is no limitation on the number of inspections that can be requested for one day. Fire Inspections take approximately 10 business days to be scheduled.
An automated voice-activated or online inspection request system is utilized to receive inspections with linkage to the permit information system.	✓		90% of building inspections in December 2018 were scheduled online or by IVR.
Combination reviewers/ inspectors are used to reduce the need for duplicate inspections at a single project.	✓		
Inspectors conduct between 12 and 18 inspections per day.	✓		
The department charges a re-inspection fee to encourage builders to make sure work is complete and ready to inspect at time of inspection.	✓	✓	There is no identified service level in the existing fee schedule, resulting in inconsistent charging of re-inspection fees.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Zoning inspections are completed before the certificate of occupancy is approved.		✓	Zoning inspections are not completed regularly. Spot audits have determined that some conditions of approval are not enforced uniformly.
There is a clear policy and procedure requiring Departments / Divisions utilizing deposit-based fees to review monthly tracking reports on deposit accounts.		✓	Staff are provided monthly tracking reports from Finance regarding deposit accounts. These reports are not reviewed by the Project managers at the level of detail necessary to tell Finance to either continue billing for a project or stop billing once a project has been finalized or completed. A clear procedure needs to be established which identifies the roles of each City Department / Division in the deposit-based process, including who is responsible for opening the account, stopping work, continuing to bill, or closing the account.
A procedure checklist for application of different types of fees should be established and distributed to the permit technicians.		✓	The checklist should clearly identify when each fee type should be collected, what is the basis for the specific fee type (i.e. master fee schedule, impact fee, number of units, etc.) and at what phase of the process the fee should be collected.
Technology Utilization			
Applicants can apply, pay for, and receive permits, some instantly, using an on-line portal.	✓	✓	Started on January 2, 2019 for Building permits only. Plan is to add Planning permits in the near future. This is not an option for Fire or Land Development applications.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Applicants and city staff can look up status of a permit, including comments from reviewers, on-line or using the software.	✓	✓	The general public may also search by property address to see current permit activity.
Permit tracking software is used to manage the permit intake, review, and issuance process as well as related inspections.	✓	✓	The Building Department is the primary user of the permitting software. All reviewers have access to the system to upload building permit review comments. Fire and Land Development utilize additional software programs for their respective permits and inspections. Planning only utilizes the permitting software system for Building applications consistently. Staff do not consistently use TRAKiT for planning applications.
All plan review comments are entered into the system and available to other reviewers, permit techs, and applicants (via the front end).	✓	✓	Other departments and disciplines don't always use TRAKiT to record comments, but Building will try to enter all comments into TRAKiT.
The permitting system electronically routes applications to all reviewers, who can also electronically approve, disapprove, and provide comments.	✓	✓	This practice is met for electronically submitted building applications. Paper applications are distributed, but the workflow is assigned to respective reviewers in the software system.
The city is moving towards a paperless system for all stages of permitting and development review.	✓	✓	Implemented for building permits on January 2, 2019. There are no plans for Planning, Fire, or Land Development.
Final approved plans are submitted in PDF format and attached to the permit record in the permitting software.	✓	✓	As-builts may still be submitted via paper. Paper copies are scanned then attached to the permit file.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The permitting system generates clear, user friendly reports on permitting activity which can be posted to the internet.	✓		Building staff have created numerous reports that may be generated.
The permitting software has the ability to capture time associated with a particular permit application.	✓	✓	This feature is only available for Building Applications as it relates to inspections. This feature is not available for Planning, Fire, or Land Development projects.
The permitting software is utilized to track employees time spent on a permit application.		✓	TRAKiT may be used in lieu of current financial software to track employees time spent on application review.
Development staff has access to applicable GIS layers.	✓	✓	The current GIS system does not integrate with TRAKiT and staff is required to use two different systems.
The general public can look up zoning information, flood zones, and other pertinent information using Web GIS.	✓		
Inspectors enter inspection results and correction items in the field via tablet and have it instantly available and viewable on-line.	✓	✓	Building Inspectors have the capacity to access permit information and record inspection results via tablet in the field. Land Development / Public Work Inspectors have created their own software system not connected to Building permits.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
One software system is utilized for all permitting, inspection, and code enforcement functions in the City.		✓	The Fire Department utilizes Fire Maker Pro for their respective permits and inspections. Land Development is in the process of creating an internal system to track their inspection workload. Currently, Code Enforcement does not have access to TRAKiT and cannot effectively track current development projects and / or permits. Housing does not have access to TRAKiT and cannot provide review or comments effectively to ensure compliance with inclusionary housing ordinances.
Permitting software users are provided with new user training upon hiring with the City.	✓	✓	New Building Department employees are provided with initial software training. Non Building Department staff are not provided training for permit software training.
Finance			
Fee scheduled is published online.	✓		
The Finance Department is responsible for actively tracking all deposit accounts on a monetary basis.	✓	✓	The Finance department is responsible for tracking and monitoring the deposit-accounts only from the financial perspective. The Departments / Divisions conducting the review and inspections are responsible for monitoring the accounts from a project status perspective.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The PJ Account system utilizes a blended hourly rate for positions, rather than a specific rate by individual.	✓		It is the top step rate, but it is one rate for each position type. There are no separate rates charged if contracted staff are used.
The hourly rates utilized by Finance for PJ accounts are fully burdened hourly rates and account for salaries, benefits, productive hours, and departmental and citywide overhead.	✓		The rates calculated by Finance involve the top step and adds the departmental and citywide indirect rates to arrive at the fully burdened hourly rate. These rates should be reviewed at the beginning of each fiscal year to ensure that they incorporate all costs.
There is an established cost recovery policy for each department.	✓		The municipal code identifies cost recovery goals for each major service area.
The Fee schedule is annually updated.	✓		It is annually updated based upon a cost factor. This cost factor should be either labor-cost increase based or based upon Consumer Price Index (CPI) factor. However, this factor should only be applied, once there is an established baseline for the fee schedule, which ensures that any and all fees assessed by the City are following state regulations.
The City has a Master Fee schedule, which lists all development related fees in one area.		✓	There are separate fee schedules for each department, and some are posted online, and some are not.
The City has developed an online fee calculator for developers to calculate their fees.		✓	There is no online fee calculator that shows all user and impact fees that could be applied to a development project.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Support from different partner departments are captured in one fee rather than multiple fees on the fee schedule.		✓	There is limited information available regarding the services and departments that are accounted for on the current fee schedule.
The City hires an external consultant to update their fee schedule every 3-5 years and to ensure that the City meets all nexus conditions per State law requirements for User Fees and Impact Fees.		✓	The City has not had a comprehensive review of its fees conducted by an external agency for more than 5 years. Historically, departments have updated their own fee schedules, with lack of documentation regarding the basis for existing fees for service as well as nexus studies for Impact fees.
The deposit system and permitting system are integrated.		✓	There is no integration between the PJ system and the permitting system.
There is an established threshold at which additional funds are collected.	✓	✓	There is an established threshold of 25% of original deposit, but there is no enforcement from Finance or Planning / Land Development regarding ensuring that additional funds are collected at that point in the deposit process.
Finance produces monthly reports regarding deposit accounts.	✓	✓	While Finance produces and sends these monthly reports to staff in Planning and Land Development, there is not consistent follow-up between Finance and Planning / Land Development staff regarding the status and payment collection of these projects.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Staff from Planning and Land Development review the monthly reports to ensure that there is sufficient funding to complete the project.		✓	There is no formalized review conducted by Planning or Land Development staff regarding the PJ Accounts to ensure that there is sufficient funding for all the steps left in the project.
Fees are applied consistently and at the correct stage of the process.		✓	Due to the complexity of the fee structure there is some confusion regarding when certain fees are applied. Sometimes fees are taken as deposits, when they are meant to be flat fees, and vice versa. There needs to be consistent application of fees – user and development impact fees.
Impact Fees are assessed at the Building Permit Phase and incorporate the information from the final approved building plans.		✓	Impact fees should always be assessed at the Building Permit phase, as that is when the final building permits have been finalized including the final count of residential units or square footage for commercial projects. This ensures that fees are collected based upon the appropriate measure.
The City reestablishes nexus and infrastructure requirements for impact fees every 5-10 years.		✓	The City should review all of its existing impact fees to ensure that the current fee structure accounts accurately for the projected growth of the community.
Impact fees only include the cost associated with infrastructure and equipment. There are no staffing or operational costs built into the impact fees.	✓		The City should continue to ensure that in the future, per AB1600 requirements, that impact fees only include costs associated with infrastructure and that no staff cost or operational costs are built into the impact fee calculation.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The City generates annual reports on Impact Fees and spending from impact fees on projects.	✓		
There are policies and procedures associated with deposit accounts.		✓	There are no documented policies and procedures associated with PJ accounts.
Revenues are kept aside in separate accounts for development projects that last multiple years.	✓		Finance has a deferred revenue account for Building Plan Check and Inspections.
Revenues are deposited into the fund(s) from which the services are provided.	✓	✓	Any impact fee revenue must be deposited in a separate fund specific to that Impact Fee. Similarly, General Plan Maintenance Fee and Technology Fee should be recorded and collected in a non-general fund account. Any revenue associated with services provided by general fund departments such as building or fire services should be retained in the general fund, unless a separate enterprise fund is created for those services.
There is quality control done on revenues collected and fees charged to ensure that all appropriate fees are charged and at the right time.		✓	There is no mechanism currently in place to check to make sure that all fees are being charged and applied appropriately. This lack of quality control can result in both the over collection of certain types of fees (contract inspection costs + building permit costs) or the under collection of fees (TASP fees collected at the building permit phase based upon the approved building plans rather than planning phase plans).

For all areas where the City is not currently meeting the identified target will be reviewed and further analyzed to determine appropriate modifications in practices, staffing or technology with specific recommendations included in the final report.

Appendix B: SWOT Analysis

As part of the Service Delivery Fee Study for Development Services for the City of Milpitas, the Matrix Consulting Group conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The purpose of this analysis was to obtain an understanding of development service operations within the City.

The following subsections provide greater detail regarding the setup of the SWOT Analysis, the Strengths, the Weaknesses, the Opportunities, the Threats, and the overall summary.

1 INTRODUCTION

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted in the format of a group meeting with representatives from all departments and divisions involved in at least some aspect of the development services process. There were approximately 13-14 participants in the SWOT meeting the following departments: Building, Planning, Fire, Land Development (Engineering), Public Works, Economic Development, and Finance.

The format of the meeting was an open forum structured to focus on each of the four elements of the SWOT: Strengths, Weaknesses, Opportunities for Improvements, and finally conclude with any Threats to implementing those improvements. All departments were encouraged to provide input and feedback based upon their experiences with the City's process.

It is important to note that there was a wide variety of position types represented, as well as, varying longevity with the City represented at this meeting. Participants ranged from division managers to front-line staff such as inspectors, and staff tenure with the City varied from less than one year and to over 20 years. This type of diversity in the group ensured that a variety of perspectives were provided for the analysis.

The focus of the SWOT analysis was the development review process, which could include items such as staffing levels, organizational structure, departments / divisions involved or not involved in the process, processing times, technology, workflows, and interdepartmental collaboration. In addition to the development review process, staff were also asked to provide input regarding the fees charged by the City for the development review process. The fees discussion included topics such as current fee amounts, ease of applicability of fees, when fees are charged, invoicing for fees, collection of fees, and distribution or disbursement of fee revenues. Together these two components enabled the project team to obtain a comprehensive understanding of the City's needs and concerns regarding the development review process.

2 STRENGTHS

The first element discussed in the analysis were the strengths associated with the development process within the City of Milpitas. The intent of this discussion was to focus on any element within the city that would be considered as something that is done really well and enables city staff to have pride in the work that they perform. The following points outline the strengths identified by City staff in the SWOT discussion:

- Collaboration and communication between City departments during the development process.
- Accessibility to the public and developers during the development process.
- An efficient permit center, including office specialists that are able to direct applicants and customers appropriately to City staff.
- Flexibility with scheduling inspections or meetings with developers.
- New staff in the development process to allow for new ideas.
- Commitment to constant internal improvements in the process.
- Ability to process certain permits online.
- Ability to schedule inspections on the same day.
- Building Inspector Apprentice Program – a way to incentivize less experienced individuals to be involved in the development process and become inspectors.
- A case manager from Planning is assigned for the entire entitlement phase, providing a point of contact for the developer to get information regarding the status of their case or application.

As the above points illustrate, staff were able to identify several strengths as it relates to the development process. These strengths primarily related to staffing expertise, flexibility, and the ability for departments to collaborate with each other. During the discussion itself, the departments and divisions were able to build off of each other's statements to clarify some of the strengths discussed above.

3 WEAKNESSES

The next step in the analysis was the identification of weaknesses within the development process. The purpose of this exercise was to have staff consider areas where there are

deficiencies either related to the process, staffing resources, or the ability to provide the desired service level. The following points outline the weaknesses identified by City staff:

- The level of accessibility and flexibility of City staff is sometimes too extreme and can be detrimental to the overall defined process, as staff go above and beyond the existing process to meet the needs of developers.
- Provision of accurate workflow and processing timeframes based upon increased workload, rather than providing developers with the standardized turnaround times, knowing that those times may not be achievable.
- New staff means increased time associated with onboarding and training them on the development processes utilized by the City.
- Lack of accurate, appropriate, and consistent use of TRAKiT.
- Lack of understanding of when and what fees should be charged.
- There is no clarity or consistency within the Private job (PJ) Account process. This includes what is billed, whose time is billed, and what activities were performed for those charges.
- All departments / divisions are different in their record keeping and how they track their development comments.
- Need to ensure that all staff follow the development process and don't make exceptions.
- Inconsistent webpages and information throughout the City's website, especially as it relates to development services.
- There is a disconnect that exists between the approvals done throughout different steps of the development process. The disconnect exists between items that may have been approved in earlier versions and may be disapproved or rejected in later reviews. Some of this is due to staff turnover.
- High staff turnover, and lack of sufficient staffing resources.

The above points illustrate that there are a variety of weaknesses identified by staff within the development review process. The majority of these weaknesses are related to inconsistent following of established procedures that may indicate the need for internal staff training on the following: TRAKiT, the PJ account process, the development review process, and charging of fees.

4 OPPORTUNITIES

Once staff had identified the weaknesses, the project team worked with staff to discuss opportunities for improving those weaknesses or correcting the issues identified in the weaknesses portion of the discussion. The following points summarize the opportunities for improvements identified by the group:

- Improve staff training on items such as development processes, timelines, routing, commenting, use of TRAKiT, and PJ accounts.
- Update TRAKiT or allow use of additional capabilities in TRAKiT for most efficient use by all departments / divisions involved in the development process.
- Continue the close collaboration and communication between departments / divisions to ensure that the City is presenting a united front when it comes to development comments.
- Link permit history from TRAKiT and GIS into one system, so that GIS is updated based upon permits pulled.
- Eliminate PJ accounts as much as possible and transition to flat fees for ease of application and accounting of time and effort.
- Streamline the development process to be as efficient as possible, including exploring options of more efficient use of TRAKiT or another system.
- Develop clear submittal guidelines and train staff internally on those guidelines to ensure that there is consistency in application of development rules.
- Fund additional positions through fee revenue.

The opportunities for improvement identified in the points above vary in the ability to be implemented, with items such as staff training that can be implemented much more immediately to other more complex items such as streamlining the development process or linking permit history from TRAKiT with GIS. These opportunities for improvements identified addressed most, if not all, of the weaknesses highlighted in the SWOT analysis.

5 THREATS

The last portion of the analysis was the discussion regarding threats, which refers to identifying any impediments or roadblocks to implementation of the opportunities for improvement already identified by staff. The following points summarize the impediments or threats to successful development services operations:

- Current PJ system designed by a retired consultant. While this individual is still available to the City to make modifications, there is no in-house ability to modify this system.
- Consistent application of development rules and message should be provided by City staff at all levels.
- Succession Planning – there is no succession planning or training of backups.
- Lack of sufficient staffing resources to complete workload in timely manner and conduct training sessions for employees.
- Employee retention – there is high staff turnover, which means training and retraining employees is constantly occurring.

The threats discussed by city staff are all major issues and sources of concern for the development review process. Any recommendations for improvements must consider these obstacles towards ensuring appropriate and efficient implementation.

6 SUMMARY

Overall, the SWOT analysis conducted by the project team provided a forum for City staff and the project team to obtain a more collaborative and comprehensive understanding of the City's development review process. The discussion was open and honest by City staff, and due to the variety of levels and longevity of staff, there was also some historical context provided to many of the current practices within the city. The results of the SWOT analysis will be critical in benchmarking Milpitas against other communities, as well as in the overall staffing, organizational, and process analysis for development services within the City.

Appendix C: Comparative Assessment

As part of the Matrix Consulting Group's study of the development services and permitting functions in the City of Milpitas, the project team conducted a comparative survey of other local municipalities in order to gather benchmark data on their staffing and operations. The comparable municipalities were selected from among cities in northern California with similar demographics and were discussed and approved by City of Milpitas staff. This document shows the responses gathered from these organizations.

1 SURVEY SUMMARY

To provide some contextual information regarding the Cities surveyed, the project team collected information regarding the 2017 population estimates for each of the jurisdictions. The table below shows the 2017 population estimate for each of the eight comparable cities surveyed, as well as that of Milpitas.

Municipality	Population
Dublin	60,939
Fremont	234,962
Livermore	88,232
Mountain View	81,438
Palo Alto	67,178
San Mateo	104,748
Santa Clara	127,134
Sunnyvale	153,656
Milpitas	78,106

Milpitas' population is near the low end of the range of comparable cities. Six of the eight cities surveyed have a larger population.

While a more detailed discussion of the survey's findings can be found in the body of this analysis, the following points summarize some of the key takeaways derived from the responses gathered.

- Milpitas' staffing and expenditures in Building Permitting/Inspections and Fire Prevention and Plan Check, as well as Engineering / Public Works are similar to those of comparable municipalities for its population size. The City is leanly staffed in the Planning function compared to peer cities.
- Overall the City allocates lower levels of funding and personnel to Development Services and Permitting, which is aligned with the smaller population size of the City compared to other municipalities.

- Milpitas, like many other municipalities, lacks a formalized cost recovery policy. Milpitas does have cost recovery targets established in its municipal ordinance.
- Milpitas receives planning applications and issues encroachment permits at lower rates than other cities, but its building permit volume slightly exceeds them.
- Milpitas staffs its permitting center similarly to other cities (with permit technicians or a queue system requesting staff from other departments / divisions to show up at the counter) and uses a similar type of permitting software. However, the City does differ by not staffing fire services at the same counter as all other development review services. The City also communicates with applicants and handles expedited and third-party reviews similarly.
- Milpitas issues no Fire or Engineering permits over the counter, whereas some peer municipalities do. Like most comparable cities, Milpitas has begun to accept some online building applications.
- Milpitas makes planning application decisions similar to other municipalities, but the hearing officer plays a smaller role.
- Milpitas offers more lenient inspection scheduling deadlines than its peers, and unlike most comparable cities, primarily does all inspections with in-house staff. There is the ability to utilize contracted inspection in some large developments on a case-by-case basis. Milpitas also has an inspector apprentice program, which is unique among comparable cities.
- Milpitas' published target plan review turnaround times are longer than those of most comparable municipalities published turnaround times.
- Milpitas handles deposit-based fees similarly to most comparable municipalities, although it is among the few with specifically adopted written policies regarding these fees.

The following sections delve into specifics on the development services and permitting functions within these cities, specifically their financial, operational, policy, and personnel approaches to providing services.

2 BUDGET AND STAFFING

The following sections outline the published budget and staffing figures for each comparable municipality for development services and permitting. These figures were gathered from published documentation available from each city, such as budgets and organizational charts. While providing a generally complete picture of the fiscal and personnel allocations in each city, some instances of missing or unavailable data exist.

For this reason, the findings of this exercise are best interpreted by comparing Milpitas to the general common trends of peer municipalities, rather than the specific figures of any one city.

1 The Building Permitting and Inspections Function in Milpitas Is Funded and Staffed Differently Than Peer Municipalities, but There Is No Comparative Reason to Believe Resource Allocation for the Function Is Out of Line.

The following table shows the budget and staffing allocation in each peer city surveyed for the functions of building permitting and inspections. It is important to note as Building Administrative positions were included for Milpitas, the project team for consistency also included those same positions for the comparative jurisdictions.

City	Budget	Staff	How many building permits are issued per year?
Dublin	\$3,510,038	7.5	470
Fremont	\$10,723,065	46.3	7,500
Livermore	\$3,305,496	15	3,318
Mountain View	\$5,024,801	18.25	4,199
Palo Alto	\$5,036,724	17.28	3,099
San Mateo	\$5,102,720	13	4,234
Santa Clara	\$9,050,661	37.9	8,053
Sunnyvale	\$3,847,430	17.25	5,800
Average	\$5,700,117	21.6	4,584
Milpitas	\$5,385,291	25	4,978

Milpitas spends more each year on building permitting and inspections than all but two comparable cities surveyed (Santa Clara and Fremont), and the staffing allocation for this function in Milpitas also exceeds that of the six other cities. This makes sense in light of the fact that Santa Clara and Fremont are the only cities with a greater annual permit volume than Milpitas.

Milpitas also has a number of factors which result in expenditures and staffing for the Building functions which appear to exceed those for other cities its size. For example, Milpitas does not differentiate between building staff and dedicated administrative personnel in their Building and Housing Department, meaning that those functions are combined and reflected in the Department's staffing. Also building staff are responsible for staffing the permitting counter. These factors increase Milpitas' staffing and expenditure levels in ways that do not impact some of its peers.

2 The Planning Function in Milpitas Is Staffed Leanly Compared to Other Cities.

The following table shows the budget and staffing allocation in each peer city surveyed for planning and entitlement review functions. As some of the Cities surveyed did not break out advanced planning relative to current planning, for consistency purposes, the project team utilized the entire Planning division staff and budget.

City	Budget	Staff	How many planning applications are received per year?
Dublin	\$2,546,318	8.75	375
Fremont	\$5,141,537	20.4	425
Livermore	\$3,828,357	12	453
Mountain View	\$5,077,894	14	
Palo Alto	\$761,947	5.09	438
San Mateo	\$1,738,444	8	78
Santa Clara	\$16,754,566	7.1	
Sunnyvale	\$2,497,613	11.35	1,058
Average	\$4,793,335	10.8	471
Milpitas	\$2,070,588	9	286

Milpitas' planning budget is less than half of the average of its peers, and smaller than all but two municipalities surveyed. Staffing for the City of Milpitas, at 9 positions within Planning, is comparable to that utilized by other comparable entities with only two of the comparative agencies having larger full-time staff. However, this comparison only focuses on city staff and does not consider differences in the use of contractual services or the use of consultants.

2 While Specific Figures Are Difficult to Determine, Milpitas Appears to Have Expenditure Allocations for Engineering and Public Works Which Are Similar to Those of Comparable Municipalities Surveyed, but Milpitas' Staffing Is Much Smaller.

The following table shows the budget and staffing allocation in each peer city surveyed for engineering functions (also referred to as "public works" or "utilities").

City	Budget	Staff	How many encroachment permits are issued per year?
Dublin	\$3,815,423		221
Fremont	\$13,089,954		700
Livermore	\$10,053,602	28.5	403
Mountain View	\$3,567,842		

City	Budget	Staff	How many encroachment permits are issued per year?
Palo Alto	\$1,227,354	5.5	86
San Mateo	\$1,447,283		326
Santa Clara	\$1,334,460	6.18	
Sunnyvale	\$2,125,739	10.13	862
Average	\$4,582,707	12.6	433
Milpitas	\$4,425,043	4	203

Expenditures and staffing for engineering, public works, and utilities functions in development services and permitting is one of the most difficult things to ascertain, because no two cities report them identically. The figures in the table above vary widely due to the fact that many cities report staffing and spending differently, combine or separate functions differently, fail to describe how much of a given position's duties apply to development services and permitting, or decline to note which positions have a role in the function at all. With this in mind, the table above appears to show that Milpitas spends about the same as the average of other cities each year on development-related engineering work. On the staffing side, most other cities used for comparative purposes do not differentiate between engineering staff dedicated to development services and those who focus on other areas. A comparison of rough numbers appears as though Milpitas is far below the average of other cities. As noted, however, these calculations should be viewed in the context of the inexact nature of the supporting data available.

4 Milpitas Spends Slightly Less than Peer Municipalities on Fire Prevention and Plan Review, While Staffing the Function Similarly.

The following table shows the budget and staffing allocation in each peer city surveyed for the functions of fire prevention and plan review.

City	Budget	Staff
Dublin	\$426,305	1
Fremont	\$2,202,226	10
Livermore	\$4,177,660	9
Mountain View	\$797,229	3
Palo Alto	\$2,295,830	6.88
San Mateo	\$3,013,027	5
Santa Clara	\$3,309,866	14
Sunnyvale	\$3,368,208	15
Average	\$2,448,794	8.0
Milpitas	\$1,750,964	9

Milpitas spends less per year on fire prevention and plan review than all but two peer cities surveyed, but the nine staff assigned to this function are well within the middle of the range of peer cities. Staffing for fire prevention and plan review are provided (and reported) differently from city to city, which is apparent in the wide range of staff allocations noted in the table above.

It should also be noted that some comparable municipalities do not have their own dedicated Fire Department. For example, Livermore has a shared Fire Department with the City of Pleasanton, and San Mateo is a participant in a Fire JPA with Hillsborough and Foster City.

Milpitas appears to be generally in line with spending and staffing patterns among other cities surveyed. The differences in the way staff are reported from city to city, however, mean that this comparison is approximate.

5 Milpitas Uses Financial and Personnel Resources for Development Services and Permitting Overall Very Similarly to Comparable Municipalities.

The following table shows the budget and staffing allocation in each peer city surveyed for all development services and permitting functions. These figures are larger than the sum of the prior tables, because they include functions which did not fit into any of the prior categories, such as dedicated administrative staff, GIS staff, housing inspectors, sustainability staff, and permitting technicians which do not belong to any of the specific disciplines.

City	Budget	Staff
Dublin	\$11,021,494	19.2
Fremont	\$36,101,721	81.2
Livermore	\$34,796,588	75.5
Mountain View	\$30,248,871	48.0
Palo Alto	\$12,629,763	40.0
San Mateo	\$12,412,494	43.0
Santa Clara	\$31,251,972	72.2
Sunnyvale	\$13,869,101	61.8
Average	\$22,791,501	55.1
Milpitas	\$13,631,886	39.0

In total, Milpitas spends less than five of the eight peer municipalities surveyed on development services and permitting, and the assigned staffing of 39 employees is significantly fewer than the average of its peers.

When considering the fact that Milpitas is smaller than most of the peer cities surveyed, the City's smaller development services and permitting spending appears more in line with expected budgets for a city of its size. The total number of staff, likewise, is appropriate for a city of its size, sitting below the average just as the size of Milpitas sits below the average of the other cities in the survey.

The results of this "big picture" comparison show that overall resource allocation toward development services and permitting in Milpitas generally aligns with the practices of peer cities. Both expenditures and employee counts are similar to the trends apparent in the figures of other municipalities surveyed.

3 FINANCIAL APPROACH

The following sections focus on the financial approach that each city takes to development services and permitting, including enterprise funds, contracted functions, cost recovery policies, and any recent fee studies.

1 Milpitas is similar to other agencies with informalized target cost recovery goals.

The following table outlines responses to some basic questions about the financial structure of development services in each comparable municipality.

City	Is an enterprise fund established for development services? If so, which functions are included?	Is there an adopted cost recovery policy?	Are any development review functions contracted to private providers or other jurisdictions?
Dublin	No	Yes	Lots of building permit plan review (80%) by contract, as well as inspections. Lots of engineering work as well. Occasionally for overflow work on the entitlement side. CEQA work, landscaping, other specialized work.
Fremont	Planning, building, and engineering.	None formally. Informally aim for full cost recovery.	Special studies for entitlement applications. Also building permit review to supplement in-house plan checkers.
Livermore	No	Yes, done via fee study. Policy decision by City Council.	Some consultants on the engineering side and a contract for some Fire functions. Planning and building if workload necessitates.

City	Is an enterprise fund established for development services? If so, which functions are included?	Is there an adopted cost recovery policy?	Are any development review functions contracted to private providers or other jurisdictions?
Mountain View	Yes. Building, fire, and some planning and public works functions are included.	Yes. 100% cost recovery is the goal.	Some building and fire plan checking is outsourced based on workload.
Palo Alto	No	Yes	100% of plan check is done by consultants (and some of them stationed at the permitting center) and about 50% of inspections.
San Mateo	Building, Fire, Planning, and the development services functions of Public Works		Some building permitting plan reviews based on workload. The Planning Division also contracts out Planning Consultants.
Santa Clara	No	Fees are intended to cover the cost of services.	Yes, some offered based on customer request.
Sunnyvale	Building, Planning, Public Works	Informally attempt to recover all costs.	Plan check for some extensive complex projects.
Milpitas	None	Yes, in the municipal code.	Reviews are generally conducted by internal staff. Third party plan check offered recently.

Half of the comparable subjects who responded to the survey have a development services enterprise fund which covers some or all functions. Milpitas does not have such an arrangement, which places it in alignment with cities like Santa Clara, Palo Alto, and Livermore.

Every comparative city responding to the survey has some kind of cost recovery goal, whether as a written policy or an informal goal. The notion that development services should pay for themselves is widespread among peer cities. Milpitas does have an established cost recovery target in its municipal code, but there have been no formalized policies developed to document or support this target. The current fee schedule does not indicate, whether the City achieves those established targets.

While the type and extent of outsourcing varies, every peer city surveyed outsources some portions of development review services. Some (like Palo Alto) make a practice of outsourcing entire functions, while others (like San Mateo) use contractors when workload gets too heavy for staff, and others (like Sunnyvale) use outsourced staff for particularly complex projects and reviews. Milpitas has begun to offer third-party plan check, but does

not consistently use outsourcing as a strategy. It is important to note that this third-party plan check is currently only offered for Building Plan Checks.

2 Milpitas Has Reviewed Development Processes Recently, but Has Not Comprehensively Assessed Development Fees.

The following table shows answers to questions about any recent fee studies or operational assessments conducted by each comparable city.

City	When was the last time a user fee study or cost analysis study of fees was conducted? Was it done by an external consultant or internal?	Has the City ever had a review of its development processes? When was that study or review conducted?
Dublin	2018 External consultant.	Yes. A few years ago, combination of internal staff and consultant.
Fremont	2015 External consultant, through Finance Department.	2008 Internal review
Livermore	2017 External consultant	No
Mountain View	In progress. External consultant.	Yes. 2008.
Palo Alto	2016 External consultant	2016 External consultant
San Mateo	2018 External consultant.	2018 External consultant.
Santa Clara	In progress External consultant	Not sure
Sunnyvale	2009 External consultant.	In progress.
Milpitas	2017 (fire fees only) - internally There has not been an external evaluation of fees in the last 10 years.	2016

Most comparable cities have had a fee study conducted within the last 10 years, and nearly all of these were handled by consultants. Milpitas most recently conducted a fire fees study internally; however, its overall fees have not been evaluated within the last ten years and have not been done so by an external consultant. About half of comparable cities can point to a recently conducted review of development services, which is not the case for Milpitas (except for Fire fees).

4 DEVELOPMENT SERVICES AND PERMITTING OPERATIONS

The following sections address multiple aspects of development services and permitting operations, including the routing of plans, use of technology, approximate workload volume, levels of approval responsibility, scheduling inspections, and measuring performance.

1 Milpitas' Permit Center and Permitting Software Are Similar to Those Used in Other Cities.

The questions below focus on front counter operations and the routing of applications when they are received by each comparable city.

City	Do you have a one-stop permitting center? How is it staffed?	Who does plan intake and routing - for Planning, Building, Engineering, Fire, etc.?	What software application is used to track and manage applications?
Dublin	Partial. Planning and building at the counter. Other disciplines located elsewhere in the building.	Usually building, but depends on project type. Planning for entitlements, etc.	Eden
Fremont	8 Techs assigned to counter. Techs can call disciplines up to the counter as needed to review.	Techs	Accela
Livermore	Planning, engineering, housing, and building all staff the counters at the one-stop center.	Usually building, but depends on project type. Planning for entitlements, etc.	Accela
Mountain View	Building and planning staff at counter, other disciplines available as needed and by appointment.	Building Department - Permit Technicians	Custom, internally developed system
Palo Alto	Building, Planning, Fire, Public Works, and Utilities all have counter staff.	Building department does intake for all building permits. Other departments intake their own plans	Accela
San Mateo	Building, Planning, Public Works, Fire	Building Department	Energov
Santa Clara	Building, Planning Engineering, Water, Fire, & SVP Power	Permit technicians take them all in except for planning department.	Tidemark
Sunnyvale	Building, Planning, Public Works, Structural, Fire and Housing	Permit Technicians or Building Plans Examiners	SunGIS

City	Do you have a one-stop permitting center? How is it staffed?	Who does plan intake and routing - for Planning, Building, Engineering, Fire, etc.?	What software application is used to track and manage applications?
Milpitas	Building Department staff the permit center, other disciplines are called there as needed.	Usually building, but depends on project type. Fire takes in their own.	TRAKiT

Milpitas' operation of the permit center is typical of cities surveyed. Most cities have a permit center where the various disciplines of building, planning, engineering, fire, and housing are present or at least available. The front counter staff in most cities are Building staff (usually Permit Technicians), and they do intake and routing of most applications unless an application is specific to another discipline. This is likewise the practice in Milpitas.

Comparative cities use a variety of application tracking software products. Palo Alto, Livermore, and Fremont use Accela, while Mountain View uses an internally developed system and several others use various popular off-the-shelf products. Milpitas uses TRAKiT, another common off-the-shelf permitting software. Milpitas' permitting center practices are generally similar to those of comparable municipalities.

2 Milpitas Handles a Typical Assortment of Building Permit Applications Over the Counter. The City Does Not Accept Any Encroachment Permits or Fire Systems Permits Over the Counter. Like Most Peer Cities, Milpitas Accepts Online Application Submittal.

The following table summarizes responses to questions about the ease of submitting and processing applications. Specifically, which types of applications, if any, can be reviewed at the counter or submitted online in each municipality.

City	What type of applications / permits are approved over the counter?	Can applicants submit any applications / permits online? If yes, for which types?
Dublin	<u>Planning</u> : temporary use permits, sigs, banners and balloons, building clearances, site waiver, zoning clearances <u>Building</u> : some types of residential renovations, water heaters, AC, signs <u>Public Works</u> : none <u>Fire</u> : none	Yes, limited to large residential and commercial projects currently

City	What type of applications / permits are approved over the counter?	Can applicants submit any applications / permits online? If yes, for which types?
Fremont	<u>Planning</u> : sign permits <u>Building</u> : single-story additions of 700 sq.ft., window replacements, water heaters <u>Engineering</u> : encroachment permits <u>Fire</u> : none	Solar permits
Livermore	<u>Planning</u> : patio covers, arbors, signs <u>Building</u> : water heaters, HVAC, re-pipes, roofs, kitchen and bath remodels, windows, patio covers, arbors, signs <u>Engineering</u> : Encroachment for simple work <u>Fire</u> : None	Photovoltaic and electric vehicle charger permits can be submitted electronically. Not through the website, but through a separate link.
Mountain View	<u>Building</u> : A/C and furnace, fences, water/sewer line replacement, interior remodel, re-roofing, demolition, service panel, patio/deck, spa. <u>Fire</u> : systems plan check, Tu/Th only.	<u>Building</u> : Residential Furnace, Service Panel, Sewer Line Replacement, Water Line Replacement, Reroof <u>Fire</u> : None
Palo Alto	<u>Planning</u> : None <u>Building</u> : all permits with no plan check required. If plan check is required, then 20 minutes of PC time or less can be done OTC <u>Public Works</u> : small encroachment and street work permits only. If larger project or has traffic control plans, then it's submitted for review <u>Fire</u> : all fire permits are submitted for review	<u>Building</u> : Some simple permit types. Water heaters, re-roof, things that do not require plan check. <u>Planning</u> : scheduling of preliminary entitlement meeting for new residential construction. <u>Public Works & Utilities</u> : None <u>Fire</u> : None
San Mateo	<u>Planning</u> : Driveway Replacements <u>Building</u> : small remodels, re-roofs, siding, window/door installation, pool demo, photovoltaic systems, spas, arbors, heating/AC, water heaters. <u>Fire</u> : Some Fire Sprinkler and Fire Alarm Permits <u>Public Works</u> : Encroachment Permits	No
Santa Clara	Minor residential & commercial electrical, mechanical, and plumbing permits, Tenant Improvement, Minor residential additions that are not affecting the location of electrical service, Residential kitchen and bathroom remodels.	Building Department application that have been approved by the Planning Department, or those not requiring plan check. Water heaters, furnaces, on site gas, sewer, or water lines and re-pipes, Residential electrical service change up to 200 amps at the same location, electrical outlets and fixtures, residential re-roofing

City	What type of applications / permits are approved over the counter?	Can applicants submit any applications / permits online? If yes, for which types?
Sunnyvale	Single family Additions, Interior remodel including re-roof, windows, water heaters, furnace etc. for residential, Commercial TI (limited sq. ft) Signs Fire Sprinklers/alarms Demolition	Building permit applications for Small single family residential projects are available online for water heaters, re-roof, furnace, ac, etc.
Milpitas	<u>Building:</u> SFH - one story additions, interior alterations, garage conversions, patio cover, accessory structures, new roof, outdoor spa, fences, site improvement. Commercial – nonstructural interior alterations under 5,000SF, restaurants non-structural interior modifications. <u>Planning:</u> Zoning Verification Letter <u>Engineering:</u> none <u>Fire:</u> none	Building applications can be submitted online.

The types of building permits which can be issued over the counter in Milpitas are common to other municipalities surveyed, they consist of various types of minor permits such as roofs, accessory structures, patios, fences, and minor renovations.

- While Milpitas does not review fire applications over the counter, some peer municipalities offer this service.
- Most cities surveyed approve simple encroachment permits over the counter, while Milpitas does not.

Most comparable cities have begun to accept some types of permit applications online. This is limited to solar permits and electric vehicle charging stations in some cities, while others are accepting a wide variety of building permit types. San Mateo is the only city which does not accept any online applications. Like most of its peers, Milpitas also accepts online building applications.

3 Milpitas Makes Entitlement Application Decisions Similarly to Comparable Municipalities, Although the Hearing Officer Plays a Smaller Role.

The following table describes how entitlement applications are processed in each comparable municipality, specifically which types of applications can be approved at which levels of authority, and what types of communication or meetings are held to discuss these applications.

City	For planning applications, which applications have final approval at which levels?	What internal methods of communication are used to coordinate entitlement applications? Are regular development review meetings held? If so, how often do they occur and who is present?
Dublin	<u>Staff</u>: temporary use permits, sign permits, banners and balloons, building clearances, site development review waiver, zoning clearances <u>Zoning Admin</u>: Site development review permit, minor use permits <u>Planning Comm</u>: New development, design review permits, CUP's <u>City Council</u>: Ordinance changes, general and specific plan amendments	Meetings held before providing comments back to the applicant. All departments and agencies who commented are present.
Fremont	<u>Staff</u>: single family homes and industrial projects <u>Zoning Administrator</u>: design review for <i>rental</i> residential buildings <u>Planning Commission</u>: design review for all other building types <u>City Council</u>: general plan amendments, re-zoning, etc.	Daily, weekly, and bi-weekly meetings with representatives from each department (staff at daily meetings, management at the less frequent meetings).
Livermore	<u>Staff</u>: ADUs, Signs, Additions, Temp. use, Home occupancy, Site plan design review, Downtown design review <u>Planning Director</u>: manages staff <u>Planning Commission</u>: Conditional use, Some Site Design Reviews, Development agreements, Variances, New developments <u>City Council</u>: New developments	Comments done through Accela workflow and accessible to all divisions. Also email. No regular meetings.
Palo Alto		Planning has development review committee every week. Covers large new projects, includes planning, building, pub. works and utilities, and Fire.

City	For planning applications, which applications have final approval at which levels?	What internal methods of communication are used to coordinate entitlement applications? Are regular development review meetings held? If so, how often do they occur and who is present?
San Mateo	<u>Zoning Admin</u>: small residential, signs, pools and spas, small site plans and permits, temporary use permits, certain variances, <u>Planning Commission</u>: special use permits, large site plans and permits, projects with EIR, variances, large signs <u>Council</u>: Planned developments, rezoning, high rises, general plan amendments	
Sunnyvale	<u>Staff</u>: Those which are NOT “major” projects and comply with existing code. Sign permit. <u>Zoning Admin</u>: Major projects if CEQA exempt or minor ones that request a variance. CUP’s as well. Most variances. <u>Planning Commission</u>: Major projects involving CEQA or those hitting certain design thresholds. Variances if they hit certain triggers. General plan amendments.	Meetings and emails. Planning review committee (PRC) meets monthly. That includes the applicant. Preceded by a pre-PRC meeting which includes all planning staff, occurs bi-weekly. Misc. Plan Permit (MPP) meeting held weekly. All these meetings are planning staff only, not building/fire/engineering, etc. Also, once monthly meeting with all CDD staff.
Milpitas	<u>Staff</u>: Minor site permits, special event permits, minor CUP <u>Planning Commission</u>: Large site permits, variances, larger CUP’s. Appeals of staff decisions. <u>City Council</u>: Amendments to general plan, zoning plan. PUD’s, development agreements.	Staff conduct a weekly development review meeting to discuss projects.

The types of permits decided upon at each level of the planning organization is similar in Milpitas to other cities. Staff decide on small site permits and CUP’s, while the planning commission handles more complex site permits and variances, and the Council is responsible for plan amendments. One key difference is that the hearing officer in Milpitas makes very few decisions¹², whereas Zoning Administrators in other municipalities have extensive decision-making responsibility. The restrictiveness of the Hearing Officer in Milpitas is due to the City’s Municipal Code. Per the City’s Municipal Code, the Hearing

¹² https://library.municode.com/ca/milpitas/codes/code_of_ordinances?nodeId=TITXIZOPLAN_CH10ZO_S64DEREPR

Officer / Planning Division staff can only make decisions on Minor Conditional Use Permits (staff review), Staff Review applications, Minor Site Development Permits, and Special Event Permits (for which the appeal can be heard by the Hearing Officer). Any potential changes to this would require a code amendment to enable the Hearing Officer to play a greater role in discretionary applications relative to Planning Commission or City Council.

Most comparable municipalities have a meeting on a weekly basis to discuss planning applications, and Milpitas is similar to them in this regard.

4 Milpitas' Approach to Applicant Communication and Expedited and Third-Party Reviews Is Similar to That of Peer Cities.

The following table shows responses received from comparable municipalities related to their review of applications and communication with applicants. Specifically, the questions addressed expedited plan review, the provision of comments, and the availability of third-party plan check.

City	Does the City offer expedited plan reviews? If yes, what is the policy for these? What is the fee? Are these in-house or contracted out?	How are comments issued to applicants?	Does the City offer third-party or contracted plan check? If so, what % of applications are contracted?
Dublin	No.	Consolidated listing.	Yes. About 80% of work contracted.
Fremont	No.	Consolidated listing.	Outsourced building plan check when workload is excessive. About 15% of the time currently.
Livermore	No	Consolidated listing.	No
Mountain View	Yes, based on scope rather than a fee. Contracted out.	Consolidated listing.	Yes, they have consultant plan check services performed on behalf of the City.
Palo Alto	No	Separate lists.	Building plan check is 100% consultants. Fire is about 80% outsourced, about 50% of planning is contracted. Public Works and Utilities are all in-house.
San Mateo	No	Consolidated listing.	Yes, about 40-50% of Building Plan Reviews.

City	Does the City offer expedited plan reviews? If yes, what is the policy for these? What is the fee? Are these in-house or contracted out?	How are comments issued to applicants?	Does the City offer third-party or contracted plan check? If so, what % of applications are contracted?
Santa Clara	Yes, In-house overtime plan check available at \$300.00 for 2 hours, at customer request.	Separate lists.	Yes, at the customer request and by approval of the Plans Examiner Manager. Less than 1 % use third party review.
Sunnyvale	Express plan check is available for minor over the counter permit applications. For standard 21 day submittal projects, we may expedite upon building coordinator approval.	Consolidated listing.	Yes, some.
Milpitas	Yes, conducted in-house. Guidelines restrict what permit types may be expedited. There is no fee for this process established per Council's adopted fee schedule.	Consolidated listing.	Yes, third party plan check allowed as of recently.

- Milpitas is similar to three of the eight comparable cities surveyed in offering some type of expedited plan review. The Department has strong guidelines governing this practice.
- Like nearly all peer cities surveyed, Milpitas follows best practice in issuing a consolidated listing of comments to applicants, rather than a separate comments list for each discipline.
- Milpitas offers third party plan check in some cases. While the approaches vary, all other peer cities surveyed besides Livermore also offer third party plan check. In some cities this is based on applicants' request, in others it is a workload consideration, and in others it depends on the type of application.

As seen in the table and bullet points above, Milpitas is very similar to most peer cities in the way it handles communication with applicants and alternate approaches to plan review.

5 Milpitas Offers More Lenient Inspection Scheduling Deadlines and Handles More Inspections In-house than Most Comparable Municipalities.

The following table shows responses from comparable cities related to building inspections – scheduling, performing, and in some cases contracting them out.

City	How are inspections scheduled?	What is the deadline for submitting an inspection request?	What is the target response time for conducting an inspection once it has been requested/scheduled?	Does the City utilize contract building inspectors?
Dublin	Online, call-in, walk-in.	Deadline is 4am same day for online, or 4pm the day before for call-in or walk-in.	24 hours except weekends/holidays	Yes, 100%
Fremont	Online, IVR	3pm day before	Next Day	Yes, when workload dictates
Livermore	Walk-in, call-in, online, and fax.	Deadline is the night before.	Next day. They also offer evening inspections (only for homeowners)	No
Mountain View	Online, phone call with staff, fax, walk-in	3pm for next day	Next Day	Not currently
Palo Alto	Call-in, online, app, IVR, walk-in.	Before 4pm on day prior.	48 hours	Yes. About 50% of inspections.
San Mateo	Walk-in, and over the phone.	3pm for next day	24-48 hours	Yes, when workload dictates
Santa Clara	IVR or online		Next Day	Yes, some.
Sunnyvale	Online, phone, walk in.	Day before	Next Day	Yes, when workload dictates
Milpitas	Online, IVR, walk-in.	6am day of inspection	Next Day	No¹³

- Like most of its peers, Milpitas allows inspections to be scheduled online, through an IVR system, or on a walk-in basis.
- Milpitas aims for next-day inspections, much like the majority of comparable cities (although some of them have slightly longer target times such as 24 or 48 hours). Milpitas offers a more generous deadline for next-day inspection than most, allowing appointments to be scheduled as late as 6am on the day of the inspection.

Milpitas' scheduling requirements are more lenient than most of its peers, and the City is among the few which does not contract for any building inspections.

¹³ The City has the option to contract out certain major developments depending upon staff availability for those types of projects.

6 Milpitas' Goal Turnaround Times for Plan Review Are Longer Than Most of Its Peers. Comparable Municipalities Also Provide Possible Performance Metrics for the City.

The following table shows questions and responses from comparable cities related to efficiency and effectiveness of the development review process. The topics in this section were key processing times for applications, as well as any performance metrics tracked by each organization.

City	What are key target application processing times? Do they differ for first plan review compared to subsequent plan reviews?	What performance metrics or measures are tracked for development services?
Dublin	Commercial - New Construction: 15 business days max Commercial - Tenant Improvement / Interior Renovation: Varies, from OTC to 15 business days Single Family Residential - New Construction: 15 business days max Single Family Residential – Alteration: Varies, from OTC to 15 business days. Subsequent reviews vary from OTC up to 15 business days.	Percent of projects that meet turnaround times. Also, Customer satisfaction: responses to surveys.
Fremont		None currently.
Livermore	Commercial - New Construction 4 weeks on first review and 2 weeks resubmittal Commercial - Tenant Improvement / Interior Renovation: 2 weeks first review and 1 week resubmittal Single Family Residential - New Construction: 4 weeks on first review and 2 weeks resubmittal Single Family Residential – Alteration: One week first review and 3 day resubmittal	Track all turnaround times/ due dates for all planning, engineering, Fire, and Building submittals through a shared spreadsheet
Mountain View		Turnaround times for plan check Number of plan checks Number of issued permits Number of inspections Construction Valuation

City	What are key target application processing times? Do they differ for first plan review compared to subsequent plan reviews?	What performance metrics or measures are tracked for development services?
Palo Alto	Commercial - New Construction 30 days for initial review Commercial - Tenant Improvement / Interior Renovation OTC if small enough or 30 days for initial review Single Family Residential - New Construction 30 days for initial review Single Family Residential - Alteration OTC if small enough or 30 days for initial review 1st review is 30 days, resubmittals are 14 days. Post permit revisions are 14 days for 1st review, and 7 days for resub.	Number of projects being plan checked & type of plan check (OTC or submitted), timeliness of reviews (on-time rate), approval/denial rate (how many rounds of plan check), total number of days from submittal to “ready to issue”.
San Mateo	First plan review is 20-business days and all resubmittals are 10-business days for all projects.	Plan review turn-around time, turn-around in processing plan from approval to packaging plans for issuance, amount of time spent with customers at the counter.
Santa Clara	Regular plan check is 4 to 6 weeks for first round of comments. Resubmittal goal is an additional two week review.	Various aspects from the permit center wait times, inspections, permits issued, permits under review, to help with the development of needed services.
Sunnyvale	Commercial - New Construction: 21 Days for 1st round review. 10 days for resubmittals. Commercial - Tenant Improvement / Interior Renovation: Over the counter same day review Single Family Residential - New Construction: 21 Days for 1st round review. 10 days for resubmittals. Single Family Residential – Alteration: Over the counter same day review	None
Milpitas	Maximum of 30 business days for the most complex projects.	Building: plan review turnaround time, and inspection request times (next day completion.

The plan review timelines in Milpitas can be as long as 30 business days for complex projects, which equates to six weeks. Only one other municipality surveyed stated review timeframes lasting that long. Most cities have a maximum of 3-4 weeks.

Cities track a number of metrics regarding workload and performance. Many of them, like Milpitas, use turnaround times for plan review and aim for next day inspections. Some cities also track various other metrics which Milpitas might consider:

- Wait times
- Construction valuation
- Permit volumes
- Percent of projects meeting turnaround time
- Results of customer satisfaction survey

The tracking of these performance measures allows for City Council, development community and other stakeholders to hold Development services accountable for meeting established goals.

5 DEPOSIT-BASED FEES

The following analysis focuses on deposit-based fees, to the extent that they are used in each comparable municipality.

1 Milpitas' Use of Deposit-Based Fees Is Aligned with the Practices of Many Comparable Cities.

The first set of questions regarding the use of deposit based fees, detailed in the following table, sought to identify where the responsibility for managing deposit accounts lies in each city surveyed.

City	Are any of the City's fees or services deposit-based? If so, in what areas?	Who in the City manages the deposit process? Which department issues the invoices to developers?	Does the City have a central point of contact for the deposit-based fees?
Dublin	Planning	Finance	Finance, with help from planning and engineering.
Fremont	All planning, building, engineering applications are deposit-based.	Community development and public works manage their own. Finance does the billing and collection.	Community Development business manager
Livermore	Some in engineering and public works		
Mountain View	Building plan check	Building generates the payment receipt. Finance collects the money.	No

City	Are any of the City's fees or services deposit-based? If so, in what areas?	Who in the City manages the deposit process? Which department issues the invoices to developers?	Does the City have a central point of contact for the deposit-based fees?
Palo Alto	Planning	Planning manages it and invoices/collects from developer.	Management Analyst
San Mateo	Planning	Individual departments, but fees collected through Finance Department.	No, the point of contact is the staff member handling the project
Santa Clara	No	NA	NA
Sunnyvale	Only for third party review of complex projects such as those requiring EIR.	Community development, but fees collected through Finance Department.	Community development
Milpitas	Some deposit-based fees in planning and engineering	Individual departments collect the deposit, but Finance manages the deposits and issues invoices.	No; however, finance for invoice purposes, project manager for project purposes.

- Most comparable cities (six of the eight surveyed) use deposit-based fees for some aspects of development services and permitting. The degree to which they are used varies, however; Fremont uses deposits for a wide range of project types, while Dublin limits deposit-based fees to planning applications. Milpitas uses deposit-based fees for multiple project types.
- Most cities surveyed manage deposit-based fees through both the community development functions and the Finance Department, with Finance carrying the responsibility for billing and collection in all comparable cities except for Palo Alto. Milpitas follows suit in this respect, with Finance and individual departments managing deposit-based fees, and Finance invoicing applicants.
- There is no common point of contact for deposit-based fees; different cities assign the oversight of these fees to either a designated analyst in the community development department, the individual reviewing the application, or someone in the Finance Department. Milpitas does not have an assigned point of contact, similar to San Mateo and Mountain View.

The comparison above suggests that Milpitas' approach to deposit-based fees is typical among comparable cities.

2 The Lack of Formalized Policies for Deposit-Based Fees in Milpitas Is Common in Peer Cities, But Some Things Can Be Learned from Those Which Do Have an Established Policy.

The second set of questions regarding deposit-based fees, in the table below, asked about the policies that each city has regarding these fees, and how the time associated with them is tracked by staff.

City	Does the City have any thresholds in place regarding when deposits are replenished? Is this a written threshold? Is there a stop work policy based upon this threshold?	Are there written policies and procedures regarding deposit-based fees?	Where do staff track their time on deposits - in timekeeping or in the City's permitting software?
Dublin	No formalized threshold. Stop work if the developer does not respond to request for account replenishment.		Neither. Track it manually and then Finance charges against that deposit.
Fremont	None	No	Timekeeping
Mountain View	Plan check deposit: no replenishment, if they project takes many rounds to approve, consultants begin charging hourly staff time. Stop Work Notices – Are not deposit based. The permit is charged double the fees for all trades except plan check.		Time is not tracked, this part of their regular job duties to process them.
Palo Alto	Policy is 80%. Work stops when deposit is exhausted.	Yes	Timesheet. Contracted plan check is tracked separately.
San Mateo	For Planning Applications, the threshold is 70%.	Yes	Timekeeping
Santa Clara	NA	NA	NA
Sunnyvale	None	No	Neither. Issue requisition and then Finance charges against that deposit.
Milpitas	Threshold is 75%	Yes	Timekeeping

- The cities surveyed can be divided into three camps regarding deposit-based fee policies: those like Santa Clara, which do not use deposit-based fees; those like Dublin and Sunnyvale, which have informal policies regarding deposit-based fees; and those like San Mateo, which have established written policies and thresholds. Milpitas falls in the second camp; the City uses deposit-based fees but only informally adheres to policy. Cities surveyed with formal policies set the threshold

at 70-80% of the deposit, at which point they begin billing the applicant. Work stops when the deposit is exhausted.

- Cities surveyed which track time against deposits typically use timekeeping software. In some cities, review time is tracked separately for billing, but no cities use their permitting software to track time for deposit billing purposes. Most permitting software systems have the capability to track time, but it requires integration with the City's payroll system or financial system to ensure that the hours are billed appropriately.

Milpitas is among the few comparable municipalities which has written policies concerning the use of deposit-based fees, although these policies appear to be similar to the informal practices of most other cities which use them.

Appendix D: Stakeholder Analysis

As part of the Service Delivery Fee Study for Development Services for the City of Milpitas, the Matrix Consulting Group held four (4) Development Community Focus Group Meetings at the Community Center and Milpitas City Hall. These focus group meetings were held as follows:

1. Wednesday, December 5th, 1:00 - 3:00 p.m., Milpitas Community Center
2. Thursday, December 6th, 8:00 - 10:00 a.m., Milpitas Community Center
3. Thursday, December 13th, 2:00 - 4:00 p.m., Milpitas Community Center
4. Friday, December 14th, 9:00 - 10:00 a.m., Milpitas City Hall Committee Meeting Room

In addition to the focus group meetings held, for those who could not attend the meetings in person, an option was available to provide comments via phone call or email to the project team.

The focus group invitations were provided to the Community Development Roundtable participants, as well as to previous Building, Planning, and Land Development customers. A total of 80 invitations were sent for the focus groups and there were eighteen total responses; 14 respondents at the focus group meetings, and 4 respondents via phone and email.

The following subsections introduce focus groups and then a summary of the comments and feedback received in the focus groups.

1 INTRODUCTION & PURPOSE OF FOCUS GROUPS

The purpose of the stakeholder focus groups was to obtain input, feedback, concerns, perceptions, and suggestions for improvement regarding the development review process within Milpitas. These focus groups were structured as an open forum discussion, with no specific questions posed to the group, other than a brief background on the study, and that any and all comments collected through these focus groups and individual interviews would be compiled and presented in the manner of key themes. The respondents were assured that feedback would be reported anonymously. Questions asked by the project team related to the following areas:

- Specific departments / divisions within the City with which they interacted during the development phase – building, planning, land development, fire, economic development, etc.
- Timeframe of the interaction – current, within one year, five years, ten years, etc.

- Level of interaction – counter staff, inspection staff, plan reviewers, etc.
- Other jurisdictions in which they have previously conducted development activities.

The purpose of these questions was to ensure that the project team received information that was specific in nature, was current, and was related to a specific type of service or development project. The information regarding other jurisdictions was to further understand the background of the developer providing input, ensuring their understanding of California and Bay Area specific codes and requirements.

Each focus group lasted approximately one hour, with phone interviews lasting approximately 15 to 20 minutes each. The timeframe for each focus group and phone interview was dictated by the participants, ensuring sufficient time for all stakeholders to provide comments relative to their experiences. At the conclusion of the focus group, the contact information for the project team member conducting the focus group was provided and it was reiterated that any additional comments or input would be accepted throughout the course of the study.

2 KEY THEMES FROM THE STAKEHOLDER FOCUS GROUPS

There were several key themes that emerged from conversations with the stakeholders. These key themes can be divided into positive feedback regarding areas that worked well and feedback related to opportunities for improvement. The following table summarizes the comments for each of these two areas:

Things that Work Well	Opportunities for Improvement
Community Development Roundtable	Cycle and processing times for applications, inspections, reviews, and permits
Commitment to improvement and changes – evidenced by this study	Clarity on fees and charges for development projects – what fees are being paid for what services and when they should be paid
Support from Economic Development and City Management	Unclear submittal requirements – comments made in the process regarding changes that should have been caught in the beginning of the process
Responsive and accessible staff	Cumbersome city codes and policies cited during the review process and on job sites during inspection for failure of inspections
Commitment to customer service	Inability to hire contractors due to City's reputation
	Lack of detailed accounting for PJ accounts
	Scheduling of fire inspections
	Issues with consistency of plan review comments and inspections
	Need for increased staffing to accommodate the development activity

As the table indicates, despite there being several positives, the opportunities for improvement outweighed the items that worked well. All of the items noted in the table above were in reference to all four primary development service areas – building, planning, land development / public works, and fire prevention.

The Stakeholder community was consistent in stating that staff was very supportive, responsive, and committed to customer service, but that other aspects such as policies, codes, fees, and overall timeliness greatly impacted their ability to complete their development projects on time and in a cost efficient manner.

The primary complaint regarding application cycle and permit processing timelines was in relation to significant delays in the overall timeline. The significant delays sometimes occur due to inter-departmental coordination of comments, whereas other delays occur due to multiple rounds of comments, lack of timely inspection scheduling, or failure of inspections for items not identified or codified in the plan review phase of the project. These types of delays can be costly for the developers.

Other more specific comments regarding areas of improvement related to scheduling of fire inspections, the inability to get those scheduled quickly; however, there was the understanding that the City is and was suffering from a lack of staffing resources. Staff turnover was acknowledged by the development community as having an impact on the ability for them to get projects processed in a timely manner, but there was an understanding that there is limited ability for the City to control that aspect of staffing.

The development community and the stakeholders understood the City's current service levels reflected their current resources and conditions, but the desire expressed through these outreach meetings was the ability to have greater transparency regarding both the fees and the service level prior to going through the development process. The transparency in fees was related to both PJ accounts (deposits) as well as the flat fees charged by building. Some developers stated that they are asked for multiple deposits, with little to no detail on the invoices regarding the activities. For the flat fees, they can get charged for plan review fees, but may also have to pay for scheduled plan review meetings, as there is no clarity regarding the number of plan reviews or inspections covered within the current flat fees.

In regards to the service level expectations, an example cited in the meetings was that plan review has a target of 6 weeks, but in the past two to three years, it is rare that plan review is completed within that timeframe. Therefore, the development community would like to hear a target at the onset that is more reflective of staff capacity and availability, even if that target is 8-10 weeks, as that will allow them to better prepare their timelines for the project.

The stakeholders that attended the meetings and provided comments have all worked with other jurisdictions in the bay area such as Santa Clara, Mountain View, Sunnyvale,

Fremont, and San Jose. As such, they are familiar with and understand California environmental regulations, California building codes, as well as the development climate and opportunities within the Bay Area. They stated that despite this experience, many of the development code and policy requirements expressed to them during the development phase in Milpitas are very unique to Milpitas.

All of the stakeholders that provided comments currently have some sort of active development project within the City and / or have had a project within the last three years. This was very important to note, as it indicates that the feedback provided is relevant to current development services and operations.

3 SUMMARY OF STAKEHOLDER FOCUS GROUPS

The overall theme that emerged regarding areas for improvement related to the lack of predictability, consistency, and timeliness of development operations within the City. The development community was glad to be involved in this process and acknowledges the City's commitment to changes and improvement, but recognizes that there are still further and more significant areas for opportunities for improvement in the development process.

As discussed in the introduction, at the conclusion of the focus group meetings, the stakeholders were offered the chance to provide any additional feedback and input to the project team during the remainder of the study.

Appendix E: Employee Survey Results

As part of the Matrix Consulting Group's Service Delivery Fee study for the City of Milpitas, the project team distributed an anonymous survey to employees involved in the City's development review process in order to gauge their opinions on a variety of topics relevant to the study. This survey provided development review staff an opportunity to provide input to the study, and to enhance the project team's understanding of employee opinions. This survey generally asked three types of questions:

- **Demographic Questions:** Respondents were asked to indicate the department they work for, their length of employment, their level of responsibility, and whether they have worked in development services for other agencies.
- **Multiple Choice Questions:** Respondents were presented with a number of multiple choice questions or statements where they indicated their level of agreement or disagreement.
- **Open-ended response questions:** At the end of the survey, staff were given space to provide opinions about the City's development review process in their own words.

The project team provided City staff with an electronic link to the survey via email. A total of fifty-seven (57) surveys were distributed and thirty-six (36) responses were received. This represents an overall response rate of 63%.

1 SUMMARY OF KEY FINDINGS

While a more detailed analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

- Most respondents believe the current processes for development review and permitting are efficient and effective.
- Most respondents believe the City provides good customer services at the permit counter.
- Respondents believe the City provides effective training and resources to staff.
- Most respondents feel management is helpful and efficient and the workplace has a positive environment.

- Most respondents feel they have a very busy workload and many feel they are overworked.

As the points indicate, generally speaking, City staff had a positive outlook on the development services provided to their external customers. The only area for improvement identified was in relation to workload and feeling overwhelmed.

2 SURVEY RESPONDENT DEMOGRAPHICS

While responses to the survey were confidential, the project team asked respondents to indicate some information about their position in order to understand responses better. The following subsections discuss the different types of demographic information gathered through the online survey.

1 Department

The first question in this section asked participants which department they work for in the City of Milpitas. The following table shows the breakout of responses by department, as well as the total number of responses received.

Department	# Received	Percent	Invitations Sent	% of Dept Responding
Building	14	38.9%	24	58%
Engineering	2	5.6%	3	67%
Finance	1	2.8%	2	50%
Fire	8	22.2%	9	89%
Planning	7	19.4%	8	88%
Public Works	3	8.3%	5	60%
Economic Development	1	2.8%	5	20%
Total	36	100%	56	64%

The greatest volume of responses came from personnel in the Building, Fire, and Planning departments, which makes sense as those are the core Development services activities and some of the larger departments surveyed.

2 Length of Employment

The next question in this section asked respondents how long they have worked for the City. The following table shows by range of years worked the number of responses received.

Range of Years	Count	Percent
0-2 Years	21	58.3%
3-5 Years	5	13.9%
6-10 Years	2	5.6%
11+ Years	8	22.2%
Total	36	100%

Based on the table above, there was a range of longevity with the City that was represented in the survey responses, with the largest proportion of staff having worked for the City less than 2 years, but the next highest level of responses was for staff that have worked with the City for more than 11 years.

3 Level of Responsibility

The third question in this section asked respondents what type of position they hold within their department. Their responses are broken out below based upon level of position.

Level of Responsibility	Count	Percent
Admin/Clerical	2	5.6%
Permit Processing/Counter Staff	2	5.6%
Managerial/Supervisory	13	36.1%
Inspections	12	33.3%
Plan Review	2	5.6%
Other (please specify)	5	13.9%
Total	36	100%

The majority of respondents hold managerial/supervisory or inspections positions within the City.

There were five responses that did not pick any of the categories listed, the following points provide further detail:

1. "Plan review and inspections, occasionally counter calls"
2. "Specialist"
3. "Current Planning – Counter staff, permit processing, plan reviews, presenting projects to the Planning Commission"
4. "Senior Planner"
5. "Plan review/inspections/enforcement"

As the points illustrate, the reason some of these responsibilities were not categorized was due to the multiple responsibilities or services that the position provides.

4 Previous Experience

The final question in this section asked survey participants whether they have previously worked in another agency. The following table breaks out the responses:

Worked at another jurisdiction?	Count	Percent
Yes	26	72.2%
No	10	27.8%
Total	36	100%

Approximately 72% of the respondents have worked with another jurisdiction prior to Milpitas. This question was particularly relevant for this study, as the majority of staff and respondents have had very limited tenure with Milpitas, but despite that limited tenure, they have had experience performing these types of services with other jurisdictions. Additionally, experience with other jurisdictions can translate into different perspectives regarding the processes and levels of efficiency achieved by Milpitas.

3 MULTIPLE CHOICE QUESTIONS

The bulk of the survey consisted of sections where respondents were asked to indicate their level of agreement or disagreement with statements about the Department. The response options were “strongly agree” (SA), “agree” (A), “disagree” (D), “strongly disagree” (SD), or “N/A” (NA). The project team broke these multiple choice responses into the following categories:

- **Process Efficiency & Effectiveness:** Questions in this section focused on the efficiency and effectiveness of the development services process within the City.
- **Customer Service:** The questions in this section related to the level of customer service provided by city staff to customers of the development services process.
- **Employee Resources:** Questions in this section addressed the level and types of resources that are available to employees for development services.
- **Management & Workplace Experience:** These questions addressed issues about the workplace culture and management support provided to city staff during the development review process.
- **Workload:** This section addressed issues related to staff workloads.
- **Finance Staff:** This section only required responses from staff in the Finance section as it related to deposit (Private Job / PJ) accounts as it relates to development services.

The following subsections provide the results of the multiple choice questions based upon the categories noted above.

1 Process Efficiency and Effectiveness

The first section of multiple choice questions asked respondents to provide insight regarding the City's development review process and their perception regarding the effectiveness of the existing processes as it relates to timeliness, efficiency, and fees. The table below shows the proportion of respondents who selected each level of agreement or disagreement.

#	Statement	SA	A	D	SD	NA
1	The development review and permitting process in Milpitas is efficient and well-run in terms of the services it delivers.	3%	59%	28%	3%	6%
2	My division is efficient and well-run in terms of the services it delivers.	22%	59%	19%	0%	0%
3	There is good coordination between my division and other departments / divisions that are involved in the development review and permitting process.	6%	53%	31%	3%	6%
4	Our process for reviewing over the counter (express) permits works well.	9%	38%	22%	6%	25%
5	Development review committee meetings are an effective use of time.	6%	38%	28%	3%	25%
6	Our approach to charging private job accounts is efficient.	3%	28%	3%	16%	50%
7	We accurately capture time associated with application review on private job accounts.	6%	31%	25%	9%	28%
8	There are established cycle times and goals for plan review or permit timelines for the processing of development review plans or permits.	12%	50%	22%	3%	13%

The points below summarize the information noted in the response table:

- **Most staff believe the development review process is efficient and well-run:** Statement #1, to this effect, received strong (62%) agreement. Among building division staff, however, 6 of 13 respondents (45%) disagreed. Statement #2, that individual divisions are efficient and well-run, received a very strong majority (81%) of agreement, which was consistent across divisions. Statement #8, that there are established cycle times and goals for plan review or permit timelines for the review process, received a majority (62%) of agreement.

- **Most staff believe divisions coordinate well in the development review and permitting process:** Statement #3, that there is good coordination between respondents' divisions and others involved in the process, received a majority (59%) of agreement.
- **Most staff believe over the counter permit review works well:** Statement #4, that the City's process for reviewing over the counter permits works well, received 15 of 24 (63%) agreeing responses. 8 respondents gave no response.
- **Most staff believe development review committee meetings are an efficient use of time:** 14 of 24 (58%) respondents agreed with Statement #5, that development review committee meetings are an effective use of time. Eight respondents gave no response. However, among planning staff, 5 of the 7 respondents (71%) disagreed. *This finding is especially notable, as Planning is typically the leader and manager of development review committee meetings.*
- **Most staff agree that the City's process for charging PJ accounts is efficient, but have mixed responses related to accurately capturing time:** Statement #6, of the 16 who responded, 10 (63%) agree that project accounts are being charged to by staff in an efficient manner, however, among planning staff, 5 of 6 respondents (83%) disagree with 4 of those responses strongly disagreeing. This once again is an especially important finding, as nearly all of Planning's services and fees are accounted for through PJ accounts. In regards to managerial staff 3 of 5 management/supervisor staff disagreed that the City's process for charging PJ accounts is efficient. The inspection staff was the only category that agreed with that their time charges are efficient as it relates to PJ accounts, but inspection staff bill minimally if at all to PJ accounts, which could help form that perspective. From Statement #7, only 12 respondents (38%) agree accurate time is captured for application review on private job accounts while 11 (34%) disagree.

As the points note, staff believe the development review processes currently in place are fairly efficient and well-run, including the reviews provided over the counter and development review committees. However, there is some disagreement from planning staff regarding the effectiveness of the development review committee, which they manage, as well as the efficiency of the process for charging to PJ accounts.

2 Customer Services

The second section of multiple choice questions asked respondents about services provided to development review customers, and the level of customer service. The table below shows the proportion of respondents who selected each level of agreement or disagreement.

#	Statement	SA	A	D	SD	NA
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#	Statement	SA	A	D	SD	NA
1	Permitting processes in Milpitas are not unnecessarily complex or burdensome for the applicant.	6%	56%	16%	13%	9%
2	Applicants are advised of all application requirements and standards early in the process.	9%	63%	9%	3%	16%
3	The City of Milpitas makes it easy to obtain complete, accurate information about the development review and permitting process.	6%	38%	38%	3%	16%
4	My department prioritizes customer service in the development review and permitting process.	19%	53%	3%	3%	22%
5	My co-workers are polite to customers.	41%	56%	0%	3%	0%
6	My co-workers are committed to doing quality work.	47%	47%	3%	0%	3%
7	The applications submitted by applicants are typically complete enough to allow prompt and complete action by staff.	3%	38%	41%	0%	19%
8	Decisions regarding code interpretations are made consistently in my department, without variation from applicant to applicant.	28%	53%	9%	6%	3%
9	Milpitas provides the ability for customers to provide feedback on their experience with Development Services through in-person feedback or online customer service survey.	9%	41%	25%	0%	25%
10	Applicants have a single point of contact for their permit through the different development applications.	3%	44%	31%	6%	16%
11	There is an established customer service objective to not have applicants wait more than 15 minutes at the permit center.	3%	31%	13%	9%	44%
12	The City of Milpitas' Development Services fees are easy to administer and explain to customers and applicants.	6%	38%	25%	6%	25%
13	I am aware of what resources are provided to our customers on our website.	9%	53%	25%	6%	6%
14	The City of Milpitas' Development Services fees are available online and at the City's permit center.	9%	66%	0%	0%	25%

The points below provide a narrative summary of the information included in the previous table:

- **Generally, most staff believe the permitting process for the City is easy for applicants:** from Statement #1, 62% of staff agree that the process for applicants is not difficult (6 of 12 managerial/supervisory staff disagreed with the statement) and from Statement #4 where 72% of staff felt their department prioritized customer services related to the permitting process.
- **Staff have mixed responses regarding providing applicants with accurate information:** For Statement #3, approximately 44% of the respondents agreed that accurate information was provided and 60% of inspections staff agreed. However, approximately 41% of respondents disagreed and 70% of management

and supervisory staff disagreed, suggesting that there is a wide divergence of views for this issue among staff.

- **Most staff agree that the application process information provided for applicants is efficient:** Statements #2, #8, and #14, all received significantly more agreement than disagreement, showing that staff believes applicants are provided with all necessary information, applications are interpreted consistently, and fees information is easily available. However, Statement #7 indicated that applicants still submit incomplete applications with 41% agreeing and 41% disagreeing.
- **Most staff agree that application resources provided to applicants is efficient:** Statements #10, #12, and #13, had a higher proportion of respondents that agreed than disagreed, indicating that staff believe applicants are provided with a single point of contact and fees are easy to explain and administer. However, approximately 4 of 7 planning staff disagree with Statement #13 that the staff themselves are aware of the types of resources available on the City's website. This is important, as if staff themselves are unaware, they cannot direct applicants to that information; highlighting a staff training issue. It is important to note that the majority of planning staff is new to the department and this could be the reason for the lack of their awareness.
- **Most staff believe they provide quality customer service:** Statements #5, #6, #9, and #11 all received mostly agreeing responses showing that staff believes good customer service is provided at the permit center by being polite, providing quality work, short wait times, and an accessible way for customers to provide feedback. However, 4 of 5 of planning staff disagree with Statement #9 that customers have a way to provide feedback and 4 of 7 management/supervisory staff disagreed with Statement #11 that applicants wait time is no more than 15 minutes.

The points in this section provide important insight that while generally employees believe customer service is a priority for the department and information is provided to customers in an accurate manner; there is quite a bit of disagreement from management and supervisory staff regarding the level of customer service and whether accurate information is provided and the level of wait time for customers. This is important as this shows a disconnect between observation from management and supervisory staff and the level of service being provided overall by employees.

3 Employee Resources

The third section of multiple choice questions asked respondents about the resources available to city employees throughout the process. The following table shows the proportion of respondents who selected each level of agreement or disagreement.

#	Statement	SA	A	D	SD	NA
1	I have the materials, equipment, and tools I need to do my work right.	6%	66%	13%	13%	3%
2	My division has an efficient records management and document management system.	6%	50%	31%	13%	0%
3	My department has clear, well-documented policies and procedures on plan review and permitting.	10%	52%	26%	10%	3%
4	I am able to effectively utilize TRAKiT.	19%	56%	16%	6%	3%
5	I receive formal ongoing training in the technical skills required to fulfill my role.	9%	53%	16%	13%	9%
6	I am able to consistently meet the City of Milpitas' timelines and turnaround goals for plan review and permitting.	6%	41%	25%	6%	22%

As the table indicates, the majority of staff agreed that they have the resources that they need to perform their work efficiently and effectively. Each of the six statements in this section received a majority of at least 56% agreement, indicating that staff generally feel they have the tools, training, and technology needed to fulfill their responsibilities. However, 71% of Planning division staff disagreed that records and documents are managed efficiently.

4 Management and Workplace Experience

The fourth section of multiple choice questions asked respondents about their experience with managers and the workplace culture. The table below shows the proportion of respondents who selected each level of agreement or disagreement.

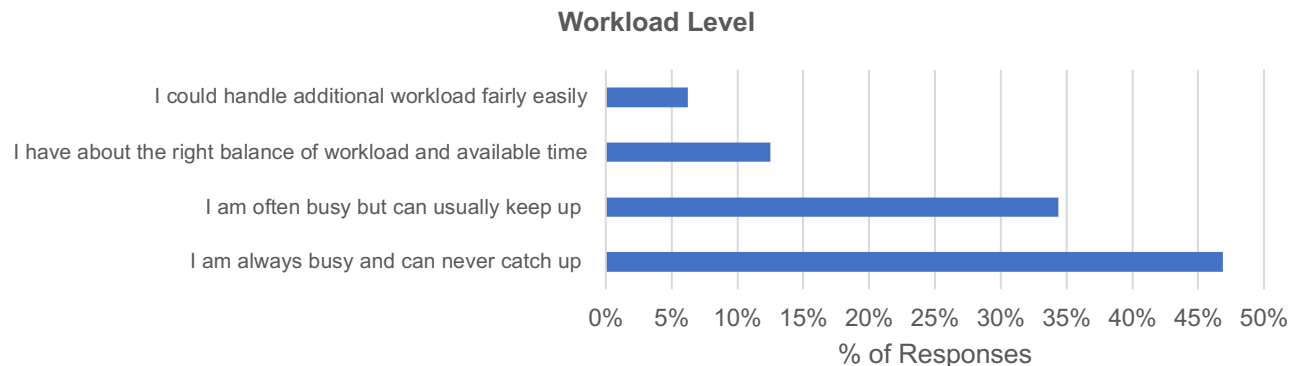
#	Statement	SA	A	D	SD	NA
1	My division is effectively managed regarding the development review and permitting processes.	9%	56%	16%	3%	16%
2	Managers in my Department involve staff in collective problem-solving.	25%	50%	16%	6%	3%
3	I am encouraged to think creatively and question the way we do things in order to solve problems.	19%	56%	16%	6%	3%
4	Managers in my Department are receptive to new ideas and employee suggestions.	19%	72%	3%	6%	0%
5	When mistakes are made, managers and supervisors focus on correcting the mistake with a learning approach rather than on placing blame.	22%	66%	6%	3%	3%
6	My voice is heard and my opinions seem to count.	22%	56%	13%	6%	3%
7	I am empowered to act within the scope of my expertise, training, and experience.	31%	56%	6%	3%	3%

#	Statement	SA	A	D	SD	NA
8	I receive enough recognition and appreciation for the quality of my work.	16%	66%	3%	6%	9%
9	Someone at work encourages my professional development.	13%	66%	6%	13%	3%
10	I know what is expected of me at work.	25%	59%	6%	6%	3%
11	The mission / purpose of this organization makes me feel my job is important.	31%	56%	6%	3%	3%

Overall, staff feel strongly that they are properly managed and have an inviting workplace. The majority of staff agreed with all statements, and this was apparent across all departments and levels of responsibility. The only variation in responses was from inspection staff, with approximately 42% of inspection staff disagreeing that managers involve staff in problem solving and the same proportion disagreeing that they are encouraged to think creatively and question the way problems are solved.

5 Workload

The fifth section of multiple choice questions asked respondents about how much work they are provided. The following figure shows the proportion of responses received by workload statement description.



Approximately 47% of staff felt that they either had the right balance of workload or that they could keep up with their existing workload, while 47% responded that they are unable to ever catch up to their workload. Only 6% of staff indicated that they have the capacity to add on additional workload. Planning staff provided the majority of “right balance” responses; 3 of 7 respondents in that division indicated that they have an appropriate workload for their available time.

6 Finance Staff Questions

The sixth section of multiple choice questions was limited to finance staff, and asked questions related to their support to development review staff. The respondents were

asked a series of statements as it relates to billing for PJ accounts and the fee schedule. The results of this section indicated that staff agreed with the following statements:

- Clear Policies and Procedures regarding deposit-based fee accounts.
- Clarity regarding the rate that must be utilized for billing to deposit accounts based upon the type of application being processed.
- Utilization of a blended hourly rate for each department / division rather than different rates for different staff.
- Staff annually updates the hourly rates used to bill to deposit accounts.
- There is clarity in the deposit process regarding when the applicant must be billed, how often, and to whom the bill is sent.
- Finance staff prepares monthly reports for all deposit accounts showing the status of current account accounts financially and within the project.
- There is clear communication between Finance and development staff regarding the applications that require Private Job (PJ) accounts.
- Billing to deposit accounts occurs through timesheets.
- A review of deposit accounts is conducted to ensure that they are sufficient based upon total amounts billed in the previous year.
- Finance staff time is not billed to deposits directly.

As the points above indicate, Finance staff agreed with the majority of statements regarding deposit accounts. There were only two statements where there was disagreement, which were as follows:

- There are established thresholds upon which if a deposit account reaches, Finance staff informs development staff to stop work until further payment is received.
- Finance staff annually updates the City's Master Fee Schedule.

The two points of disagreement are critical for understanding the City's current fee amounts, as well as the deposit-based process that exists for the City to recover its costs as it relates to Planning, Public Works, and Land development services.

4 OPEN RESPONSE QUESTIONS

The final section of the survey asked respondents to respond to a number of questions in their own words. This question was open to all respondents regardless of their department. The project team asked three primary questions:

1. What could Milpitas do to improve the level of customer service in the development review and permitting process?
2. What could Milpitas do to streamline the development review and permitting process?
3. What do you think Milpitas could do to better communicate with applicants regarding the status of their permits while under review, including any comments or revisions that need to be made?

The following points provide analysis of the responses provided by participants for each of these three questions.

1 Improve Customer Service

The first question asked respondents how they think customer service could be improved in the development review and permitting process. Twenty responses were received. The common themes for this question are summarized in the following points:

- Clearly communicate realistic turnaround times, city policies regarding scope of work, and permitting timelines
- Increase staffing levels and resources
- Develop automatic fee calculators
- Revise and clarify the PJ system
- Provide more information on the City's website

The two most common response themes among these answers were to provide greater information to applicants regarding the City's development processes, policies, permit standards, California building codes, and other information on the City's website (7 responses) and adding additional staff (3 responses). This aligns with earlier answers, where participants indicated in multiple choice sections that they feel they are overworked.

2 Streamline the Development Review or Permitting Process

The second open response question asked survey participants what they think the City could do to improve the development review or permitting process. A total of 21 responses were received. The following points summarize the responses received:

- Develop clearer submittal guidelines during the permitting phase including checklists and checking for complete submittals at intake
- Have a one stop shop for development services
- Utilize third party resources if insufficient staffing levels
- Unify records management into one centralized permitting system

The most common theme among these responses was to develop a checklist or submittal for applications (5 responses). While respondents said earlier in the survey that development review and permitting processes are generally efficient, the responses in this statement provide greater insight regarding further areas for opportunity for improvement for the City to provide a higher level of service.

3 Communicating with Applicants

The third open response question asked customers what they believe the City could do to better communicate with applicants during review of their permit. Twenty responses were received. The following points highlight the themes of the responses:

- Update the City's website to have a prominent link to status updates and promote the use of the online TRAKiT status system.
- No improvements needed as status updates are available
- Gather email / contact information at submittal to ensure that any information is accurately communicated.

The primary theme appearing in these answers is to use an online status checking system for applicants (7 responses), so that applicants can review the status of their application from an online system. The City already has the ability for some permit information to be viewed through the online TRAKiT module. However, it seems that there needs to be greater internal and external awareness of this tool, including potentially a more prominent link on the City's website.

4 Other Comments Regarding Development Services

After all of the questions and statements, the survey respondents were asked to provide comments regarding any other areas which they felt would be beneficial for the project team to have input regarding for the service delivery study and analysis. The primary comments in this section related to the following aspects:

- Need for additional staff and resources in all of the departments / divisions to handle the current and projected workload.
- Develop cohesive and consistent development review processes.
- Allow for continuing education and internal staff training regarding codes and development processes.
- Focus on records management and retention for documents in a centralized place.

The points in this section mirror the comments provided throughout the open ended section and the multiple choice questions.

5 OVERALL SUMMARY

Overall, the results of the survey were a critical component of the project team obtaining input from employees in the development services process, regarding a variety of topics. As the introduction summarized, generally employees have a favorable outlook towards the services that they provide, but there are opportunities for improvement especially as it relates to staffing needs, improving workload balance, and providing accurate and clear information to customer regarding submittals. These findings will be considered by the project team to develop potential recommendations for opportunities for improvement within the City's development review process.

Appendix F: Descriptive Profile

The following descriptive profile outlines the organization, structure, and staffing of departments involved in the development review application, permitting, and inspection processes, including Planning, Building, Engineering, Public Works, Fire, and Finance. The information contained in the profile has been developed through a number of interviews conducted with representatives from the respective Departments involved the process.

The primary objective of this profile is to review and confirm our current understanding of the development review, permitting, and inspection processes. Consequently, no analysis or findings are contained in this document. Instead, this document focuses on outlining the following items:

- The organizational structure of each area of the Department within the project scope.
- Descriptions of the main functions and work areas of each Department.
- The authorized (budgeted) and actual (currently filled) number of positions by classification assigned to each unit, including any contracted positions.
- The roles, objectives, and responsibilities of each unit associated with development activity.
- Revenues and expenditures associated with the organizational units.
- Workload and permitting activity associated with each division.
- Existing workflows for development review activities.
- Understanding of the local ordinances that impact the review, permitting, and inspection processes.

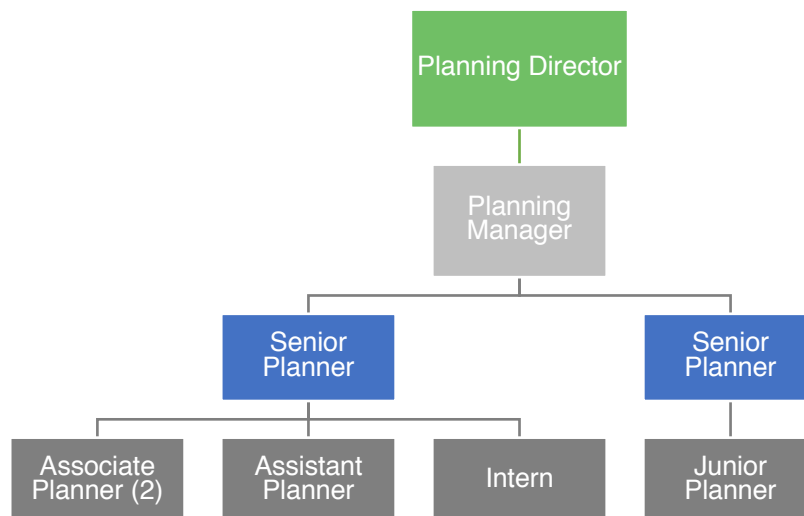
The profile is the first deliverable of this project and will help serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in the scope of the study.

2. Planning

Planning is responsible for the coordination and review of applications related to land use (zoning) and the land entitlement process for existing and new development projects. Additionally, Planning is tasked with the administration of the City's long range planning efforts including maintaining the City's General Plan, Zoning Ordinances, and Specific Plans. This includes the administration of zoning ordinance, land use and development regulations.

1 ORGANIZATIONAL STRUCTURE

The following chart outlines the staff and structure of the Planning Department:



2 STAFFING

The following table summarizes key roles and responsibilities of each position within the Department with substantial involvement in the various land use processes.

Unit / Division	Curr.	Auth.	Position	Description
Administration	1	1	Director	- Provides oversight and direction to staff of the Division. - Actively participates in the day-to-day operational oversight of the division ensuring continuous operations of the Planning Department.
	1	1	Planning Manager	Planning Manager is the primary staff member leading long range planning efforts and is supplemented by various Planners.
Planning	2	2	Senior Planner	Senior Planners serve as the project manager for the largest and most complex land entitlement permits. Also, oversee the processing and review of all planning permits.
	2	2	Associate Planner	Associated Planners process a variety of planning review applications, serve as planner of day to staff the permit center counter.
	1	1	Junior Planner	Junior Planner processes special event permits and sign permits.
	1	1	Assistant Planner	All planners are responsible for project management for the applications they review, also are responsible for tracking application expenditures and notifying the applicant of additional fees needed.

3 EXPENDITURES AND REVENUE

The project team also collected information regarding expenditures and revenue for the Planning Division. The following table shows for the past three fiscal years and the current year, the expenses and revenues associated with the Planning Division broken out by major cost category and revenue type:

Category	FY16	FY17	FY18	FY19 Adopted
Personnel Services	\$813,517	\$998,907	\$1,803,760	\$2,032,198
Supplies & Contractual	\$449,324	\$305,166	\$38,310	\$38,390
TOTAL PLANNING EXPENSES	\$1,262,841	\$1,304,073	\$1,842,070	\$2,070,588
Planning Fees	\$2,823	\$5,491	\$4,588	\$5,000
PJ Overhead Charges	\$265,670	\$125,690	\$227,711	\$368,000
PJ Labor Reimbursement	\$89,974	\$42,726	\$78,344	\$200,000
PJ Vendor Reimbursement	\$308,007	\$93,172	\$16,712	\$20,000
Planning Plan Check Fee	\$9,263	\$15,854	\$14,763	\$12,000
TOTAL PLANNING REVENUE	\$675,737	\$282,933	\$342,118	\$605,000
NET PLANNING COSTS	(\$587,104)	(\$1,021,140)	(\$1,499,952)	(\$1,465,588)
PLANNING COST RECOVERY %	54%	22%	19%	29%

As the previous table indicates, the Planning Division's cost recovery declined from a high of 54% in FY16 to a low of 22% in FY17 and in FY19 it is projected to recover approximately 29% of its costs. The primary reason for the increase in costs is due to shifting of costs from contracted planning staff in FY16 and FY17 to in-house staff in FY18 and FY19.

4 WORKLOAD

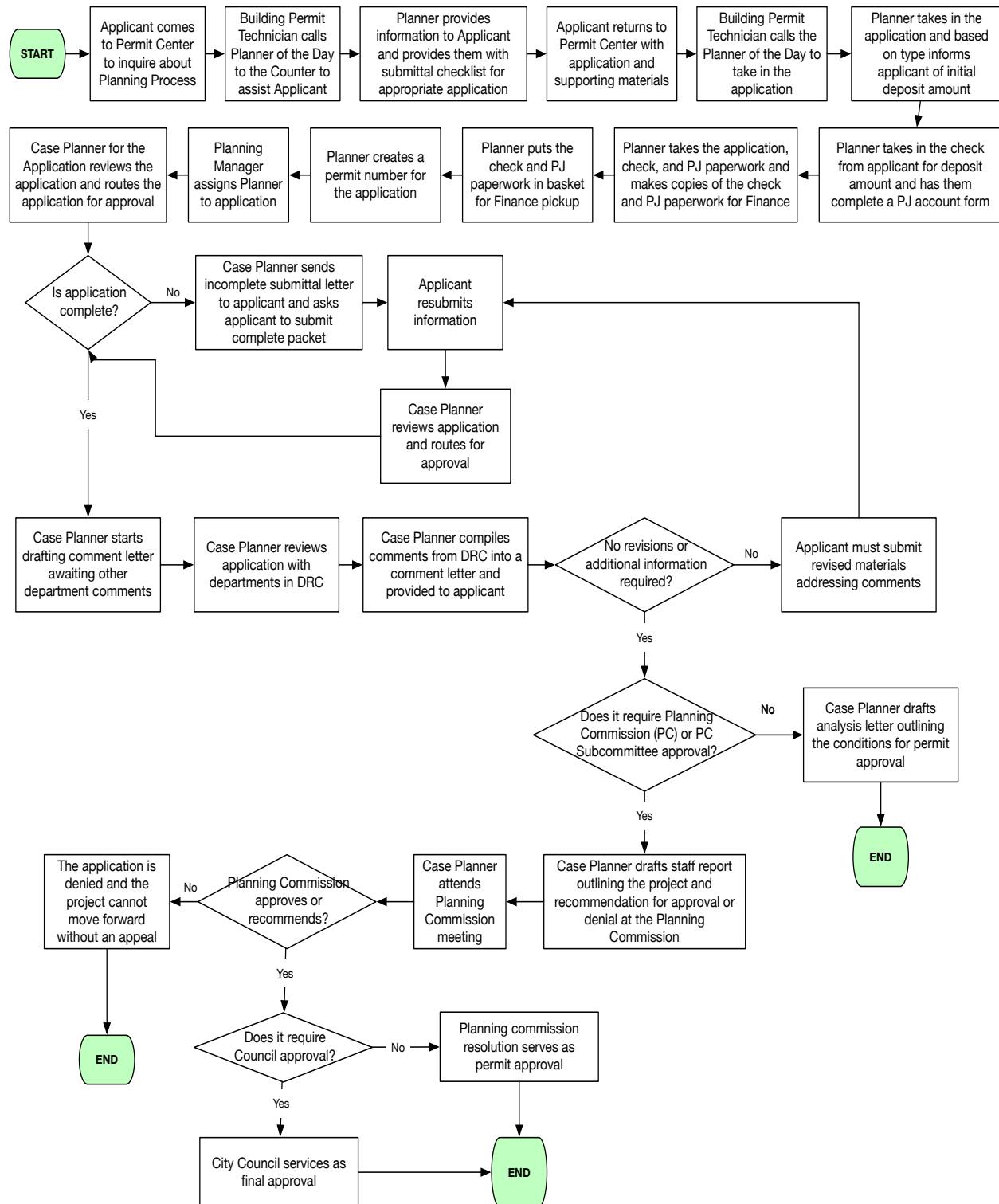
The Planning Division provided data regarding the types and number of permits and applications processed. The following table shows by Permit type the number of permits processed for the last three fiscal years and for FY19 to date.

Permit Type	FY16 # of Permits	FY17 # of Permits	FY18 # of Permits	FY19 YTD # of Permits
Minor Conditional Use Permit	13	11	12	6
Environmental Impact Assessment	7	3	7	1
General Plan Amendment	1	4	1	1
Major Tentative Map	9	2	1	
Minor Tentative Map	1			
Minor Tentative Map Amendment			1	
Minor Site Development Permit	136	224	249	82
Minor Site Development Permit Amendment	2	3	5	2
Site Development Permit Amendment	3	1	1	3
Pre-Application	7	6	2	2
Special Events	3			
Zoning Verification Letter	1	1		
Parcel Map		1	1	
Density Bonus			1	1
Large Family Child Care			3	3
Planned Unit Development Amendment			2	
Development Agreements				1
TOTAL # OF PERMITS	183	256	286	102

As the table above indicates, the workload for the Planning Division increased significantly between FY16 and FY17, by approximately 40%. The workload only increased by 12% between FY17 and FY18. For FY19 the division is projected to hit approximately the same workload level as the prior two years. The primary increase in applications is the Minor Site Development Permit category, as all other applications have varied from year to year.

5 PLANNING WORKFLOW

The project team met with staff in the Planning Division to map out the basic process steps for a Planning Application. The following graphics show the workflow for a planning application:



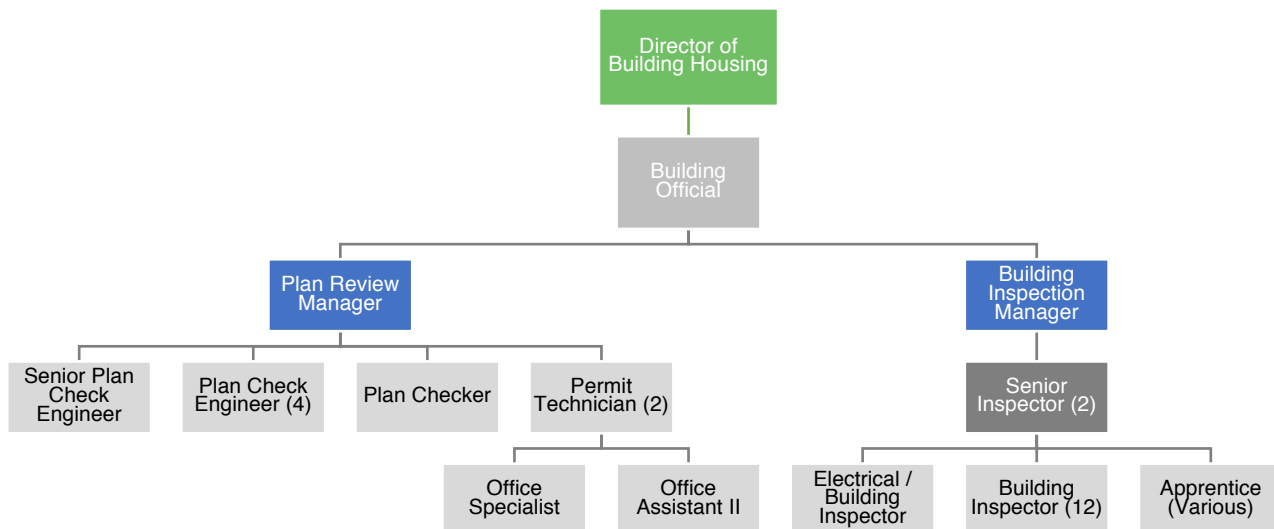
The flowchart indicates there are a variety of steps that need to take place in order for a Planning application process to be fully completed and processed. Part of this process also includes taking in the initial deposit amount and making sure that appropriate hours are tracked to the Private Job (PJ) account.

3. Building and Housing

The Building Division is responsible for the enforcement of the City's building and life safety codes through the application review, permitting, and inspection processes. Building is comprised of two operational areas: Plan Check and Inspection. It should be noted the Housing and Code Enforcement related activities of this Department are not included in this study as they do not directly relate to the development review process.

1 ORGANIZATIONAL STRUCTURE

The following chart outlines the organization of functions in the Building Division portion of the Building and Housing Department. The Housing and Code Enforcement sections are not represented below.



2 STAFFING

The following table provides the personnel and major tasks of staff for the Building Department.

Unit / Division	Curr.	Auth.	Position	Description
Administration	1	1	Director	- Provides oversight and direction to staff of the Division. - Actively participates in the day-to-day operational oversight of the division ensuring continuous operations of the Building Department.

Unit / Division	Curr.	Auth.	Position	Description
Plan Check	1	1	Building Official	Building Official provides oversight of all Building related operations of the Department and is responsible for administration of both plan check and inspection activities, including the resolution of issues.
	0	1	Plan Review Manager	Plan Review Manager serves as the Supervisor of unit and is responsible for the day to day administration of the unit. Also conducts plan check functions for major projects.
	1	1	Senior Plan Check Engineer	Senior Plan Check Engineer is responsible for conducting plan check on complex projects and providing support to Plan Checkers.
	1	4	Plan Check Engineer	Conduct plan check functions for the City related to all building applications and permits.
	1	1	Plan Checker	- Plan Checkers reviews over the counter permits for customers and issues permits in conjunction with permit technicians. - Works with inspectors to resolve design / inspection issues in the field.
	1	2	Permit Technician	Permit Technicians are responsible for the intake of all building applications, inputting information into the software system and responsible for the routing of plans to all reviewers. Assist in the issuance of permits.
	1	0	Permit Technician – Contract	
	1	1	Office Specialist	Office Specialist / Assistants serve as receptionist for City Hall and the Building Department, they may also input new applications into the software system. Assist customers with answering review related questions and calculate fees associated with application review and permit issuances.
	1	1	Office Assistant II	
Inspections	1	1	Inspection Manager	Manager oversees the administrative functions and ensures the day-to-day operations of the unit. Assists in the resolution of issues in the field and supports permit counter staff for inspection related inquiries.
	2	2	Senior Building Inspector	Responsible for conducting all building inspections related to construction within the City.
	1	1	Electrical / Building Inspector	Seniors serve as leads for inspection teams and are responsible for the assignment of workload among all inspectors.
	5	9	Building Inspector	Inspectors conduct field inspections for building permits.

Unit / Division	Curr.	Auth.	Position	Description
	2	3	Building Inspector (Temporary)	- Inspectors assist with counter inquiries. - Temporary inspectors perform the same duties as Building Inspectors, while classified as temporary they are full time inspectors.
	0	3	Apprentice	Apprentice are newly hired individuals who are receiving on the job training and obtaining inspector certifications with the intent of becoming Temporary Building Inspectors.

3 EXPENDITURES AND REVENUE

The project team also collected information regarding expenditures and revenue for the Building Department. The following table shows for the past three fiscal years and the current year, the expenses and revenues associated with the Building Department broken out by major cost category and revenue type:

Category	FY16	FY17	FY18	FY19 Adopted
Personnel Services	\$2,797,979	\$3,180,751	\$4,847,474	\$5,213,095
Supplies & Contractual	\$95,914	\$160,935	\$191,088	\$172,196
TOTAL BUILDING EXPENSES	\$2,893,893	\$3,341,686	\$5,038,562	\$5,385,291
Building Permits & Plan Check	\$5,871,202	\$7,545,221	\$9,981,598	\$7,199,714
Building Service Charges	\$2,182	\$3,676	\$2,566	\$1,500
PJ Overhead Charges - Building	\$941	\$1,921	\$1,740	\$0
PJ Labor Reimbursement - Bldg	\$4,609	\$977	\$806	\$0
Building State Mandated Fee	\$11,918	\$20,599	\$11,835	\$15,000
Records Retention Bldg	\$63,540	\$99,247	\$94,575	\$75,000
TOTAL BUILDING REVENUE	\$5,954,392	\$7,671,641	\$10,093,120	\$7,291,214
NET BUILDING COSTS	\$3,060,499	\$4,329,955	\$5,054,558	\$1,905,923
BUILDING COST RECOVERY %	206%	230%	200%	135%

As the table indicates, the Building Department has significant net costs on an annual basis from a high of \$5.0 million in FY18 to a projected low surplus of \$1.9 million in FY19. However, it is important to note that it is expected for Building Departments to generate higher revenue than costs, as the revenue collected is meant to cover the cost of plan review and permits for future years as well as the current year. The Building Department's costs have increased significantly and this is due to an increase in staffing levels.

4 WORKLOAD

The Building Department provided data regarding the types and number of permits and applications processed. The following table shows by major category of development activity the number of permits processed for the last three fiscal years.

Development Project Type	FY16 # of Permits	FY17 # of Permits	FY18 # of Permits
Buildings greater than 50,000 sq. ft.	14	23	13
Commercial New Buildings / Additions less than 50,000 sq. ft.	47	149	26
Commercial Tenant Improvement less than 50,000 sq. ft.	93	107	108
Commercial Alteration and Miscellaneous	223	288	270
Single Family Residential New Building	106	34	7
Other permit types (MEP, Small Projects, etc.)	4,068	4,391	4,554
TOTAL PERMITS	4,551	4,992	4,978

As the table indicates, the number of permits has been between 4,500 to 5,000 permits annually. The largest number and volume of permits is the standalone or unique permits. However, in FY17 there was a significant bump in projects or buildings greater than 50,000 sq. ft. This was primarily due to the Building Code change and update that year, which resulted in updated rules and regulations for permit compliance and conformance.

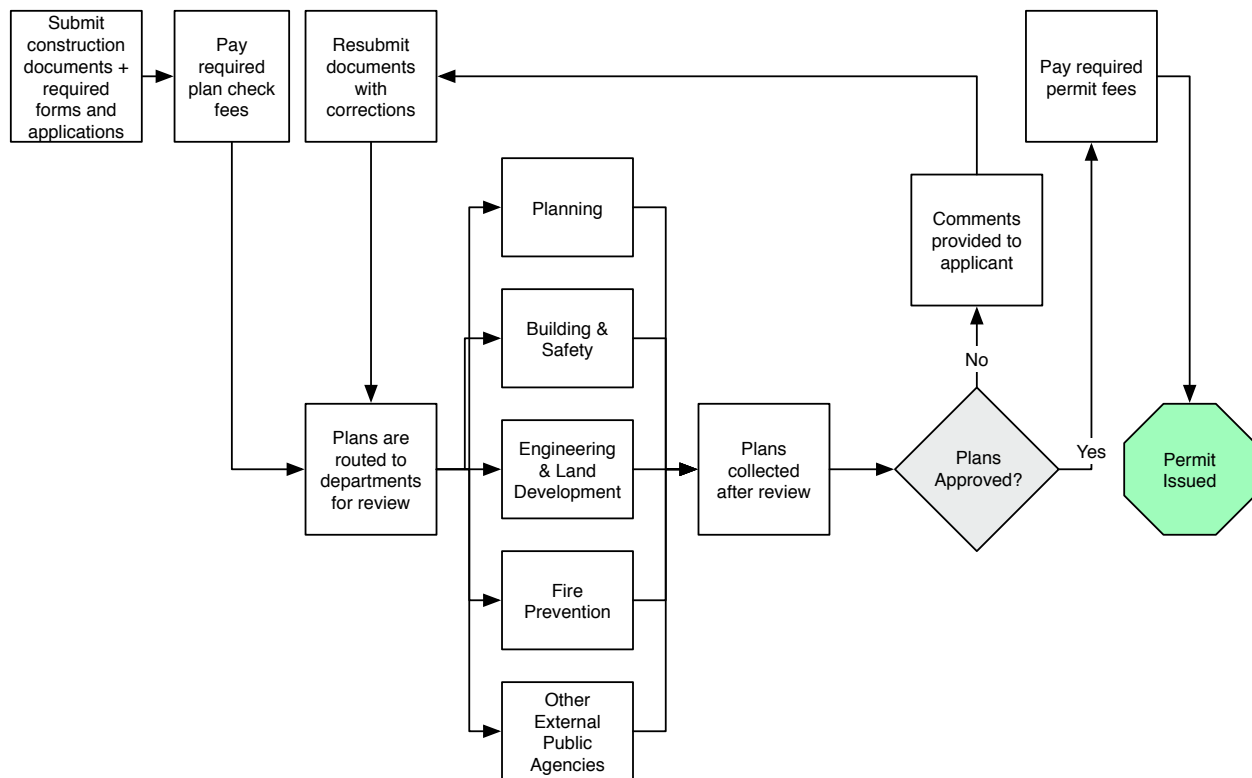
The project team also collected information such as the number of plan reviews conducted and inspections completed. The following table shows the number of plan checks submitted and the number of inspections completed.

Category	FY16	FY17	FY18
Plan Checks submitted	1,330	1,655	1,473
Inspections completed	17,221	18,235	25,530

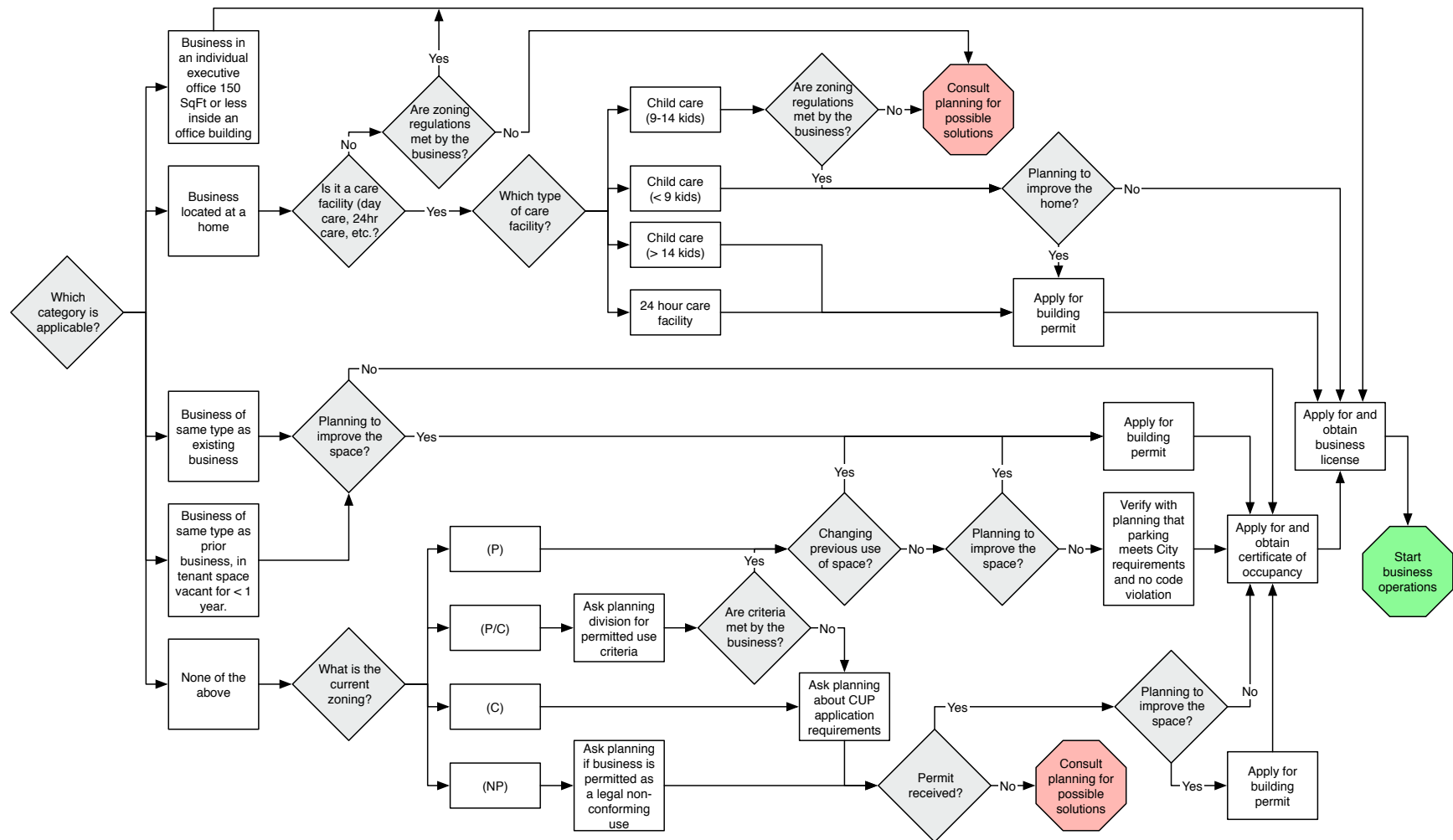
As the table indicates, the activity for Plan checks initially increased between FY16 and FY17, but declined in FY18. However, the inspection activity has increased consistently each year. Between FY16 and FY18 the number of inspections completed increased by approximately 48%.

5 BUILDING WORKFLOW

Based upon interviews with staff and existing workflows for the Department, the project team developed the following Building Workflow.



As the flowchart indicates Building is not the only department involved in the review of building plans. Once the Building plans are reviewed and approved, the Building Permit fees are collected and building permit issued. However, upon permit issuance is when all the different inspections to ensure compliance commence, prior to issuance of the Certificate of Occupancy. The following flowchart provides a more detailed overview of the entire process.

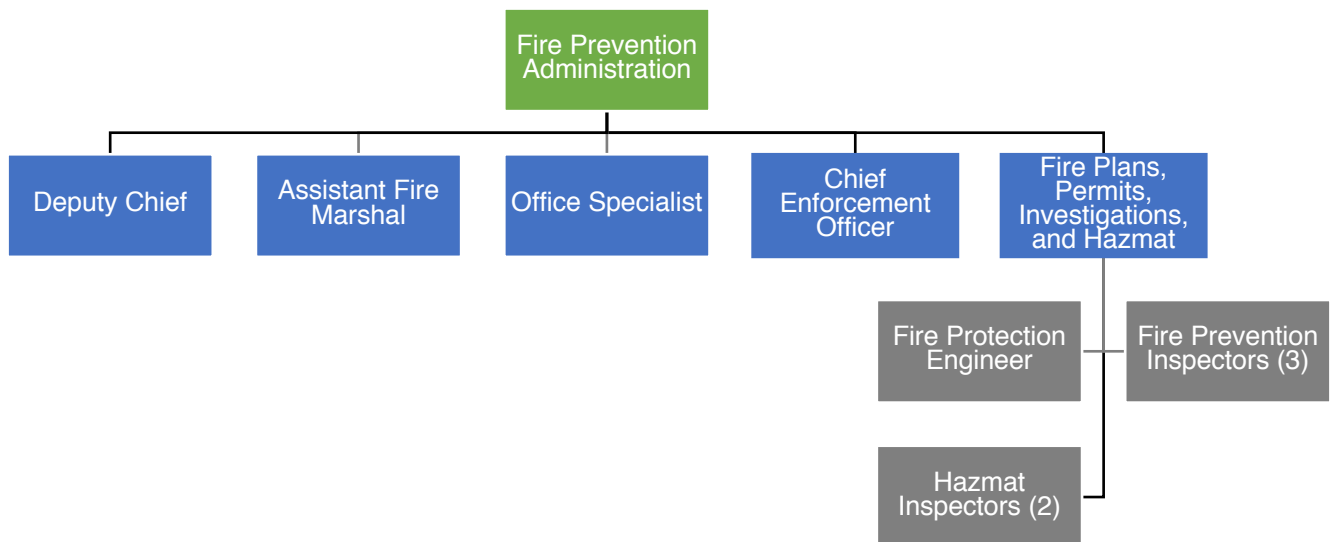


4. Fire Department

The Fire Department is responsible for enforcement of the fire code along with ensuring life safety components for all construction activities within the City. Additionally, they are responsible for the permitting and inspection of hazardous materials. These services are found under the Fire Prevention division within the Fire Department.

1 ORGANIZATIONAL STRUCTURE

The following chart outlines the organization of the Fire Prevention division.



2 STAFFING

The following table provides the personnel and major tasks of staff for functional areas within Fire Prevention.

Unit / Division	Curr.	Auth.	Position	Description
Administration	1	1	Deputy Chief	- Provides administrative and day-to-day oversight of the Fire Prevention Division. - Supports the Deputy Chief in their duties, and serves in their absence.
	1	1	Assistant Fire Marshal	- Coordinates the plan review and inspection process. - Conducts plan review for all development applications.

Unit / Division	Curr.	Auth.	Position	Description
	1	1	Chief Enforcement Officer	Enforcement Officer is task with conducting inspections, investigation, and enforcement issues related to the adopted fire code. Has the ability to cite for violations. Performs compliance checks for projects under construction and finished projects.
	1	1	Office Specialist	Office Specialist provides administrative support to the Unit and is responsible for scheduling fire inspection requests.
Fire Plans & Permits	0	1	Fire Protection Engineer	Serves as the primary plan checker for fire prevention, suppression, and fire alarm applications for the City.
Inspections & Investigations	3	3	Fire Prevention Inspector	Responsible for conducting fire prevention inspections for facilities under construction. Additionally, conduct annual fire related inspections.
HazMat	2	2	HazMat Inspector	Conduct plan review for hazardous material applications. Conducts inspections during the construction process and as required by law thereafter.

3 EXPENDITURES AND REVENUE

The project team also collected information regarding expenditures and revenue for the Fire Prevention Division. The following table shows for the past three fiscal years and the current year, the expenses and revenues associated with the Fire Prevention Division broken out by major cost category and revenue type:

Category	FY16	FY17	FY18	FY19 Adopted
Personnel Services	\$1,826,311	\$1,770,140	\$2,465,352	\$2,762,911
Supplies & Contractual	\$80,324	\$60,902	\$124,478	\$95,331
TOTAL FIRE PREVENTION EXPENSES	\$1,906,635	\$1,831,042	\$2,589,830	\$2,858,242
Fire Permits (includes Hazardous Materials)	\$1,264,284	\$1,793,371	\$1,743,708	\$1,915,000
Life Safety Annual Permits	\$301,963	\$291,477	\$286,929	\$455,000
Fire Inspections	\$110,454	\$126,608	\$226,254	\$212,000
PJ Overhead Charges - Fire	\$21,391	\$13,545	\$10,605	\$10,000
PJ Labor Reimbursement - Fire	\$13,258	\$7,695	\$5,722	\$5,000
Unwanted Alarms - Fire	\$45,300	\$31,200	\$31,500	\$40,000
Fire Enforcement	\$0	\$0	\$7,941	\$0
Sale of Maps & Documents - Fire	\$15	\$6	\$30	\$0
Fire Electronic Archive	\$9,325	\$11,332	\$12,800	\$10,000
Fire GIS Mapping	\$164	\$0	\$0	\$0
Fire Automation Fee	\$21,912	\$22,381	\$22,102	\$22,000
TOTAL FIRE PREVENTION REVENUE	\$1,788,066	\$2,297,615	\$2,347,591	\$2,669,000
NET FIRE PREVENTION COSTS	(\$118,569)	\$466,573	(\$242,239)	(\$189,242)
FIRE PREVENTION COST RECOVERY %	94%	125%	91%	93%

As the table indicates the Fire Prevention Division's costs have increased significantly between FY17 and FY18 due to staffing increases. Overall, the Fire Prevention division generally is showing a deficit, with a surplus in FY17. The amount of the deficit varies from a low of \$119,000 to a high of \$242,000. The department is recovering between 91% to 94% of its costs.

4 WORKLOAD

Workload information was requested by the project team for the Fire Prevention Division. The following table shows the number of permits by type for the past three fiscal years:

Permit Type	FY16 # of Permits	FY17 # of Permits	FY18 # of Permits
Building Construction Permits	409	497	343
Building Occupancy Permits	217	237	262
Planning Use Permits	16	7	8
Fire Permits	704	930	956
TOTAL PERMITS	1,346	1,671	1,569

As the table above indicates, the workload for the Fire Prevention division has increased over the past three fiscal years, with the biggest workload increase in relation to Fire permits, which covers Fire Code permits and Hazardous material permits.

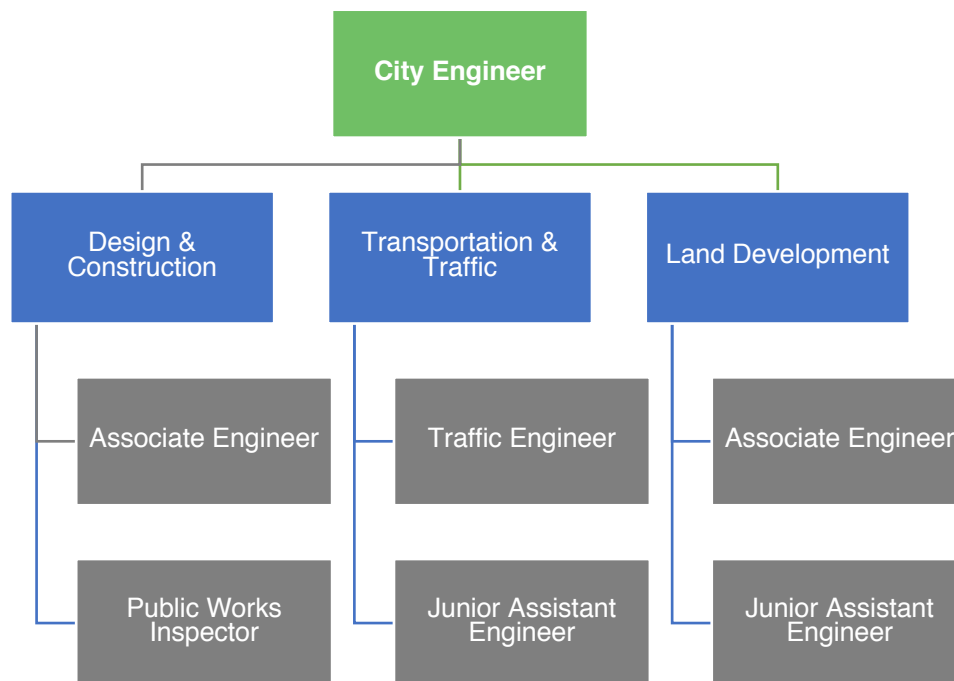
The Fire Prevention Division is also responsible for conducting annual Fire business inspections. On average, the Division is responsible for inspecting approximately 1,011 businesses annually.

5. Engineering

Engineering is responsible for the review and permitting of private land development within the City. Responsibilities include review of traffic impact and transportation analysis for new development projects, management of the national flood insurance program, municipal storm water program, issuance of encroachment permits, and construction inspections of capital improvements for private development projects.

1 ORGANIZATIONAL STRUCTURE

The following chart outlines the positions that are responsible for development review and permitting functions within Engineering and their respective functional groups.



2 STAFFING

The following table provides the personnel and major tasks of staff tasked with development review and permitting activities within Engineering.

Unit / Division	Curr.	Auth.	Position	Description
Traffic Engineering	1	1	Traffic Engineer	Direct and manage the traffic priorities for the City.
	1	1	Associate Civil Engineer	Review development plans for existing and proposed traffic control signs and signs.

Unit / Division	Curr.	Auth.	Position	Description
Land Development	1	1	Junior / Asst. Civil Engineer	• Coordinate with Public Works and Land Development regarding design of development projects and impact on roadways.
	1	1	Principal Civil Engineer	Responsible for the review all development applications for compliance with civil and site development regulations.
	3	3	Associate Engineer	
	2	2	Junior Engineer	• Junior Engineer works with Supervising Principal Engineer on review of projects, conducts basic and functional review of development projects, and coordinates with inspection staff.
	1	1	Engineer Aide	• Conducts basic and functional review of development projects, and coordinates with inspection staff.
	2	1	Administrative Analyst	
	1	1	Sr. Public Works Inspector	• Responsible for private development infrastructure inspections that are in the City's right-of-way or connects to the City's utility network.
	2	2	Public Works Inspector	
	1	1	Temp. PW Inspector	
	1	1	Public Works Inspector	• Inspections are billed to PJ accounts for land development.

3 EXPENDITURES AND REVENUE

The project team also collected information regarding expenditures and revenue for the Engineering Department. The following table shows for the past three fiscal years and the current year, the expenses and revenues associated with Engineering broken out by major cost category and revenue type:

Category	FY16	FY17	FY18	FY19 Adopted
Personnel Services	\$2,724,544	\$2,492,434	\$2,911,337	\$3,710,009
Supplies & Contractual	\$3,865,697	\$3,463,237	\$1,325,281	\$874,044
TOTAL ENGINEERING EXPENSES	\$6,590,241	\$5,955,671	\$4,236,618	\$4,584,053
PJ Overhead Charges - PW / E	\$646,615	\$504,879	\$976,091	\$1,042,000
PJ Labor Reimbursement - PW / E	\$272,721	\$176,707	\$350,800	\$700,000
PJ Vendor Reimbursement - PW / E	\$902,005	\$880,073	\$45,000	\$300,000
Engineering Plan Check Fee	\$2,440	\$15,264	\$2,000	\$2,000
Sale of Maps and Doc - PW / Eng.	\$4,049	\$3,864	\$2,000	\$2,000
Rent, Lease, & Concession - PW / Eng.	\$28,000	\$28,000	\$25,000	\$25,500
Encroachment	\$4,950	-\$11,383	\$15,000	\$15,000
TOTAL ENGINEERING REVENUE	\$1,860,780	\$1,597,404	\$1,415,891	\$2,086,500
NET ENGINEERING COSTS	(\$4,729,461)	(\$4,358,267)	(\$2,820,727)	(\$2,497,553)
ENGINEERING COST RECOVERY %	28%	27%	33%	46%

As the table indicates, Engineering costs have declined, which is due to reimbursements from CIP. The net costs for the Department have declined due to lowering costs and increased revenue, which has resulted in increased cost recovery for the Department.

4 WORKLOAD

The following table shows some basic workload information and performance measures for the Engineering Division for the last three years.

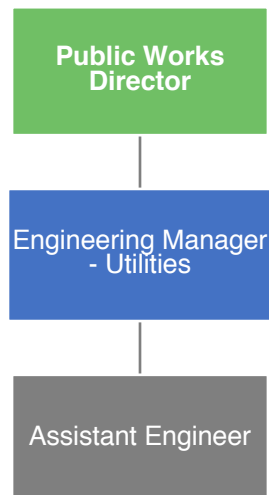
Performance Measures	Actual 2015-16	Actual 2016-17	Projected 2017-18	Estimated 2018-19
Review first submittals of private development plans within 20 working days	85%	25%	35%	75%
Encroachment Permits Processed	178	158	203	225
Development Improvement Agreements prepared for Council	6	10	9	10

6. Public Works

The Public Works Department is responsible for a variety of functions, including: maintenance, traffic signals, facilities, fleet services, and utilities. In the context of development services, the Public Works department reviews projects that have an impact on the utility infrastructure for the City.

1 ORGANIZATIONAL STRUCTURE

The following chart outlines the positions that are responsible for development review and permitting functions within Public Works and their respective functional groups.



2 STAFFING

The following table provides the personnel and major tasks of staff tasked with development review and permitting activities within Public Works.

Unit / Division	Curr.	Auth.	Position	Description
Utilities Engineering	1	1	Engineering – Manager Utilities	Engineering Manager is responsible for conducting complicated development reviews and ensuring compliance with regulatory standards.
	3	3	Assistant Engineer	Assistant Engineer conducts all basic development reviews for projects that impact utilities as well as provide comments regarding the requirements for any utility mitigation plans – Storm water, Water, Sewer, Trash, etc.

3 EXPENDITURES AND REVENUE

The project team also collected information regarding expenditures and revenue for the Utilities Engineering Section. The following table shows for the past three fiscal years and the current year, the expenses and revenues associated with Utilities Engineering broken out by major cost category and revenue type:

Category	FY16	FY17	FY18	FY19 Adopted
Personnel Services	\$0	\$0	\$1,382,945	\$1,165,981
Supplies & Contractual	\$0	\$0	\$762,350	\$769,523
TOTAL UTILITIES ENGINEERING EXPENSES	\$0	\$0	\$2,145,295	\$1,935,504
Public Works Cost Recovery	\$19,692	\$103,116	\$20,000	\$20,000
TOTAL UTILITIES ENGINEERING REVENUE	\$19,692	\$103,116	\$20,000	\$20,000

Category	FY16	FY17	FY18	FY19 Adopted
NET UTILITIES ENGINEERING COSTS	\$19,692	\$103,116	(\$2,125,295)	(\$1,915,504)
UTILITIES ENGINEERING COST RECOVERY %	0%	0%	1%	1%

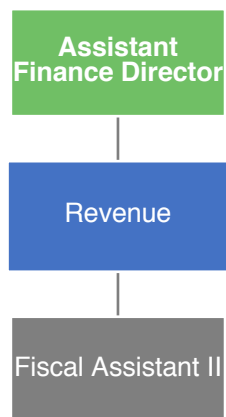
As the table indicates, the Utilities Engineering Division is a new division; however, its budgeted revenues as compared to its expenditures are resulting in a deficit. It is important to note that the entire budget for the Utilities Engineering division should not be offset from development fee revenue as there are other functions of that division.

7. Finance

The City's Finance Department consists of a variety of divisions and services, including: accounting, budget, purchasing, and administration. The City's Accounting Division is closely involved in the Development review process, as that division is responsible for reviewing and processing the Private Job (PJ) accounts.

1 ORGANIZATIONAL STRUCTURE

The following chart provides the reporting structure and functional location of the two positions involved in the PJ accounts process.



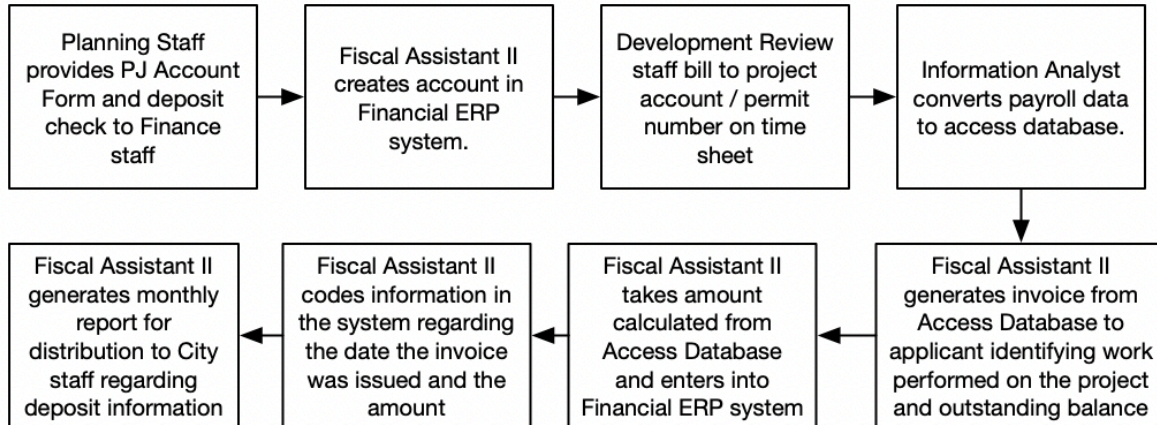
2 STAFFING

The following table provides the personnel and major tasks of staff tasked with development review activities within Finance.

Unit / Division	Curr.	Auth.	Position	Description
Administration	1	1	Assistant Finance Director	Oversees and manages the PJ account process including reviewing outstanding invoices and working with staff in Development services to review those accounts.
Revenue	1	1	Fiscal Assistant II	Fiscal Assistant II is the primary position responsible for inputting, tracking, and issuing invoices associated with deposit-related services.

3 FINANCE DEPOSIT ACCOUNT PROCESS

The project team met with staff in the Finance department to discuss the PJ account process and identify the steps involved in processing deposits. The following graphic shows the workflow for PJ accounts.



As the process indicates, there are two main systems that are utilized by the Finance staff – Access Database and Finance ERP system.

8. Local Ordinances and Statues

The following table summarizes the key statutes, ordinances, and regulations enforced by the various development review divisions as part of the discretionary land use entitlement and building review and permitting process.

Statute, Ordinance, or Regulation (Local Only)	Department(s) Utilizing	Issues Regulated
Title II Building Regulations	Building Department and Fire	All building regulations including: permitting, solar, demolition, commercial and residential building codes, mechanical, electrical, plumbing, fence, pools / spas, energy code, grading, excavation, and erosion, green building, historical structures, and various other building related issues.
Title VIII Public Works	Public Works and Engineering	Public utilities (water and waste water), backflow regulations, water conservation and landscaping.
Title X Streets and Sidewalks	Public Works and Engineering	Regulation of infrastructure in the public right-of-way.
Title XI Zoning, Planning, and Annexation	Planning, Public Works, and Engineering	Land use regulations, including zoning, land subdivision, private and public improvements, storm water, and floodplain.
Title V – Public Health, Safety, and Welfare	Fire Department	Chapter 300 – State adopted fire code and locally adopted amendments. Chapter 301-303 – Hazardous material permitting, inspection, removal, and remediation.

It should be noted that a variety of regional, state, and federal standards also apply to the development review and permitting process. Due to the large volume of individual regulations, these regulations will not be listed as part of this document.

Report on the Development Review Cost of Services (User Fee) Study

CITY OF MILPITAS, CALIFORNIA



April 2019

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1. Introduction and Executive Summary

This report presents the results of the Cost of Services (User Fee) Study conducted by the Matrix Consulting Group for the City of Milpitas as it relates to their Development Review functions.

1 PROJECT BACKGROUND AND SCOPE OF WORK

The Matrix Consulting Group was retained by the City of Milpitas to assess the organizational structure, staffing levels, service delivery, and user fees related to the development review, permitting, and inspection process. The study was designed to provide an understanding of these operation and potential opportunities for improvement. The results of the organizational review and analysis have been provided under separate cover to the City.

Development review, permitting, and inspection activities for the City of Milpitas occur in multiple city departments including: Planning, Building, Fire, Engineering (Land Development and Traffic), and Public Works (Utilities Engineering). The project team worked with staff in those departments to analyze the cost of service relationships that exist between fees for service activities.

The results of this Study provide a tool for understanding current service levels, the cost and demand for those services, and what fees for service can and should be charged. Implementation of these results will allow the City to align streamlined processes with fees that accurately account for the services provided, and provide applicants with a reliable and more predictable schedule of fees.

2 GENERAL PROJECT APPROACH AND METHODOLOGY

The methodology employed by the Matrix Consulting Group is a widely accepted “bottom up” approach to cost analysis, where time spent per unit of fee activity is determined for each position within a Department or Division. Once time spent for a fee activity is determined, all applicable City costs are then considered in the calculation of the “full” cost of providing each service. The following table provides an overview of the cost components used to establish the “full” cost of providing services included in this Study:

Table 1: Cost Components Overview

Cost Component	Description
Direct	Fiscal Year 2018/19 Budgeted salaries, benefits and allowable expenditures.
Indirect	Division, departmental administration / management and clerical support. Citywide overhead costs were also included from the City's most recent version of the Cost Allocation Plan.

Together, the cost components in the table above comprise the calculation of the total “full” cost of providing any particular service, regardless of whether a fee for that service is charged.

The work accomplished by the Matrix Consulting Group in the analysis of the proposed fees for service involved the following steps:

- **Staff Interviews:** The project team interviewed City staff from different departments regarding their need for clarification to the structure of existing fee items, or for addition of new fee items.
- **Stakeholder Interviews:** The project team held several stakeholder meetings to interview members of the City's Community Development Roundtable, and provide others in the community to provide input regarding the City's current processes as it relates to fees.
- **Data Collection:** Data was collected for each permit / service, including time estimates. In addition, all budgeted costs and staffing levels for Fiscal Year 18/19 were entered into the Matrix Consulting Group's analytical model.
- **Cost Analysis:** The full cost of providing each service included in the analysis was established.
- **Review and Consensus of Results with City Staff:** Department and City management have reviewed and reached consensus regarding these documented results.

A more detailed description of user fee methodology, as well as legal and policy considerations are provided in subsequent chapters of this report.

3 SUMMARY OF RESULTS

When comparing FY 18-19 fee-related budgeted expenditures with fee-related revenue generated in Fiscal FY 17-18 the City is under-recovering its costs for development review activities by approximately \$2.0 million and recovering about 81% of its fee-related costs annually. The following table outlines these results on a departmental basis:

Table 2: Departmental Cost Recovery Based on Fee-Related Revenue & Expenditures

Department	Revenue at Current Fee	Total Annual Cost	Annual Surplus / (Deficit)	Cost Recovery %
Building	\$5,034,660	\$6,348,836	(\$1,314,176)	79%
Engineering (Land Dev.)	\$1,381,091	\$1,389,480	(\$8,389)	99%
Fire Prevention	\$2,104,851	\$2,500,347	(\$395,496)	84%
Planning	\$343,763	\$667,262	(\$323,499)	52%
TOTAL	\$8,864,365	\$10,905,925	(\$2,041,560)	81%

If the City were able to charge full cost for all of its services it would be able to recover approximately \$2.0 million in additional revenue. The primary source of this deficit is Building Fees associated with standalone permits. The detailed documentation of the Study will show an over-collection for certain fees (on a per unit basis), and an undercharge for others. Overall, the City is providing an annual subsidy to fee payers for fee-related services included in this analysis.

The display of the cost recovery figures shown in this report are meant to provide a basis for policy development discussions among Council members and City staff, and do not represent a recommendation for where or how the Council should act. The setting of the “rate” or “price” for services, whether at 100 percent full cost recovery or lower, is a policy decision to be made only by the Council, often with input from City staff and the community.

4 CONSIDERATIONS FOR COST RECOVERY POLICY AND UPDATES

The Matrix Consulting Group recommends that the City use the information contained in this report to discuss, adopt, and implement a formal Cost Recovery Policy, and a mechanism for the annual update of fees for service.

1 Adopt a Formal Cost Recovery Policy

While the City already has a formalized policy as part of its ordinance (Refer to Table 39 of this report), the Matrix Consulting Group strongly recommends that the City amend the ordinance to reference an internal policy document. The internal policy document should represent cost recovery levels for each department included in this Study. This will enable

City staff and Council to make amendments and changes to the policy document depending upon development climate and affordability. Whenever a cost recovery policy is established at less than 100% of the full cost of providing services, a known gap in funding is recognized and must be recovered through other revenue sources and / or general fund subsidy. The Matrix Consulting Group considers a formalized cost recovery policy for various fees for service an industry Best Management Practice.

2 Adopt an Annual Fee Update / Increase Mechanism

The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions applied in previous studies, and to account for any major shifts in cost components or organizational structures. The Matrix Consulting Group believes it is a best management practice to perform a complete update of a Fee Assessment every 3 to 5 years. In between comprehensive updates, the City could utilize published industry economic factors such as CPI or other regional factors to update the cost calculations established in the Study on an annual basis. The City could also consider the use of its own anticipated labor cost increases such as step increases, benefit enhancements, or cost of living raises. Utilizing an annual increase mechanism would ensure that the City receives appropriate fee and revenue increases that reflect growth in costs.

2. Legal Framework and Policy Considerations

A “user fee” is a charge for service provided by a governmental agency to a public citizen, customer, or group. In California, several constitutional laws such as Propositions 13, 4, and 218, State Government Codes 66014 and 66016, and more recently Prop 26 and the Attorney General’s Opinion 92-506 set the parameters under which the user fees typically administered by local government are established and administered. Specifically, California State Law, Government Code 66014(a), stipulates that user fees charged by local agencies “...may not exceed the estimated reasonable cost of providing the service for which the fee is charged”.

1 GENERAL PRINCIPLES AND PHILOSOPHIES REGARDING USER FEES

Local governments are providers of many types of general services to their communities. While all services provided by local government are beneficial to constituents, some services can be classified as globally beneficial to all citizens, while others provide more of a direct benefit to a specific group or individual. The following table provides examples of services provided by local government within a continuum of the degree of community benefit received:

Table 3: Services in Relation to Benefit Received

“Global” Community Benefit	“Global” Benefit and an Individual or Group Benefit	Individual or Group Benefit
• Police • Park Maintenance	• Recreation / Community Services • Fire Suppression / Prevention	• Building Permits • Planning and Zoning Approval • Site Plan Review • CUPA • Facility Rentals

Funding for local government is obtained from a myriad of revenue sources such as taxes, fines, grants, special charges, user fees, etc. In recent years, alternative tax revenues, which typically offset subsidies for services provided to the community, have become increasingly limited. These limitations have caused increased attention on user fee activities as a revenue source that can offset costs otherwise subsidized (usually) by the general fund. In Table 3, services in the “global benefit” section tend to be funded primarily through voter approved tax revenues. In the middle column of the table, one typically finds a mixture of taxes, user fee, and other funding sources. Finally, in the “individual / group benefit” section of the table, lie the services provided by local government that are typically funded almost entirely by user fee revenue.

The following are two central concepts regarding the establishment of user fees:

- **Fees should be assessed according to the degree of individual or private benefit gained from services.** For example, the processing and approval of a land use or building permit will generally result in monetary gain or benefit only to the applicant, whereas Police services and Fire Suppression are examples of services that are essential to the safety of the community at large.
- **A profit-making objective should not be included in the assessment of user fees.** In fact, California laws require that the charges for service be in direct proportion to the costs associated with providing those services. Once a charge for service is assessed at a level higher than the actual cost of providing a service, the term “user fee” no longer applies. The charge then becomes a tax subject to voter approval.

Therefore, it is commonly accepted that user fees are established at a level that will recover up to, and not more than, the actual fully loaded cost of providing a particular service.

2 GENERAL POLICY CONSIDERATIONS REGARDING USER FEES

Undoubtedly, there are programs, circumstances, and services that justify a subsidy from a tax based or alternative revenue source. However, it is essential that jurisdictions prioritize the use of revenue sources for the provision of services based on the continuum of benefit received.

Within the services that are typically funded by user fees, the Matrix Consulting Group recognizes several reasons why City staff may not advocate the full cost recovery of particular services. The following factors are key policy considerations in setting fees at less than 100 percent of cost recovery:

- **Limitations posed by an external agency.** The State or an outside agency will occasionally set a maximum, minimum, or limit the jurisdiction’s ability to charge a fee at all. Examples include the Transportation Permits in Public Works, as well as Public Records Requests for charging for time spent copying and retrieving public documents in the City’s Administrative office.
- **Encouragement of desired behaviors.** Keeping fees for certain services below full cost recovery may provide increased compliance from the community. For example, if the cost of a permit for a water heater is greater than the actual cost of purchasing a water heater, it might discourage residents from pulling permits.
- **Effect on demand for a particular service.** Sometimes raising the “price” charged for services might reduce the number of participants in a program. This is

largely the case in Parks and Recreation Programs, such as camps and classes, where participants may compare the City's fees to surrounding jurisdictions or other options for support activities.

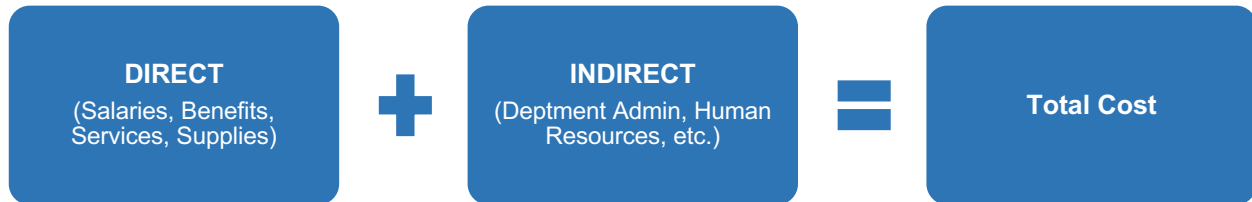
- **Benefit received by user of the service and the community at large is mutual.** Many services that directly benefit a group or individual equally benefit the community as a whole. Examples include community event booth inspections, multi-family housing inspections with affordable housing component.

The Matrix Consulting Group recognizes the need for policies that intentionally subsidize certain activities. The primary goals of a User Fee Study are to provide a fair and equitable basis for determining the costs of providing services, and assure that the City complies with State law.

Once the full cost of providing services is known, the next step is to determine the "rate" or "price" for services at a level which is up to, and not more than the full cost amount. The City Council is responsible for this decision, which often becomes a question of balancing service levels and funding sources. The placement of a service or activity within the continuum of benefit received may require extensive discussion and at times fall into a "grey area". However, with the resulting cost of services information from a User Fee Study, the City Council can be assured that the adopted fee for service is reasonable, fair, and legal.

3. User Fee Study Methodology

The Matrix Consulting Group utilizes a cost allocation methodology commonly known and accepted as the “bottom-up” approach to establishing User Fees. The term means that several cost components are calculated for each fee or service. These components then build upon each other to comprise the total cost for providing the service. The following chart describes the components of a full cost calculation:



The general steps utilized by the project team to determine allocations of cost components to a particular fee or service are:

- Calculate fully burdened hourly rates by position, including direct & indirect costs;
- Develop time estimates for each service included in the study; and
- Distribute the appropriate amount of other cost components to each fee or service based on the staff time allocation basis, or another reasonable basis.

The results of these allocations provide detailed documentation for the reasonable estimate of the actual cost of providing each service. The following sections highlight critical points about the use of time estimates and the validity of the analytical model.

1 TIME ESTIMATES ARE A MEASURE OF SERVICE LEVELS REQUIRED TO PERFORM A PARTICULAR SERVICE

One of the key study assumptions utilized in the “bottom up” approach is the use of time estimates for the provision of each fee related service. Utilization of time estimates is a reasonable and defensible approach, especially since experienced staff members who understand service levels and processes unique to the City developed these estimates.

The project team worked closely with City staff in developing time estimates with the following criteria:

- Estimates are representative of average times for providing services. Estimates for extremely difficult or abnormally simple projects are not factored into this analysis.

- Estimates reflect the time associated with the position or positions that typically perform a service.
- Estimates provided by staff are reviewed and approved by the division / department, and often involve multiple iterations before each final time estimate is finalized and used in the Fee Study.
- Estimates are reviewed by the project team for “reasonableness” against their experience with other agencies.
- Estimates were not based on time in motion studies, as they are not practical for the scope of services and time frame for this project.

The Matrix Consulting Group acknowledges that while the use of time estimates is not perfect, it is the best alternative available for setting a standard level of effort on which to base a jurisdiction’s fees for service, and this approach meets and is consistent with the requirements of California law.

The alternative to time estimating is actual time tracking, often referred to billing on a “time and materials” basis. Except in the case of anomalous or sometimes very large and complex projects, the Matrix Consulting Group believes this approach to not be cost effective or reasonable for the following reasons:

- Accuracy in time tracking is compromised by the additional administrative burden required to track, bill, and collect for services in this manner.
- Additional costs are associated with administrative staff’s billing, refunding, and monitoring deposit accounts.
- Customers often prefer to know the fees for services in advance of applying for permits or participating in programs.
- Applicants may request assignment of less expensive personnel to their project.
- Departments can better predict revenue streams and staff needs using standardized time estimates and anticipated permit volumes.

Situations arise where the size and complexity of a given project warrants time tracking and billing on a “time and materials” basis. The Matrix Consulting Group has recommended taking a deposit and charging actual costs for such fees as appropriate and these will be discussed further in subsequent chapters.

2 CROSS CHECKS ENSURE THE VALIDITY OF OUR ANALYTICAL MODEL

In addition to the collection of time estimate data for each fee or service included in the User Fee Study, annual volume of activity data assumptions is also a critical component. By collecting data on the estimated volume of activity for each fee or service, a number of analyses are performed which not only provide useful information regarding allocation of staff resources, but also provide valuable cross checks that ensure the validity of each model. This includes assurance that 100% of staff resources are accounted for and allocated to a fee for service, or “other non-fee” related categories. Since there are no objectives to make a profit in establishing user fees, it is very important to ensure that services are not estimated at a level that exceeds budgeted resource capacity. By accounting for not more than 100% of staff resources, no more than 100% of costs will be allocated through the study.

4. Results Overview

The motivation behind a cost of services (user fee) analysis is for the City Council and departmental staff to maintain services at a level that is both accepted by and effective for the community, and also to maintain control over the policy and management of these services.

It should be noted that the results presented in this report are not a precise measurement. In general, a cost of service analysis takes a “snapshot in time”, where a fiscal year of adopted budgeted cost information is compared to the same fiscal year of revenue, and workload data available. Changes to the structure of fee names, along with the use of time estimates allow only for a reasonable projection of subsidies and revenue. Consequently, the City Council and department staff should rely conservatively upon these estimates to gauge the impact of implementation going forward.

Discussion of results in the following chapters is intended as a summary of extensive and voluminous cost allocation documentation produced during the study. Each chapter will include detailed cost calculation results for each major permit category including the following:

- **Modifications or Issues:** discussions regarding any revisions to the current fee schedule, including elimination or addition of fees.
- **“Per Unit” Results:** comparison of the full cost of providing each unit of service to the current fee for each unit of service (where applicable).
- **Annualized Results:** utilizing volume of activity estimates annual subsidies and revenue impacts were projected.
- **Jurisdictional Comparison:** a brief comparison of current permits and services with other local jurisdictions.

The full analytical results were provided to City staff under separate cover from this summary report.

5. Building

The Building and Housing Department in the City of Milpitas is responsible for enforcing the City's building's codes as well as reviewing construction plans, providing inspections, and processing permits. The Housing and Code Enforcement functions of the Department are minimally involved with the Department's fees. The following subsections provide an overview of modifications made to the Building department's fee schedules, the detailed per unit analysis results, the potential annual revenue impacts, and a comparison of certain fees to other jurisdictions.

1 FEE SCHEDULE MODIFICATIONS

In discussions with staff, it was determined that the current fee schedule in place by Building was cumbersome and complicated. Therefore, it was proposed that a clarified and streamlined fee schedule be developed for Building Services. The modifications to the fee schedule included the following:

- **Elimination of redundant categories:** The project team worked with staff to streamline the fee schedule by creating a singular category that could be applicable to multiple categories. For example, miscellaneous fees such as re-inspections or plan check revisions could be applicable to any permit and should just have a singular section.
- **Consolidation of similar categories:** The categories for residential remodels and new construction are fairly similar in terms of effort as well as number of stories; as such, the project team worked with staff to consolidate into a singular set of fees based upon the square footage of the residential project.
- **Expansion of Fee Categories:** Currently, the City only has fee schedules for a few types of occupancies, such as Tenant Improvements. There was discussion to expand the list of categories to add fee schedules to account for new construction permits, and account for all occupancy types.

Overall, the changes proposed to the Building Fee schedule will streamline, clarify, and create a more transparent fee schedule that allows for the department to administer a fee schedule in line with City staff and developer expectations.

2 PER UNIT ANALYSIS – FLAT FEES

The Building Department currently collects standalone fees for miscellaneous residential remodel projects, grading, site improvements, mobile home fees, mechanical, electrical, and plumbing fees. The total cost calculated for each service includes direct staff costs,

Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and surplus or deficit associated with each flat fee for Building.

Table 4: Per Unit Results – Building – Miscellaneous, MEP, and Flat Fees

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
RESIDENTIAL			
Combination Permits			
Attached Garage - 1 to 3 cars	\$819	\$1,241	(\$422)
Detached Garage or Shed	\$683	\$1,066	(\$383)
Bathroom Remodel (1 or more if inspected at same time)	\$576	\$908	(\$332)
Kitchen Remodel	\$576	\$1,320	(\$744)
Standard Patio Encl / Sun Room, manufactured	\$758	\$1,169	(\$411)
Engineered Patio Encl / Sun Room, custom	\$796	\$1,223	(\$427)
Garage conversion	\$758	\$1,169	(\$411)
Green House	\$608	\$963	(\$355)
Patio Cover	\$608	\$963	(\$355)
Window, Skylight or Exterior Door	\$451	\$806	(\$355)
Miscellaneous Construction			
Wood Fences over 7' high, concrete / masonry over 4' high	\$300	\$717	(\$417)
Sound Wall	\$796	\$1,244	(\$448)
Structural Roof Conversions - Per Sq. Ft.	\$1.25	\$1.91	(\$1)
AC Condenser Replacement	\$141	\$257	(\$116)
Furnace Replacement	\$141	\$309	(\$168)
Water Heater Replacement	\$141	\$309	(\$168)
Solar Permit – 15kw or less	\$141	\$500	(\$359)
Solar Permit – above 15kw – base		\$500	
Solar Permit – above 15kw – per kw		\$15	
Solar Thermal – 10kwth or less		\$450	
Solar Thermal – 10kwth or more - base		\$450	
Solar Thermal – 10kwth or more – per kwth		\$15	
Fireplace reconstruction	\$301	\$609	(\$308)
Siding/stucco replacement	\$301	\$514	(\$213)
Seismic Strengthening	\$301	\$609	(\$308)
Mobilehome Permit Fees			
Permit Issuance Fee	\$115	\$176	(\$61)
Awning, each	\$196	\$315	(\$119)
Porch larger than 12 sf. Each	\$196	\$315	(\$119)
Deck larger than 12 sf. Each	\$196	\$417	(\$221)
Cabana, each	\$196	\$423	(\$227)
Ramada, each	\$196	\$423	(\$227)
Private garage, each	\$196	\$841	(\$645)
COMMERCIAL			
Miscellaneous Construction			
Permit Issuance Fee		\$132	(\$132)
Equipment Installation			
Each Type – Plan Check	\$346	\$435	(\$89)
Each Piece - Inspection	\$150	\$412	(\$262)
Racks, each type			

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
First rack / Each Rack Type	\$323	\$744	(\$421)
Each 5 additional racks or fraction thereof	\$162	\$206	(\$44)
Roof Screen	\$647	\$950	(\$303)
Fences	\$647	\$950	(\$303)
Monument Sign			
Not Electrical	\$323	\$629	(\$306)
Including Electrical	\$323	\$786	(\$463)
Wall Mounted Sign			
Not Electrical	\$240	\$423	(\$183)
Including Electrical	\$240	\$581	(\$341)
Solar – 50kw or less	\$649	\$1,000	(\$351)
Solar – 50kw – 250kw – Base		\$1,000	
Solar – 50kw – 250kw – per kw above 50kw		\$7	
Solar – 250+ kw – Base		\$2,400	
Solar – 250+ kw – per kw		\$5	
Structures not listed: See hourly rates for pc and insp			
Other Plan Check, Inspection and Permit Fees			
Certificate of Occupancy (inspection, record review, printing)	\$395	\$639	(\$244)
Temporary Building Permit Issuance	\$534	\$394	(\$104)
Accessibility Exception Request	\$345	\$523	(\$178)
Christmas Tree Lot	\$150	\$294	(\$144)
Faithful Performance Bond Execution	\$114	\$306	(\$192)
Grading			
Permit Issuance Fee		\$132	(\$132)
Plan Check:			
0 - 10,000 Cubic Yards	\$173	\$435	(\$262)
Add for each additional 10,000 cy or fraction thereof		\$109	
Over 100,000 Cubic Yards	\$346	\$1,414	(\$1,068)
Over 100,000 Cubic Yards – add for each additional 10,000 cy or fraction thereof		\$54	(\$54)
Inspection:			
0 - 10,000 Cubic Yards	\$496	\$720	(\$224)
Add for each additional 10,000 cy or fraction thereof	\$65	\$103	(\$38)
Over 100,000 Cubic Yards	\$1,083	\$1,646	(\$563)
Over 100,000 Cubic Yards – add for each additional 10,000 cy or fraction thereof	\$33	\$51	(\$18)
Site Improvement¹			
Permit Issuance		\$132	
Plan Check			
0-50,000 sq. ft		\$2,176	
50,001-100,000 sq. ft		\$3,046	
100,001-500,000 sq. ft		\$8,703	
500,001+ sq. ft - per sq. ft.		\$1.31	
Inspection			
0-50,000 sq. ft	\$8,750	\$3,293	\$5,457
50,001-100,000 sq. ft	\$10,000	\$4,939	\$5,061

¹ The Site Improvement Fees were previously based on a per square footage basis and included both plan check and inspection.

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
100,001-500,000 sq. ft	\$19,000	\$10,289	\$8,711
500,001+ sq. ft - per sq. ft.	\$0.022	\$1.71	(\$1.69)
Pools or Spas			
Swimming Pool - Private	\$376	\$935	(\$559)
Swimming Pool - Public	\$526	\$1,473	(\$947)
Spa - separate	\$226	\$935	(\$709)
Private Pool & Spa together	\$526	\$1,564	(\$1,038)
Existing Pools / Spas – Mechanical, Electrical, Plumbing - per trade	\$323	\$512	(\$189)
Re-Roofing			
Single-Family and Two-Family	\$401	\$603	(\$202)
Multi-Family, Residential, each building	\$564	\$969	(\$405)
Commercial/Industrial, each building	\$727	\$1,226	(\$499)
Miscellaneous Fees			
Change of Address, per request	\$381	\$600	(\$219)
Extension of Plan Check	\$37	\$88	(\$51)
Extension of Building Permit	\$37	\$88	(\$51)
Records Research	\$30	\$88	(\$58)
Records Research with Documentation, per Address	\$59	\$132	(\$73)
Report of Monthly Building Permit Activity (no charge to public agencies)	\$51	\$88	(\$37)
Reprinting Building Permit Cards	\$30	\$59	(\$29)
Alternative Materials or Methods of Construction Request	\$400	\$653	(\$253)
Other Plan Check and Inspection Permit Fees			
Reinspection Fee – per reinspection	\$114	\$309	(\$195)
Demolition Permit	\$150	\$506	(\$356)
Revision / Deferred Submittal Plan Check – per hour	\$173	\$218	(\$45)
Hourly Rates			
<u>Hourly Rates:</u>			
Plan Check	\$173	\$218	(\$45)
Inspection	\$150	\$206	(\$56)
<u>Afterhours (Overtime) Hourly Rates:</u>			
Plan Check	\$260	\$260	(\$0)
Inspection	\$225	\$245	(\$20)
ELECTRICAL			
Electrical Permit Issuance	\$115	\$176	(\$61)
Plan Check Fee - (min. 1 hr) - per hour	\$173	\$218	(\$45)
Receptacle Outlets, multiple on one circuit - first 20	\$73	\$103	(\$30)
Receptacle Outlets, multiple on one circuit - each additional 20	\$57	\$86	(\$29)
Receptacle, fed from dedicated circuit - each	\$33	\$51	(\$18)
Switches, Dimmers, Occupancy sensors, Sensor Power Packs, etc. - first 20	\$73	\$103	(\$30)
Switches, Dimmers, Occupancy sensors, Sensor Power Packs, etc. - each additional 20	\$57	\$86	(\$29)
Lighting Fixtures, Sockets - first 20	\$73	\$103	(\$30)
Lighting Fixtures, Sockets - each additional 20	\$57	\$86	(\$29)
Track lighting with fixtures - per linear feet	\$1.00	\$1.03	(\$0)
Pole/Platform-Mounted/Theatrical Fixtures - each	\$33	\$51	(\$18)
Circuit Breaker Panel/Subpanel, Lighting Control Panel – each	\$57	\$86	(\$29)

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
Residential Equipment or Appliance, fed from dedicated circuit – each	\$33	\$51	(\$18)
Commercial Equipment or Appliance, fed from dedicated circuit – each	\$57	\$86	(\$29)
Power pole for cubicles – each	\$33	\$51	(\$18)
Generator, portable – each	\$73	\$103	(\$30)
Generator, 10 kW or less – each	\$120	\$103	\$17
Generator, more than 10 kW – each	\$176	\$154	\$22
Electrical vehicle charging station, residential – each	\$33	\$51	(\$18)
Electrical vehicle charging station, commercial – each	\$57	\$86	(\$29)
HEPA filter - first 20	\$73	\$103	(\$30)
HEPA filter - each additional 20	\$57	\$86	(\$29)
Time Clock – each	\$33	\$51	(\$18)
Junction box, fed from dedicated circuit – each	\$33	\$51	(\$18)
Sign, lighting systems from one branch circuit - first one	\$120	\$206	(\$86)
Sign, lighting systems from one branch circuit - each additional	\$73	\$103	(\$30)
Services - not over 200 amps (new or change) – each	\$73	\$103	(\$30)
Services - 201 amps - 1000 amps (new or change) - each	\$120	\$206	(\$86)
Services - over 1000 amperes (new or change) - each	\$175	\$257	(\$82)
Power Apparatus (UPS) or Transformer - each	\$57	\$86	(\$29)
Miscellaneous Apparatus, Conduits & Conductors - each	\$57	\$86	(\$29)
Construction Temporary Power Pole with service panel, each pole	\$57	\$103	(\$46)
Elevator - each	\$120	\$206	(\$86)
Special Circuitry, per circuit	\$57	\$86	(\$29)
MECHANICAL			
Mechanical Permit Issuance	\$115	\$176	(\$61)
Plan Check Fee (min. 1 hr) - per hour	\$173	\$218	(\$45)
Install Furnace or Heater, Residential (not including duct work)	\$88	\$137	(\$49)
Install, Relocate, Replace Flue Vent (not including with appliance)	\$57	\$103	(\$46)
Install Hood with Mechanical Exhaust - Residential	\$33	\$86	(\$53)
Install Hood with Mechanical Exhaust - Commercial	\$88	\$206	(\$118)
Duct Work per unit or System	\$57	\$86	(\$29)
Install Industrial-type Incinerator	\$88	\$154	(\$66)
Install/Replace Boiler - Each	\$57	\$103	(\$46)
Install/Replace Condenser, VAV or Fan Coil 0-5 ton <2000 CFM - Each	\$57	\$103	(\$46)
Install/Replace Condenser, VAV or Fan Coil Over 5 ton >2000 CFM - Each	\$120	\$206	(\$86)
Roof-top HVAC package unit including duct work	\$120	\$206	(\$86)
Dryer vent, residential - each	\$33	\$86	(\$53)
Dryer vent, commercial - each	\$57	\$206	(\$149)
Pump - each	\$73	\$154	(\$81)
Install/Replace Fire or Fire/Smoke Dampers - 5 (or portion of)	\$57	\$103	(\$46)
Non-portable Evaporative Cooler	\$57	\$154	(\$97)
Single Bathroom Ventilation Fan and Duct	\$33	\$86	(\$53)
Ventilation System, not HVAC	\$33	\$103	(\$70)
Other Regulated Appliance	\$57	\$154	(\$97)

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
Process Piping:			
Hazardous process piping system - first 4 outlets	\$73	\$154	(\$81)
Hazardous process piping system (over 4 outlets) - per outlet	\$73	\$86	(\$13)
Non-hazardous process piping system - first 4 outlets	\$73	\$154	(\$81)
Non-hazardous process piping system (over 4 outlets) - per outlet	\$73	\$86	(\$13)
PLUMBING			
Plumbing Permit Issuance	\$115	\$176	(\$61)
Plan Check Fee (min. 1 hr) - per hour	\$173	\$218	(\$45)
Plumbing Fixtures - First 5 traps (or portion of)	\$73	\$154	(\$81)
Plumbing Fixtures - Each Additional trap	\$33	\$86	(\$53)
Building Drain or Sewer (New or Replacement)	\$73	\$154	(\$81)
Rain Water Drainage System	\$73	\$103	(\$30)
Water Heater and Vent	\$88	\$154	(\$66)
Gas Piping System - (each appliance)	\$73	\$103	(\$30)
Automatic Gas Shut-off Device (Seismic or Excess Flow) if not part of new gas piping system	\$73	\$103	(\$30)
Industrial Waste Pre-Treatment System	\$120	\$206	(\$86)
Grease Trap	\$73	\$154	(\$81)
Grease Interceptor	\$88	\$206	(\$118)
Water System Installation, new	\$73	\$309	(\$236)
Water System Installation, re-pipe	\$120	\$206	(\$86)
Pump - each	\$73	\$154	(\$81)
Repair/Alteration of Drain/Vent	\$73	\$154	(\$81)
Landscape Sprinkler System	\$73	\$154	(\$81)
Landscape Reclaim Water - per valve	\$175	\$257	(\$82)
Backflow Protection - first 5	\$57	\$154	(\$97)
Backflow Protection - each additional 5 (or portion of)	\$33	\$86	(\$53)
Reclaim Water System, No Irrigation	\$175	\$309	(\$134)
Private Sewage Disposal System	\$57	\$103	(\$46)

The fees for Miscellaneous, Electrical, Mechanical, and Plumbing permits are generally under-recovering their costs. There are only a handful of permits which show an over-recovery and those are related to Site Improvement Inspections. It is important to note that the permits referenced in the table above are stand-alone permits. Any electrical, mechanical, or plumbing permits that would be part of a new construction, tenant improvement, or shell project would be part of the square footage permit or plan check fee for that type of project. On average, the Building Department is recovering approximately 61% of its costs on a per-unit basis.

3 PER UNIT RESULTS – SINGLE-FAMILY / DUPLEX NEW, ADDITIONS, REMODELS, AND ADDITIONAL DWELLING UNITS

The Building Department currently charges Single-Family / Duplex New Residential based upon number of stories and Additions, Remodels, and Additional Dwelling Units

also based upon the number of stories and size of the project. The current fee schedule is complex and cumbersome and requires information such as number of stories and type of project.

During discussions with staff it was determined that there is not a significant amount of difference in plan check and inspection time between new residential or residential remodel. Therefore, it was decided to not only simplify the process, but to more accurately reflect the support associated with review and inspection, hence the residential new and remodel categories would be combined into a singular category. Additionally, the current schedule calculates fees depending upon the number of stories; however, discussions with staff revealed that the primary driver of effort is the size of the development and not the number of stories. Therefore, the number of stories was also removed from the fee schedule.

Due to the significant changes in the fee schedule, the project team was unable to compare the current fees to the proposed fee structure. The following table shows the proposed fee structure for single-family / duplex residential projects:

Table 5: Per Unit Results – Single-Family / Duplex – New, Additions, Remodels, Additional Dwelling Units

Sq. Ft.	Plan Check	Inspection
100	\$251.38	\$411.57
200	\$360.17	\$617.35
300	\$523.35	\$823.14
400	\$958.50	\$1,131.82
500	\$1,176.08	\$1,646.28
per 100	\$148.19	\$164.63
1,000	\$1,917.00	\$2,469.42
per 100	\$174.06	\$164.63
1,500	\$2,787.31	\$3,292.56
per 100	\$174.06	\$246.94
2,000	\$3,657.61	\$4,527.27
per 100	\$148.19	\$329.26
2,500	\$4,398.53	\$6,173.55
per 100	\$130.55	\$329.26
3,000	\$5,051.26	\$7,819.82
per 100	\$74.09	\$144.05
4,000	\$5,792.19	\$9,260.32
per 100	\$87.03	\$205.78
5,000	\$6,662.49	\$11,318.17
per 100	\$43.52	\$102.89

As aforementioned, due to the changes in the fee structure it is difficult to compare the current fee structure to the proposed more streamlined fee structure. For example, based on the current fee structure if there is a residential remodel of 100 sq. ft. of 1 story, the current plan check fee would be \$182 and the Inspection would be \$210; compared to the total cost of \$251 and \$412, respectively. The streamlined fee structure shown in the

table above enables the City to accurately collect fees for residential projects, and allows applicants to easily estimate their plan check and inspection fees for residential projects.

4 PER UNIT RESULTS – MULTI-FAMILY / COMMERCIAL

Similar to Single-Family / Duplex projects, the current fee schedule for Multi-Family / Commercial projects is complex. The current fee schedule charges projects based upon the occupancy, the construction material, and the square footage of the project. However, if the project is above 50,000 square feet, the fee is calculated based upon the value of the project. To further complicate the fee calculation, for any new construction project, the current fee schedule requires the applicant to pay for a shell plan check and inspection fee, as well as a Tenant Improvement (TI) plan check and inspection fee. This type of complicated fee structure is not only unique to Milpitas, but also makes it difficult for developers or applicants to estimate their plan check or permit fees.

Therefore, the project team worked with City staff to not only refine the existing fee structure, but to also alter the application of fees to be consistent with best management practices and building code guidelines. The proposed fee structure would still be based upon the square footage and occupancy type of the project; however, there would be categories for new construction, tenant improvements, and shell. This type of classification ensures that any efficiency that is gained by new construction in terms of all aspects of construction happening simultaneously is captured through the new construction category and there is no need for charging a Shell Permit and TI Permit. The following table shows the proposed fee structure for Multi-Family / Commercial Projects:

Table 6: Per Unit Results – Multi-Family / Commercial – Plan Check and Inspection

Occupancy	Sq. Ft.	Plan Check		Inspection	
		Base	Per 100 s.f.	Base	Per 100 s.f.
A - Assembly - New Construction	1,500	\$4,054.26	\$59.12	\$10,353.55	\$133.41
	7,500	\$7,601.74	\$84.46	\$14,790.79	\$123.15
	15,000	\$13,936.53	\$76.02	\$23,665.26	\$82.10
	30,000	\$25,339.14	\$14.08	\$42,597.47	\$37.63
	75,000	\$31,673.93	\$18.58	\$66,558.54	\$39.00
	150,000	\$45,610.45	\$30.41	\$82,828.40	\$55.42
A - Assembly - Tenant Improvement	500	\$1,520.77	\$66.53	\$2,880.99	\$61.74
	2,500	\$2,851.45	\$95.05	\$4,115.70	\$98.78
	5,000	\$5,227.66	\$85.54	\$6,585.12	\$105.36
	10,000	\$9,504.84	\$21.31	\$11,853.21	\$44.45
	25,000	\$12,701.09	\$35.71	\$18,520.64	\$18.11
	50,000	\$21,629.39	\$43.26	\$23,047.90	\$46.10
B - Business - New Construction	1,000	\$3,834.01	\$82.77	\$7,202.47	\$77.17
	5,000	\$7,144.66	\$114.08	\$10,289.24	\$123.47
	10,000	\$12,848.65	\$101.44	\$16,462.79	\$131.70
	20,000	\$22,992.34	\$18.72	\$29,633.02	\$55.56
	50,000	\$28,608.13	\$29.43	\$46,301.59	\$27.16
	100,000	\$43,320.91	\$43.32	\$59,883.39	\$59.88

Occupancy	Sq. Ft.	Plan Check		Inspection	
		Base	Per 100 s.f.	Base	Per 100 s.f.
B - Business - Tenant Improvement	500	\$1,469.46	\$64.29	\$3,151.08	\$67.52
	2,500	\$2,755.23	\$91.84	\$4,501.54	\$108.04
	5,000	\$5,051.26	\$82.66	\$7,202.47	\$115.24
	10,000	\$9,184.11	\$15.31	\$12,964.45	\$48.62
	25,000	\$11,480.14	\$20.21	\$20,256.95	\$19.81
	50,000	\$16,531.40	\$33.06	\$25,208.64	\$50.42
E - Education - New Construction	500	\$1,724.34	\$75.44	\$3,961.36	\$84.89
	2,500	\$3,233.13	\$107.77	\$5,659.08	\$135.82
	5,000	\$5,927.41	\$96.99	\$9,054.53	\$144.87
	10,000	\$10,777.11	\$17.96	\$16,298.16	\$61.12
	25,000	\$13,471.39	\$23.71	\$25,465.88	\$24.90
	50,000	\$19,398.80	\$38.80	\$31,690.87	\$63.38
E - Education- Tenant Improvement	100	\$810.85	\$177.37	\$1,440.49	\$154.34
	500	\$1,520.35	\$253.39	\$2,057.85	\$246.94
	1,000	\$2,787.31	\$228.05	\$3,292.56	\$263.40
	2,000	\$5,067.83	\$42.23	\$5,926.60	\$111.12
	5,000	\$6,334.79	\$55.75	\$9,260.32	\$45.27
	10,000	\$9,122.09	\$91.22	\$11,523.95	\$115.24
F - Factory - New Construction	5,000	\$5,574.61	\$19.17	\$8,231.39	\$41.16
	25,000	\$9,408.62	\$43.19	\$16,462.79	\$98.78
	50,000	\$20,205.04	\$13.92	\$41,156.97	\$28.81
	100,000	\$27,167.45	\$8.04	\$55,561.91	\$7.55
	250,000	\$39,222.30	\$4.46	\$66,880.08	\$14.40
	500,000	\$50,365.67	\$10.07	\$102,892.43	\$20.58
F - Factory - Tenant Improvement	2,000	\$2,147.42	\$18.19	\$2,244.93	\$18.71
	10,000	\$3,602.55	\$43.65	\$3,741.54	\$44.90
	20,000	\$7,967.94	\$14.46	\$8,231.39	\$14.97
	40,000	\$10,860.56	\$8.09	\$11,224.63	\$8.57
	100,000	\$15,717.04	\$4.64	\$16,369.25	\$4.68
	200,000	\$20,352.53	\$10.18	\$21,046.18	\$10.52
H - Hazardous Materials - New Construction	1,000	\$4,382.71	\$95.87	\$8,102.78	\$86.82
	5,000	\$8,217.59	\$136.96	\$11,575.40	\$138.90
	10,000	\$15,065.58	\$123.26	\$18,520.64	\$148.17
	20,000	\$27,391.96	\$22.83	\$33,337.15	\$62.51
	50,000	\$34,239.95	\$30.13	\$52,089.29	\$25.47
	100,000	\$49,305.53	\$49.31	\$64,822.23	\$64.82
H – Hazardous Materials - Tenant Improvement	1,000	\$2,191.36	\$47.94	\$4,321.48	\$46.30
	5,000	\$4,108.79	\$68.48	\$6,173.55	\$74.08
	10,000	\$7,532.79	\$61.63	\$9,877.67	\$79.02
	20,000	\$13,695.98	\$11.41	\$17,779.81	\$33.34
	50,000	\$17,119.98	\$15.07	\$27,780.96	\$13.58
	100,000	\$24,652.77	\$24.65	\$34,571.86	\$34.57
I – Licensed Clinics – New Construction	2,000	\$2,634.42	\$28.81	\$5,401.85	\$28.94
	10,000	\$4,939.54	\$41.16	\$7,716.93	\$46.30
	20,000	\$9,055.82	\$37.05	\$12,347.09	\$49.39
	40,000	\$16,465.12	\$6.86	\$22,224.76	\$20.84
	100,000	\$20,581.40	\$9.06	\$34,726.19	\$8.49
	200,000	\$29,637.22	\$14.82	\$43,214.82	\$21.61

Occupancy	Sq. Ft.	Plan Check		Inspection	
		Base	Per 100 s.f.	Base	Per 100 s.f.
I – Licensed Clinics – Tenant Improvement	1,000	\$1,064.03	\$23.28	\$2,250.77	\$24.12
	5,000	\$1,995.06	\$33.25	\$3,215.39	\$38.58
	10,000	\$3,657.61	\$29.93	\$5,144.62	\$41.16
	20,000	\$6,650.19	\$5.54	\$9,260.32	\$17.36
	50,000	\$8,312.74	\$7.32	\$14,469.25	\$7.07
	100,000	\$11,970.35	\$11.97	\$18,006.17	\$18.01
M - Mercantile - New Construction	500	\$2,179.38	\$95.35	\$4,501.54	\$96.46
	2,500	\$4,086.34	\$136.21	\$6,430.78	\$154.34
	5,000	\$7,491.61	\$122.59	\$10,289.24	\$164.63
	10,000	\$13,621.12	\$22.70	\$18,520.64	\$69.45
	25,000	\$17,026.40	\$29.97	\$28,938.50	\$28.30
	50,000	\$24,518.01	\$49.04	\$36,012.35	\$72.02
M - Mercantile - Tenant Improvement	250	\$1,000.74	\$87.56	\$1,800.62	\$77.17
	1,250	\$1,876.38	\$125.09	\$2,572.31	\$123.47
	2,500	\$3,440.03	\$112.58	\$4,115.70	\$131.70
	5,000	\$6,254.60	\$20.85	\$7,408.25	\$55.56
	12,500	\$7,818.25	\$27.52	\$11,575.40	\$22.64
	25,000	\$11,258.29	\$45.03	\$14,404.94	\$57.62
R-1 - Residential, Hotels - New Construction	2,000	\$9,750.78	\$106.65	\$24,758.49	\$132.63
	10,000	\$18,282.72	\$152.36	\$35,369.27	\$212.22
	20,000	\$33,518.31	\$137.12	\$56,590.84	\$226.36
	40,000	\$60,942.39	\$25.39	\$101,863.50	\$95.50
	100,000	\$76,177.98	\$33.52	\$159,161.72	\$38.91
	200,000	\$109,696.30	\$54.85	\$198,067.92	\$99.03
R-1 – Residential, Hotels - Tenant Improvement	500	\$2,317.95	\$101.41	\$5,761.98	\$123.47
	2,500	\$4,346.15	\$144.87	\$8,231.39	\$197.55
	5,000	\$7,967.94	\$130.38	\$13,170.23	\$210.72
	10,000	\$14,487.16	\$24.15	\$23,706.42	\$88.90
	25,000	\$18,108.96	\$31.87	\$37,041.27	\$36.22
	50,000	\$26,076.90	\$52.15	\$46,095.81	\$92.19
R-2 - Residential Multi- Family - New Construction	2,000	\$20,395.79	\$10.67	\$31,510.81	\$168.81
	10,000	\$21,249.65	\$177.08	\$45,015.44	\$270.09
	20,000	\$38,957.70	\$159.37	\$72,024.70	\$288.10
	40,000	\$70,832.18	\$29.51	\$129,644.46	\$121.54
	100,000	\$88,540.22	\$38.96	\$202,569.47	\$49.52
	200,000	\$127,497.92	\$63.75	\$252,086.45	\$126.04
R-2 - Residential Multi- Family - Tenant Improvement	500	\$2,950.89	\$129.10	\$6,302.16	\$135.05
	2,500	\$5,532.92	\$184.43	\$9,003.09	\$216.07
	5,000	\$10,143.69	\$165.99	\$14,404.94	\$230.48
	10,000	\$18,443.08	\$30.74	\$25,928.89	\$97.23
	25,000	\$23,053.85	\$40.57	\$40,513.89	\$39.61
	50,000	\$33,197.54	\$66.40	\$50,417.29	\$100.83
R-4 - Care / Assisted Living - New Construction	2,000	\$5,953.10	\$65.11	\$13,504.63	\$72.35
	10,000	\$11,162.07	\$93.02	\$19,292.33	\$115.75
	20,000	\$20,463.79	\$83.72	\$30,867.73	\$123.47
	40,000	\$37,206.89	\$15.50	\$55,561.91	\$52.09
	100,000	\$46,508.61	\$20.46	\$86,815.49	\$21.22
	200,000	\$66,972.40	\$33.49	\$108,037.05	\$54.02

Occupancy	Sq. Ft.	Plan Check		Inspection	
		Base	Per 100 s.f.	Base	Per 100 s.f.
R-4 - Care / Assisted Living - Tenant Improvement	1,000	\$2,899.58	\$63.43	\$7,202.47	\$77.17
	5,000	\$5,436.71	\$90.61	\$10,289.24	\$123.47
	10,000	\$9,967.29	\$81.55	\$16,462.79	\$131.70
	20,000	\$18,122.35	\$15.10	\$29,633.02	\$55.56
	50,000	\$22,652.94	\$19.93	\$46,301.59	\$22.64
	100,000	\$32,620.23	\$32.62	\$57,619.76	\$57.62
S-1 - Storage, Moderate Hazard - New Construction	1,000	\$3,546.20	\$77.57	\$6,752.32	\$72.35
	5,000	\$6,649.13	\$110.82	\$9,646.17	\$115.75
	10,000	\$12,190.07	\$99.74	\$15,433.86	\$123.47
	20,000	\$22,163.77	\$18.47	\$27,780.96	\$52.09
	50,000	\$27,704.71	\$24.38	\$43,407.74	\$21.22
	100,000	\$39,894.78	\$39.89	\$54,018.52	\$54.02
S-2 – Storage, Low Hazard - New Construction	1,000	\$1,950.16	\$42.66	\$3,961.36	\$42.44
	5,000	\$3,656.54	\$60.94	\$5,659.08	\$67.91
	10,000	\$6,703.66	\$54.85	\$9,054.53	\$72.44
	20,000	\$12,188.48	\$10.16	\$16,298.16	\$30.56
	50,000	\$15,235.60	\$13.41	\$25,465.88	\$12.45
	100,000	\$21,939.26	\$21.94	\$31,690.87	\$31.69
S - Storage - Tenant Improvement	500	\$1,443.80	\$63.17	\$2,475.85	\$53.05
	2,500	\$2,707.12	\$90.24	\$3,536.93	\$84.89
	5,000	\$4,963.06	\$81.21	\$5,659.08	\$90.55
	10,000	\$9,023.74	\$15.04	\$10,186.35	\$38.20
	25,000	\$11,279.68	\$19.85	\$15,916.17	\$15.56
	50,000	\$16,242.74	\$32.49	\$19,806.79	\$39.61
U - Utility - Misc. - New Construction	150	\$836.51	\$121.99	\$1,530.52	\$109.32
	750	\$1,568.46	\$174.27	\$2,186.46	\$174.92
	1,500	\$2,875.51	\$156.85	\$3,498.34	\$186.58
	3,000	\$5,228.19	\$29.05	\$6,297.02	\$78.71
	7,500	\$6,535.24	\$38.34	\$9,839.09	\$32.07
	15,000	\$9,410.75	\$62.74	\$12,244.20	\$81.63
U - Utility - Misc. - Tenant Improvement	100	\$557.67	\$121.99	\$1,080.37	\$115.75
	500	\$1,045.64	\$174.27	\$1,543.39	\$185.21
	1,000	\$1,917.00	\$156.85	\$2,469.42	\$197.55
	2,000	\$3,485.46	\$29.05	\$4,444.95	\$83.34
	5,000	\$4,356.83	\$38.34	\$6,945.24	\$33.95
	10,000	\$6,273.83	\$62.74	\$8,642.96	\$86.43
Shell Building	5,000	\$5,268.84	\$23.05	\$9,903.40	\$21.22
	25,000	\$9,879.07	\$32.93	\$14,147.71	\$33.95
	50,000	\$18,111.63	\$29.64	\$22,636.33	\$36.22
	100,000	\$32,930.24	\$5.49	\$40,745.40	\$15.28
	250,000	\$41,162.81	\$7.24	\$63,664.69	\$6.22
	500,000	\$59,274.44	\$11.85	\$79,227.17	\$15.85

Due to the significant difference between the current fees and the proposed / recommended fees it is difficult to calculate the current percentage of cost recovery for building plan check and inspection support. The proposed fee schedule also includes all Mechanical, Electrical, and Plumbing time associated with plan check and inspection, eliminating the need for additional calculation and charges.

5 CROSS-DEPARTMENTAL SUPPORT

As part of the plan check process, the Building Department is not the only department that evaluates and reviews plans. As such, the Department routes plans to Engineering (Land Development), Planning, and Fire. The Fire Department currently charges fees on its fee schedule related to Building Department support. As part of this study, the project team worked with staff in Planning and Land Development to identify their support spent on Building permits. To be consistent with Fire Prevention, the support provided by Planning and Land Development have been added to their respective fee schedules and will be discussed in their section of the report.

6 ANNUAL REVENUE IMPACTS

Due to the differences in structure for the department, the project team was only able to compare the revenue collected for each major category to the total annual cost associated with that category. The following table shows this breakout by major project type category:

Table 7: Annual Revenue Impacts – Building

Category	Revenue at Current	Revenue at Total Cost	Annual Surplus / (Deficit)	Cost Recovery %
Flat Fees	\$1,799,526	\$3,030,923	(\$1,231,398)	59%
Res	\$247,759	\$299,349	(\$51,590)	83%
Non-Res	\$2,987,376	\$3,018,564	(\$31,188)	99%
TOTAL	\$5,034,660	\$6,348,836	(\$1,314,176)	79%

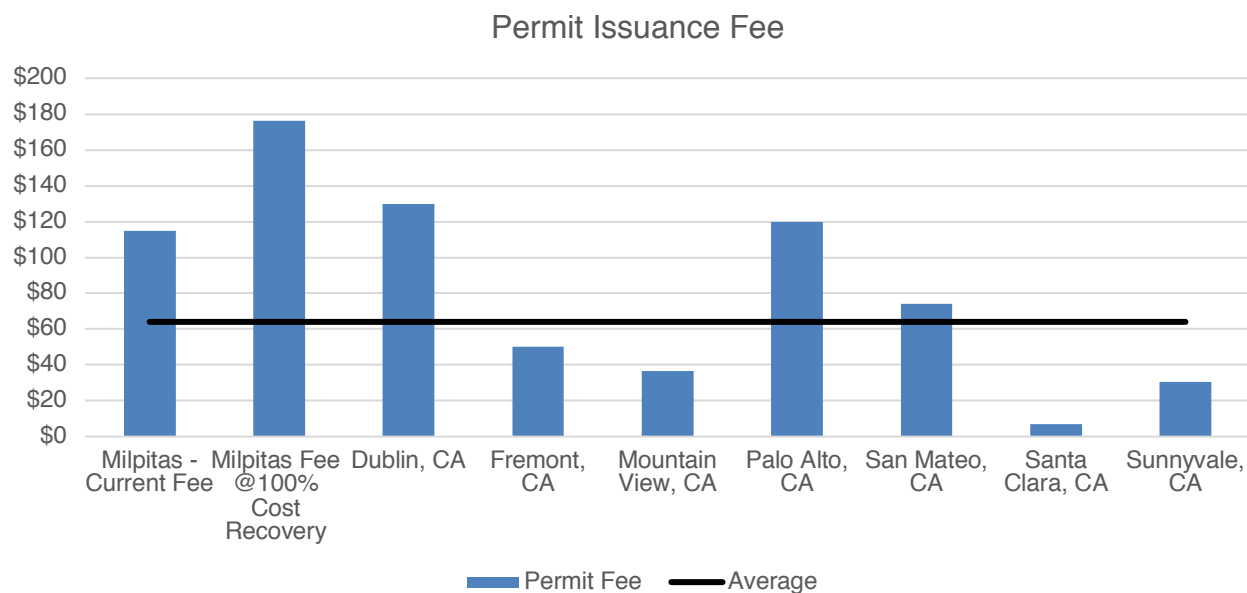
As the table above indicates, the Building Department is currently under-recovering for its fee-related costs by approximately \$1.3 million annually. The primary source of this deficit are the standalone fees and permits.

7 COMPARATIVE SURVEY

As part of this study, the City requested a comparison of how their current fees and total cost related to other similar sized and regionally located jurisdictions. Due to the varied nature in how building fees are calculated (flat fees, valuation, occupancy and square footage, or other tiered ranges), the project team looked to develop specific project scenarios to provide a like for like comparison. For New Construction and Tenant Improvement scenarios, only Permit and Plan Check fees were compared, as the tabulation of how Mechanical, Electrical, and Plumbing fixtures are accounted for can vary widely from jurisdiction to jurisdiction. The following subsections compare the flat fees and building type / project-based scenarios for Building services to other surrounding jurisdictions.

1 Permit Issuance Fee

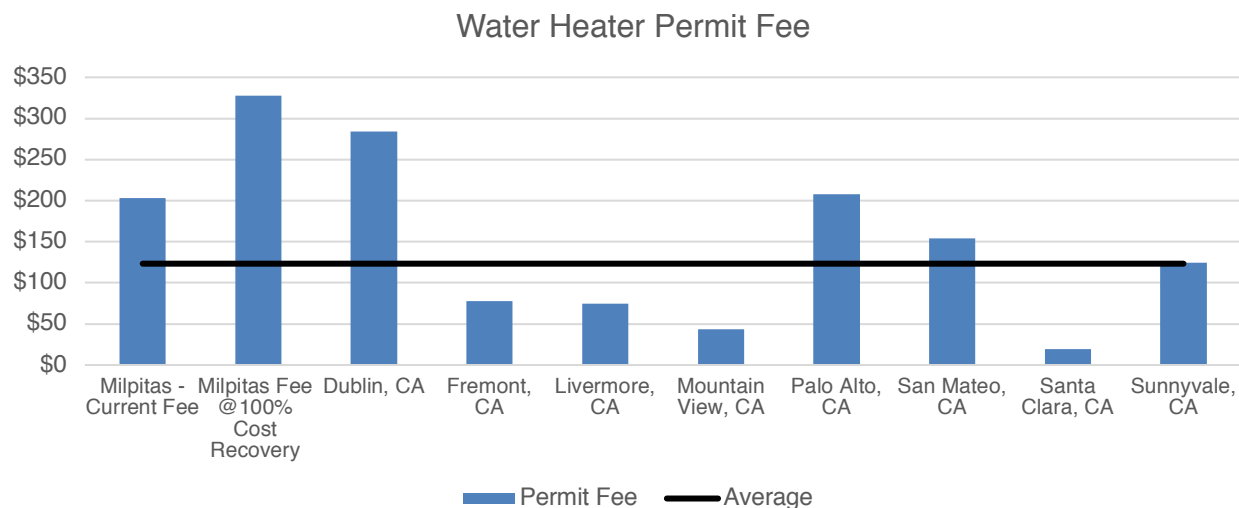
One of the most common types of fees is a permit issuance fee. The City of Milpitas currently charges a permit issuance fee of \$115 and the project team calculated the fully burdened cost to be \$176. The following graph shows how the department's current fee and total cost compare to other local jurisdictions for Permit Issuance.



As the graph indicates, the City's current fee and full cost fee are higher than the average of \$64 charged by surrounding jurisdictions. The City's full cost fee is slightly higher than the next highest number of \$130 permit issuance fee for the City of Dublin.

2 Water Heater

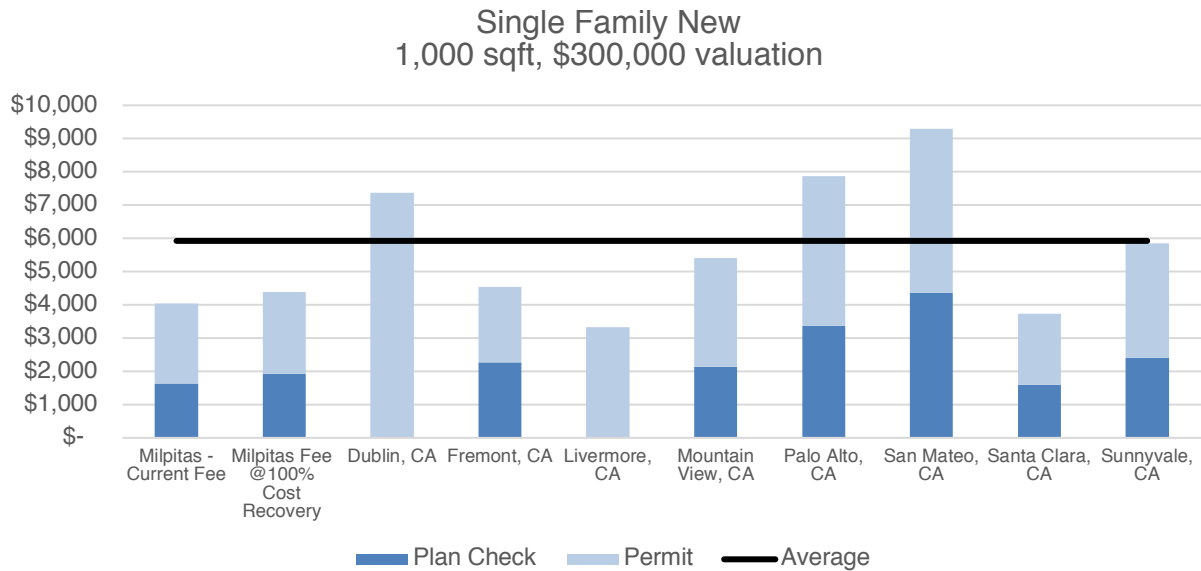
Another common flat fee permit is Water Heater. In order to pull a water heater permit, most jurisdictions require a water heater permit fee and a permit issuance fee. The City of Milpitas currently charges a flat fee of \$88 for a Water Heater Permit and \$115 for Permit Issuance. The full cost was calculated at \$154 for the Water Heater and \$176 for the Permit Issuance Fee. The following graph shows how the department's current fee and total cost compare to other local jurisdictions for Water Heater Permits (including permit issuance fee).



As the graph indicates, the City's current and full cost fee similar to permit issuance is higher than the average fee of \$123 charged by surrounding jurisdictions. This average is being skewed with the outliers of Mountain View and Santa Clara. Even if Mountain View and Santa Clara are eliminated the average fee increases from \$123 to \$154; which brings the average fee only slightly closer to Milpitas. The only other jurisdiction that is charging similar to Milpitas for Water heater permits is the City of Dublin at \$284.

3 Single Family – New – 1,000 sq. ft. (\$300,000 Valuation)

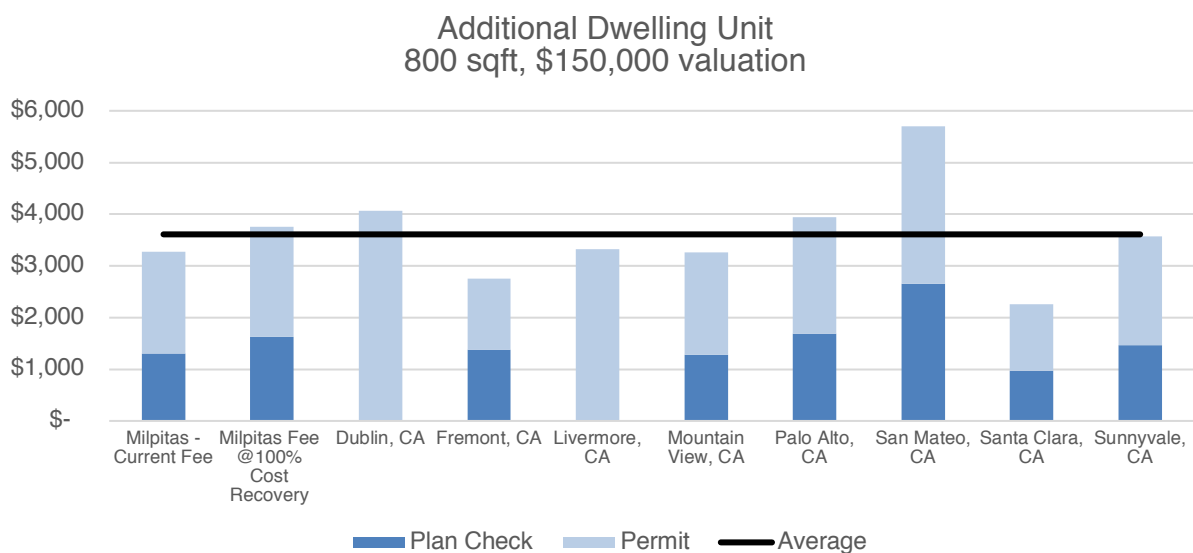
The City of Milpitas currently assesses fees for New Single-Family homes based upon the size of the home and the number of stories; during discussions with staff, it was decided that the number of stories would be eliminated as a criterion and built into the cost calculation. The City currently charges a fee of \$4,045 for plan check and inspection of a 1,000 sq. ft. Single Family New Home, and the project team calculated the cost at \$4,386 for plan check and inspection. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph indicates, the City's current and full cost fee are below the average fee of \$5,923 charged by surrounding jurisdictions. The reason for such differences in fees is that other than the City of Livermore, all other jurisdictions charge the fee based upon the valuation of the project.

4 Additional Dwelling Unit – 800 sq. ft. (\$150,000 valuation)

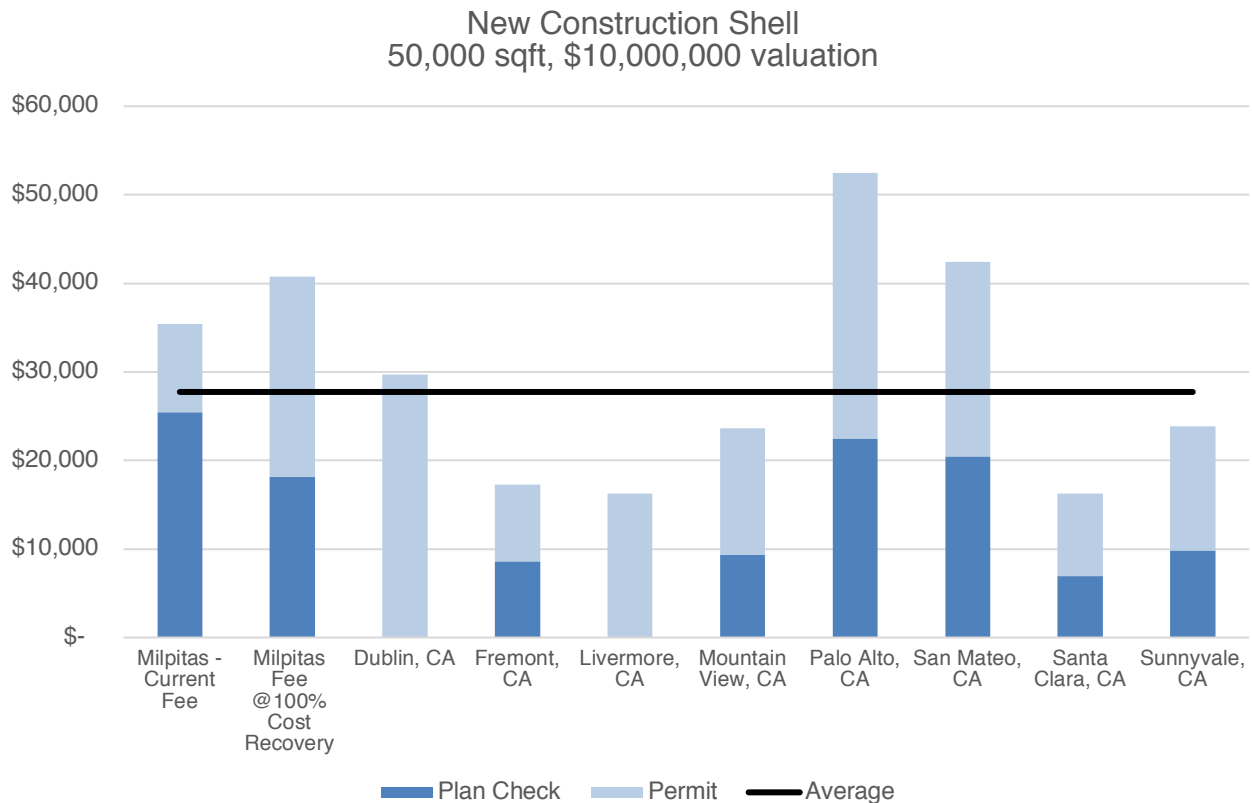
The City of Milpitas currently charges \$3,277 for plan check and inspection of an 800 sq. ft. Additional Dwelling Unit and the project team calculated the full cost to be slightly lower at \$3,761. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph above indicates, the City's current is slightly below the average fee of \$3,610 charged in surrounding jurisdictions. The City's full cost fee of \$3,761 is only slightly higher than the average fee. The City of San Mateo is the only outlier at \$5,696, if this is removed, the average fee declines to \$2,900; which is closer to the City of Milpitas's current fee cost.

5 New Construction – Shell – 50,000 sq. ft. (\$10,000,000 Valuation)

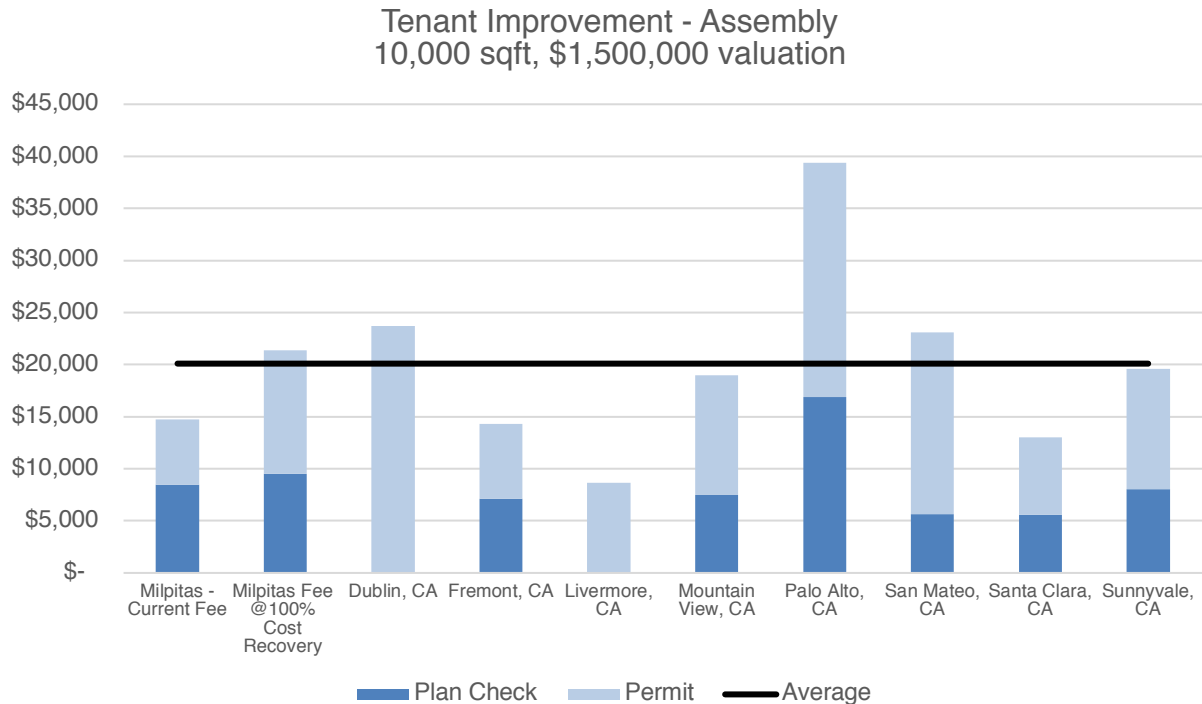
The City of Milpitas currently charges \$35,422 for Plan Check and Inspection for a New Construction Shell Building that is 50,000 sq. ft.; through this study, the project team calculated the full cost of the permit and plan check process to be \$40,748. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph above indicates, the City of Milpitas' current and full cost fee is above the average fee of \$27,732 being charged by surrounding jurisdictions for a similar project. The City's current fee is higher than six of the eight jurisdictions surveyed, with only the cities of Palo Alto and San Mateo having a higher total fee.

6 Tenant Improvement – Assembly – 10,000 sq. ft. (\$1.5 million valuation)

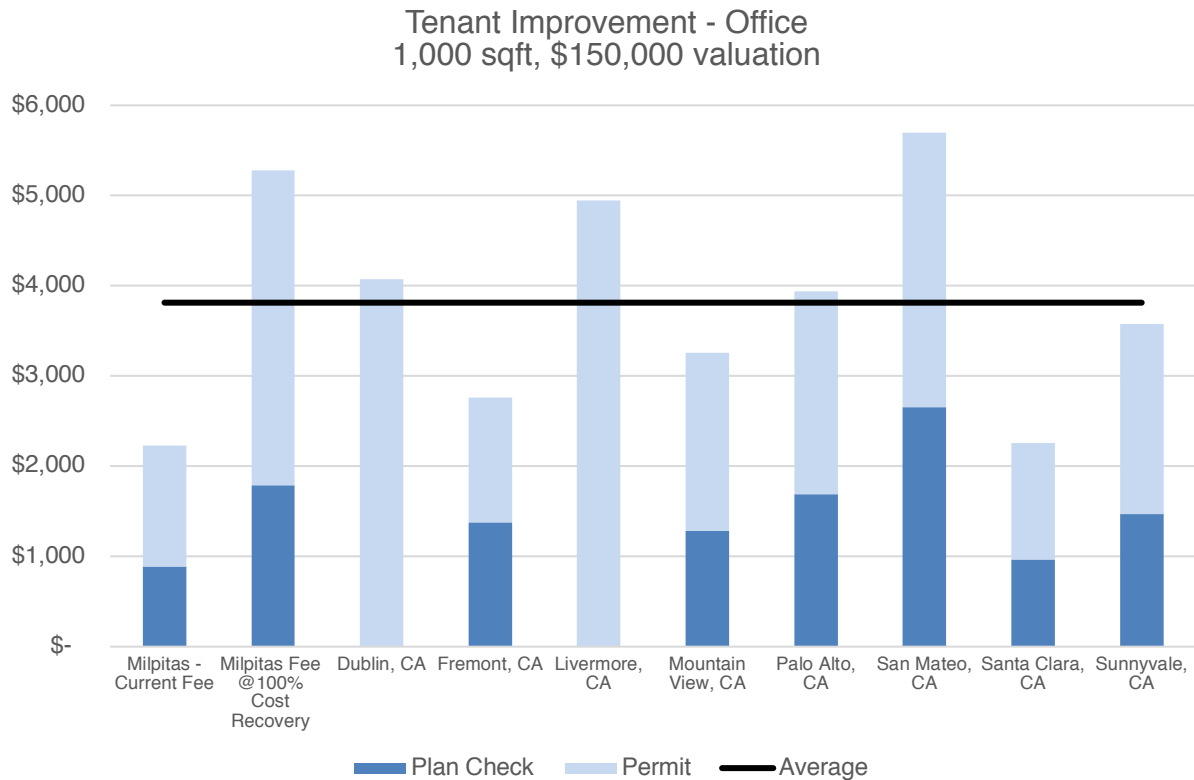
The City of Milpitas currently charges \$14,722 to plan review and permit a 10,000 sq. ft. Tenant Improvement to an Assembly. The project team calculated the full cost of plan checking and permitting to be \$21,358. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph above indicates, the City's current fee of \$14,722 is below the average fee of \$20,099 charged by surrounding jurisdictions; however, the full cost fee at \$21,358 is only slightly above the average. The City of Palo Alto is skewing the average for this calculation, and if that is removed from the calculation, the average fee becomes \$15,000; which is much closer to the City's current fee.

7 Tenant Improvement – Business – 1,000 sq. ft. (\$150,000 Valuation)

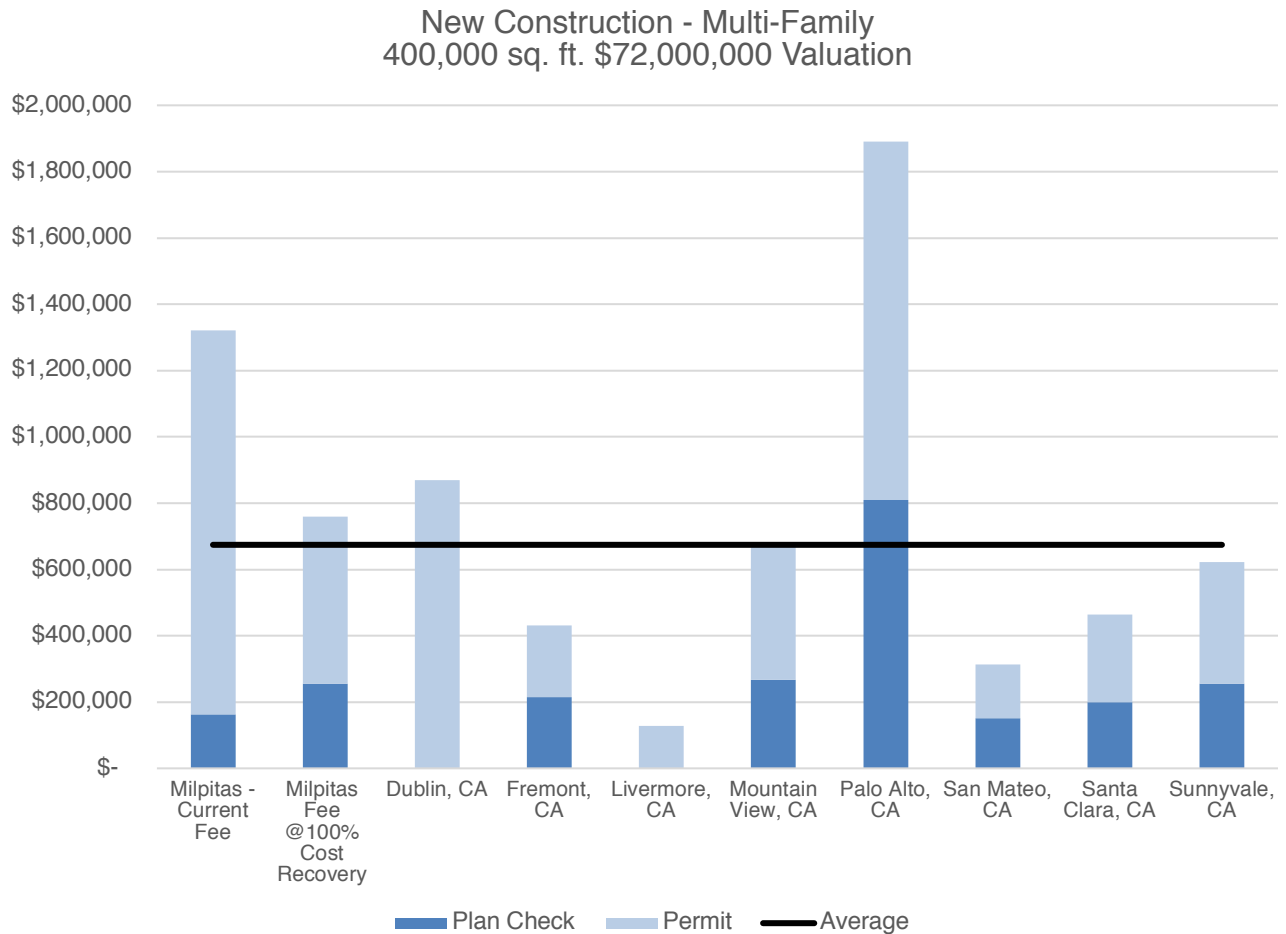
The City of Milpitas currently charges \$2,229 to plan review and permit a 1,000 sq. ft. Tenant Improvement to a Business. The project team calculated the full cost of plan checking and permitting to be \$5,280. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph indicates, the City's current fee of \$2,229 is below the average fee of \$3,813 charged by surrounding jurisdictions; however, its full cost fee of \$5,280 is above the average charged by surrounding jurisdictions.

8 New Construction – Multi-Family – 400,000 sq. ft. (\$72 million)

The City of Milpitas currently charges based on the valuation of a project if the project is larger than 50,000 sq. ft.; to ensure consistency of project charging, during this study it was determined that all plan check and permit fees should be calculated based upon square footage. The City currently charged a fee of \$1,320,135 to plan review and permit a 400,000 sq. ft. New Construction – Multifamily Project valued at \$72 million. The project team calculated the full cost of plan checking and permitting this same project at \$759,164. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph indicates the City's current fee is significantly higher than the surrounding jurisdictions with the only exception being the City of Palo Alto. The City's full cost fee at \$759,000 is only slightly above the average fee of \$674,000 charged by surrounding jurisdictions. The average fee is being skewed by Palo Alto, so if we remove them from the average calculation, the average fee drops to \$438,000; which is lower than both the current fee and the full cost fee.

6. Engineering (Land Development and Traffic)

The Engineering Department is responsible for reviewing and inspecting all private development that occurs in the public right-of-way. Additionally, the Department is responsible for conducting any traffic analysis or traffic impact reviews as part of the encroachment or off-site improvements process. The following subsections provide an overview of modifications made to the Engineering fee schedule, the detailed per unit analysis results, the potential annual revenue impacts, and a comparison of certain fees to other jurisdictions.

1 FEE SCHEDULE MODIFICATIONS

In discussions with staff in the Engineering Department, there were minimal modifications being proposed to their current fee schedule. The Department currently only charges one flat fee for Minor Encroachment permits. Through this process, the department identified two other processes that may be part of larger development projects, could also occur as standalone projects and as such should have fees updated for these processes – Lot Line Adjustment / Lot Merger and Street Alley Vacation / Easement in the Right-Of-Way.

The project team worked with staff in the Land Development section to identify areas where assistance to the Planning and Building Department is provided to identify scenarios where Land Development provides project support. This support and review are separate from the plan review, project administration, and inspections associated with off-site improvements for Public Works / Land Development specific permits. These new categories for building support have been added to the Department's fee schedule. This addition allows Land Development to be consistent with Fire Prevention; who also lists support for Building as part of their fee schedule.

The majority of Engineering's fees are deposit-based or private job (PJ) accounts. For these items, the Department takes an initial deposit based upon the cost of the project and staff bill any time and materials associated with the plan review and inspection of these items to the private job. The use of PJ accounts helps ensure that the City is able to achieve cost recovery, as the work being reviewed and inspected by Engineering can vary by type of improvement, location of improvement, and length of time to complete an improvement. Additionally, utilizing deposits, enables the City to account for not only staff time spent reviewing and inspecting improvements, but any materials that may be utilized by the City can also be billed. These fees have been discussed in the deposit-based fees section of this chapter.

2 DETAILED PER UNIT ANALYSIS – FLAT FEES

As aforementioned, there are only three flat fees for Land Development – minor encroachment, lot line adjustment, and street alley / vacation; however, there is also the addition of support to Building and Planning Departments. The support to the building department has been reflected here, to be consistent with other departments that charge separate fees for building reviews. The support provided by Land Development for Planning fees are shown in the Planning fee chapter as cross-departmental support, per current practice of Planning collecting the fee on behalf of all other departments. The following table details the fee name, current fee, total cost for Land Development staff, and surplus or deficit associated with each Land Development fee.

Table 8: Per Unit Results – Land Development

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
Minor Encroachment Permit	\$450	\$974	(\$524)
Lot Line / Merger Adjustment	\$615	\$1,774	(\$1,159)
Street / Alley Easement Vacation	\$545	\$2,294	(\$1,749)
Building Support:			
Single Family / Duplex – New or Addition		\$587	
Commercial / Industrial – New		\$1,958	
Commercial / Industrial – TI		\$196	
Commercial / Industrial – Site Improvement and / or Grading		\$1,762	

As the table indicates, Land Development is currently under-recovering for all of its three services. It has an average per unit cost recovery of 35%.

It is important to note that the Lot Line / Merger Adjustment cost listed above only accounts for time spent by Land Development staff. Planning staff also spend a significant amount of time on this service as well. The following table shows for each of the fees listed above any cross-departmental support:

Table 9: Per Unit Results – Land Development with Planning Support

Fee Name	Current Fee	Land Development Cost Per Unit	Planning Cost Per Unit	Total City Cost Per Unit	Surplus / (Deficit) per Unit
Minor Encroachment Permit	\$450	\$974	\$0	\$974	(\$974)
Lot Line / Merger Adjustment	\$615	\$1,774	\$1,383	\$3,157	(\$2,542)
Street / Alley Easement Vacation	\$545	\$2,294	\$0	\$2,294	(\$1,749)

With the inclusion of Planning department staff support for the Lot Line / Merger Adjustment Category, the under-recovery of \$1,159 increases by approximately \$600 to become an under-recovery of approximately \$2,542. With this update to the detailed per

unit results, the average per unit recovery for Engineering services declines from 28% to 30%.

3 DEPOSIT-BASED FEES

The Engineering Department currently charges two different deposit amounts based upon the Engineer's Construction Estimate. The following table shows the department's current structure for PJ estimates:

Table 10: Current PJ Account Structure

Public Improvements	Deposit
Up to \$40,000 Construction Cost Estimate	\$4,000
Greater than \$40,000 Construction Cost Estimate	10% of Construction Cost Estimate

For any project that is estimated to cost \$40,000 or less such as typical utility encroachments, the department currently collects \$4,000 as an initial deposit. During discussions with staff it was determined that while this deposit may be sufficient for plan review and / or inspection separately, it is insufficient for both types of activities. The concept behind a deposit-based fee is to obtain cost recovery on services and to also collect a sufficient deposit amount initially so as to minimize any additional billings or invoicing.

Therefore, in review of the PJ account information, as well as discussion with staff, the project team is proposing the following structure for PJ accounts for Land Development:

Table 11: Proposed Fee Structure

Public Improvements	Deposit
Plan Review:	
Up to \$50,000	\$5,000
\$50,001 - \$200,000	\$10,000
\$200,001 - \$500,000	\$15,000
Over \$500,001	\$20,000
Inspection:	
Up to \$50,000 Construction Cost Estimate	\$5,000
Greater than \$50,000 Construction Cost Estimate	10% of Construction Cost Estimate ²

The proposed Public Improvements Deposit structure is a bit more nuanced as it breaks apart Plan Review and Inspection. Having two separate types of deposits is consistent with other jurisdictions, as well as ensures that the City is able to start recovering for its costs for plan review prior to inspection.

² The Construction Cost Estimate refers to offsite improvements.

4 ANNUAL RESULTS – FLAT FEES

Due to the nature and concept of deposit-based fees, it is difficult to calculate potential revenue impacts associated with those services. However, the project team did collect annual workload information regarding the flat fees. Engineering is under-recovering for its fee-related services by approximately \$20,000. The following table shows the annual workload volume, projected revenue at current fee, total annual cost, and the associated surplus or deficit.

Table 12: Annual Results – Flat Fees – Engineering

Fee Name	Annual Volume	Revenue at Current Fee	Annual Cost	Annual Surplus / (Deficit)
Minor Encroachment Permit	16	\$7,200	\$15,589	(\$8,389)
TOTAL		\$7,200	\$15,589	(\$8,389)

Overall, Engineering is recovering approximately 46% of its costs related to flat fees. The 46% subsidy is directly related to Minor Encroachment Permits.

5 ANNUAL RESULTS – OVERALL REVENUE

The primary source of revenue for Land Development is deposit-based fees (PJ Accounts). These fees and deposits were not evaluated by the project team, other than to evaluate the initial deposit for structure and sufficiency. Additionally, during discussion with staff it was identified that the deposit-based fees are very closely tracked, monitored, and updated by staff in Land Development. Therefore, the project team assumed that all revenue collected for deposit-based fees was consistent with the cost associated with those services. The following table shows by major revenue category, the revenue at current fee, the total annual cost, the annual surplus / (deficit), and the cost recovery percentage.

Table 13: Annual Revenue Impacts – Land Development

Category	Revenue at Current	Revenue at Total Cost	Annual Surplus / (Deficit)	Cost Recovery %
Flat Fees	\$7,200	\$15,589	(\$8,389)	46%
Deposit-Based Fees	\$1,373,891	\$1,373,891	\$0	100%
TOTAL	\$1,381,091	\$1,389,480	(\$8,389)	99%

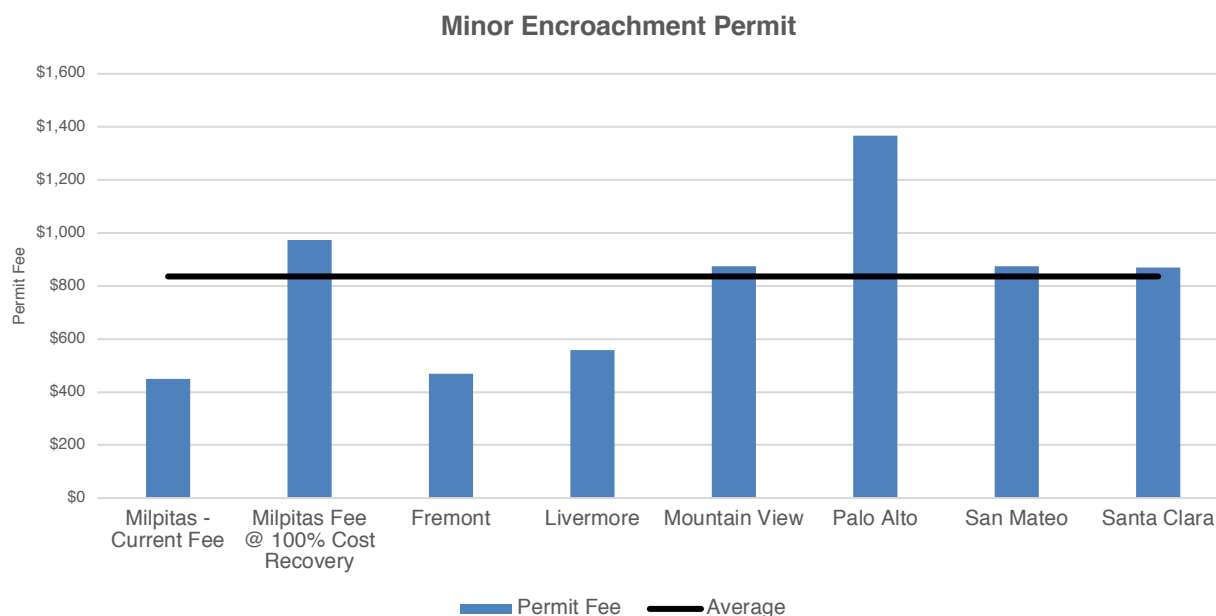
As the table indicates, Land Development is recovering approximately 99% of its costs. However, as aforementioned, this cost recovery is dependent upon the department ensuring that it is billing all plan review and inspection time to the appropriate deposit account.

6 COMPARATIVE SURVEY

As part of this study, the City requested a comparison of how their current fees and total cost related to other similar sized and regionally located jurisdictions. The following subsections compare the flat fees for Engineering to other surrounding jurisdictions.

1 Minor Encroachment Permit

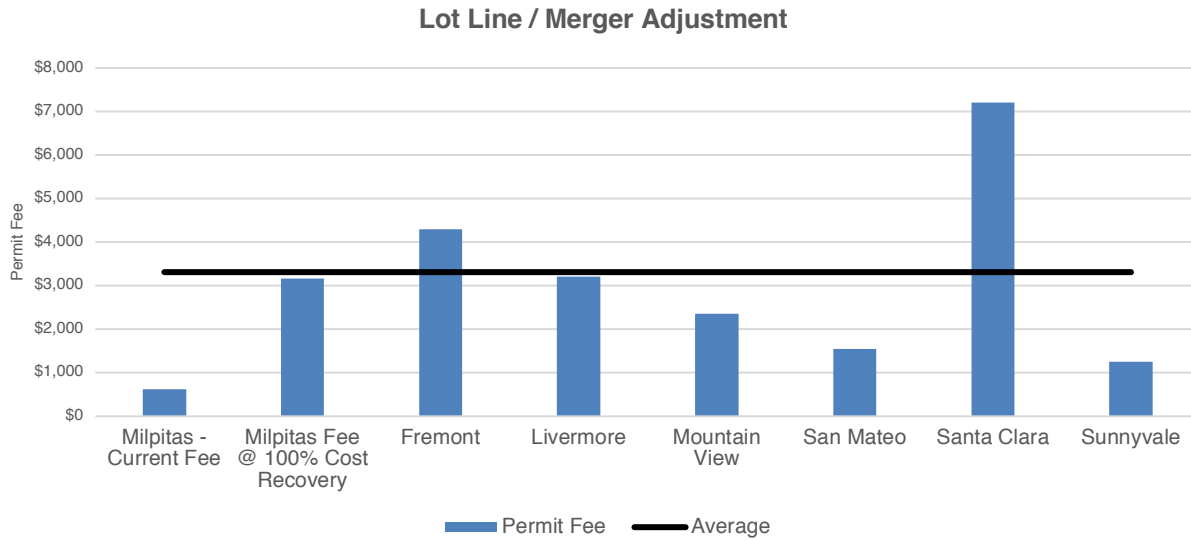
The City of Milpitas currently charges a \$450 flat fee for Minor Encroachment permits. Through this cost of services analysis, the project team calculated the full cost to provide the service to be \$974. The following graph shows how the department's current fee and total cost compare to other local jurisdictions for Minor Encroachment Permits.



The City's current fee for minor encroachment permits at \$450 is below the average of surrounding jurisdictions, which is \$836. However, its full cost calculated for minor encroachment permits at \$974 is slightly higher than the average fee.

2 Lot Line / Merger Adjustment

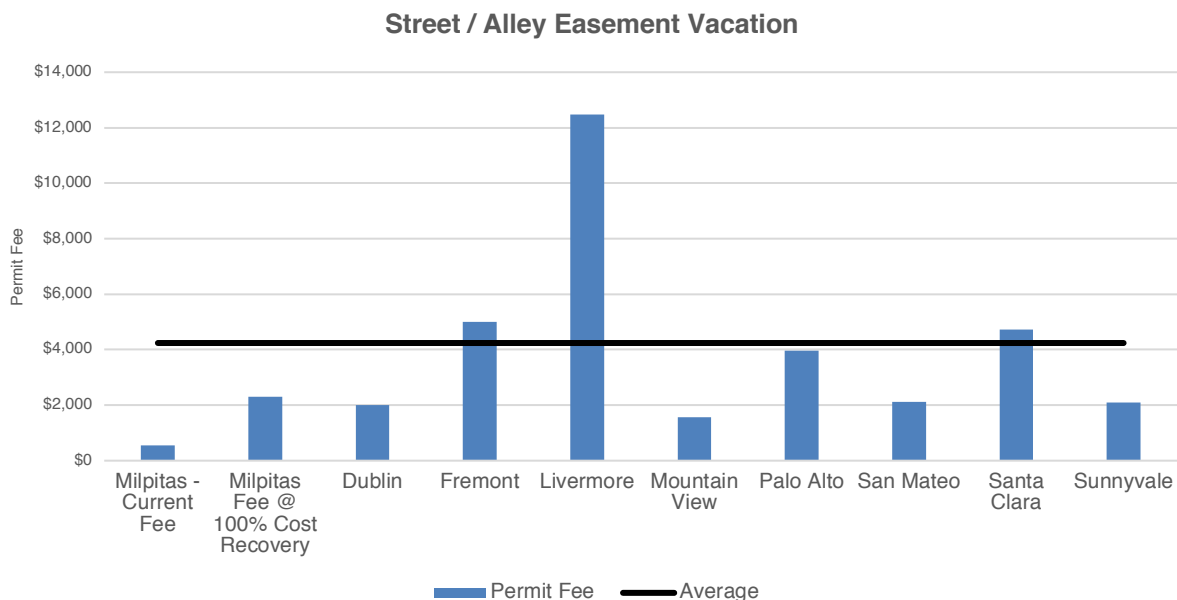
The City of Milpitas currently charges \$615 for a Lot Line / Merger Adjustment permit and through this cost of services analysis, the project team calculated the full cost to be \$3,157 (Engineering + Planning). The following graph shows how the Department's current fee and total cost compare to other local jurisdictions for Lot Line / Merger adjustments.



As the chart indicates, the City's current fee and full cost fee are both below the average of \$3,311 charged by surrounding jurisdictions. The high average fee is being skewed due to Santa Clara's fee. If the outlier is removed, the average fee drops to \$2,500.

3 Street / Alley Easement Vacation

The City of Milpitas currently charges \$545 for a Street / Alley Easement Vacation permit in the Public Right-of-Way and through this cost of services analysis, the project team calculated the full cost to be \$2,294. The following graph shows how the Department's current fee and total cost compare to other local jurisdictions for Street / Alley Easement Vacations.



As the chart indicates, the City's current and full cost fee are below the average of \$4,241 charged by other jurisdictions. This high average is a result of Livermore's fee. If Livermore's fee is excluded, the average fee would be close to \$3,000; which, is still higher than the City's current and full cost recovery fee amounts.

7. Fire Prevention

The Fire Prevention Division is part of the Fire Department. It is responsible for conducting all fire / life safety development review and inspection activities as it relates to enforcement of fire codes. The activities include conducting fire and arson investigations, hazard abatement, and code enforcement. The following subsections provide an overview of modifications made to the Fire Prevention Division's fee schedules, the detailed per unit analysis results, the potential annual revenue impacts, and a comparison of certain fees to other jurisdictions.

1 FEE SCHEDULE MODIFICATIONS

In discussion with the Fire Prevention division staff there were minimal modifications made to their fee schedule. The current version of the Fire Prevention fee schedule has been gradually changing as new services are being provided. The modifications made to the Fire fee schedule were in relation to the following:

- **Addition of New Fees:** The division wanted to add a singular new fee under its Annual Operational permits for a Combustible Dust Producing Facility. This is to account for an additional type of operational permit that will be issued by Fire.
- **Expansion of Fee Categories:** Currently, the malls category under annual operational permits covered any mall (small or large). In an effort to be more reflective of the true cost it takes to issue these annual operational permits, the division recommended breaking these out into three categories – small, medium, and large – based upon the square footage of the mall. These new categories can help account for the true cost associated with each type of mall.
- **Consolidation of Fee Categories:** The division charges for underground tanks separately based upon whether they are vacuum pressure hydrostatic or not; however, during discussions it was determined that this should be consolidated into a singular category.
- **Description Clarification:** The division also worked with the project team to clarify the wording in the fee schedule around several of the fees to ensure that they accurately captured when and how the fee would be charged and to which type of businesses the fee was applicable.

Ultimately, the modifications made to the fees are meant to further refine the fee schedule to ensure that any and all services that are fee-related are reflected upon the City's fee schedule.

2 PER UNIT ANALYSIS

The Fire Prevention Division collects fees related to annual operational permits, hazardous material permits, and building plan check and inspection services. The total cost calculated for each service includes direct staff costs, departmental and citywide overhead. The following table details the fee name, current fee, total cost, and surplus or deficit associated with Fire Development Review fees.

Table 14: Per Unit Results – Fire

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
ANNUAL OPERATIONAL PERMITS			
A-1 Occupancy (theaters and other small viewing halls)	\$828	\$1,105	(\$277)
A-2 Occupancy (Food & Drink Establishment)	\$621	\$835	(\$214)
A-3 Occupancy (Worship, recreation, or amusement)	\$621	\$835	(\$214)
A-4 & A-5 Occupancy (indoors or outdoors sport event structures)	\$1,449	\$1,913	(\$464)
High Piled Storage	\$828	\$1,105	(\$277)
Malls			
Mall - small (0 to 50,000 s.f.)	\$1,449	\$822	\$627
Mall - medium (50,001 to 100,000 s.f.)	\$1,449	\$1,374	\$75
Mall - large (over 100,000 s.f.)	\$1,449	\$1,913	(\$464)
Combustible Dust Producing Facility	\$0	\$552	(\$552)
Motels			
Hotels & Multi-Story Structures (<5 stories)	\$1,242	\$1,644	(\$402)
Hotels & Multi-Story Structures (5+ stories) - per floor	\$311	\$276	\$34
Commercial Daycare - Small (<100 children or elderly)	\$414	\$539	(\$125)
Commercial Daycare - Large (100+ children or elderly)	\$828	\$1,078	(\$250)
Residential - Small Family Daycare (8 or fewer children)	\$0	\$270	(\$270)
Residential - Large Family Daycare (9-14 children)	\$104	\$135	(\$31)
Residential - Elderly Care (6 or fewer people)	\$0	\$135	(\$135)
Small Apartments (3-4 units)	\$311	\$270	\$41
Medium Apartments (5-15 units)	\$1,242	\$1,078	\$164
Large Apartments (more than 15 units)	\$1,656	\$1,618	\$38
Small Chemical User (Example: doctor/dentist, dry cleaner, photo shop, graphic design, print shop, automobile engine repair, propane, CO2 beverage dispensing system, battery systems, emergency generators, pools, etc.)	\$414	\$565	(\$151)
Medium Chemical User (Example: automobile body shop, research and design, analytical labs, pool supplies, big-box retail stores)	\$1,035	\$1,400	(\$365)
Large Chemical User (Semiconductor or similar facilities)	\$1,656	\$2,209	(\$553)
Plating Shops	\$1,242	\$1,670	(\$428)
Small Toxic Gas - Annual Monitoring Certification	\$828	\$1,078	(\$250)
Large Toxic Gas - Annual Monitoring Certification	\$1,656	\$2,157	(\$501)
Mobile Fueling - Vendor	\$1,035	\$1,400	(\$365)
Mobile Fueling - Site	\$1,035	\$1,400	(\$365)
Underground Tanks	\$621	\$849	(\$228)
Urban Runoff Inspections - Industrial	\$414	\$565	(\$151)
Urban Runoff Inspections - Restaurants (once every 2 years)	\$414	\$565	(\$151)

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
Other Miscellaneous Annual Inspections Fee - per hour	\$207	\$270	(\$63)
CONSTRUCTION REVIEW / PERMIT / INSPECTION			
Building Life / Safety:			
Demolition Fees:			
Interior or Partial Building or Misc. Demolition	\$414	\$540	(\$126)
Complete Building with or without Site Demolition	\$621	\$811	(\$190)
Grading Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.			
Less than 1 acre	\$414	\$540	(\$126)
1-5 acres	\$621	\$811	(\$190)
Greater than 5 acres	\$828	\$1,081	(\$253)
Site Improvement Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.			
Less than 1 acre	\$621	\$811	(\$190)
1-5 acres	\$1,242	\$1,621	(\$379)
Greater than 5 acres – per acre	\$414	\$270	\$144
New Building – Shell:			
Less than 5,000 sq. ft.	\$621	\$811	(\$190)
5,000-25,000 sq. ft.	\$1,242	\$1,621	(\$379)
25,000-50,000 sq. ft.	\$1,863	\$2,432	(\$569)
50,000+ sq. ft. – per sq. ft.	\$0.04	\$0.05	(\$0.01)
New Building – New Construction:			
Less than 5,000 sq. ft.	\$621	\$811	(\$190)
5,000-25,000 sq. ft.	\$1,656	\$2,161	(\$505)
25,000-50,000 sq. ft.	\$3,105	\$4,053	(\$948)
50,000+ sq. ft. – per sq. ft.	\$0.06	\$0.08	(\$0.02)
Additions, Alterations, and Tenant Improvements:			
Less than 5,000 sq. ft.	\$621	\$515	\$106
5,000-25,000 sq. ft.	\$1,656	\$2,035	(\$379)
25,000-50,000 sq. ft.	\$3,105	\$3,800	(\$695)
50,000+ sq. ft. – per sq. ft.	\$0.06	\$0.08	(\$0.02)
Missed Plan Check by Appointment	\$207	\$270	(\$63)
Revision to Project Fee - per hour (min 1 hr)	\$207	\$270	(\$63)
Tents, Canopies, or Membrane Structures:			
4 or less	\$621	\$810	(\$189)
5+	\$828	\$1,080	(\$252)
Temporary Assembly (Indoors or outdoors), with or w/out tent			
Occupancy 50-299	\$621	\$810	(\$189)
Occupancy 300-999	\$1,035	\$1,350	(\$315)
Occupancy 1000+	\$1,656	\$2,160	(\$504)
Fire Extinguishing Systems: These are typically deferred submittals and reviewed and inspected after building plan submittals.			
Fire Service Underground:			
New or Replace - each	\$1,035	\$1,349	(\$314)
Repairs	\$414	\$540	(\$126)
Fire Sprinkler Systems:			
Less than 2,000 sq. ft.	\$621	\$784	(\$163)
2,000+ sq. ft. – per sq. ft.	\$0.14	\$0.20	(\$0.06)
Hood & Duct Systems – Each	\$828	\$1,080	(\$252)

Fee Name	Current Fee	Total Cost Per Unit	Surplus / (Deficit) per Unit
FM 2000 (under floor systems, etc.) each	\$828	\$1,080	(\$252)
Other (deluge, foam, preaction, etc.) each	\$828	\$1,080	(\$252)
Fire Alarm Systems:			
Additions, Alterations, or Repairs: If more than 10 devices than the New Fire Alarm fee applies.			
1-5 Devices	\$414	\$540	(\$126)
5-10 Devices	\$828	\$1,080	(\$252)
New Fire Alarm:			
Less than 5,000 sq. ft.	\$828	\$1,080	(\$252)
5,000+ sq. ft. – per sq. ft.	\$0.12	\$0.18	(\$0.05)
Hazardous Materials - Building Construction:			
Small TI (Example: registration form, inert compressed gas system installations)	\$414	\$547	(\$133)
Medium TI (Construction not otherwise classified as Small or Large TI. Example: emergency generator, lift stations, aboveground tanks, treatment systems, battery systems, CO2 beverage dispensing system, propane system, large tank installations)	\$1,035	\$1,371	(\$336)
Large TI (H Occupancy, Plating)	\$1,863	\$2,465	(\$602)
Toxic Gas Tools (furnaces, implanter, reactors)	\$1,656	\$2,195	(\$539)
Closure - process / tools	\$621	\$824	(\$203)
Closure - Facility			
Small TI	\$0	\$412	(\$412)
Medium TI	\$621	\$824	(\$203)
Large TI	\$1,035	\$1,371	(\$336)
<u>Underground Tank Installation:</u>	\$0	\$0	\$0
4 Tank System or less with Title 23 Requirement	\$4,140	\$4,931	(\$791)
Each additional tank	\$414	\$553	(\$139)
<u>Underground Tank Removal:</u>			
2 Tank System or Less	\$1,656	\$2,201	(\$545)
Each additional tank	\$207	\$277	(\$70)
CERS & APSA			
CERS	\$414	\$553	(\$139)
APSA	\$414	\$553	(\$139)
MISCELLANEOUS FEES:			
After Hours or Fast-Track Plan Check, Inspection - 3 hrs min at OT Rate	\$932	\$953	(\$21)
Alternate Materials & Methods Review	\$82	\$981	(\$899)
New Occupancy (new business) with no Hazardous Materials	\$207	\$270	(\$63)
New Occupancy (new business) with Hazardous Materials	\$414	\$539	(\$125)
Smoke Detectors Verifications (new owner)	\$207	\$270	(\$63)
Title 19 5-year automatic fire sprinkler certification	\$621	\$784	(\$163)
Failure to cancel a scheduled inspection 24 hrs. prior	\$207	\$270	(\$63)
Temporary Certificate of Occupancy	\$104	\$135	(\$31)
Standard Hourly Rate - per hour	\$207	\$270	(\$63)
Overtime Hourly Fee - per hour	\$311	\$318	(\$7)
Other activities not listed - per hour	\$207	\$270	(\$63)
Emergency Response Mapping - new projects - per hour	\$207	\$245	(\$38)

The majority of the Fire Prevention Division's fees are under-recovering. The under-recovery ranges from a low of \$0.02 per square foot for some of the development permits

to a high of \$899 for Alternate Methods and Materials. There are only a handful of permits for which there is an over-recovery. Some of this over-recovery will be addressed with the breakout of the mall permits into different categories. Other fees demonstrating a surplus are representative of changes in processes and efficiencies adopted by the department to help reduce the cost for fire inspections and permits. The average per unit cost recovery for Fire Prevention is approximately 81%.

3 ANNUAL RESULTS

The Fire Prevention Division is under-recovering for its fee-related costs by approximately \$395,500. The following table shows the annual workload volume, projected revenue at current fee, total annual cost, and the associated surplus or deficit.

Table 15: Annual Results – Fire

Fee Name	Annual Volume	Annual Revenue	Total Cost - Annual	Surplus / (Deficit) - Annual
ANNUAL OPERATIONAL PERMITS				
A-1 Occupancy (theaters and other small viewing halls)	2	\$1,656	\$2,209	(\$553)
A-2 Occupancy (Food & Drink Establishment)	171	\$106,191	\$142,785	(\$36,594)
A-3 Occupancy (Worship, recreation, or amusement)	139	\$86,319	\$116,065	(\$29,746)
A-4 & A-5 Occupancy (indoors or outdoors sport event structures)	1	\$1,449	\$1,913	(\$464)
High Piled Storage	39	\$32,292	\$43,080	(\$10,788)
Motels	9	\$5,589	\$7,515	(\$1,926)
Hotels & Multi-Story Structures (<5 stories)	10	\$12,420	\$16,438	(\$4,018)
Hotels & Multi-Story Structures (5+ stories) - per floor	3	\$932	\$828	\$103
Commercial Daycare - Small (<100 children or elderly)	32	\$13,248	\$17,255	(\$4,007)
Commercial Daycare - Large (100+ children or elderly)	7	\$5,796	\$7,549	(\$1,753)
Residential - Small Family Daycare (8 or fewer children)	61	\$0	\$16,446	(\$16,446)
Residential - Large Family Daycare (9-14 children)	45	\$4,658	\$6,066	(\$1,409)
Small Apartments (3-4 units)	197	\$61,169	\$53,113	\$8,055
Medium Apartments (5-15 units)	1	\$1,242	\$1,078	\$164
Large Apartments (more than 15 units)	21	\$34,776	\$33,971	\$805
Small Chemical User	348	\$144,072	\$196,756	(\$52,684)
Medium Chemical User	62	\$64,170	\$86,824	(\$22,654)
Large Chemical User (Semiconductor or similar facilities)	5	\$8,280	\$11,046	(\$2,766)
Plating Shops	5	\$6,210	\$8,350	(\$2,140)
Small Toxic Gas - Annual Monitoring Certification	3	\$2,484	\$3,235	(\$751)
Large Toxic Gas - Annual Monitoring Certification	2	\$3,312	\$4,314	(\$1,002)
Other Miscellaneous Annual Inspections Fee - per hour	14	\$2,898	\$3,775	(\$877)
CONSTRUCTION REVIEW / PERMIT / INSPECTION				
Building Life / Safety:				
Demolition Fees:				
Interior or Partial Building or Misc. Demolition	9	\$3,726	\$4,861	(\$1,135)

Fee Name	Annual Volume	Annual Revenue	Total Cost - Annual	Surplus / (Deficit) - Annual
Complete Building with or without Site Demolition	2	\$1,242	\$1,621	(\$379)
Grading Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.				
Less than 1 acre	10	\$4,140	\$5,401	(\$1,261)
1-5 acres	2	\$1,242	\$1,621	(\$379)
Site Improvement Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.				
Less than 1 acre	11	\$6,831	\$8,916	(\$2,085)
1-5 acres	13	\$16,146	\$21,074	(\$4,928)
New Building – New Construction:				
Less than 5,000 sq. ft.	531	\$329,751	\$430,404	(\$100,653)
5,000-25,000 sq. ft.	7	\$11,592	\$15,128	(\$3,536)
25,000-50,000 sq. ft.	6	\$18,630	\$24,317	(\$5,687)
50,000+ sq. ft. – per sq. ft.	840,046	\$52,167	\$68,054	(\$15,887)
Additions, Alterations, and Tenant Improvements:				
Less than 5,000 sq. ft.	187	\$116,127	\$96,263	\$19,864
5,000-25,000 sq. ft.	42	\$69,552	\$85,455	(\$15,903)
25,000-50,000 sq. ft.	15	\$46,575	\$56,995	(\$10,420)
50,000+ sq. ft. – per sq. ft.	452,147	\$28,078	\$34,913	(\$6,835)
Tents, Canopies, or Membrane Structures:				
4 or less	11	\$6,831	\$8,907	(\$2,076)
5+	6	\$4,968	\$6,481	(\$1,513)
Fire Extinguishing Systems: These are typically deferred submittals and reviewed and inspected after building plan submittals.				
Fire Sprinkler Systems:				
Less than 2,000 sq. ft.	242	\$150,282	\$189,822	(\$39,540)
2,000+ sq. ft. – per sq. ft.	3,198,451	\$447,783	\$411,621	\$36,162
Hood & Duct Systems – Each	14	\$11,592	\$15,122	(\$3,530)
Other (deluge, foam, preaction, etc.) each	5	\$4,140	\$5,401	(\$1,261)
Fire Alarm Systems:				
Additions, Alterations, or Repairs: If more than 10 devices than the New Fire Alarm fee applies.				
1-5 Devices	70	\$28,980	\$37,806	(\$8,826)
5-10 Devices	45	\$37,260	\$48,607	(\$11,347)
New Fire Alarm:				
Less than 5,000 sq. ft.	119	\$98,532	\$128,540	(\$30,008)
MISCELLANEOUS FEES:				
New Occupancy (new business) with Hazardous Materials	23	\$9,522	\$12,402	(\$2,880)
TOTAL		\$2,104,851	\$2,500,347	(\$395,497)

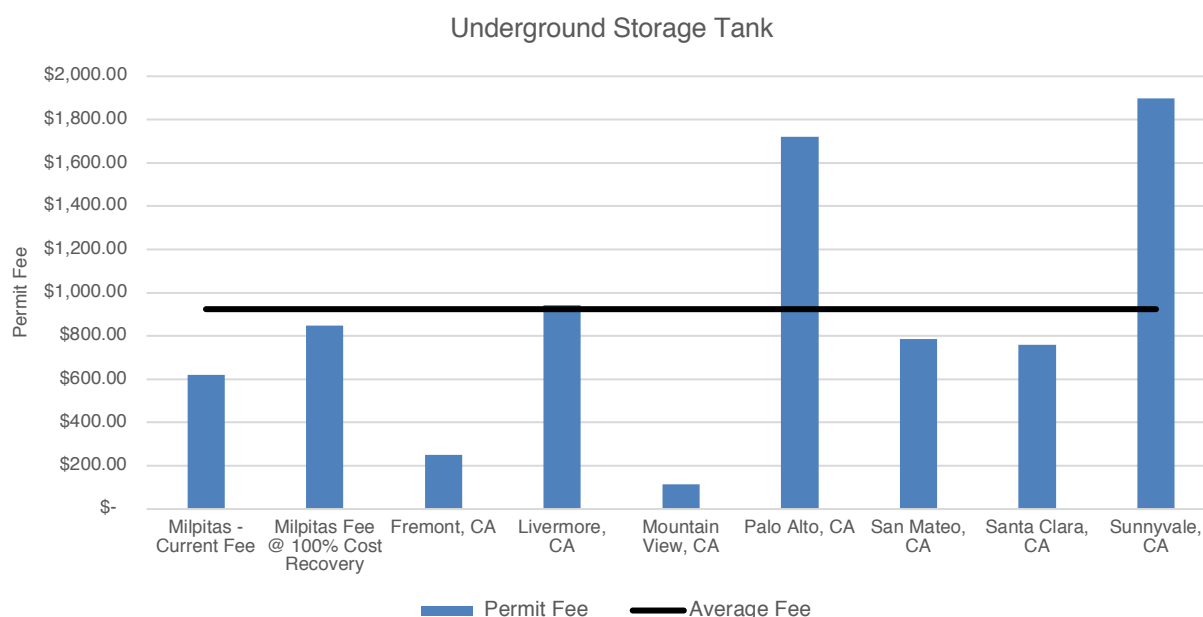
As the table above indicates, the Fire Prevention Division is recovering approximately 84% of its fee-related costs annually. The 84% cost recovery represents a deficit of approximately \$395,000. The largest component of this deficit is new construction permits for building projects. Updating fire fees to full cost recovery will help ensure that this deficit is minimized.

4 COMPARATIVE SURVEY

As part of this study, the City requested a comparison of how their current fees and total cost related to other similar sized and regionally located jurisdictions. The following subsections provide a comparative look at the services evaluated by the project team related to Fire Prevention fees.

1 Underground Storage Tank

The City is currently charging a flat fee of \$621 for Underground Storage Tank permits. Through this study, the total cost of providing this service was calculated at \$849. The following graph shows how the Department's current fee and total cost compare to other local jurisdictions.

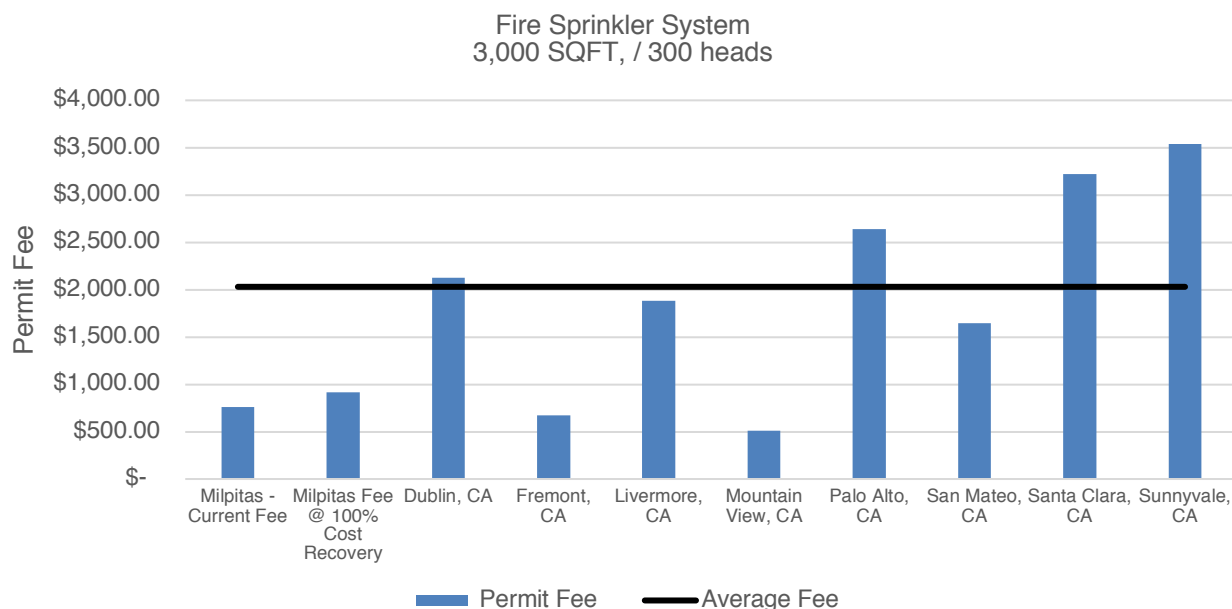


As the graph above indicates, the current fee charged by the City of Milpitas, as well as the full cost, are below the average fee of \$924 associated with surrounding jurisdictions. The City's current and proposed fees are above those of Fremont and Mountain View, and in line with San Mateo and Santa Clara. Both Palo Alto and Sunnyvale's fees are above the jurisdictional average.

2 Fire Sprinkler System Plan Check and Inspection – 3,000 sq. ft. / 300 Heads

The City currently charges a singular fee amount for fire sprinkler plan check and inspection, with projects less than 2,000 square feet being charged \$621, while projects greater than 2,000 square feet are charged \$621 plus \$0.14 per additional square foot above 2,000. Through this study, the total cost calculated for projects less than 2,000

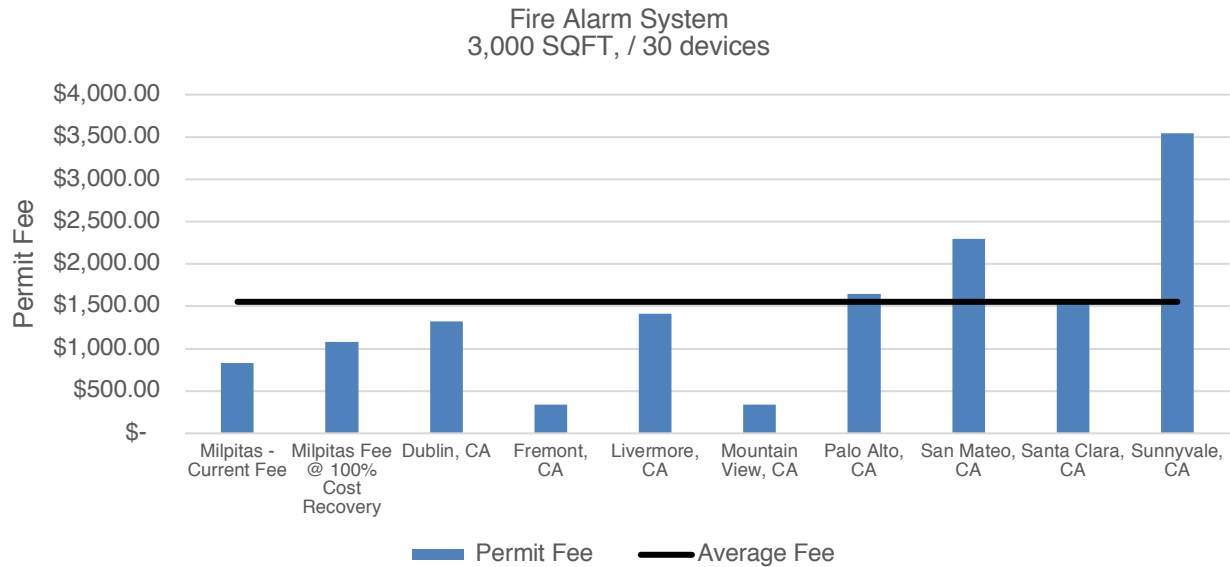
square feet was \$784, and \$0.13 per square foot beyond 2,000. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph above shows, both the current fee charged by the City, as well as the full cost are below the average fee of \$2,030 associated with surrounding jurisdictions. The City's current and full cost amounts are in line with Fremont and Mountain View, with Palo Alto, Santa Clara, and Sunnyvale well above the average. Of the jurisdictions surveyed, Milpitas is the only jurisdiction that assesses fees based on square footage. Most of the jurisdictions surveyed assess fees based on a per head metric; however, Mountain View charges hourly, and Sunnyvale charges 70% of the building permit fee. It should be noted that while Milpitas's use of square footage is not common among surveyed jurisdictions, it is used by other Fire Departments across the state and the Country.

3 Fire Alarm Systems Plan Check and Inspection – 3,000 SQFT / 30 Devices

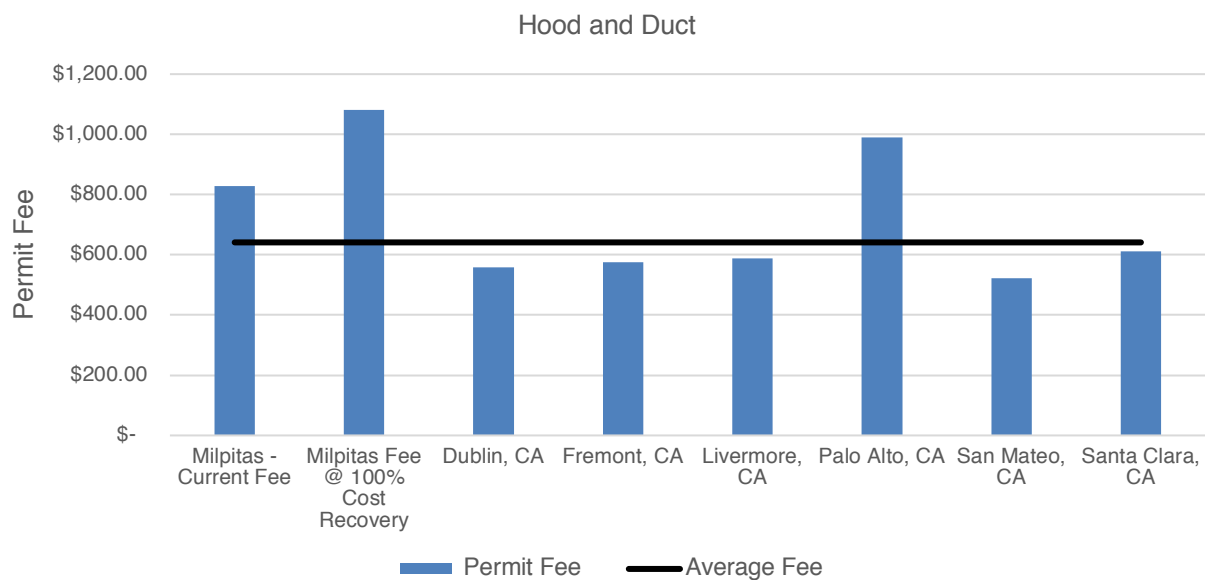
Fire alarm system plan check and inspection services are based on square footage, with projects less than 5,000 square feet being charged \$828, while projects greater than 5,000 square feet are charged \$828 plus \$0.12 per additional square foot above 5,000. This study calculated that projects less than 5,000 square feet cost the City \$1,080, and \$0.18 per square foot beyond 5,000. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



Similar to the Sprinkler fees, the current fee charged by the City, along with the full cost of alarm system permits is below the average fee of \$1,553 charged by surveyed jurisdictions. Both Fremont and Mountain View have the lowest fees for fire alarm systems, while San Mateo and Sunnyvale have fees above the jurisdictional average. The majority of jurisdictions surveyed assess fees based on the number of devices or appliances, while Sunnyvale charges 70% of the building permit fee.

4 Hood & Duct System Plan Check and Inspection

The City is currently charging a flat fee of \$828 for hood and duct systems. Through this study, the total cost calculated is \$1,080. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



Unlike the previous three scenarios, the City's current fee, as well as the total cost are above the jurisdictional average. Palo Alto's fee skews the average, as the remaining jurisdictions are all below the average. Mountain View and Sunnyvale were excluded from this graph, as they charge fees based on the value of the hood and duct system.

8. Planning

The Planning Department is responsible for reviewing development applications for compliance with zoning regulations and ordinances. Furthermore, the Department is also responsible for long-range planning activities which help inform policy decisions related to the overall growth and development of the City. The following subsections provide an overview of modifications made to the Planning Department's fee schedules, the detailed per unit analysis results, the potential annual revenue impacts, and a comparison of certain fees to other jurisdictions.

1 FEE SCHEDULE MODIFICATIONS

During discussions with staff the primary modification made to the Planning Fee schedule was to convert a variety of deposit-based fees (private job account fees) to flat fees. Converting deposit-based fees to flat fees has the following advantages:

- **Transparency in cost for services** – The flat fee clearly indicates to the developer and the applicant up front the cost for that type of permit.
- **Reduced administrative effort and cost** – Flat fees mitigate the need for Planners to keep track of their time on individual projects; as well as time for the Planning Manager and Director to review those charges. Additionally, it reduces effort for staff in the Finance department related to generating invoices and bills.

Due to these advantages as well as the ability to estimate a standardized amount of time for most planning applications, the project team worked with staff to convert the majority of their fees from deposits to flat fees. There are still certain fees due to the complexity of their nature that are being recommended to remain as deposit-based fees. The proposed deposit-based (PJ Account) fees will be discussed in the deposit-based fees section.

The project team also worked with staff to identify fees for which the City is currently providing services, but there is no specific permit or fee amount in place. The project team in conjunction with City staff identified these new fees as follows:

- **Conceptual Plan Review** – This fee allows the applicant to meet with Planning staff similar to a Pre-Application review, but it is a limited meeting in nature, and is a review of the planning project at the very beginning prior to any project development. The purpose is to meet with applicants to discuss the concept behind their initial project and the requirements for compliance.
- **Pre-Application Single Family / Additional Dwelling Units** – There is only one initial deposit amount for the Pre-Application process currently. However, in review of the PJ account information, the project team discovered that the Pre-Application

support can vary based upon the type of project. Therefore, the decision was made to create a new category to represent the support associated with smaller types of projects such as single-family or additional dwelling units.

- **Temporary Signs** – The fee is meant to permit temporary signs including banners for compliance with City requirements. The fee is charged currently as an hourly rate; for ease of applicants and administrative staff time, the project team discussed identifying it as its own permit type with a flat fee amount.
- **Noticing Fee** – The cost associated with staff time and materials for noticing is currently captured through the PJ account system; however, with the transitioning of the PJ accounts to flat fees, it is important to identify this as a separate cost for any noticing done by City staff.
- **Home Occupation Permit (Business License Review)** – Currently, Planning staff review the majority of business licenses that are related to home occupation permits for zoning compliance. There is no fee for this service. This is a fairly typical fee on many other fee schedules; and as such is being recommended to be added to the City's fee schedule.
- **Tree Removal** – The department currently reviews any tree removals as a part of a development project; however, there is currently no separate fee for the review of the information and inspection of the tree removal. As such, the project team worked with staff to identify this as a new fee to be added to the schedule.
- **Special Use Permit** – The Planning Department reviews certain types of uses of facilities such as temporary seasonal sales, temporary buildings or structures, as special uses per the Zoning Ordinance. The special use permit category would also apply to short-term rentals, or any type of use, which is tied more directly to a property owner rather than a property address. The creation of this separate category, allows the City to more transparently charge for these services. Special Use Permit goes through the same process as a Minor Conditional Use Permit.
- **Building Support** – The department currently reviews and is responsible for conducting inspections as part of the building plan review and permitting process. However, there is no specific fee on the fee schedule to help capture this support. Therefore, a flat fee is being proposed to be added for plan check and inspection support for Building projects.

Ultimately the modifications to the Planning Fee schedule help the fee schedule become more transparent, user-friendly, and reflective of services being provided by the Department.

2 PER UNIT ANALYSIS – FLAT FEES

The Planning Department collects a variety of fees related to use permits, site development permits, special events, and pre-application reviews. The total cost calculated for each service includes direct staff costs, departmental and citywide overhead. The following table details the fee name, current fee, Planning's cost, and surplus or deficit associated with each Planning Department flat fee.

Table 16: Per Unit Results – Planning

Fee Name	Current Fee / Deposit	Planning Cost Per Unit	Surplus / (Deficit) per Unit
Special Events:			
Application - minor events	\$250	\$909	(\$659)
Application - major events	\$750	\$5,054	(\$4,304)
Conceptual Review - Planning Staff Only - per meeting		\$348	
Pre-Application Review Process:			
Single Family / Additional Dwelling Units	\$5,000	\$2,073	N / A
All Others	\$5,000	\$5,821	N / A
Tentative Maps:			
Parcel Map	\$5,000	\$9,290	N / A
Tract Map	\$10,000	\$13,935	N / A
Minor Site Development:			
Staff Review	\$250	\$929	(\$679)
Staff Review - Hill Side	\$750	\$1,846	N / A
Requiring PC / CC Approval	\$750	\$5,565	N / A
Site Development:			
New Development	\$20,000	\$8,092	N / A
Additions/Alterations 200+ sf	\$3,000	\$2,073	N / A
Minor Conditional Use Permit:			
Staff Review	\$165	\$909	(\$744)
Requiring PC / CC Approval	\$750	\$2,328	N / A
Conditional Use Permit:			
Single Family Districts	\$50	\$110	(\$60)
Family Day Care Homes	\$375	\$665	(\$290)
All Other CUPs	\$3,000	\$12,152	N / A
Signs:			
Temporary (Including Banners)		\$110	
Permanent (including Wall Signs)	\$151	\$219	(\$68)
Freestanding signs over 6ft in height	\$151	\$438	(\$287)
Variance:			
Single Family	\$375	\$681	(\$306)
Signs	\$700	\$937	(\$237)
Multi-Family / Non-Residential	\$3,000	\$2,328	N / A
Special Use Permit:			
Staff Review		\$909	
Requiring PC / CC Approval		\$2,328	

Fee Name	Current Fee / Deposit	Planning Cost Per Unit	Surplus / (Deficit) per Unit
Miscellaneous Fees:			
Appeal to Planning Commission / City Council	\$100	\$1,858	(\$1,758)
Time Extensions	\$300	\$767	(\$467)
Noticing Fee		\$549	
Planning Research - per hour	\$40	\$232	(\$192)
Zoning Conformance Letter	\$40	\$219	(\$179)
Home Occupation Permit		\$55	
Tree Removal		\$222	
Building Support		\$465	

The fees highlighted in blue are the services on the current fee schedule that are PJ accounts, but will be transitioned to flat fees. Hence, the information in the first column represents the deposit amount and any over-recovery would be the potential refund owed to the applicant. Additionally, as discussed in the introduction to this table, this only reflects the costs associated with Planning staff and the deposit that is taken reflects costs for Engineering and Fire Services, and very rarely building services as well.

In regards to cost recovery on a per unit basis for Planning's cost only, the City is under-recovering for the majority of its fees. This under-recovery varies from a low of \$68 for the permanent signs to a high of \$758 for the billboard signs. The average per unit cost recovery is 63%.

As the Planning Department is transitioning the majority of its fees from deposits to flat fees, the project team worked with staff in Engineering and Fire to capture their time spent on Planning applications. The following table shows by fee name, the current fee or deposit amount, Planning's total cost, Engineering's Total Cost, Fire's Total Cost, the City's overall total cost, and the resulting surplus / (deficit) per unit.

Table 17: Per Unit Results – Planning – Total City Cost

Fee Name	Current Fee / Deposit	Planning Cost Per Unit	Eng. Total Cost Per Unit	Fire Total Cost Per Unit	Total City Cost Per Unit	Surplus / (Deficit) per Unit
Special Events:						
Application - minor events	\$250	\$909			\$909	(\$659)
Application - major events	\$750	\$5,054	\$376	\$135	\$5,565	(\$4,815)
Conceptual Review - Planning Staff Only - per meeting		\$348			\$348	
Pre-Application Review Process:						
Single Family / Additional Dwelling Units	\$5,000	\$2,073	\$265	\$270	\$2,608	N / A
All Others	\$5,000	\$5,821	\$1,535	\$1,082	\$8,438	N / A
Tentative Maps:						
Parcel Map	\$5,000	\$9,290	\$2,488	\$1,082	\$12,860	N / A

Fee Name	Current Fee / Deposit	Planning Cost Per Unit	Eng. Total Cost Per Unit	Fire Total Cost Per Unit	Total City Cost Per Unit	Surplus / (Deficit) per Unit
Tract Map	\$10,000	\$13,935	\$3,633	\$1,082	\$18,650	N / A
Minor Site Development:						
Staff Review	\$250	\$929	\$1,339	\$676	\$2,944	(\$2,694)
Staff Review - Hill Side	\$750	\$1,846	\$1,479	\$811	\$4,136	N / A
Requiring PC / CC Approval	\$750	\$5,565	\$1,618	\$1,623	\$8,806	N / A
Site Development:						
New Development	\$20,000	\$8,092	\$5,296	\$2,164	\$15,552	N / A
Additions/Alterations 200+ sf	\$3,000	\$2,073	\$1,844	\$541	\$4,458	N / A
Minor Conditional Use Permit:						
Staff Review	\$165	\$909	\$139	\$135	\$1,183	(\$1,018)
Requiring PC / CC Approval	\$750	\$2,328	\$209	\$270	\$2,807	(\$2,057)
Conditional Use Permit:						
Single Family Districts	\$50	\$110	\$139	\$270	\$519	(\$469)
Family Day Care Homes	\$375	\$665		\$270	\$935	(\$560)
All Other CUPs	\$3,000	\$12,152	\$835	\$1,082	\$14,069	N / A
Signs:						
Temporary (Including Banners)		\$110			\$110	
Permanent (including Wall Signs)	\$151	\$219	\$98		\$317	(\$166)
Freestanding signs over 6ft in height	\$151	\$438	\$98		\$536	(\$385)
Variance:						
Single Family Signs	\$375	\$681	\$70	\$203	\$954	(\$579)
Multi-Family / Non-Residential	\$700	\$937			\$937	(\$237)
	\$3,000	\$2,328	\$70	\$541	\$2,939	N / A
Special Use Permit:						
Staff Review		\$909			\$909	
Requiring PC / CC Approval		\$2,328			\$2,328	
Miscellaneous Fees:						
Appeal to Planning Commission/City Council	\$100	\$1,858			\$1,858	(\$1,758)
Time Extensions	\$300	\$767			\$767	(\$467)
Noticing Fee		\$549			\$549	(\$549)
Planning Research - per hour	\$40	\$232			\$232	(\$192)
Zoning Conformance Letter	\$40	\$219			\$219	(\$179)
Home Occupation Permit		\$55			\$55	(\$55)
Tree Removal		\$222			\$222	(\$222)

As the table indicates, once the cross-departmental support for Engineering and Fire services is added, the City is generally under-recovering for its services; suggesting that the initial deposit amount may not be sufficient to help recover the costs associated with the permitting process. The average per unit cost recovery for Planning services declines from 63% to 45% on a per unit basis.

3 DEPOSIT-BASED FEES

Currently, the Planning Department charges the majority of its fees as deposit-based fees. As aforementioned in the modifications section there are several advantages to converting deposit-based fees to flat fees. As such, the project team worked with staff to significantly reduce the number of deposit-based fees. However, there are certain services which are still extraordinary in nature and every single application can vary so greatly that it is difficult to estimate an average amount of time accurately. These fees are being recommended to remain as deposit-based fees. As part of the discussion of deposit-based fees, the project team reviewed recommended deposit amounts with City staff. The following table shows by fee name, the current deposit amount, and the proposed deposit amount.

Table 18: Deposit-Based Fees – Planning

Deposit-Based Fee Name	Current Deposit	Proposed Deposit
Amendments, General Plan, Zoning, or Specific Plan (Map or Text)	\$20,000	\$20,000
Development Agreements	\$20,000	\$20,000
Environmental Review/CEQA clearance	\$20,000	\$35,000
Planned Unit Development	\$20,000	\$20,000
Billboards		\$2,500

Other than the Environmental Review / CEQA Clearance deposit, the project team believes that the current deposit amounts are appropriate. The current deposit amount for Environmental Review / CEQA Clearance is low at the current level of \$20,000 as many jurisdictions usually assess a fee for between \$25,000-\$50,000 for these services.

4 ANNUAL RESULTS – FLAT FEES

Due to the significant restructuring of fees and converting fees from deposit-based to flat fees the project team only evaluated the annual revenue impact associated with non-deposit-based fees (currently). The following table shows the annual workload, the projected annual cost at current workload, and the associated surplus / (deficit).

Table 19: Annual Results – Planning – Current Flat Fees

Fee Name	Annual Volume	Annual Revenue	Total Cost - Annual	Surplus / (Deficit) - Annual
Conditional Use Permit:				
Family Day Care Homes	3	\$1,125	\$1,996	(\$871)
Miscellaneous Fees:				
Appeal to Planning Commission/City Council	2	\$200	\$3,717	(\$3,517)
Zoning Conformance Letter	8	\$320	\$1,753	(\$1,433)
TOTAL		\$1,645	\$7,467	(\$5,822)

Based on the current flat fees, the Planning Department is recovering approximately 22% of its costs or is under-recovering by approximately \$5,800 annually. This under-recovery is primarily due to the appeal fee.

5 ANNUAL RESULTS – OVERALL

The transitioning of fees from deposit-based, which are meant to be full cost recovery to flat fees has made it difficult for the project team to conduct an overall revenue analysis. However, the project team did collect information regarding total charges from Planning billed for FY17-18, as well as the flat fee revenue sources and compared the overall cost calculated through this study for those same services. The following table shows by major revenue category, the revenue at current fee, the total annual cost, the annual surplus / (deficit), and the cost recovery percentage.

Table 20: Annual Revenue Impacts – Planning

Category	Revenue at Current	Revenue at Total Cost	Annual Surplus / (Deficit)	Cost Recovery %
Flat Fees	\$1,645	\$7,467	(\$5,822)	22%
Deposit-Based Fees	\$342,118	\$659,796	(\$317,678)	52%
TOTAL	\$343,763	\$667,262	(\$323,499)	52%

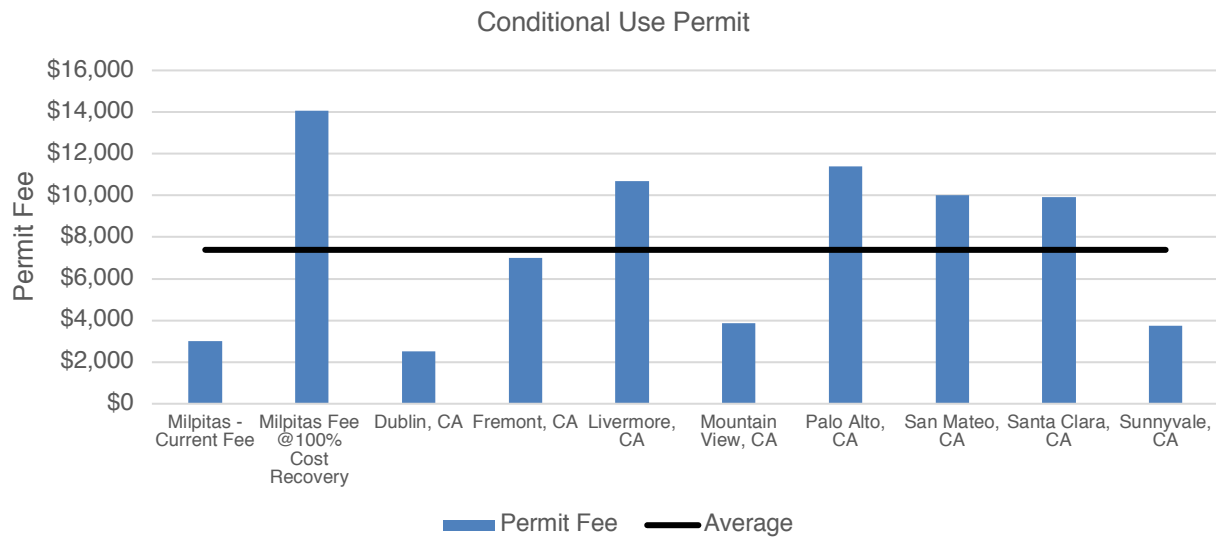
As the table indicates, the Planning Department is recovering approximately 52% of its costs related to current planning components of development review activities. The largest deficit is associated with deposit-based fees, as the current system of tracking time on deposit-based fees has not been utilized consistently or effectively by City planners due to high turnover. As such, the conversion of these fees to flat fees will allow the City to more accurately capture the cost associated with reviewing and approving planning applications.

6 COMPARATIVE SURVEY

As part of this study, the City requested a comparison of how their current fees and total cost related to other similar sized and regionally located jurisdictions. The following subsections provide a comparative look at the services evaluated by the project team related to planning fees.

1 Conditional Use Permit

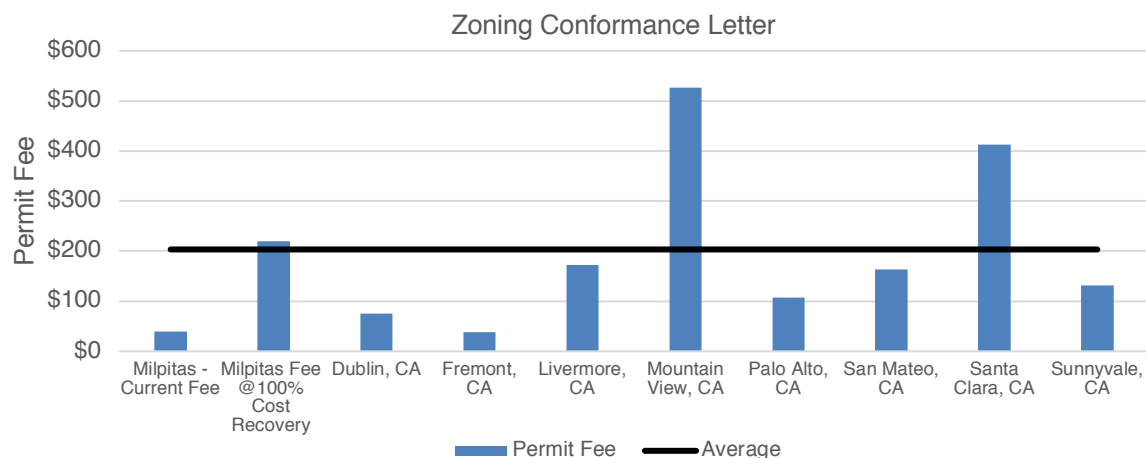
The City of Milpitas currently assesses a conditional use permit for all non-single family permits as a \$3,000 initial deposit. Through this study, the project team calculated the full cost of the permit at \$14,069. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the chart above indicates the City's current fee / deposit for the conditional use permit at \$3,000 is below the average fee / deposit of \$7,387 that is charged by other surrounding jurisdictions. It is important to note that other than Santa Clara, Sunnyvale, and Mountain View; all other jurisdictions charge conditional use permits as a deposit-based fee. Therefore, even if their current deposit amount is low, they could be billing for up to and / or more than Milpitas' full cost flat fee amount.

2 Zoning Verification / Conformance Letter

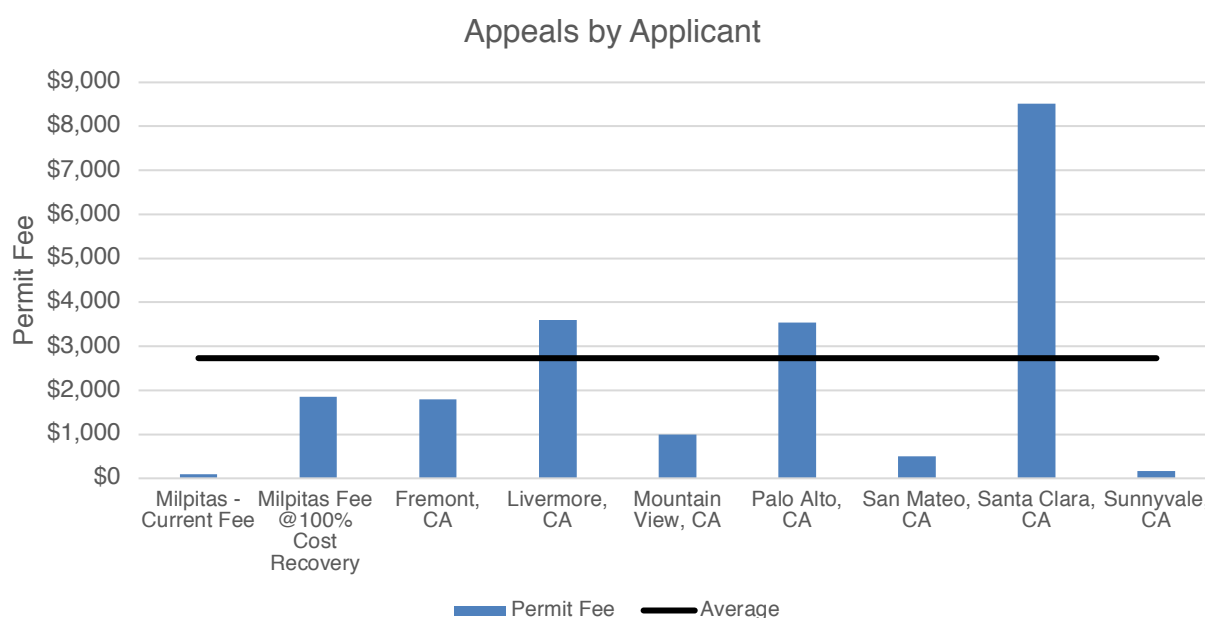
The City of Milpitas currently assesses a flat fee for zoning verification / conformance letter at \$40; through this cost of services analysis the full cost was calculated at \$219. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph above indicates, the City's current fee for the zoning conformance letter at \$40 is below the average of \$203 charged by other jurisdictions. However, the full cost calculated at \$219 is only slightly above this average fee amount.

3 Appeal to Planning Commission / City Council – by Applicant

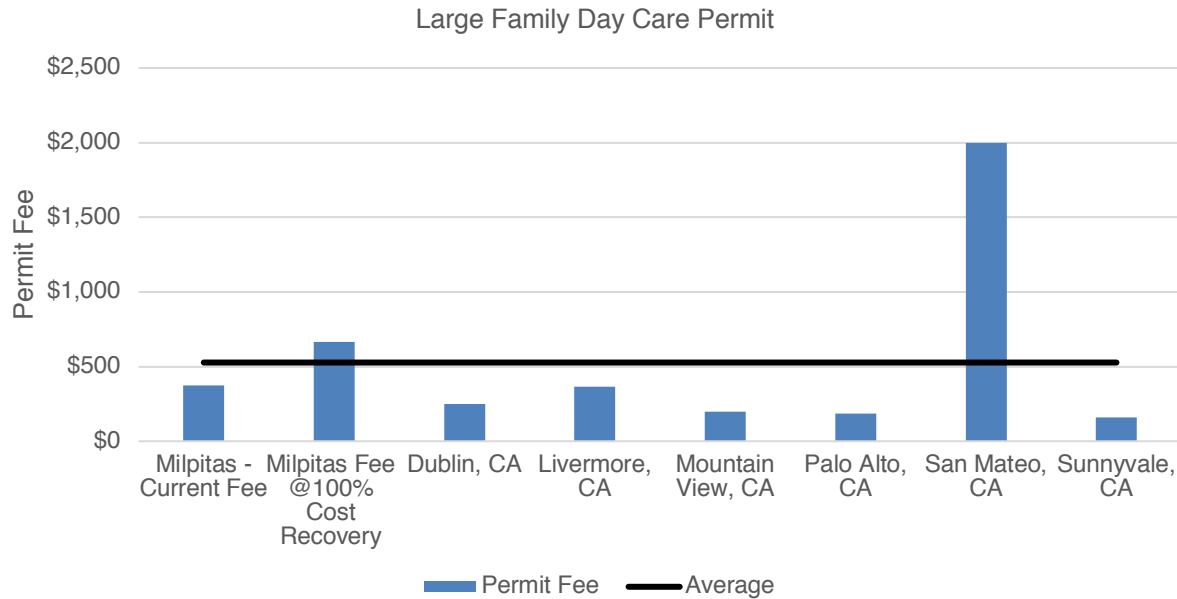
The City of Milpitas currently assesses a flat fee of \$100 for appeals to Planning Commission and / or City Council; whether those appeals are by the applicant or by the members of the public. The project team calculated that the full cost of processing an appeal is approximately \$1,858. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph indicates, Milpitas' current and full cost fee are significantly below the average fee of \$2,731 charged by surrounding jurisdictions. The average is affected by Santa Clara, who at \$8,513 is an outlier. The City of Dublin was excluded from this graph as it charges time and material for any appeals that are initiated by the applicant. The removal of Santa Clara from the graph and the average calculation reduces the average fee to \$1,767; which, is closer to the \$1,858 full cost for the City of Milpitas.

4 Daycare Permits

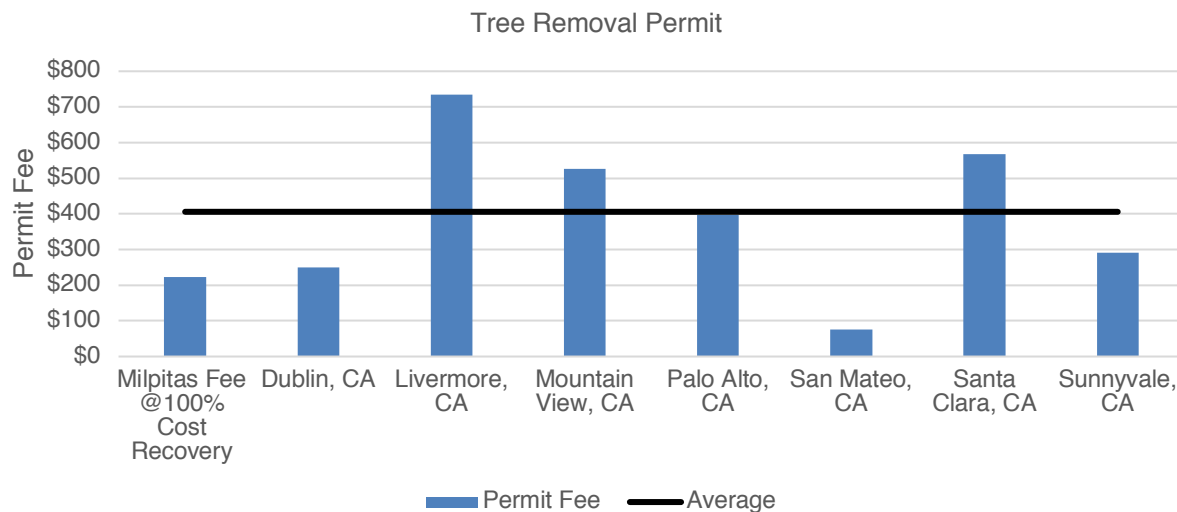
The Planning Department currently charges a flat conditional use permit fee of \$375 for large family daycare. As part of this study, the project team calculated the full cost of this service to be \$665. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



Based upon the graphic above, the City's current fee is below the average of \$527 charged by jurisdictions; but its full cost is slightly higher. However, this average is influenced by San Mateo's flat fee of \$2,000. The removal of the outlier would reduce the average to \$233; which, would be below even the City's current fee for large family day care permits.

5 Tree Removal Permit

Through this study the project team worked with City staff to identify a permit for tree removal and it was costed out at \$222. The following graph shows how the department's current fee and total cost compare to other local jurisdictions.



As the graph indicates, the City's full cost of \$222 is below the average fee of \$406 being charged by surrounding jurisdictions. The only jurisdiction with a lower fee than the City's full cost is the City of San Mateo, which charges \$75.

9. Development Services Surcharges

There are two typical surcharges assessed as part of the development review process and fee structure – general plan / community planning fee and technology / permit automation fee. The City of Milpitas currently charges both types of fees as part of its development review process. The following subsections discuss the current fee(s) charged by the City and the proposed fee calculated by the project team.

1 COMMUNITY PLANNING FEE

The City of Milpitas currently assesses a community planning fee as part of its building permit process. The community planning fee is meant to account for updates to the general plan, zoning ordinance, specific plan, Midtown Specific Plan, Transit Area Specific Plan, Bike and Pedestrian Master Plan, Parks Master Plan, Climate Action Plan, and other long-range planning activities, which are all part of the General Planning effort. This is a fairly typical fee assessed by many jurisdictions and it is calculated as a percentage of the building permit fee. The concept behind charging it on building permits is that any development project requiring a building permit makes enough of an impact on the community to require the need for an update to the zoning code and general plan.

The project team worked with staff in the Planning department to estimate the annual percentage of time spent by staff as it relates to long-range planning efforts. In addition to internal staff cost there are contracted costs associated with updates to the general plan and zoning code. The following table shows by cost component the total cost associated with each type of cost factor, the life of the cost factor, and the resulting annual cost:

Table 21: Community Planning Fee Cost Components

Cost Component	Cost Amount	Life of Cost	Annual Cost
Annual Staff Cost	\$193,505	1	\$193,505
General Plan Update	\$1,500,000	10	\$150,000
Technical Update	\$750,000	5	\$150,000
TOTAL			\$493,505

As the table above indicates, the project team estimated slightly under \$200,000 annually for staff cost. It is important to note that the \$200,000 cost factor assumes a fully burdened rate and cost for staff support. The cost amounts for the comprehensive update and the technical updates are estimates based upon other surrounding jurisdictions. While the comprehensive updates usually occur on a 10-year cycle, there is usually an interim update that occurs for some of the more technical elements.

In order to assess this fee as a percentage of the building permit fee, the project team took the annual cost associated with the community planning fee and divided it by the

total building permit revenue generated for FY17-18. The following table shows the calculation for the proposed community planning fee:

Table 22: Community Planning Fee Calculation

Cost Category	Amount
Total Community Planning Fee Annual Cost	\$493,505
FY17-18 Building Permit Revenue	\$9,981,598
Community Planning Fee - % of Building Permit Revenue	5%

As the table indicates, the calculated community planning fee is 5% of the Building permit fee. The City currently charges this fee as 5% of the building permit fee. Based upon the calculations conducted, the City should continue to assess this fee as 5% of the building permit fee. This 5% will enable the City to accurately collect funds for annual community planning efforts.

The City already follows best management practice by collecting and accounting for these funds in a separate community planning fee fund. The project team recommends that the City continue that practice. Additionally, this fund should be utilized as a resource in the City to help pay for staffing and contracted activities related to community planning efforts.

2 TECHNOLOGY FEE (PERMIT AUTOMATION FEE)

A 2.5% surcharge on permit fees is charged on most building and fire permits known as a permit automation fee. In discussions with staff and based upon comparison of other jurisdictions, it was determined that this fee should be called a technology fee. The nomenclature of technology fee allows the City to more accurately convey the intent behind the fee, which is to support the costs associated with the City's various permitting systems, the staff time for managing those permit systems, and digitizing of city projects and plans for access through the permit system; as well as bring the fee name in line with standardized practice.

As part of this study, the project team evaluated the current technology fee percentage. The city currently collects the funds for the technology fee in a separate fund. The following table shows the FY18-19 budgeted expenses for the permit automation fund by major expense category:

Table 23: Technology Fee Annual Expenses

Cost Component	Annual Cost
Personnel Services	\$348,832
Contractual Services & Supplies	\$369,539
TOTAL	\$718,371

As the table above indicates, the annual expenditures from the technology fee are approximately \$718,000. Nearly half of that cost is personnel costs as there is a full-time plan checker funded by the technology fee; additionally, there are Information Services Division staff that are paid from that fund. Typically, the staff that are budgeted out of this fund are staff that are directly related to the implementation and management of the permitting software system. While the plan checker funded through the technology fee does serve as the de-facto TRAKiT system administrator within the City, their primary role is to plan check rather than provide this support. Additionally, as there is currently no dedicated position from Information Systems (IS) that provides support to the TRAKiT software or to the other permitting systems there should be no personnel costs included for that position. Based upon these items, the only costs that should be considered as part of the technology fee are contractual services & supplies associated with purchase and maintenance of the permitting system.

As the current technology fee (formerly permit automation fee) is based on a percentage of permit fees, the project team took the total applicable technology fee expenses and divided it by the total permit revenue (excluding the technology fee and the community planning fee):

Table 24: Technology Fee Calculation

Cost Category	Amount
Technology Fee Annual Cost	\$369,539
Total Permit Revenue (Building, Planning, Engineering, Fire)	\$14,087,198
Technology Fee - % of Permit Fee	2.62%

As the table above indicates, the project team calculated the technology fee at 2.62% of the Permit Fee. This 2.62% of the Permit Fee is higher than the current fee of 2.5% charged by the City. Currently, the 2.5% charge is only applied on Building and Fire Permits and not on Planning or Land Development fees. It is the project team's recommendation that this percentage be applied to all development-related permits and for any PJ accounts, it should be applied upon the initial deposit amount. The City's current fee of 2.5%, as it is below the maximum rate of 2.62% is appropriate to continue to be charged. However, if the City would like to ensure appropriate cost recovery it should increase the fee to 2.6%.

The City should continue to account for the funds for the technology fee in a separate technology fee fund. This fund should be monitored and monies from this fund should only be used to support or fund staff that have direct impact on working on the permitting system.

10. Impact of Organizational Analysis

The project team has provided an organizational analysis for Development Review services under separate cover to the City. This organizational analysis provided several different staffing recommendations; which can be funded through fees or other revenue options. While the City has yet to determine if recommendations will be implemented immediately or in the future, as well as how fiscal impacts will be offset, the project team has calculated the impact of those organizational shifts and recommendations should the City choose to implement recommendations, and offset costs through fees. The following subsections discuss each of the specific recommendations and their impact upon fees.

1 ADDITION OF TRAKiT ADMINISTRATOR

One of the primary recommendations of the study was to implement and add a new position to administer TRAKiT and provide support for all of the permit automation features. The discussion in the organizational analysis was that this position should be paid for through the Permit Automation Fee Fund or the Technology Fee.

To capture the cost associated with the TRAKiT administrator, the project team recalculated the Technology Fee. The project team assumed that the personnel costs built into the current Permit Automation Fee fund of \$166,000 from IT services could easily be used to represent the full personnel costs associated with this position. Therefore, the following table shows the revised total annual cost for the Technology Fee:

Table 25: Technology Fee Annual Expenses

Cost Component	Annual Cost
Personnel Services	\$166,000
Contractual Services & Supplies	\$369,539
TOTAL	\$535,539

The total annual cost for the Technology Fee would result in the total costs for the technology fund increasing from \$370,000 to approximately \$535,000. The \$535,000 would then be used to calculate the updated Technology Fee. The following table shows the revised Technology Fee;

Table 26: Technology Fee Calculation

Cost Category	Amount
Technology Fee Annual Cost	\$535,539
Total Permit Revenue (Building, Planning, Engineering, Fire)	\$14,087,198
Technology Fee - % of Permit Fee	3.80%

Based upon the calculation, the City would need to increase its current fee of 2.5% applied on permit fees to 3.8% to capture the increased costs associated due to the inclusion of the TRAKiT System Administrator.

2 USE OF ADMINISTRATIVE HEARING PROCESS

The service delivery analysis states that the Planning Department should consider transitioning some of its permits to an administrative hearing process. The administrative hearing process not only helps expedite the review and decrease turnaround times. There are several permit categories that could qualify for an administrative hearing; which include: Minor Conditional Use Permits, Minor Site Development Permits, Site Development Permits, as well as Major Conditional Use Permits or Variance applications.

For both the Minor Conditional Use Permit and Minor Site Development Permit there are two subcategories – Administrative Approval or PC Subcommittee Approval. The transition to the administrative hearing process would simply mean the elimination of the PC Subcommittee Approval Fee category. However, for Site Development permits it would mean a reduction in time spent processing the permit as there would be less time for developing a staff report and attending a subcommittee meeting. The following table shows the full cost fee calculated by the project team for each of the relevant permits and the proposed cost based upon the administrative hearing implementation:

Table 27: Per Unit Results – Planning – Total City Cost

Fee Name	Total City Cost Per Unit	Revised Total City Cost Per Unit	Difference
Minor Site Development:			
Staff Review	\$2,944	\$2,944	\$0
Staff Review - Hill Side	\$4,136	\$4,136	\$0
Requiring PC Subcommittee Approval	\$8,806		
Site Development:			
New Development	\$15,552	\$12,769	(\$2,783)
Additions/Alterations 200+ sf	\$4,458	\$4,003	(\$455)
Minor Conditional Use Permit:			
Staff Review	\$1,183	\$1,183	\$0
Requiring PC / CC Approval	\$2,807		
Special Use Permit:			
Staff Review	\$909	\$909	\$0
Requiring PC / CC Approval	\$2,328		
Conditional Use Permit:			
All Other CUPs	\$14,069	\$11,940	(\$2,129)
Variance:			
Multi-Family / Non-Residential	\$2,939	\$2,357	(\$582)

As the table above indicates, the primary impact to Planning would be the elimination of the Requiring PC / CC approval fee categories. For the Site Development fee category,

Conditional Use Permit all other CUPs and Variance Multi-Family / Non-Residential, the reductions represent about a 10% to 20% decline in staff effort. This seems appropriate as eliminating a step in the approval process will not cut the time and effort in half, but there will be some reduction in effort.

3 INCLUSION OF ADDITIONAL FIRE PROTECTION ENGINEER

The other more immediate recommendation from the service delivery analysis was the addition of a Fire Protection Engineer position to the Fire Prevention Division. The addition of this position will drive up the overall cost of the Fire Prevention Division. The following table shows by fee name, the total fee calculated at current staffing and the total fee calculated at recommended staffing.

Table 28: Per Unit Results – Fire

Fee Name	Total Cost Per Unit – Current Staffing	Total Cost Per Unit – Proposed Staffing	Difference
ANNUAL OPERATIONAL PERMITS			
A-1 Occupancy (theaters and other small viewing halls)	\$1,105	\$1,003	(\$102)
A-2 Occupancy (Food & Drink Establishment)	\$835	\$754	(\$81)
A-3 Occupancy (Worship, recreation, or amusement)	\$835	\$754	(\$81)
A-4 & A-5 Occupancy (indoors or outdoors sport event structures)	\$1,913	\$1,751	(\$162)
High Piled Storage	\$1,105	\$1,003	(\$102)
Malls			\$0
Mall - small (0 to 50,000 s.f.)	\$822	\$751	(\$71)
Mall - medium (50,001 to 100,000 s.f.)	\$1,374	\$1,253	(\$121)
Mall - large (over 100,000 s.f.)	\$1,913	\$1,751	(\$162)
Combustible Dust Producing Facility	\$552	\$502	(\$50)
Motels	\$835	\$754	(\$81)
Hotels & Multi-Story Structures (<5 stories)	\$1,644	\$1,502	(\$142)
Hotels & Multi-Story Structures (5+ stories) - per floor	\$276	\$251	(\$25)
Commercial Daycare - Small (<100 children or elderly)	\$539	\$498	(\$41)
Commercial Daycare - Large (100+ children or elderly)	\$1,078	\$997	(\$81)
Residential - Small Family Daycare (8 or fewer children)	\$270	\$249	(\$21)
Residential - Large Family Daycare (9-14 children)	\$135	\$125	(\$10)
Residential - Elderly Care (6 or fewer people)	\$135	\$125	(\$10)
Small Apartments (3-4 units)	\$270	\$249	(\$21)
Medium Apartments (5-15 units)	\$1,078	\$997	(\$81)
Large Apartments (more than 15 units)	\$1,618	\$1,495	(\$123)
Small Chemical User (Example: doctor/dentist, dry cleaner, photo shop, graphic design, print shop, automobile engine repair, propane, CO2 beverage dispensing system, battery systems, emergency generators, pools, etc.)	\$565	\$505	(\$60)
Medium Chemical User (Example: automobile body shop, research and design, analytical labs, pool supplies, big-box retail stores)	\$1,400	\$1,259	(\$141)
Large Chemical User (Semiconductor or similar facilities)	\$2,209	\$2,007	(\$202)

Fee Name	Total Cost Per Unit – Current Staffing	Total Cost Per Unit – Proposed Staffing	Difference
Plating Shops	\$1,670	\$1,509	(\$161)
Small Toxic Gas - Annual Monitoring Certification	\$1,078	\$997	(\$81)
Large Toxic Gas - Annual Monitoring Certification	\$2,157	\$1,993	(\$164)
Mobile Fueling - Vendor	\$1,400	\$1,259	(\$141)
Mobile Fueling - Site	\$1,400	\$1,259	(\$141)
Underground Tanks	\$849	\$766	(\$83)
Urban Runoff Inspections - Industrial	\$565	\$505	(\$60)
Urban Runoff Inspections - Restaurants (once every 2 years)	\$565	\$505	(\$60)
Other Miscellaneous Annual Inspections Fee - per hour	\$270	\$249	(\$21)
CONSTRUCTION REVIEW / PERMIT / INSPECTION			
Building Life / Safety:			
Demolition Fees:			
Interior or Partial Building or Misc. Demolition	\$540	\$492	(\$48)
Complete Building with or without Site Demolition	\$811	\$735	(\$76)
Grading Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.			
Less than 1 acre	\$540	\$492	(\$48)
1-5 acres	\$811	\$735	(\$76)
Greater than 5 acres	\$1,081	\$978	(\$103)
Site Improvement Fees: These are only assessed if permits are submitted separately to Building Department from new construction or remodel permits.			
Less than 1 acre	\$811	\$735	(\$76)
1-5 acres	\$1,621	\$1,470	(\$151)
Greater than 5 acres – per acre	\$270	\$243	(\$27)
New Building – Shell:			
Less than 5,000 sq. ft.	\$811	\$735.21	(\$76)
5,000-25,000 sq. ft.	\$1,621	\$1,470.42	(\$151)
25,000-50,000 sq. ft.	\$2,432	\$2,205.62	(\$226)
50,000+ sq. ft. – per sq. ft.	\$0.05	\$0.05	\$0
New Building – New Construction:			
Less than 5,000 sq. ft.	\$811	\$735.21	(\$76)
5,000-25,000 sq. ft.	\$2,161	\$1,963	(\$198)
25,000-50,000 sq. ft.	\$4,053	\$3,676	(\$377)
50,000+ sq. ft. – per sq. ft.	\$0.08	\$0.07	(\$0)
Additions, Alterations, and Tenant Improvements:			
Less than 5,000 sq. ft.	\$515	\$479	(\$36)
5,000-25,000 sq. ft.	\$2,035	\$1,898	(\$137)
25,000-50,000 sq. ft.	\$3,800	\$3,547	(\$253)
50,000+ sq. ft. – per sq. ft.	\$0.08	\$0.07	(\$0)
Missed Plan Check by Appointment	\$270	\$243	(\$27)
Revision to Project Fee - per hour (min 1 hr)	\$270	\$243	(\$27)
Tents, Canopies, or Membrane Structures:			
4 or less	\$810	\$741	(\$69)
5+	\$1,080	\$984	(\$96)
Temporary Assembly (Indoors or outdoors), with or w/out tent			
Occupancy 50-299	\$810	\$741	(\$69)
Occupancy 300-999	\$1,350	\$1,234	(\$116)

Fee Name	Total Cost Per Unit – Current Staffing	Total Cost Per Unit – Proposed Staffing	Difference
Occupancy 1000+	\$2,160	\$1,969	(\$191)
Fire Extinguishing Systems: These are typically deferred submittals and reviewed and inspected after building plan submittals.			
Fire Service Underground:			
New or Replace - each	\$1,349	\$1,234	(\$115)
Repairs	\$540	\$492	(\$48)
Fire Sprinkler Systems:			
Less than 2,000 sq. ft.	\$784	\$728	(\$56)
2,000+ sq. ft. – per sq. ft.	\$0.20	\$0.12	(\$0)
Hood & Duct Systems – Each	\$1,080	\$984	(\$96)
FM 2000 (under floor systems, etc.) each	\$1,080	\$984	(\$96)
Other (deluge, foam, preaction, etc.) each	\$1,080	\$984	(\$96)
Fire Alarm Systems:			
Additions, Alterations, or Repairs: If more than 10 devices than the New Fire Alarm fee applies.			
1-5 Devices	\$540	\$492	(\$48)
5-10 Devices	\$1,080	\$984	(\$96)
New Fire Alarm:			
Less than 5,000 sq. ft.	\$1,080	\$984	(\$96)
5,000+ sq. ft. – per sq. ft.	\$0.18	\$0.17	(\$0)
Hazardous Materials - Building Construction:			
Small TI (Example: registration form, inert compressed gas system installations)	\$547	\$498	(\$49)
Medium TI (Construction not otherwise classified as Small or Large TI. Example: emergency generator, lift stations, aboveground tanks, treatment systems, battery systems, CO2 beverage dispensing system, propane system, large tank installations)	\$1,371	\$1,251	(\$120)
Large TI (H Occupancy, Plating)	\$2,465	\$2,247	(\$218)
Toxic Gas Tools (furnaces, implanter, reactors)	\$2,195	\$2,004	(\$191)
Closure - process / tools	\$824	\$753	(\$71)
Closure - Facility			
Small TI	\$412	\$376	(\$36)
Medium TI	\$824	\$753	(\$71)
Large TI	\$1,371	\$1,251	(\$120)
Underground Tank Installation:			
4 Tank System or less with Title 23 Requirement	\$4,931	\$4,494	(\$437)
Each additional tank	\$553	\$510	(\$43)
Underground Tank Removal:			
2 Tank System or Less	\$2,201	\$2,016	(\$185)
Each additional tank	\$277	\$255	(\$22)
CERS & APSA			
CERS	\$553	\$510	(\$43)
APSA	\$553	\$510	(\$43)
MISCELLANEOUS FEES:			
After Hours or Fast-Track Plan Check, Inspection - 3 hrs min at OT Rate	\$953	\$875	(\$78)
Alternate Materials & Methods Review	\$981	\$920	(\$61)
New Occupancy (new business) with no Hazardous Materials	\$270	\$249	(\$21)

Fee Name	Total Cost Per Unit – Current Staffing	Total Cost Per Unit – Proposed Staffing	Difference
New Occupancy (new business) with Hazardous Materials	\$539	\$498	(\$41)
Smoke Detectors Verifications (new owner)	\$270	\$249	(\$21)
Title 19 5-year automatic fire sprinkler certification	\$784	\$728	(\$56)
Failure to cancel a scheduled inspection 24 hrs. prior	\$270	\$249	(\$21)
Temporary Certificate of Occupancy	\$135	\$125	(\$10)
Standard Hourly Rate - per hour	\$270	\$246	(\$24)
Overtime Hourly Fee - per hour	\$318	\$292	(\$26)
Other activities not listed - per hour	\$270	\$249	(\$21)
Emergency Response Mapping - new projects - per hour	\$245	\$230	(\$15)

As the table indicates, the addition of a Fire Protection Engineer will actually result in lowering the fees, as while there will be additional direct cost, the current indirect cost will be allocated over more individuals. The level of fee reduction is as low as \$0.01 cents per sq. ft. to a high of \$437 for 4 Tank System or Less. If the Fire Prevention Division was at the recommend staffing level currently, the under-recovery for the division would go from 84% and a subsidy of \$395,000 to 92% or a subsidy of \$184,000.

The changes to the Fire Prevention Division would also impact Planning's Fees, as the Fire Protection Engineer spends time reviewing planning applications. This impact would be minimal; however, it is important. The following table shows for Planning fees which require Fire Prevention Support, the total cost calculated through the study at current staffing levels and the total cost fee at the recommended staffing levels:

Table 29: Per Unit Results – Planning – Total City Cost

Fee Name	Total City Cost Per Unit – Current Staffing	Total City Cost Per Unit – Recommended Staffing	Difference
Special Events:			
Application - major events	\$5,565	\$5,552	(\$13)
Pre-Application Review Process:			
Single Family / Additional Dwelling Units	\$2,608	\$2,581	(\$27)
All Others	\$8,438	\$8,328	(\$110)
Tentative Maps:			
Parcel Map	\$12,860	\$12,750	(\$110)
Tract Map	\$18,650	\$18,540	(\$110)
Minor Site Development:			
Staff Review	\$2,944	\$2,876	(\$68)
Staff Review - Hill Side	\$4,136	\$4,054	(\$82)
Requiring PC / CC Approval	\$8,806	\$8,641	(\$165)
Site Development:			
New Development	\$15,552	\$15,332	(\$220)
Additions/Alterations 200+ sf	\$4,458	\$4,403	(\$55)

Fee Name	Total City Cost Per Unit – Current Staffing	Total City Cost Per Unit – Recommended Staffing	Difference
Minor Conditional Use Permit:			
Staff Review	\$1,183	\$1,170	(\$13)
Requiring PC / CC Approval	\$2,807	\$2,780	(\$27)
Conditional Use Permit:			
Single Family Districts	\$519	\$492	(\$27)
Family Day Care Homes	\$935	\$908	(\$27)
All Other CUPs	\$14,069	\$13,959	(\$110)
Variance:			
Single Family	\$954	\$933	(\$21)
Multi-Family / Non-Residential	\$2,939	\$2,884	(\$55)

Similar to the Fire Prevention specific permits, the addition of the Fire Protection Engineer will help drive the overall cost down for Planning applications. This impact is minimal and ranges from a low of \$13 for Minor Conditional Use Permit for Staff Reviews to a high of \$220 for New Site Development. Overall, the impact to planning fees is less than 1% of the total cost per unit.

4 ADDITION OF LONG-RANGE PRINCIPAL PLANNER AND ADDITIONAL PLANNING STAFF TO BE FUNDED THROUGH COMMUNITY PLANNING FEE

As part of the organizational analysis, the project team is recommending that there needs to be the addition of a long-range principal planner to the Department to focus solely on general planning efforts. In addition to the dedicated Principal Planner position, there also needs to be another Planner (at the Assistant level) to help support the long-range planning efforts. These efforts include updates to the codes, helping the City lead the way in 21st century planning trends, as well as ensure that any modifications or updates to the General Plan are accounted for and concurrent with the code. As the focus of this position will be on long-range efforts, this position should be funded through the Community Planning Fee. Based upon this recommendation, the project team has made a slight alteration to the current community planning fee calculation:

Table 30: Community Planning Fee Cost Components

Cost Component	Cost Amount	Life of Cost	Annual Cost
Annual Staff Cost	\$438,657	1	\$758,837
General Plan Update	\$1,500,000	10	\$150,000
Technical Update	\$750,000	5	\$150,000
TOTAL			\$1,058,837

The primary change to the table is in relation to annual staff cost. Previously the annual staff cost included portions of specific planners as well as Planning Manager and Planning Director. Per the proposed organizational change, there will still be time and support for Planning Manager, and Planning Director, as well as the full-time cost of the Principal

Planner and the Assistant Planner will be borne by this fund. As the City does not currently have a Principal Planner as part of their salary schedule, the project team estimated the cost of the position based upon the mid-point between the Sr. Planner and the Planning Manager. The following table shows the updated cost calculation based upon these assumptions:

Table 31: Community Planning Fee Calculation

Cost Category	Amount
Total Community Planning Fee Annual Cost	\$1,058,837
FY17-18 Building Permit Revenue	\$9,981,598
Community Planning Fee - % of Building Permit Revenue	11%

As the table indicates, the revised Community Planning Fee would be 11% of the Building Permit Fee, this would represent a 6% increase from the current fee of 5% of Building Permit Fees. This additional annual fee revenue will help support Planning's ability to be proactive as it relates to general planning efforts.

5 ADDITION OF PERMIT NAVIGATOR POSITION

Per the service delivery report, there is a recommendation to enhance the City's service to the development community and residents by creating a permit navigator position. The permit navigator position would be responsible for managing the development project from start to finish and serve as the liaison between the City and the developer as it relates to development fees and processes. While the Permit Navigator position is being proposed to be located organizationally in the Planning Department, it will touch upon all development fees (Planning, Building, Engineering, and Fire). As such the support and cost for this position should be accounted for on all fees and not just Planning's fees.

The project team is proposing that the simplest and most streamlined approach for accounting for the support of this position would be to develop and administrative surcharge or Permit Navigation / Support Surcharge. This surcharge would be calculated as a percentage of the permit fee – similar to the Technology Fee.

The project team is recommending that this position come in similar to the Principal Planner compensation and expertise level. Therefore, the assumptions utilized for the Community Planning fee in terms of cost of the Permit Navigator can also be used in the development of this permit navigation surcharge. Similarly, the fee revenue used for the Technology Surcharge can serve as the basis for the Permit Navigation Surcharge. The following table shows the proposed calculation:

Table 32: Permit Navigator Fee Calculation

Cost Category	Amount
Permit Navigator Fee Annual Cost	\$373,307
Total Permit Revenue (Building, Planning, Engineering, Fire)	\$14,087,198
Permit Navigator Fee - % of Permit Fee	2.65%

As the table above indicates, the Permit Navigator surcharge would be approximately 2.65% on every single development-related permit. This surcharge would help fund this position, and enable the position to respond to development inquiries as it relates to any and all types of development review services. This permit navigator surcharge would not be optional, but rather applied on all permits pulled similar to the technology fee and community planning surcharge.

6 STANDARD TENANT IMPROVEMENT (STI) EXPEDITED PROGRAM

As part of the organizational and service delivery analysis, the project team is recommending that the City consider the development of an expedited review program targeted at Standardized Tenant Improvement projects. There would be specific types of tenant improvement projects, which would qualify for this review. The basic review process would be that that applicants would have to schedule a 2-hour block meeting for this type of expedited and dedicated review service. However, as the goal of this review is to leave with approved plans, prior to the appointment, the applicant would need to set up an appointment with a Building Plan Checker to ensure that the plans being brought to the meeting meet the City's standards of completeness.

As the STI Expedited Program would go through a separate type of review process than a typical tenant improvement plan check, there would be a different fee structure. Currently, the City's process for charging for tenant improvements is based upon the square footage and occupancy type of the tenant improvement. The proposed methodology would be to charge on a per review basis. Therefore, for every meeting there would be a fee charged, rather than the applicant paying the typical Tenant Improvement Plan Check fee from the Building fee schedule, which accounts for multiple plan reviews. The fee structure of charging per review / per meeting would allow the applicant to only truly pay for the number of meetings necessary to obtain an approved plan.

The STI Program expedited review fee is calculated based on the assumption that each review meeting would be scheduled for a 2 hour time period to allow for ample discussion time and modifications to plans. The meeting would include a Building Plan Reviewer, Fire Protection Engineer, Land Development Engineer, Traffic Engineer, and a Planner. This would allow any and all comments to be collected and addressed on the plan in that meeting. Prior to this appointment, the Plan Reviewer would meet with the applicant for

an hour to go over the plans to be submitted to ensure that they are ready for the STI program. The following table shows the proposed fee structure for the STI Program:

Table 33: STI Expedited Fees

Fee Name	Total Cost
STI Completeness Check	\$218
STI Expedited Review – per review / meeting ³	\$2,488

As the table indicates, the Expedited Review Fee would entail at minimum the \$218 completeness check and the \$2,488 STI review fee. As noted, this is a per review fee. This means that if it takes more than one meeting to obtain approved plans, the applicant would pay for as many meetings as they would like to participate in for them to receive approved plans. It is important to note, the Completeness Check fee would only apply for the very first meeting, for any subsequent meetings, the only charge that would need to be paid prior to the meeting would be the STI Expedited Review fee – per review / meeting.

7 OTHER ORGANIZATIONAL IMPACTS

The only other organizational and service delivery impact in the report that would directly impact fees is the addition of a cross-trained Community Development or Development Services Technician position. Per the project team's recommendation, the addition of this position should be a long-term goal of the City. As such, when this type of position is added within the City, at that point, the development services application fees should again be re-evaluated to ensure that the administrative support and overhead for these new Technicians are accounted for on all development applications and not just building permits.

³ The meeting and the fee have been calculated based upon a 2 hour assumption for 1 staff position each for Fire Prevention, Traffic Engineering, Land Development Engineering, Planning, and Building Plan Review.

11. Comparative Survey

As part of this Development Review Cost of Services (User Fee) study for the City of Milpitas, the Matrix Consulting Group conducted a comparative survey of fees. The City identified eight jurisdictions to be included in the comparative survey: Dublin, Fremont, Livermore, Mountain View, Palo Alto, San Mateo, Santa Clara, and Sunnyvale.

While this report will provide the City with a reasonable estimate and understanding of the true costs of providing services, many jurisdictions also wish to consider the local “market rates” for services as a means for assessing what types of changes in fee levels their community can bear. However, a comparative survey does not provide adequate information regarding the relationship of a jurisdiction’s cost to its fees. Three important factors to consider when comparing fees across multiple jurisdictions are: population, development services (Building, Planning, Engineering, and Fire) budget and workforce size. The following tables provide this information regarding the jurisdictions included in the comparative survey.

Table 34: Ranking of Jurisdictions by Population

Jurisdiction	2017 Census
Dublin	60,939
Palo Alto	67,178
Milpitas	78,106
Mountain View	81,438
Livermore	88,232
San Mateo	104,748
Santa Clara	127,134
Sunnyvale	153,656
Fremont	234,962

Table 35: Ranking of Jurisdictions by Development Services Budget

Jurisdiction	FY 18/19 Budget
Livermore	\$3,305,496
Dublin	\$3,510,038
Sunnyvale	\$3,847,430
Mountain View	\$5,024,801
Palo Alto	\$5,036,724
San Mateo	\$5,102,720
Milpitas	\$5,385,291
Santa Clara	\$9,050,661
Fremont	\$10,723,065

Table 36: Ranking of Jurisdictions by Development Services Workforce Size

Jurisdiction	FY 16 / 17 FTE
Dublin	7.50
San Mateo	13.00
Livermore	15.00
Sunnyvale	17.25
Palo Alto	17.28
Mountain View	18.25
Milpitas	25.00
Santa Clara	37.90
Fremont	46.30

Based on the data shown in the above tables, the City of Milpitas ranks lower than the average in terms of population, but on the higher end as it relates to development services operating budget and workforce.

While the above comparative information can provide some perspective when paralleling Milpitas' fees with other jurisdictions, another key factor to consider is when a comprehensive analysis was last undertaken. The following table outlines when the last fee analysis was conducted by each surveyed jurisdiction.

Table 37: Last Comprehensive Fee Analysis

Jurisdiction	Response
Dublin	2018
Fremont	2015
Livermore	2017
Mountain View	In progress
Palo Alto	2016
San Mateo	2018
Santa Clara	In progress
Sunnyvale	2009

As the table above indicates, the City of Milpitas' development review services are unique in that there has not been a comprehensive fee analysis done in over five years. The only other jurisdiction is Sunnyvale; who has not had their fees externally evaluated in the last 10 years.

Along with keeping these statistics in mind, the following issues should also be noted regarding the use of market surveys in the setting of fees for service:

- Each jurisdiction and its fees are different, and many are not based on actual cost of providing services.
- The same "fee" with the same name may include more or less steps or sub-activities. In addition, jurisdictions provide varying levels of service and have

varying levels of costs associated with providing services such as staffing levels, salary levels, indirect overhead costs, etc.

In addition to the issues noted above, market surveys can also run the risk of creating a confusing excess of data that will obscure rather than clarify policy issues. Because each jurisdiction is different, the Matrix Consulting Group recommends that the information contained in the market comparison of fees be used as a secondary decision-making tool, rather than a tool for establishing an acceptable price point for services.

On average, the survey showed that the City's fees are in line with the jurisdictions surveyed, with some fees higher than other jurisdictions and other fees significantly lower. Some of the survey results have been included in this report, and complete survey results have been provided to staff under separate cover.

12. Cost Recovery

The following sections provide guidance regarding how and where to increase fees, determining annual update factors, and developing cost recovery policies and procedures.

1 FEE ADJUSTMENTS

This study has documented and outlined on a fee-by-fee basis where the City is under and over collecting for its fee-related services. City and Department management will now need to review the results of the study and adjust fees in accordance with Departmental and City philosophies and policies. The following dot points outline the major options the City has in adjusting its fees.

- **Over-Collection:** Upon review of the fees that were shown to be over-collecting for costs of services provided, the City should reduce the current fee to be in line with the full cost of providing the service.
- **Full Cost Recovery:** For fees that show an under-collection for costs of services provided, the City may decide to increase the fee to full cost recovery immediately.
- **Phased Increase:** For fees with significantly low-cost recovery levels, or which would have a significant impact on the community, the City could choose to increase fees gradually over a set period of time.

The City will need to review the results of the fee study and associated cost recovery levels and determine how best to adjust fees. While decisions regarding fees that currently show an over-recovery are fairly straight forward, the following subsections, provide further detail on why and how the City should consider either implementing Full Cost Recovery or a Phased Increase approach to adjusting its fees.

1 Full Cost Recovery

Based on the permit or review type, the City may wish to increase the fee to cover the full cost of providing services. Certain permits may be close to cost recovery already, and an increase to full cost may not be significant. Other permits may have a more significant increase associated with full cost recovery.

Increasing fees associated with permits and services that are already close to full cost recovery can potentially bring a Department's overall cost recovery level higher. Often, these minimal increases can provide necessary revenue to counterbalance fees which are unable to be increased.

The City should consider increasing fees for permits for which services are rarely engaged to full cost recovery. These services often require specific expertise and can involve more complex research and review due to their infrequent nature. As such, setting these fees at full cost recovery will ensure that when the permit or review is requested, the City is recovering the full cost of its services.

2 Phased Increases

Depending on current cost recovery levels some current fees may need to be increased significantly in order to comply with established or proposed cost recovery policies. Due to the type of permit or review, or the amount by which a fee needs to be increased, it may be best for the City to use a phased approach to reaching their cost recovery goals.

As an example, you may have a current fee of \$200 with a full cost of \$1,000, representing 20% cost recovery. If the current policy is 80% cost recovery, the current fee would need to increase by \$600, bringing the fee to \$800, in order to comply. Assuming this particular service is something the City provides quite often, and affects various members of the community, an instant increase of \$600 may not be feasible. Therefore, the City could take a phased approach, whereby it increases the fee annually over a set period until cost recovery is achieved.

Raising fees over a set period of time not only allows the City to monitor and control the impact to applicants, but also ensure that applicants have time to adjust to significant increases. Continuing with the example laid out above, the City could increase the fee by \$150 for the next four years, spreading out the increase. Depending on the desired overall increase, and the impact to applicants, the City could choose to vary the number of years by which it chooses to increase fees. However, the project team recommends that the City not phase increases for periods greater than five years, as that is the maximum window for which a comprehensive fee assessment should be completed.

2 ANNUAL UPDATES

Conducting a comprehensive analysis of fee-related services and costs annually would be quite cumbersome and costly. The general rule of thumb for comprehensive fee analyses is between three and five years. This allows for jurisdictions to ensure they account for organizational changes such as staffing levels and merit increases, as well as process efficiencies, code or rule changes, or technology improvements.

Developing annual update mechanisms allow jurisdictions to maintain current levels of cost recovery, while accounting for increases in staffing or expenditures related to permit services. The two most common types of update mechanisms are Consumer Price Index

(CPI) and Cost of Living Adjustment (COLA) factors. The following points provide further detail on each of these mechanisms.

- **COLA / Personnel Cost Factor:** Jurisdictions often provide their staff with annual salary adjustments to account for increases in local cost of living. These increases are not tied to merit or seniority, but rather meant to offset rising costs associated with housing, gas, and other livability factors. Sometimes these factors vary depending on the bargaining group of a specific employee. Generally speaking these factors are around two or three percent annually.
- **CPI Factor:** A common method of increasing fees or cost is to look at regional cost indicators, such as the Consumer Price Index. These factors are calculated by the Bureau of Labor Statistics, put out at various intervals within a year, and are specific to states and regions.

The City should review its current options internally (COLA) as well as externally (CPI) to determine which option better reflects the goals of departments and the City. If choosing a CPI factor, the City should outline which particular CPI should be used, including specific region, and adoption date. If choosing an internal factor, again, the City should be sure to specify which factor if multiple exist.

3 POLICIES AND PROCEDURES

This study has identified the permit areas where the City is under-collecting the cost associated with providing services. This known funding gap is therefore being subsidized by other City revenue sources. Based on the information provided in this report, at a global or per unit level, the City may not have any issues with using non-fee related revenue to account for the current deficit.

Development of cost recovery policies and procedures will serve to ensure that current and future decision makers understand how and why fees were determined and set, as well as provide a road map for ensuring consistency when moving forward. The following subsections outline typical cost recovery levels and discuss the benefits associated with developing target cost recovery goals and procedures for achieving and increasing cost recovery.

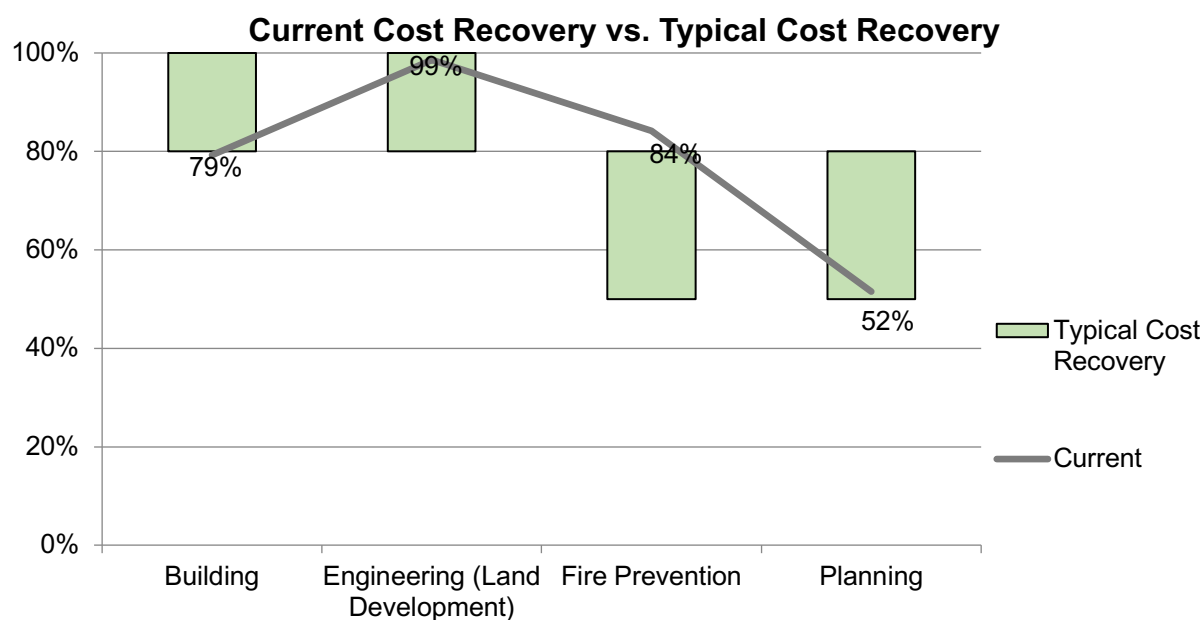
1 Typical Cost Recovery

The Matrix Consulting Group has extensive experience in analyzing local government operations across the United States and has calculated typical cost recovery levels. The table on the following page outlines these cost recovery levels by department.

Table 38: Typical Cost Recovery Levels by Department

Department	Typical Cost Recovery
Building	80 – 100%
Planning	50 – 80%
Fire	50 – 80%
Public Works / Engineering	80 – 100%

Information presented in the table above is based on the Matrix Consulting Group's experience in analyzing local government's operations across the United States and in California and reflects the *typical* cost recovery levels observed by local adopting authorities. The following graph depicts how Milpitas compares to industry cost recovery standards.



As the graph above indicates, the City of Milpitas is within the typical cost recovery levels for all services, with the exception of Building who at 79% is slightly below and Fire Prevention, who at 84%, is slightly above the typical cost recovery seen for those services.

2 Development of Cost Recovery Policies and Procedures

The City of Milpitas currently accounts for its cost recovery policy in the City's ordinance IV-3-4.00 Schedule of Fees and Charges. The following table shows the excerpt from the ordinance for the services that are relevant to development review activities:

Table 39: City of Milpitas Cost Recovery Percentages

Service Center	Cost Recovery %
Planning inquiry/research fee	100
Floodplain letter	100
Zoning letter	100
Zoning code interpretation	50
Appeal of staff interpretation	0
Appeal of planning commission decision	100
Zoning code text amendment	100
Zone change	100
Preliminary plan review	100
Development agreement	100
Development agreement amendment	100
Basic development services	100
General plan amendment	100
Planned unit development	100
S Zone applications	100
Planned signage program	100
Amendments/modifications to previous approvals	100
Tentative map	100
Parcel map	100
Newspaper advertisement	100
Planning time extension	100
General plan maintenance	100
Building plan check	100
After hours plan check	100
Plan check revisions	100
After hours plan check and inspection	100
Temporary building permit	100
Temporary building permit inspection (courtesy)	100
Building inspection	100
Building inspection—miscellaneous services	100
State strong motion fees	100
Mobile home unit inspection	80
Mobile home park common area inspection	0
Grading inspection	100
Fire construction inspection	100
Building time extension	100
Building reinspection	100
Certificate of occupancy	100
Mechanical inspection	100
Plumbing inspection	100
Electrical inspection	100
Reroofing plan check and inspection	Single Family—100 Multi-Family—100 Commercial Industrial—100
Pool and spa plan check and inspections	100
Demolition plan check and inspection	100
Building resale inspection	100
Christmas tree lot permit	100

Service Center	Cost Recovery %
Environment categorical exemption	0
Environmental initial study and negative declaration	100
Environmental impact report	100
Variance	50—100
Use permits	100
Use permits	50—100
City council appeal	0—100
Lot line/merger adjustment	100
Encroachment permit processing	100
Street/alley easement/vacation	100
Street name change	100
Street address change	100
Special use permit	0—100
Overwide/overweight load review	0
Concealed weapon permit review	0
New home occupation review	50
Records research	100

As the table above indicates, with the exception of certain items, the majority of the development-review activities are expected to recover 100% of their costs per the City's ordinance. The City's current ordinance is extremely specific and is based upon specific types of services rather than at a departmental or more general level. Additionally, as it is in the ordinance, any changes to this policy requires an ordinance amendment.

It is the project team's recommendation that the City consider extracting this table from the ordinance and modifying the language to state that per council-adopted policies the cost recovery percentages for each department or type of service area will be updated. These policies would be internal in nature and then taken to Council for approval, enabling Council to have final approval regarding City philosophy and goals regarding development review services. A department specific cost recovery policy would allow the City to better control the cost recovery associated with the different types of services being provided and the benefit being received by the community.



CITY OF MILPITAS AGENDA REPORT (AR)

Item Title:	Conduct a Public Hearing for Proposed Citywide Master Fee Schedule Changes for Fiscal Year 2019-20
Category:	Leadership and Support Services
Meeting Date:	4/30/2019
Staff Contact:	Jane Corpus, 408-586-3125
Recommendations:	Open the public hearing, take public comment, review and discuss Master Fee Schedule, and continue the public hearing to May 15, 2019.

Background:

The citywide Master User Fee Schedule (Master Fee Schedule) was last approved as a comprehensive document by the City Council in 2010. The proposed Master Fee Schedule (Attachment A) includes various service and user fees as well as fines and penalties. Since 2010, various departments have brought fee changes to the Council separately, however the impact of these fee changes were not considered during the annual budget process. This practice is not ideal since revenue assumptions in the budget did not align with the timing of the fee changes. Not having a consolidated and updated Master Fee Schedule also means that the public cannot find information about the current fees in an efficient and transparent manner. Furthermore, the fees have not been regularly evaluated to ensure alignment with the cost recovery targets outlined in the Municipal Code, Title IV, Chapter 3, Section 4.00. Staff has therefore consolidated all user fees, fines and permits into one Master Fee Schedule document and recommends bringing this forward annually for Council consideration as part of the budget process.

On April 16, the City Council reviewed recommendations based on a study done by Matrix Consulting Group (consultant) for development services' user fees and permits. Those recommended fee changes are also included in the proposed Master Fee Schedule.

Analysis:

The proposed Master Fee Schedule includes all user and service fees, fines, and penalties. Under State law, fees must be approved by the legislative body, i.e. the City Council in a public hearing. The Master Fee is organized by department, and it shows the department, fee area or type, fee name/description, the current fee, and the proposed fee for 2019-20. Once the Master Fee Schedule is adopted, fees will go into effect a minimum of 60 days from date of adoption. Development Services fees are recommended to go into effect on August 1, 2019.

User Fees and Permits

Under California law, user fees and permits may not exceed the reasonable estimated cost of providing a certain service to a customer. Reasonable estimated costs include all direct costs (labor, contract services, supplies and materials, equipment) as well as indirect/overhead costs (administrative costs legitimately charged to a department or program area as a result of a valid Cost Allocation Plan. Indirect/overhead costs include department administration and oversight costs, citywide administration and oversight costs (City Attorney, City Manager, and Finance Department) as well as indirect costs such as utility charges and facility maintenance charges.

Fines

Fines, as distinct from user fees and permits, are intended to encourage or discourage certain behaviors. As such, they are not constrained by charging only the cost of providing that service. However, they are included as part of the Master Fee Schedule.

Utility Fees/Rates

Although water and sewer rates/rates for the next five years were approved by Council in February 2019, they will be validated through the annual budget process and are thus included in the Master Fee Schedule, under a separate section. Staff recommends Council validate the 2nd year of the Water and Sewer rate plan as approved in February. The fees for water and sewer service included in the Master Fee Schedule do not exceed the maximum rates approved by the Council in February 2019.

Other Charges Not Included in Master Fee Schedule

There are separate approval processes, and legislative and public noticing requirements for the following types of charges. In addition, the following charges are typically brought to the City Council separately, and so these are not part of Master Fee Schedule:

- AB1600 Development Impact Fees;
- Landscape and Lighting District Annual Assessments;
- Community Facilities Districts Special Tax Levies; and
- Taxes.

Staff believes transparency will be best served by posting links to the above fees, assessments, and taxes on the City's website where the Master Fee Schedule will be posted, once it has been updated.

Cost Recovery

The Master Fee Schedule also includes current cost recovery targets outlined in the Municipal Code. Staff is proposing to incorporate the cost recovery targets into the Master Fee Schedule and delete them from the Municipal Code to avoid redundancy. This will also enable the Council to more effectively review and adjust cost recovery targets as part of the budget process. An update to the Municipal Code to reflect this change, as well as some other minor clean-up language, will be brought forward for Council consideration in May/June. Although the current cost recovery targets have been included in the Master Fee Schedule, staff has not yet engaged Council on validating these targets for all fees. This topic was included in the January 29 Council Budget Study Session but given the robust discussion on many other aspects of the budget, cost recovery targets for fees were not discussed. An evaluation of the actual cost recovery on all the fees is being done in a phased manner.

In November 2018 staff brought forward an evaluation and recommendation for fees that would ensure 100% cost recovery for water and sewer fees.

On April 16, 2019, a similar evaluation on all fees related to development services was presented to Council. These include fees charged by Building, Planning, Engineering, and Fire for planning, building, off-site improvements, and fire prevention services related to private construction and renovation. Based on the consultant report, and in accordance with the Municipal Code, staff is recommending changes to the fees that will ensure 100% cost recovery.

Key Recommendations on Development Services related fees

Building: Building proposes replacing a cumbersome and complicated fee structure with a simplified and streamlined and consistent methodology to calculate fees. The modifications include elimination of redundant categories, consolidation of permit categories, and expansion of categories to account for all building occupancy types. For flat and stand-alone fees, the Building Department is recovering approximately 61% of its costs and moving to full cost recovery would result in an average increase of about 147%. There are approximately 7 fees that are decreasing, with the remainder of the 174 fees increasing.

For new commercial and multi-family construction, staff is proposing the elimination of numerous fixture calculations of fees for mechanical, electrical, and plumbing, and instead proposing a simplified structure with one plan check fee and one inspection / permit fee.

Overall, smaller commercial projects may see an increase in fees, and larger commercial projects will likely see a decline in fees.

Engineering: Engineering fees are proposed to remain primarily on deposit-based Private Job (PJ) accounts with a slight modification to allow for creation of PJ's during the plan check phase as well as the inspection phase. There are three existing flat fees to remain in the fee schedule. Other than minor encroachment permit, the other two flat fees are currently charged and will most likely continue to be charged as part of a PJ account, as they are typically not done stand-alone. The Minor Encroachment permit is proposed to increase 116% to the base fee amount so as to recover 100% of costs.

Fire Prevention: There are minimal modifications being made to the Fire Prevention fee schedule. The changes being proposed are in relation to a methodology that is based on flat fees rather than hourly basis multiplied by hourly rate. Fire Prevention Fees are recovering approximately 84% of their costs. So as to fully recover costs, the proposed increases to the Fire Prevention fees average 30%. There are approximately 9 fees that are proposed to be reduced through the implementation of the proposed fee structure.

Planning: The department is proposing modifications related to converting the deposit-based Private Job (PJ) account fees to flat fees for increased transparency and reduced administrative costs. There are still certain fees that are being recommended to remain as deposit-based fees due to their complexity. There are several new fee categories being proposed: conceptual plan review, pre-application single family, temporary signs, home occupation permit, tree removal, and special use permit. The support provided to the Building department is also being accounted for as part of Planning's fee schedules. The majority of Planning's current fees are under-recovering and the department as a whole is only recovering approximately 52% of its costs. The proposed increases to Planning fees vary from a low of \$166 increase for Permanent Signs to a high of \$1,758 for Appeals.

Community outreach on all development services fees included two community budget meetings in April and through a community development focused stakeholder interviews, and several Community Development Roundtable meetings.

Moving to 100% cost recovery results in significant increases for fees that are currently being heavily subsidized by the General Fund. As outlined in the consultant study, since the majority of fees are currently below cost recovery, approximately \$2 million is being paid from the General Fund on an annual basis to subsidize private development fees.

Although the increase in fees for certain types of projects, such as large developments, may be reasonable, Council may wish to consider a limited subsidy to incentivize specific policies and priorities, such as the building of accessory dwelling units (ADUs), or the mitigation of the impact of a high fee on homeowners for things such as replacing a water heater or minor remodel. On April 16, 2019, City Council provided specific comments regarding providing incentives and relief/subsidy to the fee schedule in the following areas:

- Senior citizen residents, low income residents, mobile home park residents;
- Common homeowner routine repair and renovation of housing stock; and
- Accessory Dwelling Unit (ADU) production.

Staff can bring back a policy for Council consideration, to provide an annual subsidy for specific fees, if so directed. The fiscal impact of any such subsidies will also be brought forward along with any policy discussion. A cost recovery evaluation for all other fees (except for utility and development services), will be done in Fiscal Year 2019-20, with the analysis presented to Council in advance of the budget deliberations for FY 2020-21.

A cost recovery evaluation for all other fees (except for utility and development services), will be done in Fiscal Year 2019-20, with the analysis presented to Council in advance of the budget deliberations for FY 2020-21.

Highlights of Recommended Fee Changes for Non-Development Services Related Fees:

Police: The Police Department has not increased fees for producing records, issuing parking citations, and fingerprinting services in several years. The proposed are designed to more fully recover costs of providing such services.

In addition, the Police Department is proposing a new fee for an officer signing off on a citation for correctable violations for non-Milpitas residents. This fee would help recover the service costs and perhaps reduce the frequency of non-Milpitas residents using this service, allowing for a more effective use of police personnel. Finally, the Department is proposing a new fee to recover the cost of requests for United States Investigative Law Enforcement data.

Recreation: Sports Center Membership fees are increasing overall, as they have not been adjusted in over 8 years. New fees were added to allow Tournaments to be held on/in City-run fields, courts, and large gyms.

Building (not development services related): the City of Milpitas maintains a contractual agreement with the City of San Jose Animal Care & Services Division to provide animal control services and animal licensing for Milpitas residents. The City of Milpitas' animal licensing fees have not increased since 2012, while the charges to the City for licenses under the contract with San Jose have increased. The number of animal licenses has also increased over the years. The proposed animal license fee increase will help the Department recover more costs and bring Milpitas' fees more in alignment with the fees charged by other jurisdictions that also have animal control services provided by the City of San Jose.

Policy Alternatives:

Alternative 1: Do not approve the proposed Master Fee Schedule

Pros: Residents and businesses will not incur additional costs for services

Cons: The City will not recover the full costs of providing services

Reason not recommended: Services provided to private entities will continue to be subsidized by the General Fund, resulting in \$2.5 million less for other essential services and infrastructure

Alternative 2: Provide a subsidy to development services fees that result in an increase of 50% or more

Pros: The increase in costs for development related services will not be significant

Cons: The City will not recover the full costs of providing services

Reason not recommended: Services provided to private entities will continue to be subsidized by the General Fund, resulting in \$2.0 million less for other essential services and infrastructure

Fiscal Impact:

In the Adopted Budget for Fiscal Year 2018-19, the estimated revenue from user fees, permits and fines was \$68.7 million across all funds. If Council approves the proposed Master Fee Schedule, additional revenue of \$2.2 million will be realized by the General Fund in Fiscal Year 2019-20. Of this amount, \$2.0 comes from development service type fee recommendations and \$.2 million associated with all other General Fund fees. Revenue associated with approved fee changes will be included in the proposed 2019-20 budget.

Recommendation:

Open the public hearing, take public comment, review and discuss Master Fee Schedule, and continue the public hearing to May 15, 2019.

PROPOSED ASSISTANCE PROGRAMS

Level 1 (Already enrolled in other qualifying assistance programs)

Eligibility - Applicants must be enrolled in the following:

- PG&E Care Program*
- Foster or Institutionalized Children (Recreation Programs Only)

*Note - Anyone enrolled in the programs below qualify for the PG&E Care Program

- Low Income Home Energy Assistance Program (LIHEAP)
- Women, Infants, and Children (WIC)
- CalFresh/SNAP (Food Stamps)
- CalWORKs (TANF) or Tribal TANF
- Head Start Income Eligible (Tribal Only)
- Supplemental Security Income (SSI)
- Medi-Cal for Families (Healthy Families A & B)
- National School Lunch Program (NSLP)
- Bureau of Indian Affairs General Assistance
- Medicaid/Medi-Cal (under age 65)
- Medicaid/Medi-Cal (age 65 and over)

Proposed Program Design

- Open Enrollment of 30-60 days, twice a year
- Annual Application Renewal
- Applicant shows proof of enrollment in eligible programs
- Defined amount of funding for each type of assistance program

Type of Assistance	Eligible Programs/Fees	Amount of Assistance	Estimated Cost to General Fund
Recreation Programs	City run Youth programs	75% of program registration costs limited to \$1,000/household, Payment Plan	\$16,200 Assumes 60% of the monies will fall within this Level
Water and Sewer Utility Bills	Water and Sewer Bills for single family residential and mobile home parks	\$5.13 bi-monthly subsidy for sewer \$6.13 bi-monthly subsidy for water Subsidy provides approximately 5% discount	\$101,500 (Sewer) \$121,400 (Water) Assuming 3,300 participants, which is current Care Program enrollment.
Building Permit Fees	Building permits for water heater and furnace/AC replacement	100% fee subsidy	\$6,180 Assumes 20 permits
TOTAL			\$245,280

Level 2 (Low Income or below, as defined by HUD)

Eligibility – Applicants do not meet Level 1 eligibility requirements but the applicants' income is at or below the latest HUD Low Income Limits for the San Jose-Sunnyvale-Santa Clara Metro Area (e.g. for family of 4 at \$103,900 for FY 2019)

Proposed Program Design

- Open Enrollment of 30-60 days, twice a year
- Annual Application Renewal
- Applicant submits the most recent income tax forms

	Eligible Programs/Fees	Amount of Assistance	Estimated Cost to General Fund
Recreation Programs	City run Youth Programs	50% of program registration costs limited to \$750/household, Payment Plan	\$8,100 Assuming 30% of the monies used will fall within this level
Water and Sewer Utility Bills	Water and Sewer Bills for single family residential and mobile home parks	\$5.13 bi-monthly subsidy for sewer \$6.13 bi-subsidy for-monthly water Subsidy provides approximately 5% discount	\$15,400 (Sewer) \$18,400 (Water) Enrollment limited to the first 500 applicants
Building Permit Fees	Building permits for water heater and furnace/AC replacement	75% fee subsidy	\$9,270 Assumes 30 permits
TOTAL			\$51,170

Level 3 (Temporary Hardship)

Eligibility - Applicants must be able to show a temporary hardship due to either one of the following:

- Loss of job
- Loss of primary wage earner
- Serious illness lasting over 6 months (medical condition that prevents applicant from working)
- State and/or Federal government employees during a government shutdown.

Proposed Program Design

- Rolling Application period
- Assistance program for 6 months, with one possible extension of 6 months, for a maximum period of one year
- Applicant shows proof of hardship

	Eligible Programs/Fees	Amount of Assistance	Estimated Cost to General Fund
Recreation Programs	City run Youth Programs	75% fee subsidy of program registration costs limited to \$750/household, Payment Plan	\$2,700 Assuming 10% of the monies used will fall within this level
Water and Sewer Utility Bills	Water and Sewer Bills for single family residential and mobile home parks	Payment plan and late fee waivers	TBD
Building Permit Fees	Building permits for water heater and furnace/AC replacement	75% fee subsidy	\$3,090 Assumes 10 permits
TOTAL			\$5,160

Level 4 (Building and Planning Fees)

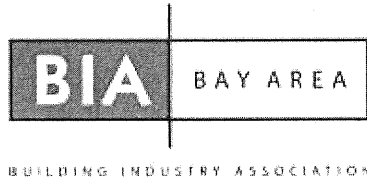
Eligibility – Applications for the following permits and reviews

- Water Heater and Furnace/AC replacements
- Solar thermal and photovoltaic permits
- Planning pre-application review for Accessory Dwelling Units (ADUs)

Proposed Program Design

- Ongoing reduction of permit and planning review fees

Building Fee Type	Proposed Fee	Current Fee	Prop. Modified Fee	Subsidy %	Avg. Permits Per Year	Annual General Fund Subsidy
Residential Water Heater Replacement	\$309	\$141	\$154.50	50%	136	\$21,012
Furnace Replacement	\$309	\$141	\$154.50	50%	51	\$7,879.50
AC Replacement	\$257	\$141	\$128.50	50%	40	\$5,140
Solar PV – 15kW or less	\$500	\$141	\$250	50%	130	\$32,500
Solar PV above 15kW, base	\$500	\$141	\$250	50%	1	\$250
Solar PV above 15kW, per kW	\$15	\$141	\$7.50	50%	1	\$7.50
Solar Thermal, 10kWth or less	\$450	\$141	\$225	50%	1	\$225
Solar Thermal, 10kWth or more, base	\$450	\$141	\$225	50%	1	\$225
Solar Thermal 10kWth or more, per kWth	\$15	\$141	\$7.50	50%	1	\$7.50
SUB-TOTAL						\$67,246
Planning Fee Type	Proposed Fee	Current Fee	Prop. Modified Fee	Subsidy %	Average Apps. Per Year	Annual General Fund Subsidy
Pre-Application Review for Accessory Dwelling Unit (ADU)	\$2,608	Hourly	\$0	100%	40	\$104,320
SUB-TOTAL						\$104,320
TOTAL						\$171,566



City Clerk's Office

MAY - 9 2019

RECEIVED

May 9, 2019

Mayor Richard Tran
Milpitas City Council Members
City of Milpitas, CA
Transmitted Via Email

RE: May 15, 2019 Special Council Meeting re: Development Services Fee Update

Dear Mayor Tran and Councilmembers,

BIA Bay Area (BIA) gives its conditional support to the City of Milpitas' update of development services fees and charges. While BIA is concerned whenever municipal jurisdictions raise fees and charges, the City Staff has expressed the intention to ask the City Council to devote additional revenue derived from development services fee increases to improvement of service delivery. The improved delivery of development services, both planning and building, in the City has been identified as a crucial outcome of this process. Marked improvement in service delivery comprises the prime condition upon which BIA hinges its support.

Staff has conducted a thorough development community outreach effort, led by Deputy City Manager Steve McHarris, and several builders of both residential and commercial projects have attended and participated in discussions. The major work effort expended by Community Development personnel and Matrix consultants is commendable.

However, many development community members expressed frustration with planning and building permit service delivery and it has been made very clear that from the development community perspective, the City's poor service delivery has been a hindrance to residential and commercial development.

As it is very likely that the City Council will approve these fee increases, it is equally vital that the Council authorize staffing and funding support necessary to implement recommended service improvements and permit streamlining. The Council should also direct staff to institute performance measurement standards and require quarterly service delivery status reports to Council.

BIA is a non-profit association comprising over 300 members involved in developing and building housing. BIA's members are builders, developers, subcontractors, design professionals, and related entities. BIA's members build and develop sustainable communities that produce critically needed housing of all types throughout the Bay Area.

Conditional BIA support on fee increases and planning and building permit service improvements includes these recommendations:

- Allocate immediate funding to Development Services for staffing, training, technological improvements and process streamlining;
- Authorize transition from Project Job/PJ deposits to fixed fee charges for most Community Development Fees;
- Quantify service delivery measurement objectives and require regular reporting on status of improvements;
- Support the transition to electronic plan submittal for all development permit applications;
- Adopt recommendations to immediately institute an administrative approval process such as a Director's Hearing or Zoning Administrator Hearing to review and approve non-controversial projects;
- Direct the addition of long-range planning staff to support the expedited update of the Milpitas General Plan, making more housing development opportunities available in the City.;
- Establish policies that development impact fees and user fees should be maintained through nexus, annual updates, fee collection, and use of fees reports;
- Adopt policies for multifamily and affordable housing projects to set impact fees when the development permit application is deemed complete and to pay impact fees at time of certificate of occupancy issuance.

BIA Bay Area is concerned about the rising level of service and impact fees that have hit all development, but especially residential development in recent years. However, if the City will make the commitment to improve services and provide the implementation to carry out those service improvements then BIA supports the development services fee increases.

Respectfully submitted,

Dennis Martin
Government Affairs
BIA Bay Area

Item Attachment Documents:

- 2. Approve the Schematic Design/Conceptual Plan and Provide Direction to Staff on Funding Options for the Replacement of Fire Station No. 2, Project No. 3447 (Staff Contact: Steve Erickson, 408-586-3301)**

Recommendation: Approve the schematic design/conceptual plan and provide direction to staff on funding options for replacement of Fire Station No. 2, Project No. 3447.

CITY OF MILPITAS

AGENDA REPORT

(AR)

Item Title:	Approve the Schematic Design/Conceptual Plan and Provide Direction to Staff on Funding Options for the Replacement of Fire Station No. 2, Project No. 3447
Category:	Community Services and Sustainable Infrastructure
Meeting Date:	5/15/2019
Staff Contact:	Steve Erickson, 408-586-3301
Recommendation:	Approve the schematic design/conceptual plan and provide direction to staff on funding options for replacement of Fire Station No. 2, Project No. 3447.

Background:

Fire Station No. 2 is located at 1263 Yosemite Drive and was constructed in 1968. The station has reached the end of its service life and is in need of replacement. The 2018-2023 Capital Improvement Program (CIP) was approved by the City Council on June 5, 2018, and included Project No. 3447 for the replacement of Fire Station No. 2. Council direction during creation of the 2018-2024 CIP document was to start this high priority public safety project in 2019.

As requested by Council, design services for the replacement of Station 2 started last December, and the project is currently in the schematic design/conceptual plan phase. Several versions of the station design were reviewed by fire and engineering department staff, and the version included as an attachment to this report is recommended for approval.

Funding

At the March 12, 2019 CIP Study Session, staff discussed the use of long term financing for infrastructure with long asset life. Long term financing for large infrastructure projects enables intergenerational equity and balances the use of cash for other smaller capital projects and other service delivery needs. Staff presented options for financing the Fire Station No. 2 project with 30-year bond financing. Council directed staff to bring back information about prior City projects that had been financed and also asked staff to bring forward other options for financing terms that were shorter than 30 years.

Analysis:

Schematic Design:

The recommended schematic design/conceptual plan includes a 10,300 square foot station to be located on the same parcel as the existing station. The new station is sized to include an apparatus bay for up to four engines and sufficient room for department staff. The design includes a meeting room, available for use by the public, as well as space for public parking. . The estimated total project cost including design, administration, construction, and construction administration services is \$20.72M. The estimated construction cost alone, including new building, site work and related items is \$17.2M and would be completed in two phases. Phase I includes building a temporary station facility, demolition of the existing fire station and site preparation for the construction of the new station. Phase II includes construction of the new station building, site improvements, fixtures, equipment, commissioning, close-out and warranty to provide a complete fire station.

The recommended station schematic design/conceptual plan provides sufficient room for staff and equipment. The new station and materials used for construction will incorporate “green” technology, and will be designed for cost effective usage and maintenance. The station will be designed to meet current building code requirements for an essential facility, allowing it to better withstand disasters. To allow the project to remain on schedule, staff recommends approval of the schematic design/conceptual plan allowing staff to move forward with refinement of the concept and preparation of construction documents.

Funding

The total project cost for Phase I is estimated at \$4.3 million, with estimated construction cost at \$2.6 million. Construction is estimated to start Spring/Summer 2020 with estimated completion in Fall/Winter 2020. The proposed 2019-2024 Capital Improvement Program (CIP) document includes a budget of \$4.3 million in funding for FY 2019-20 from the General Government CIP Fund to complete Phase 1 work.

The current estimate for Phase I assumes location of temporary facilities on the existing site, however, this may present some operational and logistical challenges. Staff is reviewing other site options for the location of the temporary station facility, which may increase costs due to utilities and other required site preparation.

Phase 2 construction is estimated to start Winter/Spring 2021 with estimated completion in Spring/Summer 2022. The estimated construction cost for Phase 2 is \$14.6 million, and the estimated total cost for Phase 2 including construction management, administration, and inspection is \$15.2 million. The proposed 2019-2024 Capital Improvement Program (CIP) document includes a budget of \$7.82 million in funding from the General Fund, however additional funding of approximately \$13 million is required.

In response to Council direction on March 12, staff has developed two funding options for Council consideration. For both of these options (bond financing a portion of the project versus bond financing for the entire project), staff has identified several bond length/term options in response to Councilmembers' concerns at the CIP study session for the length of time the City was to go into debt. These options are shown as Attachment 2.

Funding Strategy Option 1:

Fund the project using \$7.82 million from the General Fund, and use bond financing to fund the remaining \$13 million of the total Fire Station No. 2 costs.

Staff recommends using a 20-year financing term for this option. The estimated average annual debt service would be \$ 0.9 million and the total amount in debt service over the 20-year bond term would be \$18.1 million. If a shorter term were desired, the annual debt service would be higher and could range from an average of \$1.55 million - \$3.1 million. Per the City's Financial Advisor, tax-exempt bonds are not likely to be available for a term of less than 10 years so the City would need to use private equity, such as a bank loan, for a term that is less than 10 years. See summary of financing options in Table 1.

Table 1

No.	Type of Financing	Term of Financing	Average Annual Debt Service	Total Debt Service
1	Tax Exempt Bonds	10 years	\$1,500,000	\$14,900,000
2	Tax Exempt Bonds	20 years	\$900,000	\$18,000,000
3	Tax Exempt Bonds	30 years	\$750,000	\$22,000,000
4	Private Equity	5 years	\$3,000,000	\$14,000,000
5	Private Equity	8 years	\$1,900,000	\$14,900,000
6	Private Equity	10 years	\$1,600,000	\$15,400,000

The City could choose to exercise the options of paying the bonds off early or refinancing them in the future if that were found to be more cost effective. Staff recommends the financing occur prior to the start of Phase 2 work (Fall 2020) so that all funds are in hand to award the construction contract for Phase 2.

Funding Strategy Option 2:

Finance the entire project cost of \$20.72 million with long-term financing. This would free up \$7.82 million of General Fund funding for other critical capital projects, such as improvements to storm drain systems, City buildings, and parks, that are identified in the Capital Improvement Program with unidentified funding. For

example, in the proposed five year 2019-2024 CIP, approximately \$76 million in funding is needed to rehabilitate or rebuild the other fire stations and community improvements, \$68 million is needed to fund park improvements, \$179 million is needed to fund street improvements, and \$26 million is needed to fund storm drain infrastructure.

Staff would recommend using the 30-year financing term if Council were to wish to move forward with this option. The estimated average annual debt service would be \$1.2 million and the total amount in debt service over the 30-year bond term would be \$35.2 million. If a shorter term was desired, the annual debt service would be higher and could range from an average of \$1.5 million to \$4.8 million

See the summary of financing options in Table 2 below. Similar to Option 1, staff recommends the financing occur prior to the start of Phase 2 work (Fall 2020) so that all funds are in hand to award the construction contract for Phase 2.

Table 2

No.	Type of Financing	Term of Financing	Average Annual Debt Service	Total Debt Service
1	Tax Exempt Bonds	10 years	\$2,450,000	\$23,600,000
2	Tax Exempt Bonds	20 years	\$1,500,000	\$28,700,000
3	Tax Exempt Bonds	30 years	\$1,200,000	\$35,200,000
4	Private Equity	5 years	\$4,800,000	\$22,500,000
5	Private Equity	8 years	\$3,100,000	\$23,600,000
6	Private Equity	10 years	\$2,520,000	\$24,400,000

Financing Information for Prior City Projects

In response to the City Council's questions at the March 12 CIP study session, staff prepared the table below which shows the history of Milpitas bond issuances since 1993 that information is summarized below:

Bond Issuance	Purpose/Facilities Financed	Amount	Term	Average Annual Debt Service	Type of Bond/ Funding Source
1993 Tax Allocation Bonds	Construction of a new Corporation Yard, police facility, fire station, library, sports center, and City Hall improvements	\$30 million	20 years	\$1.5-3.0 million (Escalating payments)	Tax Allocation Bonds
1997 Tax Allocation Bonds	Highway 880 Interchanges, Senior Housing and Senior Center Improvements, Tasman Extension, and Fire Station Improvements,	\$39 million	18 years	\$2.8 million	Tax Allocation Bonds
2000 Tax Allocation Bonds	Land Acquisition and Construction of New City Hall	\$38 million	10 Years	\$5.5 million	Tax Allocation Bonds
2000 Public Safety Technology Improvements/	Acquisition and Installation of Equipment and Software related to Fire and Police	\$8.6 million	8 years	\$1.2 million	Certificates of Participation
2003 Tax Allocation Bonds	Acquisition of and public improvements on Elmwood site; new Main Library; rehabilitation of	\$198 million	30 years	\$13.4 million	Tax Allocation Bonds

Bond Issuance	Purpose/Facilities Financed	Amount	Term	Average Annual Debt Service	Type of Bond/ Funding Source
	community center into Senior Center; Main and Abel Streets Reconstruction				

Note: None of the financings above were voter approved.

Next Steps

If Council were to approve the schematic design/concept plan and direct staff to move forward with a funding strategy to enable the construction of the replacement Fire Station No. 2, staff will bring forward an agreement for a construction management firm in late May/early June. The financing documents will be brought forward for Council consideration in August.

Policy Alternatives:

Alternative 1: Do not approve the proposed schematic design/conceptual plan.

Pros: The City will not need to spend additional funds on the Fire Station No. 2 project.

Cons: Not approving the recommended schematic design/conceptual plan will delay the project and prevent moving forward to the next design phase, which is development of construction drawings.

Reason not recommended: Fire Station No. 2 is more than 50 years old and needs to be replaced. This project was already identified as a high priority in the current CIP budget and not moving forward with the design will further delay the project and will likely result in higher costs due to continuing escalation of construction costs in a tight construction market.

Alternative 2: Do not direct staff to move forward with any of the proposed funding options for the Fire Station No. 2. Project.

Pros: The City will not commit future General Fund dollars to an infrastructure project.

Cons: Fire Station 2 has reached the end of its service life and it should be replaced. Approximately \$10.5 million in funding is required for Phase II construction of the fire station, and a financing mechanism such as a bond would be required to provide the funding. If one of the proposed funding options is not approved, the design process for the station would need to stop until the additional funding is located.

Reason not recommended: As mentioned above, Fire Station No. 2 has reached the end of its service life and should be replaced.

Fiscal Impact:

The fiscal impact will vary depending on which financing option Council directs staff to move forward with. The replacement of Station 2 will offset Public Works Department maintenance and repair costs for Station No. 2 because the building and fixtures will be new with modern equipment requiring less maintenance for the first 5 to 10 years of service.

It is important to note that over the last several years, the City has made significant investment in Public Safety improvements for the Fire Department with the implementation of various Capital Improvement Projects with a cost of \$4.4M. In FY 2020-21 and FY 2021-22 additional projects are planned to start, with an estimated cost of \$1.2M.

California Environmental Quality Act:

As this project is still in the design phase, any environmental impacts associated with the project would be speculative to analyze at this time until final design is complete. All environmental impacts will be analyzed

and CEQA findings brought forward to the City Council before any actual construction and/or physical change in the environment.

Recommendation:

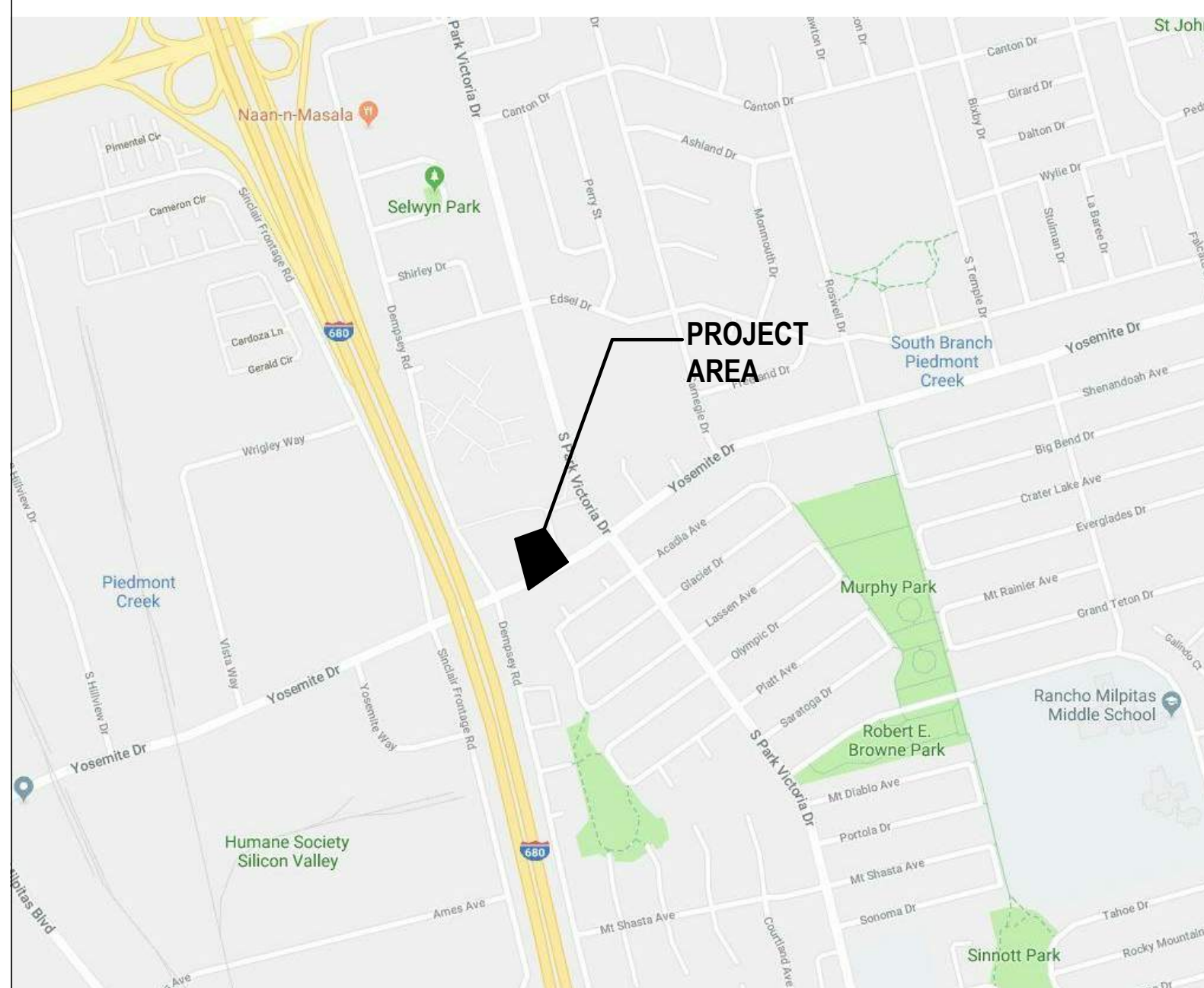
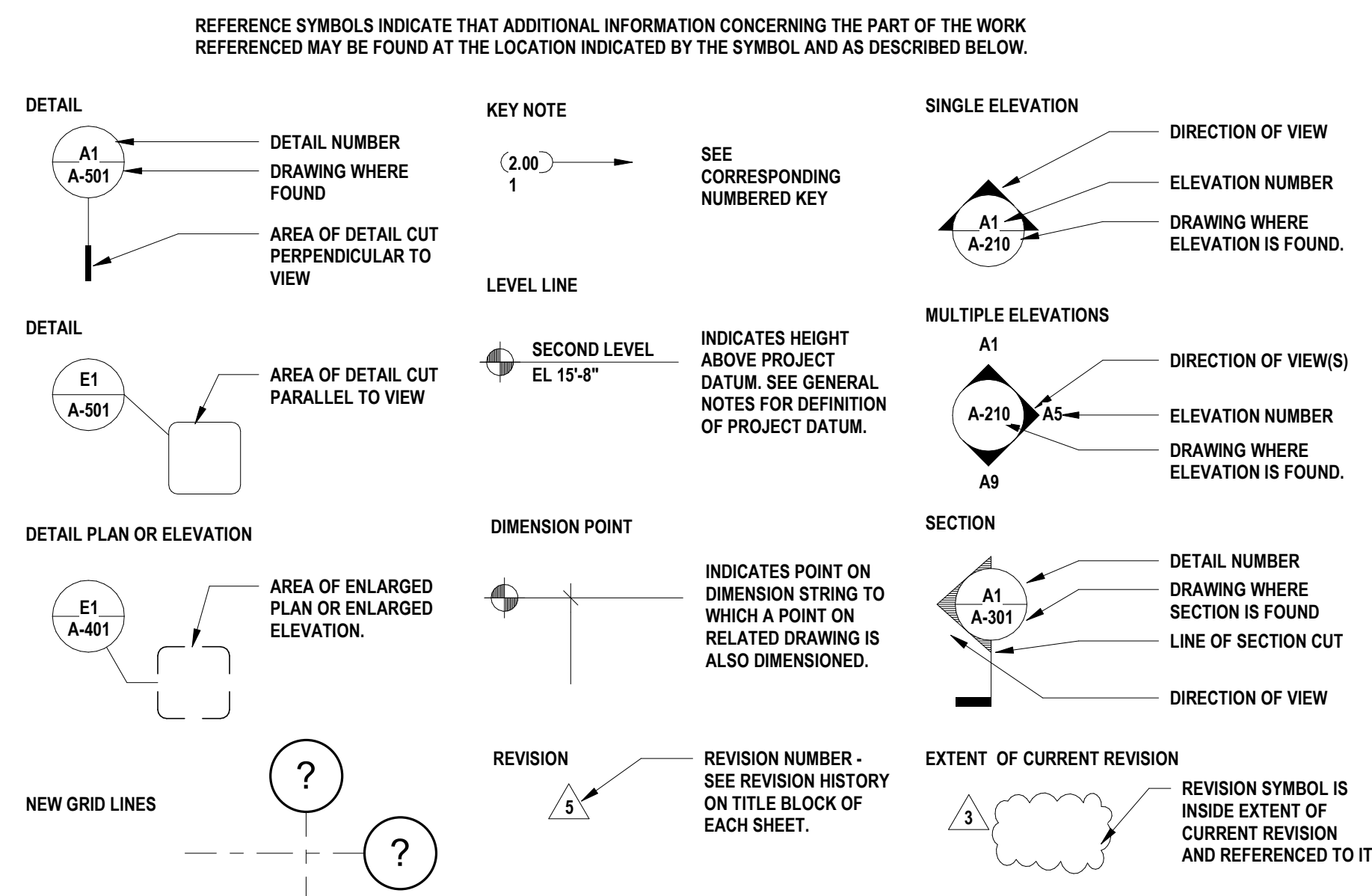
Approve the Fire Station Schematic Design/Conceptual Plan and Discuss Funding Options for the Replacement of Fire Station No. 2, Project No. 3447, and Provide Direction to Staff

Attachment:

Schematic Design/Conceptual Plan



PROJECT AREA



SHEET INDEX	
Sheet Number	Sheet Name
ARCHITECTURAL	
A-000	COVER SHEET
A-002	ABBREVIATIONS & CODE SUMMARY
A-003	CODE DIAGRAM / MEANS OF EGRESS
A-004	SIGHTLINE AND BUILDING SECTIONS DIAGRAMS
A-101	SITE PLAN VICINITY PLAN
A-102	TEMPORARY RELOCATION PLAN DIAGRAM
A-120	FLOOR PLAN
A-121	ROOF PLAN
A-201	EXTERIOR ELEVATIONS
A-301	BUILDING SECTIONS
A-401	RENDERED PERSPECTIVES

NOTE: If this drawing is not 34"x22" it has been revised from its original size and the scales noted on drawing/details are no longer applicable.

© 2018 Shah Kawasaki Architects

[illegible]

**CITY OF MILPITAS FIRE STATION NO. 2
REPLACEMENT**
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
S H A H
KAWASAKI
ARCHITECTS
570 10th Street, Suite 201

Consultant

COVER SHEET

Drawing No.

A-000

SKA Project Number: 18725.00

NOT FOR CONSTRUCTION

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LOAD (CUMULATIVE)</th></tr><tr><td>BUSINESS AREA</td><td>817 SF</td><td>100</td><td>2 OCC.</td></tr><tr><td>GARAGE (APPARATUS BAY)</td><td>5007</td><td>200</td><td>26 OCC.</td></tr><tr><td>RESTROOMS</td><td>234</td><td>0</td><td>0 OCC.</td></tr><tr><td>STORAGE</td><td>169</td><td>300</td><td>2 OCC.</td></tr><tr><td>CIRCULATION</td><td>457</td><td>0</td><td>0 OCC.</td></tr><tr><td>ASSEMBLY (UNCONCENTRATED)</td><td>364</td><td>15</td><td>25 OCC.</td></tr><tr><td>EXERCISE ROOM</td><td>409</td><td>50</td><td>9 OCC.</td></tr><tr><td>RESIDENTIAL</td><td>1531</td><td>200</td><td>14 OCC.</td></tr><tr><td colspan="4">TOTAL: 78</td></tr></table> TWO EXITS ARE REQUIRED WHERE OCCUPANT LOAD OR COMMON PATH OF TRAVEL EXCEEDS TABLE 1006.2.1: <table><tr><th>OCC. TYPE</th><th>MAX. OCC. LOAD</th><th>MAX. DISTANCE</th><th>EXITS REQ.</th><th>EXITS PROVIDED</th></tr><tr><td>B</td><td>49</td><td>100</td><td>1</td><td>2</td></tr><tr><td>R-2</td><td>10</td><td>125</td><td>2</td><td>2</td></tr><tr><td>S-2</td><td>29</td><td>100</td><td>2</td><td>2</td></tr></table> CBC 1007.1.1 TWO EXITS OR EXIT ACCESS DOORWAYS EXCEPTION 2. WHERE A BUILDING IS EQUIPPED THROUGHOUT WITH AN AUTOMATIC SPRINKLER SYSTEM IN ACCORDANCE WITH SECTION 903.3.1.1 OR 903.3.1.2, THE SEPARATION DISTANCE OF THE EXIT DOORS OR EXIT ACCESS DOORWAYS SHALL NOT BE LESS THAN ONE-THIRD OF THE LENGTH OF THE MAXIMUM OVERALL DIAGONAL DIMENSION OF THE AREA SERVED. EXIT DOORWAY SEPERATION DISTANCE PER CBC 1007.1.1 EXCEPTION 2: <table><tr><th>REQ. MINIMUM</th><th>PROVIDED</th></tr><tr><td>1/3 OF OVERALL BUILDING DIAGONAL (142' / 3 - 48 FT)</td><td>118' 1 - 1 1/2"</td></tr></table> CBC TABLE 1017.2 EXIT ACCESS TRAVEL DISTANCE PER CBC TABLE 1017.2: <table><tr><th>OCCUPANCY TYPE</th><th>DISTANCE</th></tr><tr><td>RESIDENTIAL, R-2</td><td>250 FT</td></tr><tr><td>BUSINESS, B</td><td>300 FT</td></tr><tr><td>STORAGE, S-2</td><td>400 FT</td></tr></table> CORRIDOR FIRE RESISTANCE RATING PER CBC TABLE 1020.1 <table><tr><th>OCCUPANCY TYPE</th><th>OCCUPANT LOAD</th><th>REQ. RATING</th><th>PROVIDED</th></tr><tr><td>B</td><td>>30</td><td>0</td><td>0</td></tr><tr><td>R-2</td><td>>10</td><td>0 PER CBC 1020.1 EXCEPTION 2</td><td>0</td></tr><tr><td>S</td><td>>30</td><td>0</td><td>0</td></tr></table> PER CBC 1020.1 EXCEPTION 2 A FIRE-RESISTANCE RATING IS NOT REQUIRED FOR CORRIDORS CONTAINED WITHIN A DWELLING UNIT OR SLEEPING UNIT IN AN OCCUPANCY IN GROUP R. MAXIMUM DEAD END CORRIDOR LENGTH PER CBC 1020.4 EXCEPTION 2: 50 FT CBC 1030 EMERGENCY ESCAPE AND RESCUE OPENING 1030.2 MINIMUM SIZE. EMERGENCY ESCAPE AND RESCUE OPENINGS SHALL HAVE A MINIMUM NET CLEAR OPENING OF 5.7 SQUARE FEET. 1030.2.1 MINIMUM DIMENSIONS. THE MINIMUM NET CLEAR OPENING HEIGHT DIMENSION SHALL BE 24 INCHES. THE MINIMUM NET CLEAR OPENING WIDTH DIMENSION SHALL BE 20 INCHES. THE NET CLEAR OPENING DIMENSIONS SHALL BE THE RESULT OF NORMAL OPERATION OF THE OPENING. 1030.3 MAXIMUM HEIGHT FROM FLOOR. EMERGENCY ESCAPE AND RESCUE OPENINGS SHALL HAVE THE BOTTOM OF THE CLEAR OPENING NOT GREATER THAN 44 INCHES MEASURED FROM THE FLOOR. CHAPTER 11A HOUSING ACCESSIBILITY. RESIDENTIAL PORTIONS OF THE BUILDING WILL COMPLY WITH THIS CHAPTER, INCLUDING THE RESIDENTIAL DORMS, RESIDENTIAL RESTROOMS, DAY ROOM, DINING ROOM AND KITCHEN. CHAPTER 11B ACCESSIBILITY TO PUBLIC BUILDINGS, PUBLIC ACCOMIDATIONS, COMMERCIAL BUILDINGS AND PUBLIC HOUSING PUBLIC PORTIONS OD THE BUILDING WILL COMPLY WITH THIS CHAPTER, INCLUDING SITE AMENITIES, WATCHROOM, PUBLIC RESTROOM, COMMUNITY / TRAINING ROOM.										FUNCTION OF SPACE	TOTAL AREA	LOAD FACTOR	MAX OCC. LOAD (CUMULATIVE)	BUSINESS AREA	817 SF	100	2 OCC.	GARAGE (APPARATUS BAY)	5007	200	26 OCC.	RESTROOMS	234	0	0 OCC.	STORAGE	169	300	2 OCC.	CIRCULATION	457	0	0 OCC.	ASSEMBLY (UNCONCENTRATED)	364	15	25 OCC.	EXERCISE ROOM	409	50	9 OCC.	RESIDENTIAL	1531	200	14 OCC.	TOTAL: 78				OCC. TYPE	MAX. OCC. LOAD	MAX. DISTANCE	EXITS REQ.	EXITS PROVIDED	B	49	100	1	2	R-2	10	125	2	2	S-2	29	100	2	2	REQ. MINIMUM	PROVIDED	1/3 OF OVERALL BUILDING DIAGONAL (142' / 3 - 48 FT)	118' 1 - 1 1/2"	OCCUPANCY TYPE	DISTANCE	RESIDENTIAL, R-2	250 FT	BUSINESS, B	300 FT	STORAGE, S-2	400 FT	OCCUPANCY TYPE	OCCUPANT LOAD	REQ. RATING	PROVIDED	B	>30	0	0	R-2	>10	0 PER CBC 1020.1 EXCEPTION 2	0	S	>30	0	0
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CITY OF MILPITAS
INCORPORATED
JANUARY 26, 1954

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	04/09/2019	SCHEMATIC DESIGN



M

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B

A

CITY OF MILPITAS FIRE STATION NO. 2
REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

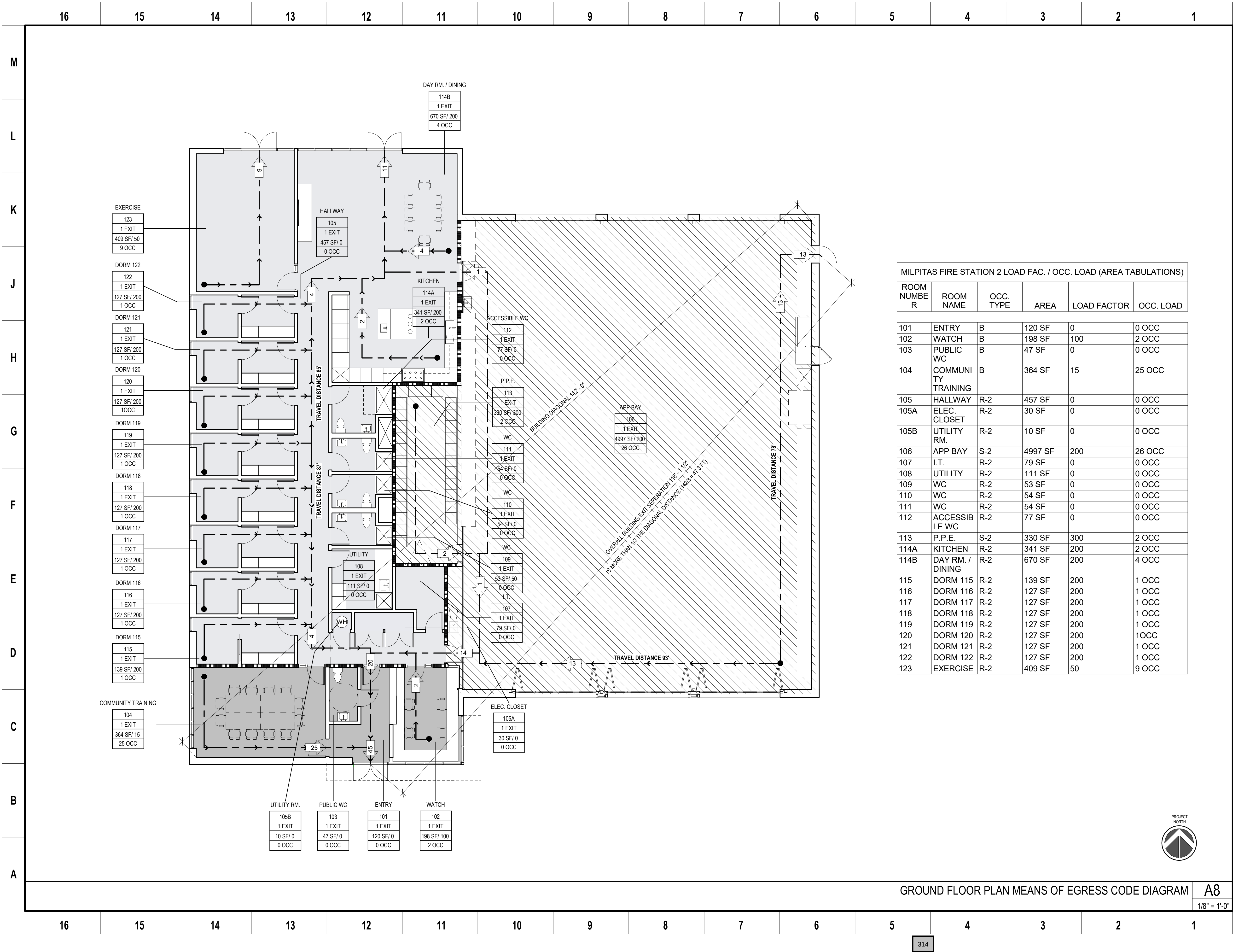
Architect of Record
S H A H
KAWASAKI
ARCHITECTS
570 10th Street, Suite 201
Oakland, CA 94607

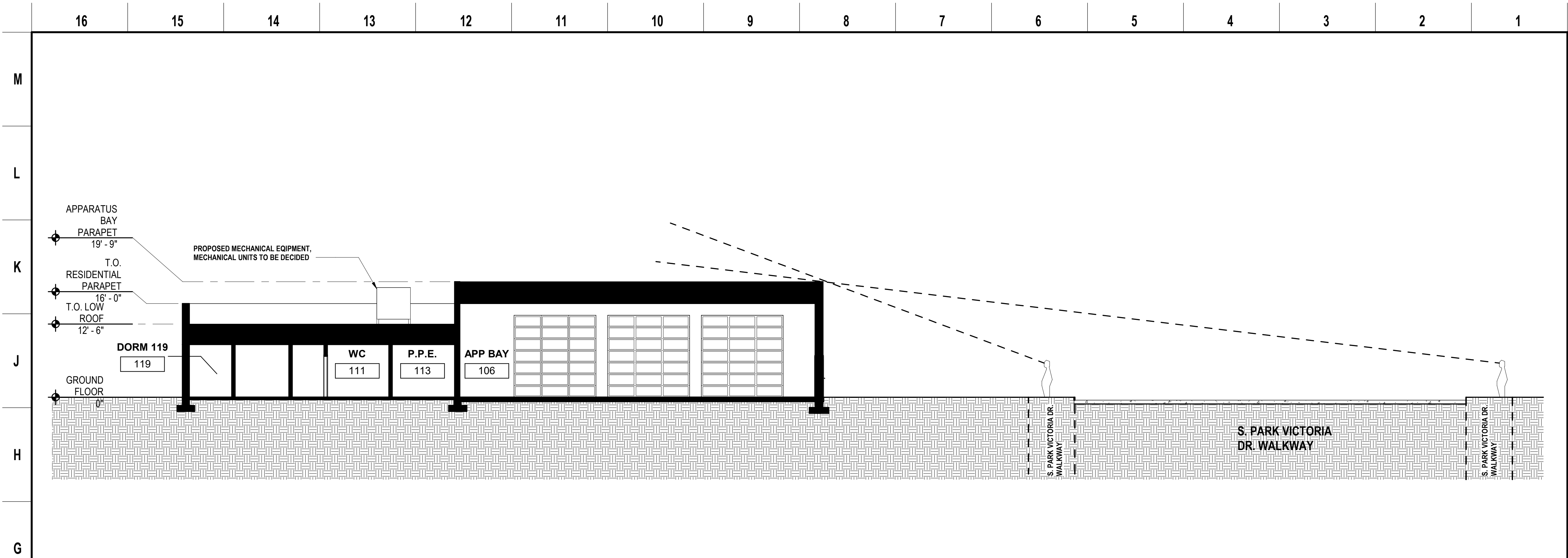
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ABBREVIATIONS & CODE
SUMMARY

Drawing No.

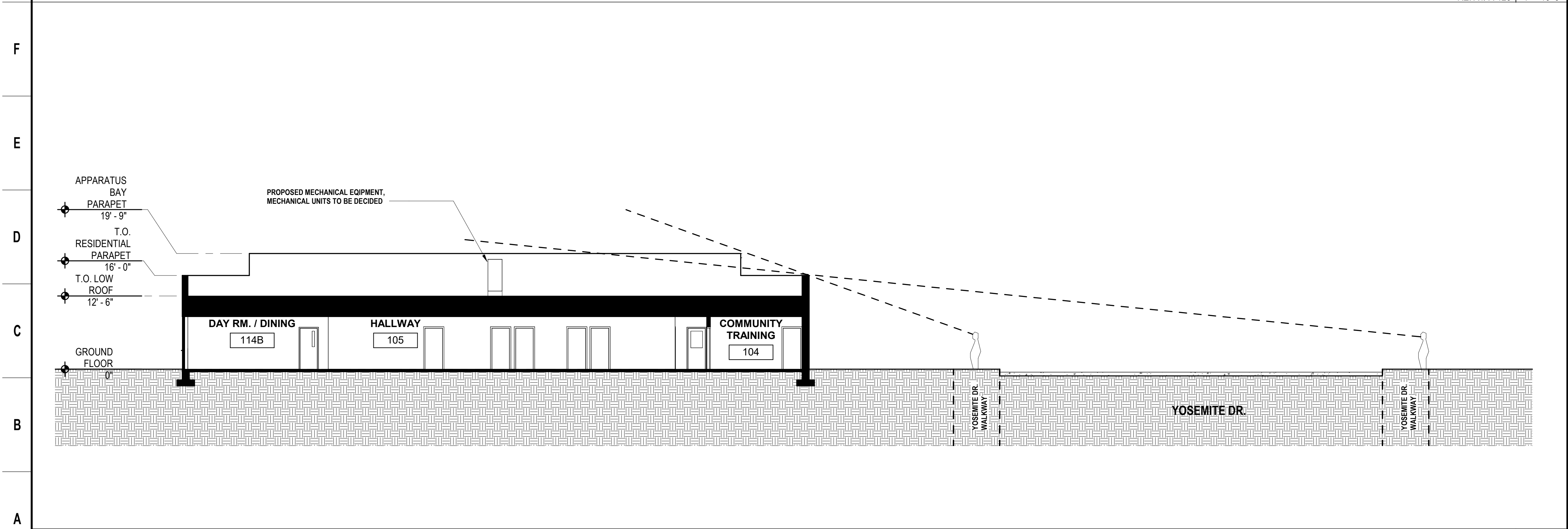
A-002

SKA Project Number: 18725.00





EAST-WEST SECTION
RE: A1/ A-120
1" = 10'-0"



NORTH-SOUTH SECTION
RE: A1/ A-120
1" = 10'-0"



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NO.	DATE	ISSUE DESCRIPTION
	04/08/2019	SCHEMATIC DESIGN

CITY OF MILPITAS FIRE STATION NO. 2
REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
**SHAH
KAWASAKI**
ARCHITECTS
570 10th Street, Suite 201
Oakland, CA 94607

Consultant

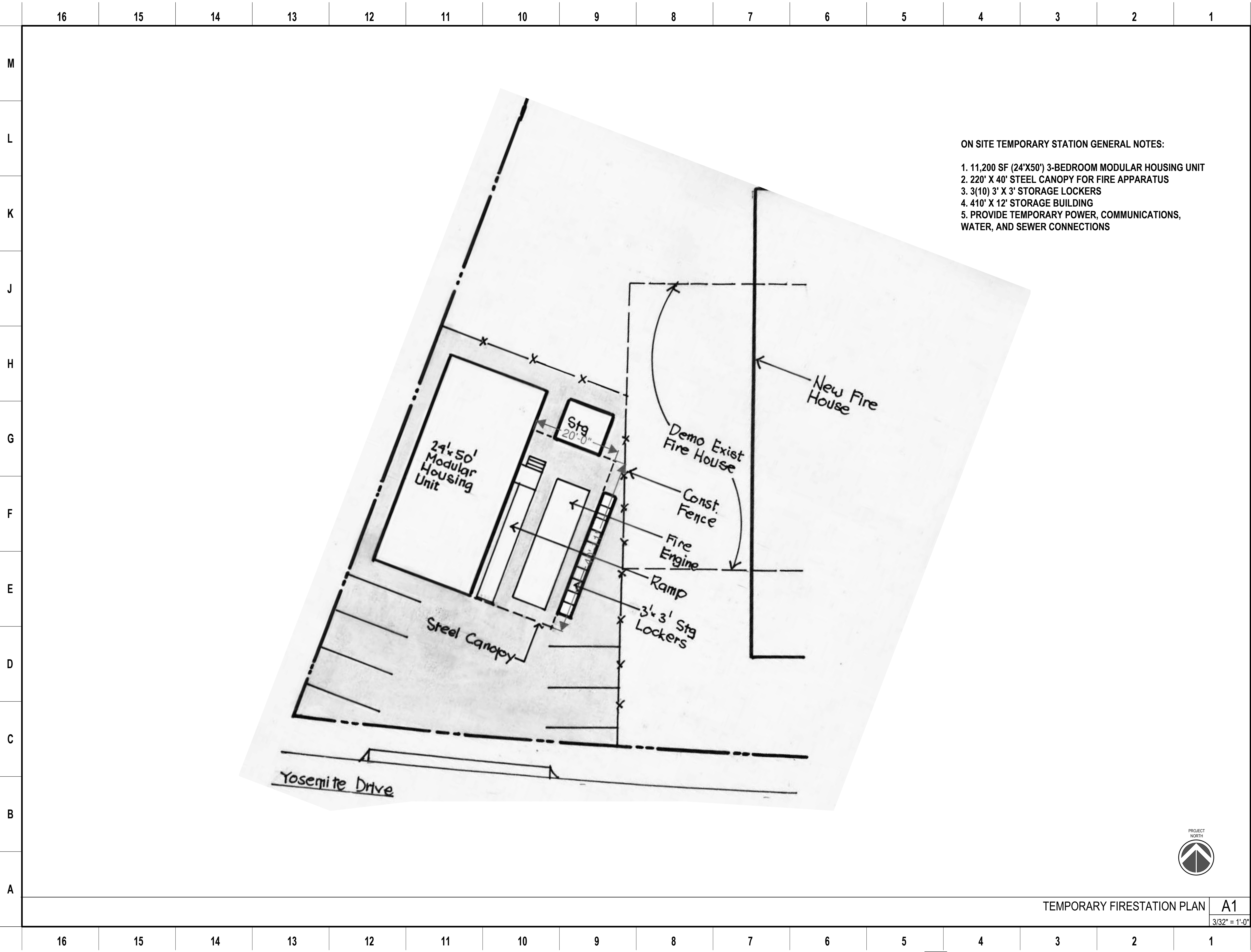
Drawing Title
**SIGHTLINE AND BUILDING
SECTIONS DIAGRAMS**

Drawing No.

A-004

SKA Project Number: 18725.00

NOT FOR CONSTRUCTION



- ON SITE TEMPORARY STATION GENERAL NOTES:
1. 11,200 SF (24'X50') 3-BEDROOM MODULAR HOUSING UNIT
 2. 220' X 40' STEEL CANOPY FOR FIRE APPARATUS
 3. 3(10) 3' X 3' STORAGE LOCKERS
 4. 410' X 12' STORAGE BUILDING
 5. PROVIDE TEMPORARY POWER, COMMUNICATIONS, WATER, AND SEWER CONNECTIONS



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	04/08/2019	SCHEMATIC DESIGN

CITY OF MILPITAS FIRE STATION NO. 2
REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
**SHAH
KAWASAKI**
ARCHITECTS
570 10th Street, Suite 201
Oakland, CA 94607

Consultant

Drawing Title
**TEMPORARY RELOCATION
PLAN DIAGRAM**

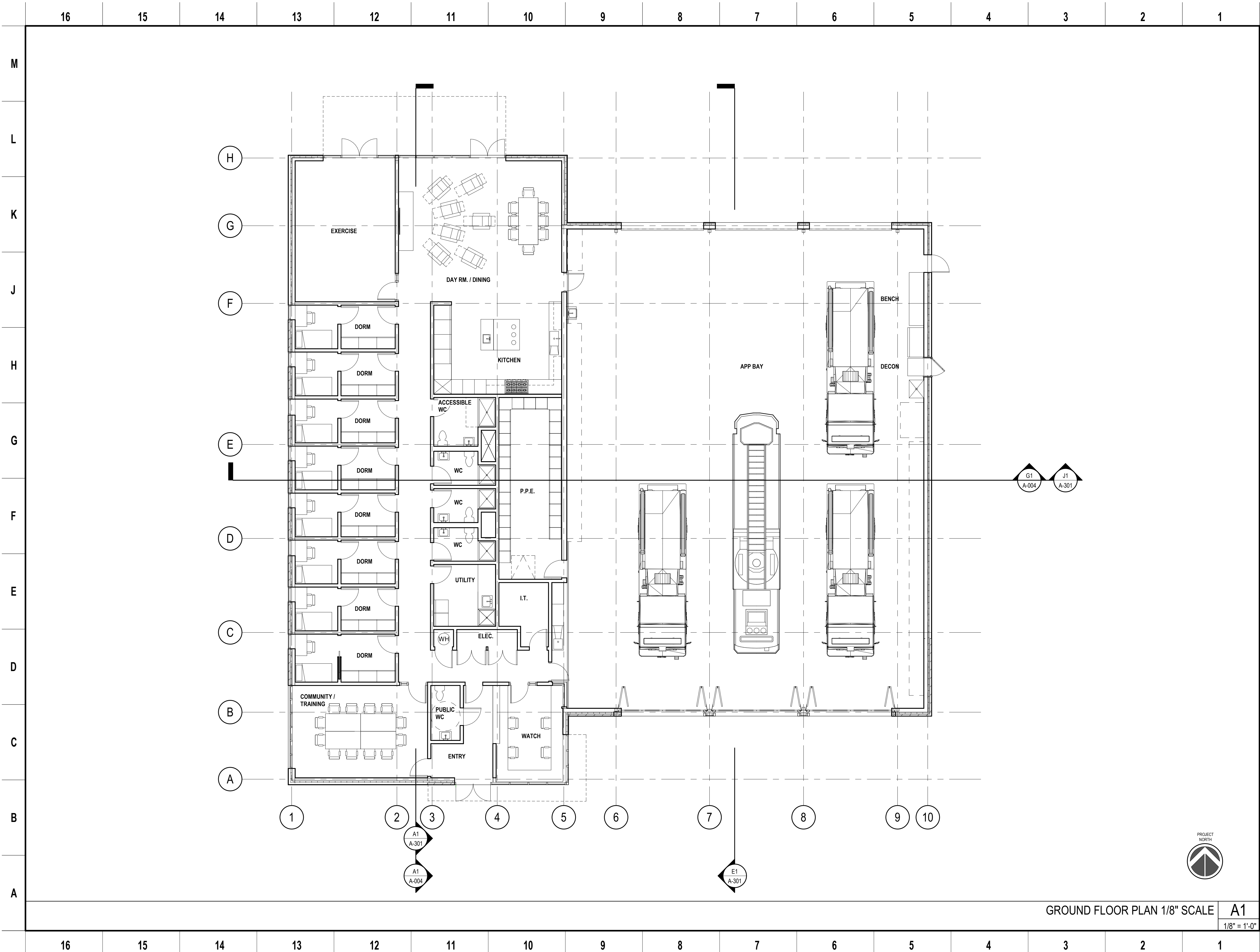
Drawing No.

A-102

SKA Project Number: 18725.00

TEMPORARY FIRESTATION PLAN
A1
3/32" = 1'-0"

NOT FOR CONSTRUCTION



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CITY OF MILPITAS FIRE STATION NO. 2
REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
S H A H
KAWASAKI
ARCHITECTS
570 10th Street, Suite 201
Oakland, CA 94607

Consultant

Drawing Title
FLOOR PLAN

Drawing No.

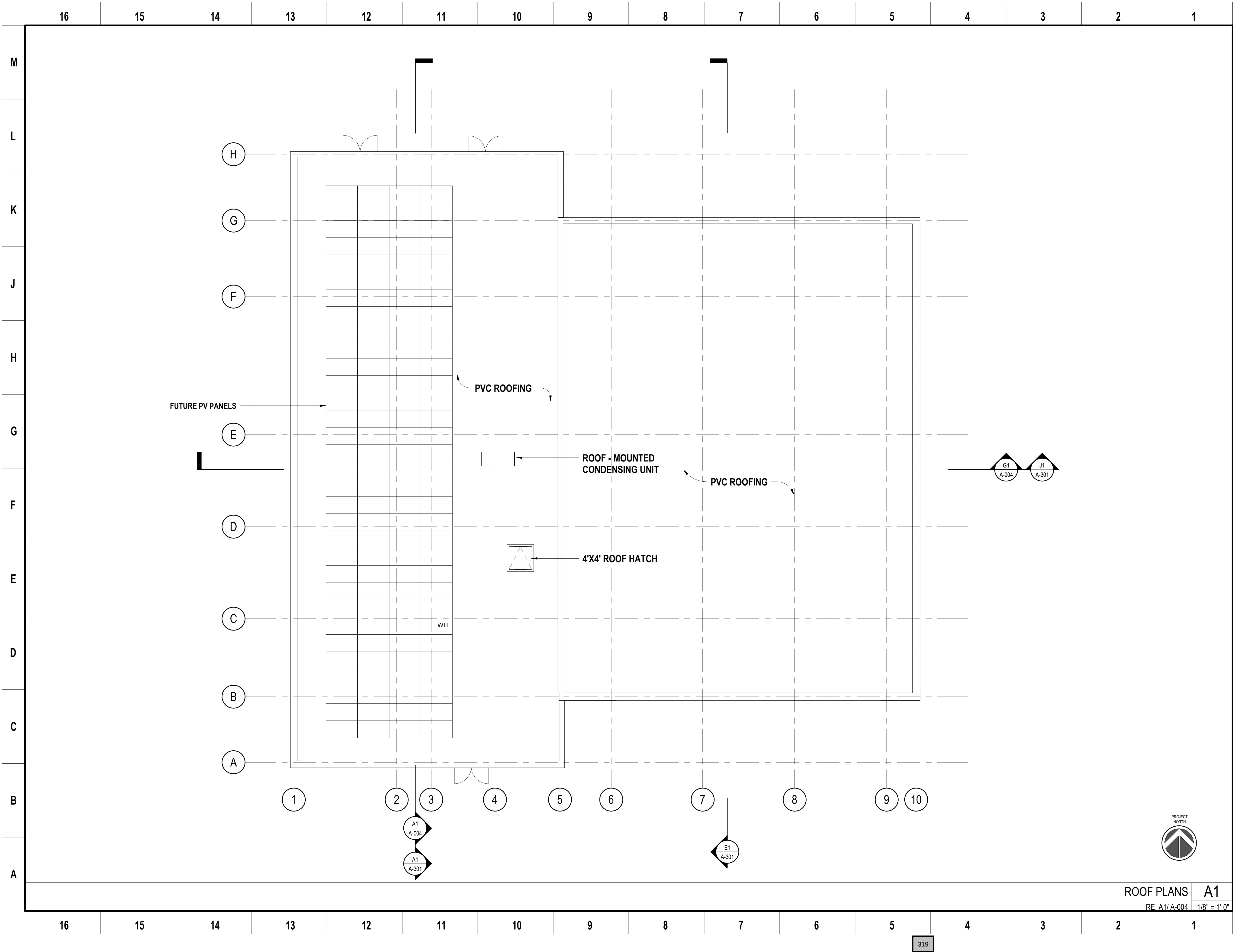
A-120

SKA Project Number: 18725.00

GROUND FLOOR PLAN 1/8" SCALE
1/8" = 1'-0"

A1

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CITY OF MILPITAS FIRE STATION NO. 2
REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
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Oakland, CA 94607

Consultant

Drawing Title
ROOF PLAN

Drawing No.

A-121

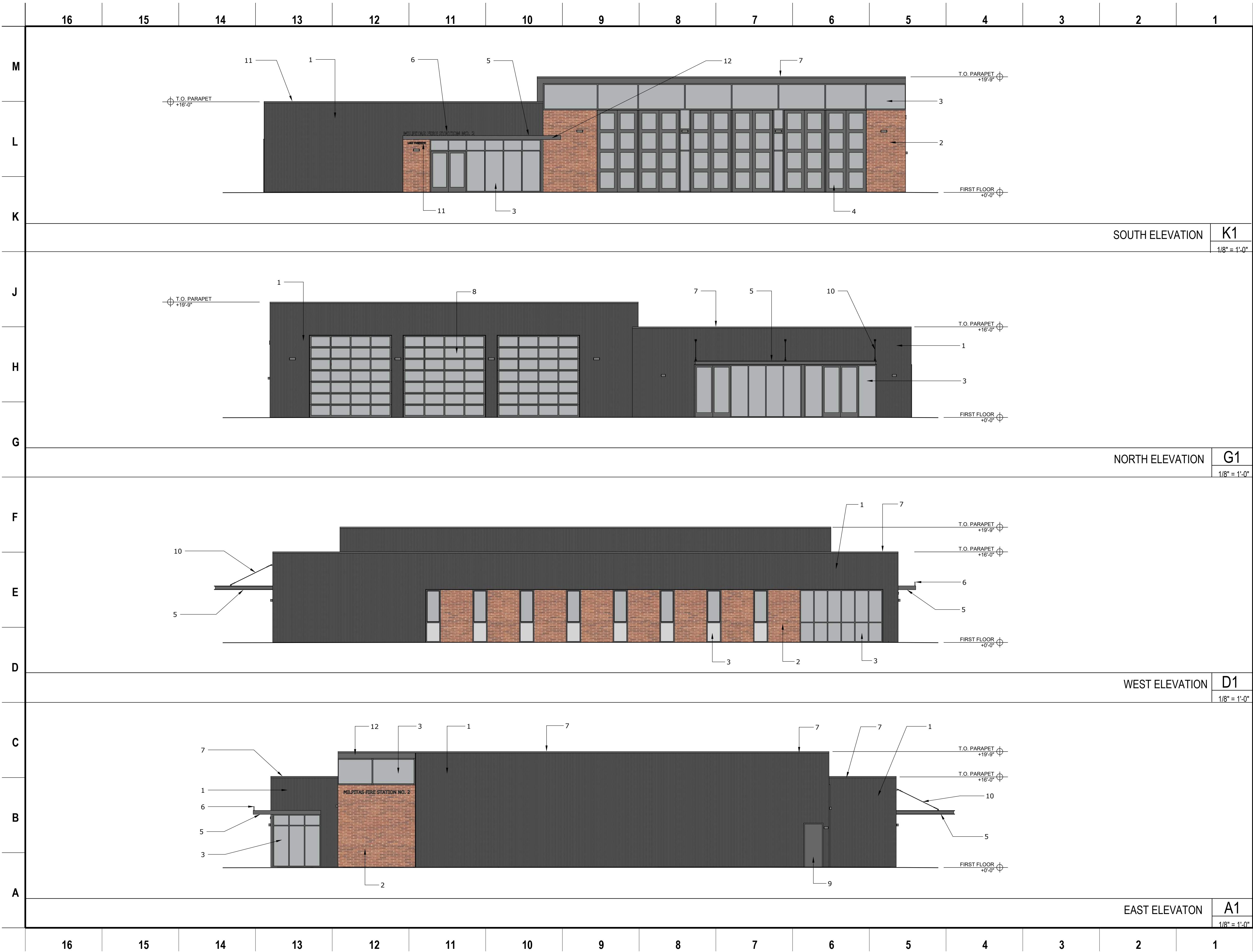
SKA Project Number: 18725.00

ROOF PLANS
RE: A1/ A-004

A1

1/8" = 1'-0"

NOT FOR CONSTRUCTION



SHEET NOTES

1

VERTICAL CORRUGATED METAL PANEL

2

BRICK

3

ALUMINUM STOREFRONT SYSTEM

4

4-FOLD STEEL AND GLAZED DOOR

5

STEEL CANOPY

6

PAINTED METAL COPING

7

PAINTED METAL COPING

8

ALUMINUM ROLL-UP SECTIONAL DOOR

9

PAINTED HOLLOW METAL DOOR

10

STAINLESS STEEL ROD

11

STAINLESS STEEL ADDRESS SIGN

12

PAINTED METAL FASCIA

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CITY OF MILPITAS FIRE STATION NO. 2

1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record

SHAH KAWASAKI ARCHITECTS

570 10th Street, Suite 201
Oakland, CA 94607

Consultant

Drawing Title

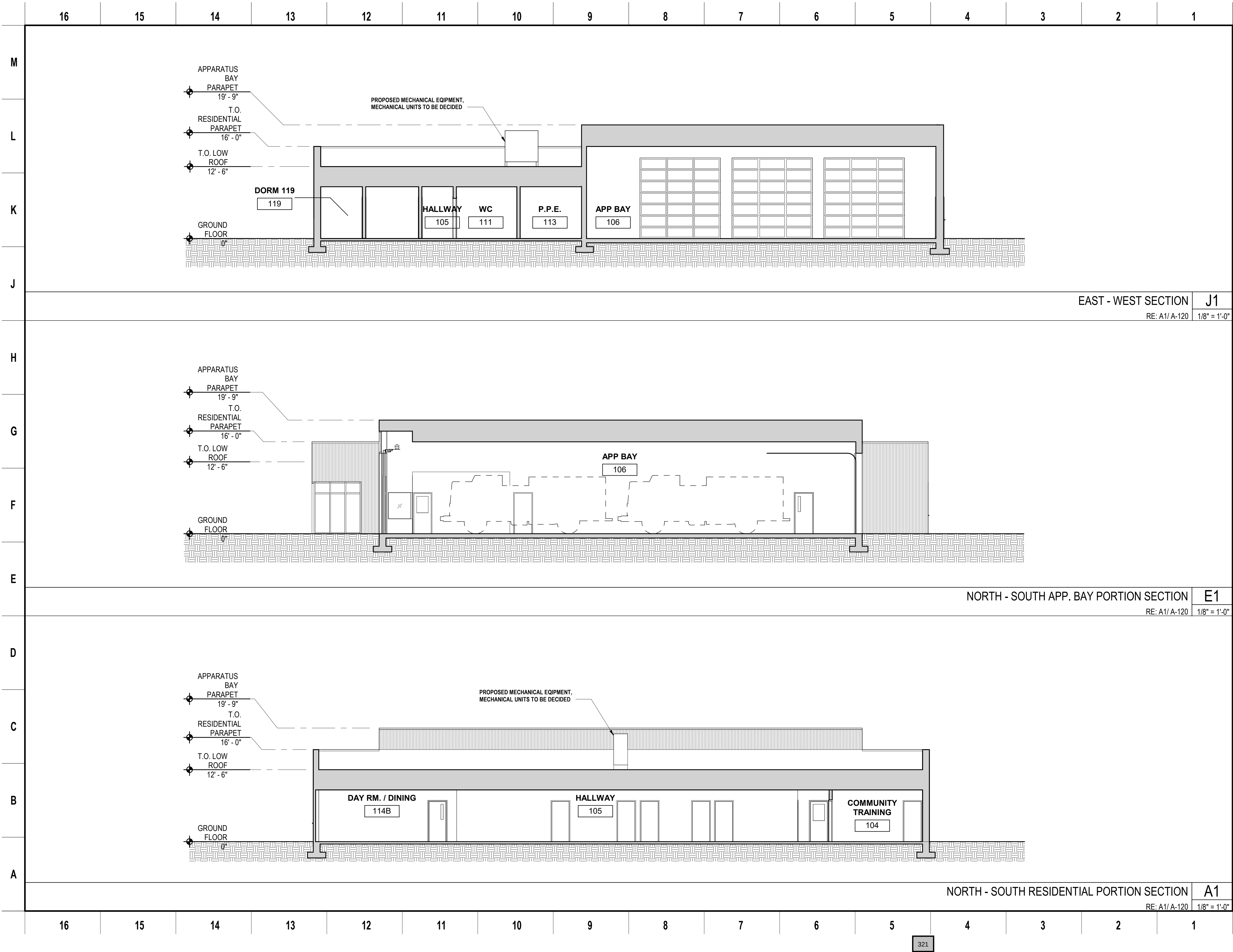
Exterior Elevations

Drawing No.

A-201

SKA Project Number: 18725.00

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CITY OF MILPITAS FIRE STATION NO. 2 REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
SHAH
KAWASAKI
ARCHITECTS
570 10th Street, Suite 201
Oakland, CA 94607

Consultant

Drawing Title
BUILDING SECTIONS

Drawing No.

A-301

SKA Project Number: 18725.00

NOT FOR CONSTRUCTION

16151413121110987654321

M

L

K

J

H

G



SOUTH-WEST CORNER RENDER

87654321

M

L

K

J

H

G



SOUTH-EAST CORNER RENDER

16151413121110987654321

F

E

D

C

B

A



NORTH-WEST CORNER RENDER

87654321

F

E

D

C

B

A



NORTH-EAST CORNER RENDER



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CITY OF MILPITAS FIRE STATION NO. 2 REPLACEMENT
1263 YOSEMITE DR. MILPITAS, CA 95035

Architect of Record
SHAH KAWASAKI ARCHITECTS
570 10th Street, Suite 201
Oakland, CA 94607

Consultant

Drawing Title
RENDERED PRESPECTIVES

Drawing No.
A-401

SKA Project Number: 18725.00

NOT FOR CONSTRUCTION

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Item Attachment Documents:

3. Conduct Study Session on the FY 2019-20 Operating Budget and the 2019-24 Five Year Capital Improvement Program

Jane Corpus, 408-586-3125 and Feliser Lee, 408-586-3143

Recommendation:

Receive FY 2019-20 Budget Presentation and Provide Direction to Staff in Preparation for Budget Adoption on June 4, 2019



CITY OF MILPITAS AGENDA REPORT (AR)

Item Title:	Conduct Study Session on the FY 2019-20 Operating Budget and the 2019-24 Five Year Capital Improvement Program
Category:	Leadership and Support Services
Meeting Date:	5/15/2019
Staff Contact:	Jane Corpus, 408-586-3125 and Feliser Lee, 408-586-3143
Recommendation:	Receive FY 2019-20 Budget Presentation and Provide Direction to Staff in Preparation for Budget Adoption on June 4, 2019

Background:

Staff will present FY 2019-20 Draft Operating Budget FY 2019-24 CIP to the City Council for information and to seek direction in preparation for anticipated budget adoption on June 4, 2019.

Analysis:

Please refer to City Manager's transmittal letters for the FY 19-20 Draft Operating Budget in Attachment 1, and for FY 2019-24 Draft CIP in Attachment 3.

Fiscal Impact:

To be determined based on Council feedback.

California Environmental Quality Act:

N/A

Recommendation:

Receive FY 2019-20 Budget Presentation and Provide Direction to Staff in Preparation for Budget Adoption on June 4, 2019

Attachments:

1. FY 2019-20 Draft Operating Budget (including Transmittal Letter)
2. City Council FY 19-20 Budget Line Item Detail
3. FY 2019-24 Draft Capital Improvement Program (CIP) and memo

2019-2020
OPERATING BUDGET
STUDY SESSION
MAY 15



City of Milpitas



Operating Budget Study Session Table of Contents

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 - b. Draft Budget Summary by department FY 19-20
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 - a. Funded permanent Positions by Department
 - b. FY19-20 New Position Request
 - c. FY19-20 New Position Reclasses
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5. Departmental Summaries
 - a. City Council
 - b. City Manager
 - i. City Clerk
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6. Fiscal Policies
 - a. Fiscal Policies
 - b. Budget Guidelines
7. Reserves
8. 5 Year-Forecast

MEMORANDUM

Office of the City Manager



DATE: May 8, 2019

TO: Honorable Mayor and City Council

FROM: Julie Edmonds-Mares, City Manager

SUBJECT: Fiscal Year 2019-20 Operating Budget Transmittal Letter and May 15 Study Session Preparation

INTRODUCTION

I am pleased to present the proposed Fiscal Year 2019-2020 Operating Budget, a balanced budget that reflects the funding necessary to address the highest priority needs of the Council, community and organization, while anticipating demands of a growing community and saving for the future.

The approval of the annual budget is the single most important policy action that the City Council takes. The annual budget represents the City's priorities for making resource investments, both for the upcoming year and for the long-term future. As such, the budget process incorporates a significant level of participation from the Mayor and Council, our community, key stakeholders, and City staff. Through the budget, our common goal is both to ensure that we use our limited resources as effectively as possible to deliver the services our community expects and deserves, and to operate with strong fiscal discipline and fiscal responsibility as stewards of the future.

We have developed a proposed budget based on Council direction, community input, and organizational needs. The May 15 City Council Study Session will provide an opportunity for Council to give additional feedback and direction prior to adopting the budget in June. The Study Session will focus primarily on the General Fund, which supports core community and essential non-utility services; however, staff will also briefly discuss other funds that support operations such as the Water and Sewer Funds. At the Study Session, we will also discuss key changes to the 2019-2024 Capital Improvement Program (CIP) since the CIP Council Study Session held on March 12. Attached to this memo, please find high-level budget summaries, department budgets, and associated supporting documents for reference.

PROPOSED 2019-2020 BUDGET

The Proposed 2019-2020 Budget is \$245.5 million, of which the General Fund budget is approximately \$119.8 million. The 2020-2024 Five-Year General Fund Forecast was used as the starting point in the development of the budget since it is important to look at both short-term funding needs over the next year and long-term fiscal sustainability. While our City continues to be in a healthy fiscal situation because of a strong economy and the recently approved increase in the Transient Occupancy Tax (TOT) rate, it is prudent to plan for a potential slowdown in the next five years.

The Five-Year General Fund Forecast shown in Table 1 is based on current projections for revenues and expenditures. The forecast does not include potential future revenues such as the transient-occupancy tax that will be generated from the Virgin Hotel, fee increases, short-term rentals, and grants, for an estimated total revenue of \$22.6 million over the five-year forecast. While a specific dollar amount for an anticipated economic downturn has not been built into the forecast numbers, the



MEMORANDUM

Office of the City Manager

proposed budget does include reserves to mitigate the impacts of a mild to medium economic downturn. Additionally, we will be continue to look for opportunities to diversify and increase revenues and bring forward recommendations to Council.

TABLE 1 – FIVE-YEAR GENERAL FUND FORECAST

	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
REVENUES	\$116.08	\$120.47	\$124.23	\$129.38	\$132.07	\$135.65
EXPENDITURES	\$113.78	\$120.21	\$124.98	\$127.61	\$131.91	\$135.84
Net Funding To/(From) PERS Stabilization Reserve	\$-	\$-	\$(0.75)	\$-	\$-	\$(0.19)
NET OPERATING RESULTS	\$2.30	\$0.26	\$0	\$1.77	\$0.16	\$0

COUNCIL PRIORITY AREAS

At the Council Retreat held on February 22, 2019, the City Council identified seven priority areas to guide the proposed budget.

- **Public Safety:** Continue to invest in police and fire protection, in partnership with our community.
- **Environment:** Promote a sustainable community and protect the natural environment.
- **Transportation and Transit:** Continue to seek and develop collaborative solutions to meet the transportation challenges facing our community and our region.
- **Economic Development and Job Growth:** Continue to strengthen our economic foundations that support community prosperity and opportunity while ensuring a sustainable and livable city.
- **Neighborhoods and Housing:** Continue to explore innovative approaches to incentivize affordable housing projects, collaborate with key stakeholders to care for our most vulnerable populations, and support and engage neighborhoods through dedicated programs and services.
- **Community Wellness and Open Space:** Continue to provide parks and amenities for people of all ages and abilities to enjoy higher levels of physical and mental health.
- **Governance and Administration:** Continue to streamline processes for enhanced service and remain committed to long-term fiscal discipline and financial stewardship.

GENERAL FUND BUDGET OVERVIEW

The proposed General Fund budget is approximately \$116.1 million in revenues and \$113.8 million in expenditures. There is a projected surplus of \$2.3 million. This does not reflect the use of \$6 million in prior year's reserve, primarily used for one-time funding of general government capital improvement projects (\$4 million) and the Housing Community Benefit Fund (\$2 million).

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General Fund revenue (including operating transfers in) is \$116.1 million, an increase of 7.1% or \$7.7 million compared to the FY 2018-19 amended revenue of \$108.4 million (an increase of 11.5% or \$12.0 million from FY 2018-19 adopted revenue estimates of \$104.1 million).

- Property Tax revenue is expected to equal \$34.8 million, an increase of 4.5% or \$1.5 million compared to FY 2018-19 amended revenue of \$33.3 million (an increase of 10.8% or \$3.4 million higher than FY 2018-19 adopted revenue estimates of \$31.4 million). This source of revenue has seen an upward trend with new residential housing coming online, primarily in the Transit Area Specific Plan (TASP) area.
- Sales and Use Taxes are expected to equal \$27.2 million, a decrease of 3.9% or \$1.1 million compared to FY 2018-19 amended revenue of \$28.3 million (a decrease of 4.6% or \$1.3 million lower than FY 2018-19 adopted revenue estimates of \$28.5 million) due to downward business level adjustment from recent actuals trends.
- Hotel/Motel Tax, also known the TOT (transient occupancy tax), is expected to equal \$19.3 million, an increase of 24.5% or \$3.8 million higher than FY 2018-19 amended revenue of \$15.5 million (an increase of 52% or \$6.6 million higher than FY 2018-19 adopted revenue estimates of \$12.7 million). This is primarily due to the new TOT rate increase from 10% to 14% following a successful ballot measure (November 2018) and Council rate approval, effective January 3, 2019.
- Licenses and Permits (Building and Fire Permits, Fire Inspection Fees) are expected to equal \$12.8 million, an increase of 2.4% or \$0.31 million higher than FY 2018-19 amended revenue of \$12.5 million (an increase of 30.6% or \$3.0 million higher than FY 2018-19 budgeted revenue of \$9.8 million). This is primarily due to an increase in development activity throughout the City, and approved midyear additions to development staff that are estimated to reduce the backlog of development work. This amount does not yet take into consideration the impact of the Citywide Development Fee Study.
- Charges for Current Services, which include reimbursable private development jobs, recreation user fees, and miscellaneous charges, are expected to equal \$6.5 million, a decrease of 3.0% or \$0.2 million from FY 2018-19 amended revenue of \$6.7 million (a decrease of 13.3% or \$0.9 million lower than FY 2018-2019 adopted revenue estimates of \$7.5 million). This decrease is the result of an adjustment downward to be closer to actual billable staff time in the last two years.

Proposed General Fund expenditures (including operating transfers out) are \$113.8 million, an increase of 6.1%, or \$6.5 million, compared to the FY 2018-19 amended expenditures of \$107.3 million (an increase of 6.8% or \$7.2 million from FY 2018-19 expenditure estimates of \$106.6 million).

- Of the \$10.1 million increase, personnel costs are expected to equal \$90.8 million, an increase of 16.4% or \$12.8 million compared to FY 2018-19 amended expenditures of \$78 million (an increase of 10% or \$8.2 million higher than FY 2018-19 adopted expenditures of \$82.6) due to the addition of 23.75 new staff positions; increased employer contributions to pension plans; increased employee benefits; and minor staffing reclassifications and reallocations. The FY

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2018-19 amended budget includes a 3% vacancy factor. Assumptions for personnel costs also include salaries pursuant to contracts negotiated with employee groups and a 3% cost of living adjustment for those groups without a current labor contract or with a labor contract expiring June 30, 2019. These include the Mid Confidential, Protech, and unrepresented employees. FY 19-20 personnel costs also include a 3% vacancy factor.

- Supplies and services are expected to equal \$22 million, an increase of 11.1% or \$2.2 million compared to FY 2018-19 amended expenditures of \$19.8 million (an increase of 14.6% or \$2.8 million higher than FY 2018-19 adopted expenditures of \$19.2 million) mostly in the areas of contractual services and maintenance and due to items including, but not limited to, parks maintenance, janitorial services tree and streetscape maintenance, HVAC maintenance, and City Attorney services.

PROPOSED 2019-20 BUDGET OVERVIEW

Although most of this budget message describes changes and proposed actions that address service enhancements, it is important to note that most of the City's budget is allocated to delivering basic services, year after year. In the context of a \$119.8 million General Fund budget (includes one-time transfers of \$6.0 million) and a \$245.5 million total City budget, \$10.6 million or 4.3% is allocated to new actions. The \$10.6 million is comprised of \$3.9 million for new positions and \$6.7 million for other services, programs, and projects.

TABLE 2 – 2019-2020 BUDGET SUMMARY

2019-2020 Proposed Budget – All Funds (\$ in millions)				
	2018- 2019 Adopted	2018- 2019 Amended	2019- 2020 Adopted	% Change from Amended
General Fund	\$106.6	\$113.6	\$119.8	5.5%
Special Funds	\$11.0	\$13.2	\$20.5	55.3%
Water Fund	\$42.4	\$34.5	\$41.5	20.3%
Sewer Fund	\$16.5	\$16.6	\$42.8	157.8%
Net Operating Funds	\$176.5	\$178.0	\$224.6	26.1%
Capital Projects Funds	\$30.5	\$56.5	\$20.9	-0.63%
Total	\$207.0	\$234.5	\$245.5	4.7%

The increases in the Water and Sewer funds are due to capital improvement projects totaling \$12.9 million and \$28.5, respectively, which will be funded through bond financing.

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PROPOSED SERVICE ENHANCEMENTS AND KEY BUDGET ACTIONS

Our City has seen a significant rise in development activity and with the anticipated opening of the new Milpitas BART station and transit center, we need to adjust our staffing levels and resources to continue to provide a high level of service to the community. To address this need, in December 2018, the City Council approved 10 new positions and invested \$5.1 million in other services. The 10 new positions (full-time equivalents or FTEs) consisted of 9.0 FTEs in the Building and Housing Department and 1.0 FTE in the Fire Department. The 9.0 added in Building and Housing were (1) Building Official, (1) Administrative Analyst II, (1) Plan Review Manager, (2) Plan Check Engineers (converted from (2) temporary positions), and (4) building inspectors (converted from (4) temporary positions). The 1.0 added in the Fire Department was a Fire Prevention Inspector. In February 2019, the City Council approved an additional 3 new positions (2) Community Service Officers, or CSOs, in the Police Department and (1) Human Resource Technician in the HR department) and an investment of \$1.0 million in other services. The Adopted FY 2018-2019 budget was amended to reflect these additional expenditures, as well as new revenues based on the 4% increase in TOT and an increase in taxes, fees, and other charges.

Even with the Mid-Year additions, there remain several critical needs to support a high level of service to the community. Based on input at the Council Retreat held in February 2019 and subsequent budget study sessions, a citywide community survey and community meetings, an internal City staff survey, and Open Town Hall employee meetings, the proposed budget includes a number of recommendations that address existing needs and newly identified priorities.

The proposed budget includes the addition of 23.75 FTEs and strategic investments in other areas that support Council Priority Areas, including critical staffing needs to close organizational gaps, programming and services to support a high service delivery model, efficiencies through the use of technology and streamlined processes, and investment in our workforce through professional development.

In Fiscal Year 2018-2019, the City structured its operations into City Services Areas or CSAs that foster interdepartmental coordination of efforts, resources, and goals. Proposed service enhancements and key budget actions are described briefly within each CSA section; additional details, including the full cost impacts, are included in the accompanying packet of Study Session materials.

Public Safety CSA

(Fire and Police)

Service Enhancement Highlights

1. Add 2 new police officers to respond to continued growth and the new BART station
2. Fund 2 new Community Service Officers for community policing services, including crime prevention
3. Provide staffing to operationalize the new ambulance, initially funded through overtime and ultimately staffed by firefighter paramedic trainees (anticipated to be partially offset by SAFER grant)
4. Create entry level Fire Inspector to enable succession planning
5. Add funding for enhanced training for police and fire staff
6. Increase administrative and analytical support for Police and Fire to enable more efficient use of sworn staff

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- Invest in resources and systems to enable effective use of technology for public safety

Key Proposed Budget Actions

Personnel	Non-Personnel
Add (2) Police Officers (\$461k)	Increase funding for training in Police and Fire (\$110k)
Add (2) Community Services Officers (\$316k)	Increase funding for Fire medical evaluations (\$90k)
Add (1) Police Management Analyst (\$198k)	Contractual services for technology upgrades in Fire (\$110k)
Add (1) Communications Dispatcher (\$181k)	Add (6) new vehicles in Police (\$281k)
Add (1) Executive Assistant in Fire (\$128k)	
Add (1) Entry Level Fire Inspector (\$167k)	
Increase Overtime in Fire to staff new ambulance (\$630k)	

Community Development CSA

(Building and Housing, Economic Development, Planning, Engineering – Land Development)

Proposed Service Enhancement Highlights

- Increase funding for affordable housing projects and operations (including \$2 million for Housing Community Benefit Fund) and provide funding for tenant protection and homeless services.
- Add funding for long-term planning and policy work to support the fast pace of growth and community and Council interest in developing new policies; add an intern to enhance customer access to zoning information.
- Add funding for a pilot Community Beautification program, the program could be mini grants for projects throughout the City.
- Add funding for a pilot Façade Improvement Grant Program to enable mini grants to businesses and property owners along S. Main Street in downtown to enhance the physical appearance and economic vitality of commercial businesses. The pilot also seeks to fund improvements, which create outdoor dining or gathering spaces to promote activity in the downtown.
- Add funding for the Better Block community engagement strategy to catalyze revitalization along commercial corridors. Better Block events transform several blocks of a commercial corridor over a few days with temporary pop-up shops, parklets, bike paths, outdoor seating and other place-making activities. Staff and the community evaluate these activities and take action to input into place changes that will help transform S. Main Street into a vital commercial corridor and community-gathering place.
- Provide ongoing funding for the implementation of EPS (Economic Planning Systems) real estate findings. This will include real estate developer solicitation, selection and negotiations that will allow for the implementation of development strategies of specific opportunity sites throughout the City.

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Key Proposed Budget Actions

Personnel	Non-Personnel
• Add One Principal Planner (\$222k)	• Dedicated case manager for homeless services through a non-profit (\$75k)
• Reclassify One Electric/Building Inspector to Senior Building Inspector (\$17k)	• Repairs to homeless shelter facilities (\$60k one-time)
• Reclassify One Plan Check Engineer to Senior Permit Center Analyst (-\$5k)	• Food pantry program \$14k
• Temporary staff to evaluate and make recommendations for a Sister Cities Program (\$25,000)	• Pilot Community Beautification Program (\$200k one-time)
	• Pilot Façade Improvements (Main St. Store front) Grant Program (\$50k one-time)
	• Better Block Pilot – Main St Events (\$50k one-time)
	• Contractual services to develop developments strategies for specific opportunity sites \$75k

Community Services and Sustainable Infrastructure CSA

(Engineering, Recreation and Community Services, and Public Works)

Proposed Service Enhancement Highlights

1. Invest in aging infrastructure including streets, utilities, facilities, and parks (including one time funding of \$4 million from General Fund unassigned reserve for parks, facilities, and traffic/transportation projects)
2. Add resources for maintenance of parks, trees and facilities, including freeing up 2 existing FTEs by contracting out the maintenance of 9 additional parks
3. Create a program coordinator position to administer a centralized assistance/subsidy program, add resources and funding to establish a subsidy program for water and sewer utilities.
4. Add resources to ensure all City assets are accurately recorded in GIS.
5. Move solid waste and storm utility to Public Works so as to better align work with other utilities, add resources to solid waste to manage the program, to pro-actively track and manage regulatory and legislative changes, and to ensure compliance.
6. Add resources for special events and recreation programs.
7. Added resources for a Citywide lease program for the City's light duty fleet, of which 85% are over 10 years old. This will allow for the timely replacement of the City's vehicles while maximizing equity at time of resale, as well as acquiring new, more fuel efficient and safer vehicles for employees to drive.



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8. Use one-time funding and partner with PG&E and Silicon Valley Clean energy to install electric vehicle charging stations.

Key Proposed Budget Actions

Personnel	Non-Personnel
Add One Public Services Assistant (\$87k) - net costs offset by existing temporary salaries	Increase funding for special events and programs (\$150k)
Add (1) Recreation Assistant II (\$48k) – net costs offset by existing temporary salaries	Establish Rate Assistance Program for Water and Sewer Utilities (\$100k)
Add (0.75) Office Assistant (\$29k) – net costs offset by existing temporary	Contractual services for on call emergency pipe repairs (\$320k)
Reclassify (1) Case Manager to (1) Program Coordinator to manage rate assistance program (\$18k)	Increase funding for contractual services for (9) additional parks (\$208k)
Temporary staff in Recreation to enhance youth programs, special events, and aquatics programs (\$213k); conversion of fitness instructors from contractual services (\$172k) to temporary staffing totaling \$385k, 82% to be offset by fees	Establish a new fleet lease program (\$168k)
Add (1) Maintenance Worker III (Tree Maintenance) (\$164k)	Funding for electric charging stations (\$200k)
Add (1) Senior Administrative Analyst (Solid Waste Program Manager) (\$191k)	Add (11) new vehicles (\$565k)
Add (1) Environmental Inspector (\$152k)	Contractual services to address GIS backlog (\$100k one-time)
Temporary staffing in Public Works to respond to weed abatement, blight and tree maintenance (\$111,000)	
Add (1) GIS Technician I (\$175k)	
Add (2) Junior/Assistant Civil Engineers (\$347k)	

Leadership and Support Services

(City Council, City Manager, City Attorney, City Clerk, Finance, Human Resources, and Information Services)

Service Enhancement Highlights

1. Add funding for a 2 year limited term professional grant writer to track and coordinate grants on a citywide basis; evaluate making position permanent in the future based on return on investment
2. Add a dedicated administrative support resource for the Mayor and Council to enhance community and regional engagement
3. Add funding to enhance communications through translation services and improved website



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4. Add funding for additional community outreach on Census2020
5. Add funding and resources in Human Resources and Information Services to better support public safety and other front line departments and to ensure compliance with current personnel laws, regulations, and best practices
6. Add resources in Finance to enable new debt financing, update finance standard operating procedures (SOPs), and to manage additional work related to the tracking of impact fees, Community Facility Districts, and implementation of several large enterprise wide technology systems
7. Add funding for a contract Portfolio Investment Manager to enable better tracking and management of the City's cash portfolio
8. Rename Information Services to Information Technology to better reflect the types of services provided by the department
9. Add funding for contractual services to conduct annual community and employee surveys
10. Add funding for additional citywide training

Key Proposed Budget Actions

Personnel	Non-Personnel
• Add (1) Administrative Assistant in Finance (\$133k) – net costs offset by existing temporary staffing	• Contractual services to update Finance SOPs (\$150k one-time)
• Add (1) Finance Manager (\$201k)	• Contractual services for a Portfolio Investment Manager (\$150k one-time)
• Add (1) Administrative Assistant for Council (\$145k)	• Census2020 Outreach (\$50k)
• Reclassify (1) Executive Assistant to (1) Sr. Executive Assistant	• Contractual services for maintenance for new technology (\$130k)
• Add (1) Information Technology Analyst in IT, dedicated to Public Safety (\$188k)	• Increase funding for citywide training (\$35k)
• Add (1) Employee Relations Officer in Human Resources (\$218k)	• Increase funding for City Attorney contract (\$337k)*
• Reclassify (1) Accounting Technician II to Junior Accountant in Finance (\$10k)	
• Add (1) Limited-Term Professional Grant Writer for 2 years (\$162k)	
• Add (1) Limited-Term Management Fellow (\$114k)	
• Add (2) Special Projects Associates and (1) Buyer in Finance and HR (\$159k)	

**\$97,000 was added during FY 18-19 for the new City Attorney contract approved September 2018*



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RESERVES

California cities continue to face the growing challenge of rising pension costs, unfunded pension liabilities and increases to medical benefit costs for both active and retirees. Addressing unfunded pension liabilities is a prudent and essential element of our strategy to ensure the long-term fiscal sustainability of Milpitas.

In December 2018, the City Council took significant strides in addressing the issue by using \$10 million in one-time operating surplus funds to increase the CalPERS Rate Stabilization Fund to approximately \$29 million. Staff continues to explore funding mechanisms for both the short and long term unfunded liabilities.

The total General Fund Reserves are \$75.6 million. A summary breakdown of the current General Fund Reserves is shown below in Table 3. Since the Unassigned Reserves are \$36.1 million, \$17.2 million higher than the 2 months of operating expenses required by Council policy, I am recommending allocation of a portion of these reserves to other high priority needs, as shown in Table 3. If the recommendations are approved the Unassigned Reserve will have a remaining balance of \$0.9 million.

TABLE 3 – GENERAL FUND RESERVES/TRANSFERS TO OTHER FUNDS (\$ in Millions)

	FY 18-19 Current Balance	Proposed Allocation	FY 19-20 Balance	Target
General Fund Reserves				
Unassigned	\$17.2	\$(14.3)	\$0.9	N/A
Unassigned General Fund (2 months operating expenses)	\$18.9	\$-	\$18.9	\$18.9
Total Unassigned Reserve	\$36.1	\$(14.3)	\$21.8	N/A
Budget Stabilization Fund (one month of operating expenses)	\$5.00	\$4.45	\$9.45	\$9.45
Technology Replacement Reserve	\$1.0	\$1.00	\$2.00	\$5.0
Facilities Replacement Fund	\$2.5	\$4.50	\$7.00	\$10.0
Artificial Turf	\$1.0	\$0.23	\$1.23	\$1.8
PERS Stabilization	\$30.0	TBD*	\$30.0	\$187.0
Total General Fund Reserves	\$75.6	\$10.18	\$65.42	N/A
General Fund Reserve Transfers				
General Government CIP Fund	\$-	\$4.0	N/A	N/A
Housing Community Benefit Fund	\$-	\$2.0	N/A	N/A
Rate Assistance Program for Utilities	\$-	\$0.1	N/A	N/A
Total Transfers from General Fund Reserves	\$-	\$6.1	\$-	N/A

*Amount pending FY 18-19 surplus

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PROPOSED AMENDMENTS TO FISCAL POLICIES AND SIGNATURE AUTHORITY

Changes to Fiscal Policies

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures). With the significant levels of growth the City has experienced in the past year, staff is recommending the allocation of each year's audited year end surplus funds allocated as follows (after all Contingency Reserve requirements are met) and with the remaining funds being allocated (40%) to the Unassigned General Fund Reserve.

- a. 20% to the PERS Rate Stabilization Reserve (see Policy #36 below)
- b. 20% to the General Government Capital Improvement Fund (see #48 below)
- c. 10% to the Housing Community Benefit Fund (Fund 215)
- d. 10% to Transportation/Transit

Staff is also recommending that the annual set aside for artificial turf be reduced from \$250,000 to \$230,000.

Changes to Budget Guidelines

Currently, the City Manager has authority to approve any contract amount that is \$100,000 or less. Staff is recommending that the City Manager authority to amend and/or transfer appropriations be increased from \$20,000 to \$100,000 to coincide and be consistent with his or her contract authority.

ACKNOWLEDGMENTS

First and foremost, I would like to thank the City Council for your leadership and direction. With your guidance, Milpitas is poised to provide higher levels of service, in a more efficient and streamlined manner, that will increase the already high quality of life our residents have enjoyed.

To be successful, the annual budget development process must rely on broad and deep collaboration and communication at every step of the way by multiple stakeholders, both in the community and within our organization. I want to thank the community for the invaluable feedback through the citywide community survey, budget survey, community meetings and other input received in a variety of ways. We are fortunate to have an engaged community and we thank you for all your time and efforts.

I also thank our entire Executive Team for thoughtfully developing a draft proposed operating budget that supports the Council Priority Areas, as well as our Finance and Engineering Departments for analyzing expenditures, estimating revenues necessary to balance costs, establishing an enhanced budget development process, and preparing extensive budget materials needed to make key informed decisions.

Together, a tremendous amount of work was put into this proposed budget and I want to extend my appreciation to each and every person that played a role into ensuring the budget reflects the needs of the community through the City Council Priority Areas in a strategic, balanced way. Milpitas is at the forefront of many regional issues, such as affordable housing, economic development and job growth and it is a very exciting time. I believe that the year ahead will present many areas of opportunity for us to continue to provide superior service that will be recognized by peers and enjoyed by those who visit, work and live in Milpitas.

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Summary Tables

Draft Budget Summary 2019-2020

	GRAND TOTAL	GENERAL FUND	HOUSING AUTHORITY	OTHER FUNDS	CAPITAL PROJECTS	WATER FUND	SEWER FUND
ESTIMATED REVENUES							
Property Taxes	28,391,781	28,391,781	0	0	0	0	0
RFTTF Distributions	6,414,919	6,414,919	0	0	0	0	0
Sales and Use Taxes	27,200,042	27,200,042	0	0	0	0	0
Other Taxes	1,128,000	1,128,000	0	0	0	0	0
Franchise Fees	5,147,000	4,937,000	0	210,000	0	0	0
Hotel/Motel Taxes	19,297,639	19,297,639	0	0	0	0	0
Licenses and Permits	12,778,000	12,778,000	0	0	0	0	0
Fines and Forfeits	478,500	478,500	0	0	0	0	0
Interest Income	4,248,000	1,267,000	115,000	281,000	1,532,000	539,000	514,000
Intergovernmental	5,587,556	1,445,927	0	3,652,629	489,000	0	0
Charges For Current Services	63,980,946	6,512,000	70,000	4,637,552	0	33,629,267	19,132,127
Other Revenue	23,698,420	241,000	0	3,304,000	17,954,420	1,139,000	1,060,000
Operating Transfers In	21,685,417	5,993,002	0	2,300,000	13,292,415	0	100,000
sub-total	220,036,220	116,084,810	185,000	14,385,181	33,267,835	35,307,267	20,806,127
Other Financing Sources							
(Increase) Decrease of Prior Year Reserves	11,874,198	6,000,000	1,398,674	4,475,523	0	0	1
(Increase) Decrease of Fund Balance	(46,441,578)	(2,303,761)	0	0	(12,379,434)	(18,759,870)	(12,998,513)
Other Financing Sources	60,000,000	0	0	0	0	25,000,000	35,000,000
sub-total	25,432,620	3,696,239	1,398,674	4,475,523	(12,379,434)	6,240,130	22,001,488
TOTAL	245,468,840	119,781,049	1,583,674	18,860,704	20,888,401	41,547,397	42,807,615
BUDGETED APPROPRIATIONS							
Personnel Services	102,836,202	90,833,810	728,276	4,014,241	161,986	4,027,954	3,069,935
Supplies & Contractual Services	55,951,971	21,964,137	855,398	3,021,432	0	21,514,897	8,596,107
Capital Outlay	1,626,262	183,102	0	1,333,160	0	110,000	0
Operating Transfers Out (Ongoing)	800,000	800,000	0	0	0	0	0
sub-total	161,214,435	113,781,049	1,583,674	8,368,833	161,986	25,652,851	11,666,042
Capital Improvements	62,035,725	0	0	0	20,551,415	12,944,260	28,540,050
Debt Service	1,333,263	0	0	0	75,000	225,225	1,033,038
Operating Transfers Out (One-Time)	20,885,417	6,000,000	0	10,491,871	100,000	2,725,061	1,568,485
sub-total	84,254,405	6,000,000	0	10,491,871	20,726,415	15,894,546	31,141,573
TOTAL	245,468,840	119,781,049	1,583,674	18,860,704	20,888,401	41,547,397	42,807,615
FUND BALANCE							
Fund Balance 7/1/19	290,768,239	75,976,239	7,070,000	20,850,000	117,472,000	35,900,000	33,500,000
Net Changes in Fund Balance	34,567,380	(3,696,239)	(1,398,674)	(4,475,523)	12,379,434	18,759,870	12,998,512
Fund Balance 6/30/20	325,335,619	72,280,000	5,671,326	16,374,477	129,851,434	54,659,870	46,498,512

Draft Budget Summary 2019-2020

	GRAND TOTAL	GENERAL FUND	HOUSING AUTHORITY	OTHER FUNDS	CAPITAL PROJECTS	WATER FUND	SEWER FUND
Restricted	14,521,326	0	5,671,326	8,850,000	0	0	0
Restricted for CIP	207,209,817	0	0	0	129,851,434	49,359,870	27,998,513
Committed, Other	3,500,000	2,800,000	0	700,000	0	0	0
Committed, Artificial Turf	1,230,000	1,230,000	0	0	0	0	0
Committed, Technology	2,000,000	2,000,000	0	0	0	0	0
Committed, Facilities	7,000,000	7,000,000	0	0	0	0	0
Committed for PERS	30,000,000	30,000,000	0	0	0	0	0
Unassigned, Unrestricted	31,524,477	900,000	0	6,824,477	0	5,300,000	18,500,000
Unassigned, 2 months	18,900,000	18,900,000	0	0	0	0	0
Unassigned, Budget Stabilization	9,450,000	9,450,000	0	0	0	0	0
TOTAL	325,335,620	72,280,000	5,671,326	16,374,477	129,851,434	54,659,870	46,498,513

**Draft Budget Summary by Department
Fiscal Year 2019-2020**

Service Areas	Personnel Services	Services & Supplies	Capital Outlay	General Fund Total	\$ Change From Prior Yr	% Change From Prior Yr	Non-General fund Total	Grand Total
City Council	386,324	200,995	0	587,319	(354,788)	-60.4%	0	587,319
City Manager	1,810,296	360,200	0	2,170,496	48,249	2.2%	305,410	2,475,906
City Clerk	586,844	40,000	0	626,844	(147,056)	-23.5%	0	626,844
City Attorney	184,764	1,005,600	0	1,190,364	344,082	28.9%	0	1,190,364
Economic Development	740,591	199,215	0	939,806	(32,628)	-3.5%	50,000	989,806
Building and Housing	6,052,920	576,471	0	6,629,391	32,925	0.5%	2,497,239	9,126,630
Information Services	2,312,051	1,237,552	0	3,549,603	388,576	10.9%	839,341	4,388,944
Human Resources	1,368,518	677,151	0	2,045,669	463,355	22.7%	0	2,045,669
Recreation	4,954,145	1,507,593	1,489	6,463,227	714,684	11.1%	0	6,463,227
Finance	3,753,753	613,324	0	4,367,077	631,274	14.5%	1,730,354	6,097,431
Public Works	4,944,206	4,337,245	0	9,281,451	1,765,090	19.0%	12,147,423	21,428,874
Engineering	3,549,152	449,422	0	3,998,574	(119,948)	-3.0%	387,940	4,386,514
Planning	1,868,642	51,673	0	1,920,315	101,651	5.3%	258,250	2,178,565
Police	34,094,799	1,956,340	71,613	36,122,752	3,224,374	8.9%	82,500	36,205,252
Fire	23,046,137	3,208,665	110,000	26,364,802	2,985,544	11.3%	0	26,364,802
Non-Departmental	1,131,909	5,591,450	0	6,723,359	(1,631,671)	-24.3%	30,468,192	37,191,551
TOTAL	90,785,051	22,012,896	183,102	112,981,049	* 8,413,713	7.4%	48,766,649	** 161,747,698

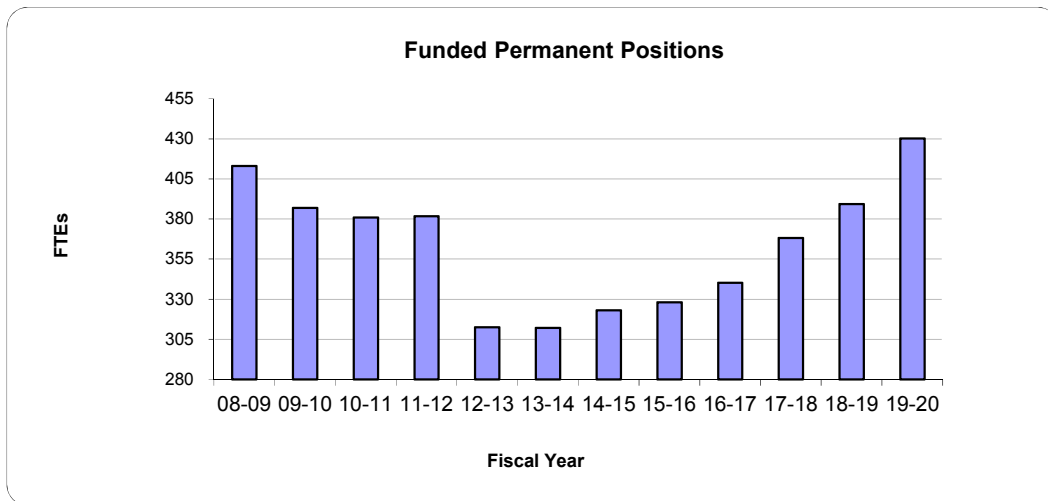
* Does not include ongoing transfers out \$800,000; if added, the total would equal General Fund appropriations of \$113,781,049

** Does not include Capital Improvement of \$62,035,725, Ongoing Transfers of \$800,000, and One-Time Transfers Out of \$20,885,417; if added, the total would equal total Citywide expenditures (all funds) of \$245,468,840

Funded Permanent Positions

Funded Permanent Positions by Department

	15-16		16-17		17-18		18-19	FY19	FY20	19-20
	Funded	Change	Funded	Change	Funded	Change	Funded	Mid-Yr	Adopted Add	Budget
City Council	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00	1.00	6.00
City Manager	4.00	0.00	4.00	(1.00)	3.00	3.00	6.00	0.00	0.00	6.00
City Clerk	2.00	0.00	2.00	1.00	3.00	0.00	3.00	0.00	0.00	3.00
Economic Development	0.00	0.00	1.00	2.00	3.00	0.00	3.00	0.00	0.00	3.00
City Attorney	3.00	(2.00)	1.00	0.00	1.00	0.00	1.00	0.00	0.00	1.00
Building and Housing	18.00	0.00	18.00	1.00	19.00	(1.00)	18.00	15.00	0.00	33.00
Information Technology	9.00	1.00	10.00	0.00	10.00	1.00	11.00	0.00	1.00	12.00
Human Resources	4.00	0.00	4.00	1.00	5.00	0.00	5.00	1.00	1.00	7.00
Recreation Services	14.75	1.00	15.75	0.00	15.75	2.25	18.00	0.00	2.75	20.75
Finance	22.50	1.00	23.50	1.00	24.50	3.00	27.50	0.00	2.00	29.50
Public Works	41.00	5.00	46.00	19.00	65.00	3.00	68.00	1.00	4.00	73.00
Engineering	23.00	2.00	25.00	(7.00)	18.00	5.00	23.00	(1.00)	3.00	25.00
Planning	11.00	0.00	11.00	3.00	14.00	1.00	15.00	(6.00)	1.00	10.00
Police	109.00	2.00	111.00	3.00	114.00	3.00	117.00	2.00	6.00	125.00
Fire	62.00	1.00	63.00	5.00	68.00	1.00	69.00	5.00	2.00	76.00
TOTAL	328.25	11.00	340.25	28.00	368.25	21.25	389.50	17.00	23.75	430.25



FY19-20 New Position Requests								Timing	General	Other	FY 19-20
Priority	Department	Function	Job Title	FTE	General Fund	Other Funds	Total		Fund	Funds	NetCost
	1 Public Works	425	MW 3 Tree Maintenance	1.00	86,025	70,384	156,408	2019 Sept	71,687	58,653	130,340
	3 Public Works	427	Equipment Maintenance Worker II	1.00	162,290	-	162,290	2019 Nov	108,193	-	108,193
Re-Org of SW *	Public Works	430	Senior Admin Analyst/Program Manager	1.00	95,018	95,018	190,036	2019 Aug	87,100	87,099	174,199
Re-Org of SW *	Public Works	430	Environmental Inspector	1.00	76,033	76,033	152,066	2019 Aug	69,697	69,697	139,394
Public Works Total				4.00	419,365	241,434	660,800		336,677	215,450	552,127
	1 Recreation	161	Public Services Assistant I	1.00	123,707	-	123,707	2019 Oct	57,780	-	57,780
	2 Recreation	167	Recreation Assistant II	1.00	90,497	-	90,497	2019 Oct	26,875	-	26,875
	3 Recreation	172	Recreation Admin. Asst (Recreation Asst II)	0.75	89,483	-	89,483	2019 Oct	4,009	-	4,009
Recreation Total				2.75	303,687	-	303,687		88,664	-	88,664
	1 Police	721	Police Officer	2.00	450,679	-	450,679	2019 July (3rd week)	413,122	-	413,122
	2 Police	700	Police Management Analyst	1.00	203,228	-	203,228	2019 Sept	169,357	-	169,357
	3 Police	721	Community Services Officer	2.00	249,647	-	249,647	2019 Oct	187,235	-	187,235
	4 Police	713	Communications Dispatcher	1.00	176,400	-	176,400	2020 Jan	88,200	-	88,200
Police Total				6.00	1,079,954	-	1,079,954		857,914	-	857,914
	1 Fire	801	Executive Assistant	1.00	142,067	-	142,067	2019 July	115,560	-	115,560
	2 Fire	821	Entry Level Fire Inspector	1.00	179,217	-	179,217	2019 Oct	134,413	-	134,413
Fire Total				2.00	321,285	-	321,285		249,973	-	249,973
GIS Engineering		413	GIS Technician I	1.00	32,863	131,453	164,316	2019 July	32,863	131,453	164,316
1 Engineering		412	Jr./Asst Engineers	2.00	69,839	279,355	349,194	2019 Dec	40,739	162,957	203,697
Engineering Total				3.00	102,702	410,808	513,510		73,602	294,410	368,012
	1 Finance	300	Finance Manager	1.00	239,352	-	239,352	2019 Oct	179,514	-	179,514
	2 Finance	300	Administrative Asst.	1.00	144,660	-	144,660	2019 Oct	103,848	-	103,848
Finance Total				2.00	384,012	-	384,012		283,362	-	283,362
	1 IS	112	Information Systems Analyst	1.00	187,985	-	187,985		187,985	-	187,985
Information Tech. Total				1.00	187,985	-	187,985		187,985	-	187,985
	1 Planning	512	Policy Planner	1.00	45,814	137,442	183,257	2019 Oct	34,361	103,082	137,442
Planning Total				1.00	45,814	137,442	183,257		34,361	103,082	137,442
	1 HR	115	Employee Relations Officer	1.00	232,927	-	232,927	2019 July	232,927	-	232,927
HR Total				1.00	232,927	-	232,927		232,927	-	232,927
	1 City Council	100	Administrative Asst.	1.00	144,660	-	144,660	2019 July	144,660	-	144,660
Council Total				1.00	144,660	-	144,660		144,660	-	144,660
						-					
NEW POSITIONS TOTAL				23.75	3,222,391	789,685	4,012,076		2,490,126	612,941	3,103,067
6 new firefighter/paramedic trainees will be added depending on timing of SAFER grant approval											
* Solid Waste and Stormwater Annual Reporting was moved to the Public Works Department from the Engineering Department											

FY19-20 Positions Reclasses						
Department	Function	Postion	FTE	GF	Other Funds	Total
City Manager's Office	111	Sr. Executive Assistant	1.0	189,361		189,361
City Manager's Office	111	Executive Assistant	-1.0	(167,598)		(167,598)
		City Manager's Office Total	-1.0	21,764	-	(167,598)
Finance	310	Jr. Accountant	1.0	133,180	-	133,180
Finance	310	Accounting Technician II	-1.0	(123,138)	-	(123,138)
		Finance Total	0.0	10,042	-	10,042
Recreation	162	Case Manager	-1.0	(135,684)	-	(135,684)
Recreation	162	Program Coordinator	1.0	153,604	-	153,604
		Recreation Total	0.0	17,921	-	17,921
Building & Housing	531	Senior Building Inspector	1.0	211,054	-	211,054
Building & Housing	531	Electrical/Building Inspector	-1.0	(193,933)	-	(193,933)
Building & Housing	534	Sr Permit Center Analyst (Sr Administrative Analyst)	1.0	-	214,691	214,691
Building & Housing	532	Plan Check Engineer	-1.0	(219,950)	-	(219,950)
		Building and Housing Total	0.0	(202,829)	214,691	11,862
		Reclass TOTAL	0.0	(153,103)	214,691	(33,092)

New Position Requests

FY 2019-20 NEW POSITIONS

(1) Maintenance Worker III (Trees and Landscape) – Public Works Department

The City is responsible for the maintenance of more than 15,400 trees. Routine tree maintenance is currently performed through contracted services, with City staff responding to non-routine tree issues including inspections, broken limbs, or other potential hazards.

The City receives requests from residents who have a variety of needs, including tree pruning, tree removal, and questions regarding tree species and diseases. The City currently does not have a formal tree crew, and staff are pulled from various sections as tree needs arise. This results in a lack of staffing for items such as weed abatement, debris removal, pothole repairs, and other work assignments in the Streets and T&L divisions. There is an existing backlog of 3-4 months for minor tree pruning requests due to this lack of staffing.

Add (1) MW III to serve as the lead to respond to tree service requests. Must be a Certified Arborist who has expertise that would allow them to inspect, assess tree health, schedule pruning or removal of trees and stumps as needed. Will report to Trees and Landscape Senior Lead and PW Manager.

Having a dedicated lead for tree service requests would allow DPW staff to respond more quickly to tree service requests and tree hazards, in order to limit liability to the City from damage caused by tree failures.

(1) Equipment Maintenance Worker II (Facilities) – Public Works Department

DPW staff maintain 15 different City facilities with varying needs including City Hall, Sports Center, Senior Center, Community Center, fire stations, and parks facilities. There is currently only one Equipment Maintenance Worker III in the Facilities division who oversees all HVAC and electrical needs at the various facilities as well as maintains the pool pump system at the Sports Center.

Add one (1) Equipment Maintenance Worker I/II to support the Equipment Maintenance Worker III in the maintenance of the City's HVAC, Electrical, Plumbing, and Mechanical system. Facilities needs the Equipment Maintenance Worker I/II to minimize HVAC and electrical repairs and provide improved response to outages and minimize costly contract services.

Will work with EMWIII and report to Facilities Senior Lead and PW Manager

(1) Sr. Administrative Analyst (Solid Waste) – Public Works Department

The Land Development Engineering Section currently oversees the City's Sister City Program; the Station NPDES Municipal Regional Stormwater Permit Sections C3, C4, C7, and C10 and compiles the Annual Report to the Regional Water Board; administers the Solid Waste Disposal and Recycling Diversion Programs; and administers the FEMA Community Rating Service (CRS) Flood Insurance Programs. The CRS Flood Insurance Program assists the Milpitas community living within a Special Flood Hazard Zone with reduced flood insurance premiums on required flood insurance policies. Currently, two permanent Administrative Analyst positions within the Engineering Department manage the completion of these programs. Upon review of the functions, the programs will be reorganized and the solid waste and stormwater compliance functions will be moved to the Public Works Department. The CRS Flood Insurance Program will remain with Land Development and the Sister Cities Program will be moved to Economic Development. One existing Administrative Analyst will be moved to Public Works and one Administrative Analyst will remain in Engineering.

There are multiple State mandates requiring increased recycling diversion and reporting including AB 939, the Annual Electronic Annual Report; AB 341 Mandatory Commercial Recycling; AB 1826 Mandatory Commercial Organic Waste Recycling and SB 1383 which sets goals for short-lived climate pollutant reductions including a 75% reduction in the level of statewide disposal of organic waste from 2014 levels by 2025. These mandates

require additional funding and staff to develop, implement, and report on new zero waste policies and programs. In addition to the community outreach and education provided by the garbage hauler, MSI, staff is also recommending having City staff develop additional outreach programs to reduce contamination and thus resulting costs. In year 4 of the MSI contract, MSI is allowed to true up costs so it is in the City's best interest to reduce contamination through robust community engagement.

It is recommended that additional permanent staff, a Senior Administrative Analyst, be added to manage the solid waste and stormwater compliance programs. This will provide the resources needed to manage the existing solid waste programs and contract, as well as to develop new zero waste and solid waste compliance programs that will meet the State's mandates for organics diversion. The position will also supervise the existing Administrative Analyst and new staff required for solid waste and stormwater inspections.

(1) Environmental Inspector – Public Works Department

Currently the Land Development Engineering Section oversees the State NPDES Municipal Regional Stormwater Permit Sections, compiles the annual State report; administers the Solid Waste Disposal and Recycling Diversion Programs. With regard to the Solid Waste and Recycling Programs, there are several State mandates requiring recycling diversion and reporting, including AB 939, the Annual Electronic Annual Report; AB 341 Mandatory Commercial Recycling; AB 1826 Mandatory Commercial Organic Waste Recycling; and SB 1383 which sets goals for short-lived climate pollutant reductions including a 75% reduction in the level of statewide disposal of organic waste from 2014 levels by 2025. These mandates require additional program funding and staff to complete mandated program and reporting requirements such as a zero waste policy and source reduction program. It is recommended to create a new Environmental Compliance Inspector position. This position will provide environmental compliance oversight of commercial and industrial businesses for designated provisions of the Municipal Stormwater Permit and Solid Waste Management Ordinance. The inspector will perform technical tasks of modest to moderate complexity within the City to ensure compliance with State and local pollution reduction and waste prevention regulations and requirements. This position also performs investigations of discharges into the City's stormwater conveyance system and waterways and noncompliance with solid waste handling. Provide one new Environmental Inspection Position to assist in the completion of existing mandated programs such as stormwater, and solid waste and recycling. Funding will be from the General Fund.

(1) Public Services Assistant I (Administration) – Recreation Department

Recreation and Community Services is requesting a Public Services Assistant I/II who will work at the Milpitas Community Center. With the increase of programs, events and services in the department, additional full time administrative support is needed to assist in the business functions of the department. Currently the site has one Senior Public Services Assistant (PSA) and four (4) part-time administrative staff. The part-time staff handle general public administrative staff duties including, but are not limited to: answering phone and email inquiries related to Recreation and Community Services programs; assist with filing and various office related projects, such as mailings, flyer distribution, etc.; work in ActiveNet Software for program registration, facility and park rentals and memberships; and assist with customer inquiries and concerns.

The Senior Public Services Assistant is a higher level admin position in the department who is responsible for: support to the Recreation and Community Services Director with high-level projects and report requests; compiles statistics and prepare monthly reports; administer Recreation Program Assistant Fund monies, assists department staff in special projects including the gathering and tabulating of data for inclusion in reports; and provide direct assistance to the department Budget Liaison for Financial Service reports and customer care. This PSA supports a Director, Supervisor, Program Coordinator, and two Recreation Specialists. It is also the Recording Secretary for the PRCRC. Because of the lack of additional full time administrative staff at the site, this position is spending a large amount of time performing basic customer service tasks such as registering customers, daily deposits, running rosters, and fees collections. Other full time staff such as the, Director, Supervisors and Coordinators are performing a number of administrative tasks on their own. This is impeding on their daily work, taking time away from their core job-related tasks and responsibilities.

The addition of a Public Services Assistant I/II position would enable the Department to correctly re-allocate administrative work from Programming staff, Supervisors and the Senior Public Services Assistant, to an appropriate position, allowing them to work on their correct level of tasks and projects for their areas. This position would handle department collections; handle day to day deposits; ongoing program billing; act as Recording Secretary for some of the many Commissions overseen by the department; departmental paychecks distributed

general customer services, maintain filing records, and oversee projects assigned to part-time Administrative Assistants. The Office Assistant II would report to the site Supervisor.

(1) Recreation Services Assistant II (Youth Programs) – Recreation Department

The Recreation and Community Services Department has continued to increase programs for Youth and Teens in the last two years due to an increase in demand by the community. The Youth and Teen program has grown substantially, especially in the areas of after school and camps. We currently serve 10 afterschool sites (7 elementary schools, 2 middle schools and Teen Center for high schoolers) serving approximately 500 students with 180 school days, M-F between the hours of 1:45 p.m. - 6:30 p.m. We now have three internal summer camp programs serving on average of 125 campers per week, Counselor in Training (CIT) serving approximately 18 campers, Summer Teen Job Program serving 20 and 3 seasonal camps (Winter Break, Presidents Week Camp and Spring Break Camp). The staff levels with one Program Coordinator and two (2) part-time Recreation Lead staff has remained the same with one additional part-time Recreation Lead staff. This growth warrants the need for additional support, especially with additional growth projected in the upcoming years.

To execute a successful youth and teen programs, the Program Coordinator and two (2) part-time Recreation Lead staff: communicating with external partners (EX. Milpitas Unified School District, School Administration at each school site, etc.), scheduling, planning and logistics for program activities, staff, recruit/interview/hire/onboard training for all part-time staff (currently a staff of over 50 part time Recreation Leaders), purchase supplies and snacks, market programs, reply to parent and school questions and concerns, monthly newsletter and website updates, timelines, promotional material, lead on-going staff trainings on a monthly basis and research/participation in California Parks and Recreation Society (CPRS) to stay current on trends and network. Afterschool programs and camps are growing at a very high rate to meet the needs of our growing community. Staff needs to be able to maintain the high level of service and still be able to meet deadlines, maintain a high level of customer service and still handle other areas of responsibilities. Beginning next year Recreation and Community Services Department will also be adding additional students to the growing Mabel Mattos Elementary School, which will be overseen by the Youth and Teen Coordinator and includes recruitment, on-going training and scheduling.

The addition of a Recreation Assistant II – Youth and Teens would enable the department to correctly re-allocate workloads within the Youth and Teens area. This new position would focus on purchasing of supplies/snacks, monthly newsletters, preparation of weekly supply bins for all sites, creation of on-going event calendars and subbing at School Sites when needed. The staff would work until 6:30 p.m., Monday-Friday, ensuring a staff member is on site (housed at the Teen Center) during all regular program hours. This would allow full-time staff to focus on overall program quality, program surveys for participants/parents, overseeing a staff work force of over 50, ongoing recruitment/hiring/training, parent/school communication and developing and maintaining relationships/partnerships at a high level. Daily communication with parents, community partners and staff would become more seamless and allow time to strengthen these relationships. The Recreation Assistant II will also help oversee over the Teen Center Volunteers which meet monthly for ongoing Teen Center Community Outreach and all Citywide Special Events. The position will train and schedule the volunteers For the Teen Center Community Outreach Program. The Recreation Assistant II would report to the Youth and Teen Program Coordinator.

(0.75) Office Assistant (Sport and Fitness) – Recreation Department

Recreation and Community Services is requesting an Office Assistant I/II who will work at the Milpitas Sports Center. With the increase of programs, events and services in the department, additional full time administrative support is needed to assist in the business functions of the department. Currently the site has two Program Coordinators, one Public Services Assistant (PSA), ten (10) part-time administrative staff, 86 part-time aquatic staff, and 56 youth program staff. The part-time administrative staff handle general public administrative staff duties including, but are not limited to: answering phone and email inquiries related to Recreation and Community Services programs; assist with filing and various office related projects, such as mailings, flyer distribution, etc.; work in ActiveNet Software for program registration, facility and park rentals and memberships; and manage the daily adult drop in programs including equipment set up, check-in and equipment tear down.

The PSA position is a fulltime administrative position at this site in the department. The position is responsible for but not limited to: daily financial reports and deposits, collects and processes fees and charges relating to program and facility rentals; maintains appropriate financial records (billing, invoicing, collections) for the After the B

Program and manages payment plans for over 200 families; compiles statistics for monthly reports and maintains budget accounts; timecard entry, site equipment maintenance tracking; preparation of refunds; Recreation class entry, recording secretary for the Arts Commission and Youth Advisory Commission; and maintains calendars for Youth Sport User Group leagues, and maintaining/creating administrative SOP's.

Because of the lack of additional permanent administrative staff at the site, accompanied with the amount of staff and programs being supported at this site, this position is spending a large amount of time performing more basic customer service tasks such as timecard entry, equipment tracking, calendars, membership tracking, and class waitlist management. These jobs, although more administrative in nature, are not appropriate for assignment to temporary staff. Other full time staff such as the Supervisor and Coordinators are performing a number of administrative tasks on their own due to the limitation of time the PSA has to work on all needed tasks. This is impeding on their daily work, taking time away from their core job-related tasks and responsibilities. The Milpitas Sports Center also offers the highest public open hours of any City facility; which are Monday – Thursday: 6:00a.m. – 9:00p.m. Friday: 6:00a.m. – 5:00p.m., and Saturday: 8:00a.m. – 1:00p.m. Currently we are supplementing open hour shifts with several part-time employees. A permanent (.75 position) administrative employee is needed to provide consistent and quality customer service to the site, who can properly represent and speak to both the department and City rules, policies and procedures.

The addition of a Recreation Office Assistant I/II position would enable the Department to correctly re-allocate administrative work from Programming staff, Supervisor and the Public Services Assistant, to an appropriate position, allowing them to work on their correct level of tasks and projects for their areas. This position would create consistency by supplementing the PSA role to handle Sport Center inquiries; membership, rental and registration processing, filing and maintenance; program waitlist management; part-time time card entry; general customer service; site calendar entry and maintenance; and oversee projects assigned to part-time Administrative Assistants. The Recreation Office Assistant I/II would report to the site Supervisor.

(2) Police Officers – Police Department

The U.S. Census lists the 2017 population of Milpitas as 78,106 people, and the police department currently has Ninety (90) sworn officer positions, which is a ratio of approximately 1.15 officers per 1,000 people. Comparatively in 2001, U.S. Census lists the population of Milpitas as 66,790, and the police department had Ninety Five (95) sworn officer positions, which is a ratio of approximately 1.42 officer per 1,000 people. One of the main goals of the police department is to have an average response time to emergencies of three (3) minutes or less in order to be effective in combating crimes and minimizing threats to public safety. As the residential population increases and the influx of people coming through or to Milpitas for work & commerce increase, the challenges of maintaining an effective average response time to emergencies and maintaining current service levels increase. The Milpitas Transit Area Specific Plan (TASP) and the Bay Area Rapid Transit (BART) station will increase the Milpitas population and increase the demand on police services. The TASP will create over 7,000 thousand new dwellings with a projected population growth between 16,229 and 23,915. The BART station is expected to begin service in Fall of 2019 and projected to serve 10,000 passengers per day. Although there will be service agreements in place with other law enforcement agencies for the BART station itself, the large number of people coming through Milpitas on a daily basis is still expected to have an impact on demands for service in the surrounding areas within the City itself.

The addition of two (2) police officers would enable the police department to continue providing professional and responsive police services. The officers would be assigned to existing units within the police department, such as Patrol Services, traffic, investigations, and community relations, according to crime fighting strategies and community needs.

(1) Police Management Analyst – Police Department

The Milpitas Police Department faces a steady increase in traffic, calls for service and crime due to the rapid development of the city. Urban development and the introduction of the Bay Area Rapid Transit (BART) will all cause a dramatic increase in population in the near future. A Management Analyst would be assigned to coordinate and administer departmental support operations such as finance, equipment procurement, contracts, CIP Projects, Grant management and applications, budget preparation and billing. The position would also assist in planning, organizing and directing administrative service functions and other duties as assigned. Many of these tasks are currently assigned to sworn personnel which is impacting the efficiency of police operations including the development of our staff.

The Police Management Analysis would report directly to the Special Operations Captain. The Police Management Analysis responsibilities would coordinate and administer departmental support operations such as finance, equipment procurement, contracts, CIP Projects, Grant management and applications, budget preparation and billing. This would relieve sworn staff from clerical and administrative work and increase efficiency and fiscal savings.

(2) Community Services Officers – Police Department

Police Department workload is changing and increasing with the buildout of the Transit Area Specific Plan, Mid-Town Plan, and October 2018 Bay Area Rapid Transit (BART) station opening. In an effort to maintain responsive police services to our stakeholders, the Police Department is requesting the addition of (2) CSO positions. The CSOs will be responsible for non-hazardous calls for service, proactively enforce parking violations, contribute to community engagement, participate in crime prevention efforts, and other safe tasks. Transferring these responsibilities from police officers to CSOs is far more cost effective as the cost of a CSO position is much less than a police officer. In addition, the movement of these tasks will allow police officers to maintain fast response times, remain focused on crime fighting efforts, and allow more time for working with the community on quality of life concerns. This item is being requested at a mid-year adjustment so the Police Department can immediately begin recruitment, hiring, and training. It is critical that the Police Department begin expanding its staff now so we can meet the demands of the BART station opening and increasing workload.

The Community Service Officer would report directly to a patrol Sergeant. The Community Service Officers are responsible for non-hazardous calls for service, proactively enforce parking violations, contribute to community engagement, participate in crime prevention efforts, and other safe tasks.

(1) Communications Dispatcher – Police Department

The Communications Center is located inside the police department and is the Public Safety Answering Point (PSAP) for the entire City of Milpitas. It is responsible for receiving and processing 9-1-1 calls and non-emergency calls 24 hours a day every day of the year, and it enables radio communication for personnel in the police department and the fire department. It is currently allocated to have eleven (11) Dispatchers and three (3) Dispatch Supervisors, which is the same staffing level approximately ten (10) years ago in Fiscal Year 2009-2010. At that time, there were 15,899 9-1-1 calls received, which is an average of almost 44 calls each day, and the percentage of 9-1-1 calls answered within ten (10) seconds was 99%. In Fiscal Year 2018-2019, the amount of 9-1-1 calls is projected to be 21,722, which is an average of almost 60 calls each day, and the percentage of 9-1-1 calls answered within ten (10) seconds is projected to be 96%. Although the volume of 9-1-1 calls have increased approximately 37% over the span of about ten (10) years, the current staffing level in the Communications Center has not changed. With the amount of residential development in progress and planned, especially with the Transit Area Specific Plan (TASP), as well as the corresponding increase in retail, commercial, and hotel developments, the demands upon the Communications Center are likely to increase. The proposed opening of the first Bay Area Rapid Transit (BART) station in Milpitas in the fall of 2019, along with the relocation of the Santa Clara Valley Transportation Agency (VTA) transit center near the BART station, will also likely increase demands since the BART station is expected to service 10,000 people each weekday.

With the current staffing level in the Communications Center, there are times with there are only two (2) Dispatcher on duty. In order to accommodate the increasing volume of 9-1-1 calls and to be able to answer those calls quickly, the addition of a Dispatcher to the existing staffing level will enable the Communications Center to better ensure there is sufficient staffing at peak demand times.

(1) Executive Assistant – Fire Department

An Office Specialist previously existed in Fire Admin, but was cut some time ago during the economic downturn. Fire Admin work has been experiencing a steady increase supporting both Fire Suppression personnel as well as citizens of Milpitas at Fire Station 1 reception (phones/deliveries/drop ins). Add one (1) Executive Assistant in Fire Admin to address the increasing work load.

We have not been meeting the desired Fire Administration expectation with such limited Fire Admin Staff. One (1) Executive Assistant position would help address both the increasing work load within Fire Administration and Fire Prevention. Elements of the increased workload include an upgraded personnel staffing program (Telestar), systems enhancements to regional fire records management systems (Rescue Bridge), enhancements to mutual aid

aid cost recovery (Cal OES), and overflow from Fire Prevention services. Additionally, the “Standards of Coverage (SOC)” project requires data analysis has exhausted our current resource capability. Additional elements supporting this request include recent and projected advancements in Fire Department systems.

The Fire Analyst is supposed to be performing a wide variety of analysis activities including, but not limited to, budgeting, management and organization, systems developments, policy and procedure and information analysis. Many of these areas are severely neglected due to the fact that in Fire we process over 868 invoices annually, 60 timesheets weekly, Fire Admin 2800 phone number rings no less than 20 times per day with actions that need to be communicated with suppression, prevention, dispatch, Police, and/or Public Works.

(1) Entry Level Fire Inspector – Fire Department

Entry Level Fire Inspector needed for succession planning within the Fire Prevention Bureau.

Reporting to the Assistant Fire Marshal, duties and responsibilities include fire inspection, plan knowledge, code compliance, fire systems review, and general fire prevention customer service. Complete on the job training and college coursework to complete learning required for the apprenticeship program.

(1) GIS Technician I – Engineering Department

The Engineering Department, Land Development Section is responsible for the inventory, tracking, and management of City improvement plans, land survey data, maps, property deeds, and City project owned improvement records which document assets constructed within the City public right-of-way. In the old days, these paper records were stored at City Hall in large files and books of maps. These records are used by the Public Works Department for the maintenance and upkeep of City assets. For instance, the City has many miles of installed underground utility pipelines the accurate depth and location of these utilities is crucial to cost effective management and to the services the City provides. Technology has changed this practice and most of these files and records are electronic and they can be integrated with each other to show all records on file for a particular location selected. Even with this technological improvement, there remains the need to create new records, update, correct, and manage the City's data system. This work requires a trained and experienced GIS professional to serve in the Engineering Department for this purpose.

The Engineering Department is proposing one new GIS Technician I Position for the management of City records related to underground utilities, roadways, buildings, property, and other City owned assets constructed in the City public right-of-way. This position will report to the CIP Manager. Funding will be estimated at 40% private development fees, 40% Capital Improvement Program, and 20% General Fund. The ideal GIS Technician is competent with the ESRI suite of mapping tools and variables in a given geographic location. The Technician would be able to create and maintain asset inventories and interactive on-line map applications, including development permit tracking, and document management.

(2) Jr/Assistant Engineers (Design & Construction) – Engineering Department

The Design and Construction Engineering Section (D&C) serves the community by completing City Council approved and funded Capital Improvement Program (CIP) projects identified in the annual 5-year CIP document. Projects include repair and improvement of City streets, repair and replacement of underground utilities, rehabilitation of parks, and other community improvements. Work includes the preparation of construction documents, project administration, and construction claim resolution. The D&C Section is led by the CIP Manager and has three Associate Civil Engineer and one Junior/Assistant Engineer positions that are all filled. For FY 18/19, the D&C Section has approximately 19.4M in CIP projects underway in various stages of completion. By comparison, the adopted 2018-2023 CIP Document approved \$43.9M in funded projects for FY 18/19, and planned an additional \$88.5M in projects for FY 19/20. Current D&C staffing levels allow for the completion for approximately half of the annual approved and funded projects. To increase the number of completed CIP projects annually, it is recommended that two additional Junior/Assistant Engineer level positions be added to this Engineering Section, reporting to the CIP Manager. The additional staffing will help reduce the CIP backlog and to deliver requested projects for the community. It is necessary to augment the staffing level within the Design & Construction Section by adding two Junior/Assistant Engineer positions. These positions will be 80% funded through the CIP projects assigned.

(1) Finance Manager – Finance Department

The Finance Department has expanded over the last several years in number of personnel, complexity of assignments, and number of high priority projects and responsibilities. Currently, the Assistant Finance Director supervises and manages daily operations in Accounting, Accounts Payable, Payroll, and Fiscal Services including Utility Billing, Business License Tax Collection, and Misc. Receivables. The Assistant Finance Director also supports the Finance Director in developing the strategic direction and vision of the Finance Department, attends internal and public meetings as necessary, acts as the Finance Director in his/her absence, and provides support for the annual budget process and project management for several system implementations. While such a structure was appropriate for a smaller organization, it is not sustainable long-term for a growing department and City and places strain on the Assistant Finance Director as the position is stretched thin across several responsibilities. In addition, there is a large gap in the skills required and responsibilities between the Assistant Finance Director level and the Sr. Accountant level. There is no position in between and this makes succession planning, staff development, retention, and promotion from within the organization very difficult. Prior to July 2016, the City had a Finance Manager position that was reclassified to an Assistant Finance Director position, but the new Assistant Finance Director role retained many operational duties due to lack of staff experience. This is not ideal and a shift from a tactical role to a more strategic role is desired. Thus, the Finance Department proposes the addition of a Finance Manager, which will report to the Director of Finance, to allow the Assistant Finance Director more opportunity to develop the strategic direction and vision of the Finance Department in collaboration with the Finance Director, better support the Finance Director in internal and public meetings and with high priority projects, and enhance succession planning. Additionally, several new upcoming initiatives involving debt financing, TASP implementation, policy updates, and technology implementation (purchasing and budget software) will also need support from the Assistant Finance Director.

(1) Administrative Assistant – Finance Department

The Finance Department has seen a significant increase in activity the past year, with over 80 active projects (such as agreements, RFPs, IFBs, etc.), with activity not expected to decrease in the near future. There is the need for clerical help to support staff with items such as filing, copying, scheduling and general organization. Time sensitive processes related (such as purchasing) and projects to streamline and expedite process also continue to be delayed as the department has no full-time administrative support.

In addition, the Finance Director currently has no Administrative Assistant and this also makes filing, copying, scheduling, and general organization for this executive level position cumbersome. Administrative support is requested to allow the Finance Director to concentrate on more strategic issues. As such, the Finance Department proposes the addition of an Administrative Assistant, which will report to the Director of Finance.

(1) Principal Planner – Planning Department

The Principal Planner will serve as the point person in the Planning Department for various long-range planning tasks and assignments related to the General Plan Update, Zoning Ordinance amendments, CEQA, transportation planning, and other inter-departmental efforts. This new position will provide needed support to the Planning Director and Planning Manager and allow them to delegate meetings and assignments so that they can focus on management, training, and other strategic needs in the department.

The Principal Planner will support ongoing work related to the General Plan, Midtown Specific Plan, the TASP, and all public and private development projects. The Principal Planner would also represent the Planning on projects that involve collaboration with other departments such as the Parks Master Plan, the Bike and Pedestrian Master Plan, and the shuttle study. This position will report to the Planning Manager and oversee one Senior Planner, two junior staff at the level of Associate and/or Assistant Planner, and one intern. The Principal Planner will coordinate the City's partnerships with VTA, the Santa Clara Valley Water District, and other outside agencies on regional planning issues.

(1) Employee Relations Officer – Human Resources Department

Based on our research of peer cities, we are requesting to add a classification titled Employee Relations Officer which will provide assistance to the City with Labor Relations, Training and Policy updates. This position will be a single-position classification and is characterized by its managerial responsibility over those three major areas. The incumbent will serve as a negotiator in collective bargaining. The Employee Relations

Officer will be expected to develop and recommend negotiation proposals; assist in negotiating labor contracts; administer and interpret memorandum of understandings; process grievances; provide procedural guidance and advice on discipline matters. In addition, the Employee Relations Officer will oversee City Wide training (mandated and staff development) and will assist the HR Director with maintaining and creating policies. This position will report to the HR Director and oversee the HR Analysts.

Staff is also looking at options to use the City Attorney and/or other consultants to assist Human Resources to update and create policies. The average hourly rate of a consultant can vary from \$100 to \$300 per hour. There are approximately thirty (30) HR related policies that need to either be reviewed, updated or created. Each policy will require some level of research from the City Attorney or other consultants and additional time from HR staff to "Meet and Confer" with bargaining units and to conduct employee engagement and training as needed. The Employee Relations Officer will lead this overall effort and will work with the City Attorney and other consultants.

The HR Director will continue to oversee additional complex matters including employee investigations, classification and compensation work, continue to stay abreast and maintain compliance of employment and labor law, benefits administration, and provide guidance and direction to the ER Officer with negotiations, discipline, training and policy work. The HR team as a whole will continue to provide recruitment services, salary and benefit data for payroll processing, leave and benefit services and assist with the implementation of a Human Resources Information Systems (HRIS). HRIS is a human resources computer software that combines systems to manage critical employee information to include salary, benefits, maintaining qualifications for the job, employee performance evaluations and fulfilling training obligations.

(1) Administrative Assistant – City Council/City Manager's Office

Staff is recommending adding (1) new Administrative Assistant. This position will report to the Executive Assistant in the City Manager's Office but will be dedicated to supporting the Mayor and Council. Duties will include coordinating scheduling and attendance at regional board or committee meetings, special Council meetings, Council Subcommittee meetings, and weekly/bi-weekly Councilmember briefings. The position will coordinate with other staff to ensure that each Councilmember receives briefing materials in advance of the meetings. The position will staff Subcommittee meetings, including preparation of the agenda and meeting minutes and will coordinate travel and expense reports for the Mayor and Council. The new Administrative Assistant will also coordinate Mayor and Council's attendance at community events and prepare certificates and commendations to be presented to community members and organizations. In addition, the Administrative Assistant will provide other ongoing support to each member of the Council, as required.

(1) Information Systems Analyst (Public Safety) – Information Services Department

Technology plays a critical role in public safety agencies of all sizes across the country. Technology will continue to change the work of law enforcement, and staying ahead of it will mean not just adopting the latest tools, but ensuring professionals are available to service the new technology. In fact, it is predicted that public safety agencies will be integrating artificial intelligence (AI) into its arsenal of technology. Along with a reliance on technology, there comes an expectation that there will be IT people available immediately to deal with issues that are tied to life safety. Today's public safety officers use technology in almost every duty of their daily jobs, from writing or dictating reports, to body-worn cameras, to computers to access information, to using GPS to get them to calls in a more-timely manner. When any of those systems quit functioning as they should, lives could be at risk.

Most public safety departments are dependent on the city, county, or state's IT departments to correct issues when they arise. The Milpitas Public Safety departments (Police and Fire) are no different as it is dependent upon the city's IT department to fix technology issues. The Milpitas IS department already has a heavy workload with all the City's technology projects and public safety departments sometimes must wait to get its technology fixed. Certain technology functions in public safety are vital to providing safe service to the community. To enable continued support for critical technology needs, staff recommends adding a dedicated IT position to focus specifically on the City's public safety departments. This is also in alignment with one of the key recommendations of the police staffing study completed in March.

FY 2019-20 POSITION RECLASSIFICATIONS

Jr. Accountant – Finance Department

The City is proposing to add a Jr. Accountant position to address succession planning. Currently, there is no job classification that allows for new college graduates to start a career in Accounting with the Finance Department and potential applicants are required to have some level of experience. This would create an entry level position immediately below the Accountant position, but above an Accounting Technician position. It would receive some lead guidance from the Accountant position and report to the Sr. Accountant position, which would further enhance staff development and succession planning within the Finance Department.

Program Coordinator (Case Manager) – Recreation Department

The demand for Case Manager services in the Recreation and Community Services Department has evolved with the changing, diverse social service needs of the Milpitas community. The broadening of social service assistance appointments, programs, community workshops and seminars would both reflect excellent service to our growing senior adult population, while also leveraging those same case management and social service skills to advance other parallel-type services and resources to meet the growing needs of Milpitas families at large. Policy priority programs such as the City Utility Rate Assistance program, Recreation Assistance Program (RAP), or the City's new Suicide Prevention Policy would serve the broader Milpitas community simultaneously.

The proposed reclassification of the current Case Manager position to Social Services Program Coordinator within the Recreation and Community Services Department is supported by the increased demand for social and behavioral health services benefiting Milpitas community members ages youth to seniors. The current Case Manager position oversees social service information and services to our senior adult population based out of the Senior Center. These services include assisting Senior Center members with MediCare, Medi-Cal, Supplemental Security Income, Social Security, Disability, Immigration and Naturalization Services, food vouchers/programs, In-Home Supportive Services, renter/homeowner assistance, transportation needs, utility/bill assistance, and more. The proposed reclassification from Case Manager to Social Services Program Coordinator would strengthen and expand the breadth of those services offered to the greater Milpitas community through the Recreation and Community Services Department. In particular, the Social Services Program Coordinator would lead policy priority programs such as the City Utility Subsidy Program which will provide utility bill subsidy assistance to Milpitas residents, manage scholarships through the Recreation Assistance Program (RAP) which offsets costs for families in need participating in City recreation programs, and also the City's new Suicide Prevention Policy that will educate Milpitas community members on suicide symptoms, causes, and preventative measures. The Social Services Coordinator would also oversee critical mental health services access and education to our high school-age population at the Teen Center. Additionally, it is envisioned that the Social Services Program Coordinator would serve as the City's primary liaison to local service agencies such as NAMI, Health Trust, Catholic Charities, Milpitas Food Pantry, and other similar-type service providers.

Sr. Building Inspector– Building and Housing Department

The Electrical/Building Inspector position is a single classification in the Building Inspection function.

The size of jurisdiction and type of projects in Milpitas necessitate inspectors who are proficient in all disciplines rather than specialty inspectors. Usually large jurisdictions have more specialty inspectors as they have specialized projects requiring more in-depth experience in a specific discipline.

This reclassification will broaden the responsibilities and elevate the position to a Senior Building Inspector, providing much more capacity and flexibility for the department.

Inspection services are more efficient with inspectors that are able to conduct different types of inspections.

This reclassification will help provide a career path in Building Inspection.

Sr. Permit Center Analyst – Building and Housing Department

The Building function lacks analytical and technical administrative capacity. There is significant database management and database work involving programming (such as new fees), scripting, and generating reports that has been performed by plan check staff.

Data research and data analyses are performed by plan check and management staff.

This is not an effective staffing model or service delivery.

This reclassification will provide for an analytical/administrative staff member to conduct database research work rather than a plan check staff member.

With the reclassification and all remaining plan check positions filled, it is estimated that there will be adequate plan check capacity to meet the development service demand.

This is a more cost-effective staffing model and better service delivery.

This reclassification will provide a career path in the administrative and permit technician area.

Sr. Executive Assistant – City Manager's Office

The Executive Assistant position supports the City Council and City Manager's office. This position provides analytical and executive support and handles confidential materials, complex resident inquiries and employee relations, coordinates citywide contract approvals, and acts as the point of contact for the City Manager and other executive staff in the City Manager's Office. Over the past year, the duties and responsibilities of this position have increased significantly. The position now supports a total of four (4) senior and executive staff in the City Manager's Office, in addition to supporting the full Council. The position also supervises an Office Specialist, which was added in Fiscal Year 2018-19. Staff is recommending reclassifying the Executive Assistant position to a Senior Executive Assistant position to reflect the supervisory role, the additional responsibilities supporting senior and executive level positions, and the confidential and complex nature of the job.

Capital Outlay Request Summary

FY 19-20 Capital Outlay Request Summary

	Department	Description	Total Cost	Replacement Fund available (500-4851)	FY 19-20 Budget Request	Function
20-001	Public Works	Ford F250 Pickup	\$ 28,755	\$ 28,755	\$ -	427- Facilities Maintenance
20-002	Public Works	Ford F250 Pickup	\$ 28,755	\$ 28,755	\$ -	427- Facilities Maintenance
20-003	Public Works	2WD Reg Cab with 8' Bed	\$ 28,755	\$ 28,755	\$ -	421- Street Maintenance
20-004	Public Works	2WD Reg Cab with 8' Bed	\$ 28,755	\$ 28,755	\$ -	421- Street Maintenance
20-005	Public Works	Ford Transit Connect Van 148"	\$ 28,300	\$ 28,300	\$ -	427- Facilities Maintenance
20-006	Public Works	Tractor Backhoe	\$ 161,000	\$ 161,000	\$ -	421- Street Maintenance
20-007	Public Works	Brush Chipper	\$ 69,636	\$ 69,636	\$ -	421- Street Maintenance
20-008	Public Works	Striper (more appropriate size)	\$ 79,000	\$ 79,000	\$ -	421- Street Maintenance
20-009	Police	UN4 Toyota Highlander SUV	\$ 40,300	\$ 32,763	\$ 7,537	724- Investigations
20-010	Police	UN3 Dodge Charger GT	\$ 39,900	\$ 32,613	\$ 7,287	724- Investigations
20-013	Police	UN2 Toyota Camry LE Hybrid	\$ 35,700	\$ 32,613	\$ 3,087	721- Patrol Services
20-014	Police	PT 30 Marked Police SUV	\$ 55,000	\$ 39,350	\$ 15,650	721- Patrol Services
20-015	Police	PT 29 marked police SUV	\$ 55,000	\$ 37,757	\$ 17,243	721- Patrol Services
20-016	Police	PT 26 marked police unit	\$ 55,000	\$ 34,191	\$ 20,809	721- Patrol Services
20-017	Public Works	Super Duty F-250	\$ 32,814	\$ 32,814	\$ -	423-Utility Maintenance
20-019	Recreation	El Dorado Paratransit Van (#1)	\$ 67,336	\$ 67,336	\$ -	161- Recreation Administration
20-020	Recreation	Utility Gator (#3)	\$ 12,256	\$ 10,767	\$ 1,489	172- Sports & Fitness
			\$ 846,262	\$ 773,160	\$ 73,102	

Fund Breakdown	
General Fund: 100	\$ 73,102
Equipment Management: 500	\$ 773,160
	\$ 846,262 *

* This schedule does not include 25 vehicles which do not have a replacement fund; they are being recommended to be part of a green vehicle lease program. These vehicles are all 10 years and older, and are proposed to be replaced with hybrid vehicles in FY 19/20.

City Council

City Council

Exp Code Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-2019	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES						
4111 Permanent Salaries	56,978	56,994	56,994	139,536		
4112 Temporary Salaries	2,525	4,800	4,800	4,800		
4121 Allowances	37,078	38,700	38,700	38,700		
4131 PERS	9,601	21,560	21,560	57,766		
4132 Group Insurance	68,537	112,380	112,380	133,032		
4133 Medicare	1,334	1,370	1,370	2,704		
4135 Worker's Compensation	410	274	274	702		
4139 PARS	548	0	0	72		
4146 Short Term Disability	0	0	0	1,224		
4161 Retiree Medical Reserve	0	2,844	2,844	6,888		
Total	177,011	238,922	238,922	386,324	147,402	61.69%
SUPPLIES AND CONTRACTUAL SERVICES						
4201 Community Promotions	0	0	0	0		
4202 Community Promotions-CC Alloca	14,367	532,740	532,740	17,500		
4203 Community Promotions-CC Unallo	5,784	20,000	20,000	25,000		
4221 Office Supplies	743	11,000	11,000	11,000		
4237 Contractual Services	491,499	31,600	31,600	31,600		
4501 Memberships & Dues	56,359	65,845	65,845	73,395		
4503 Training and Registration	13,937	25,000	25,000	25,000		
4506 Meals for Meetings	4,021	3,000	3,000	5,000		
4521 Conference Expenses	0	0	0	0		
4522 Non-Conference Expenses	5,486	14,000	14,000	12,000		
Total	592,196	703,185	703,185	200,495	(502,690)	-71.49%
Total Expenditures	769,207	942,107	942,107	586,819	(355,288)	-37.71%

Major Changes:

- 1) Funds for Santa Clara County Library services (\$510k) moved to Nondepartmental Budget
- 2) 1 added position (Admin Asst) \$145K estimated starting in July 2019
- 3) Memberships & Dues increased \$7,550 dues (\$5,500 for Cities Association of SCC, \$1,500 for League of CA Cities, etc)

City Council

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Council Members	5	0	0	5	Administrative Assistant	0	0	1	1
					Total	5	0	1	6

City Manager

City Manager

Exp Code Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES						
4111 Permanent Salaries	335,238	1,041,244	1,041,244	1,118,542		
4112 Temporary Salaries	55,330	0	0	223,170		
4113 Overtime	10,043	0	0	0		
4121 Allowances	2,031	6,600	6,600	6,600		
4124 Leave Cashout	51,570	0	0	0		
4131 PERS	98,578	364,054	364,054	527,746		
4132 Group Insurance	38,228	134,856	134,856	129,384		
4133 Medicare	6,479	15,276	15,276	19,944		
4135 Worker's Compensation	3,138	5,190	5,190	6,686		
4138 Deferred Comp-Employer	1,416	5,400	5,400	26,256		
4139 PARS	4,822	0	0	450		
4146 Short Term Disability	0	0	0	1,224		
4161 Retiree Medical Reserve	29,892	51,852	51,852	55,704		
Total	636,764	1,624,472	1,624,472	2,115,706	491,234	30.24%
SUPPLIES AND CONTRACTUAL SERVICES						
4201 Community Promotions	7,001	10,000	10,000	10,000		
4202 Community Promotions-CC Alloca	0	0	0	0		
4211 Equip Replacement Amortization	2,126	0	0	0		
4221 Office Supplies	19,197	7,000	7,000	10,500		
4231 Advertising	0	0	0	0		
4237 Contractual Services	108,534	200,000	466,475	300,000		
4501 Memberships & Dues	400	3,300	3,300	6,700		
4503 Training and Registration	830	10,000	10,000	30,000		
4506 Meals for Meetings	0	1,000	1,000	3,000		
Total	138,087	231,300	497,775	360,200	(137,575)	-27.64%
Total Expenditures	774,851	1,855,772	2,122,247	2,475,906	353,659	16.66%

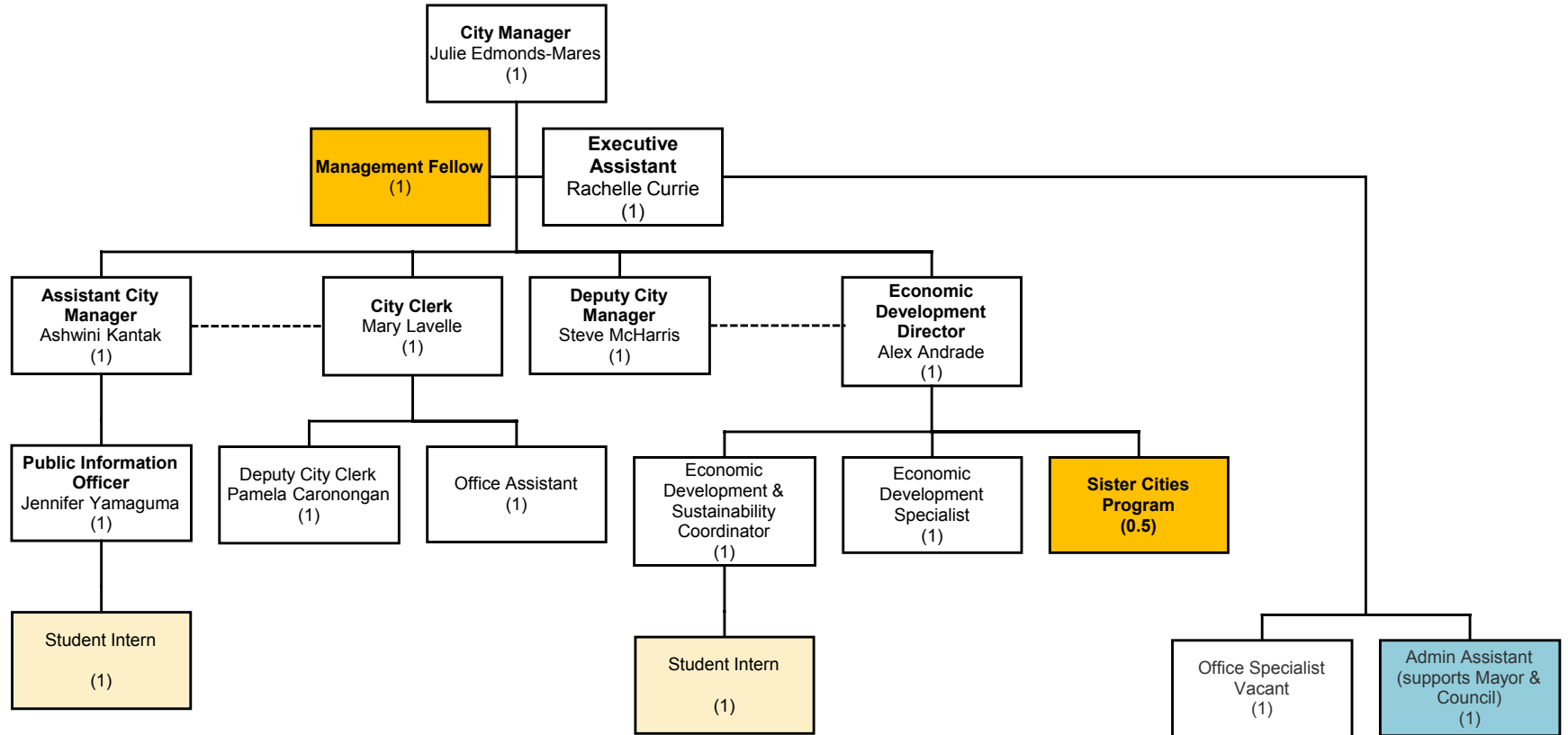
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases in PERS contribution rates.
- 2) Temp positions (management fellow, student interns, and two-year limited term grant writer) \$303K
- 3) Increase in contractual services (community survey and 2020 Census) \$100K
- 4) Reclass of (1) Executive Assistant to (1) Sr. Executive Assistant

City Manager

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
City Manager	1	0	0	1	Executive Assistant	1	0	0	1
Assistant City Manager	1	0	0	1	Office Specialist	1	0	0	1
Deputy City Manager	1	0	0	1					
Public Information Officer	1	0	0	1					
Total						6	0	0	6

City Managers Office



Permanent FTE
(Includes Admin
Asst for City
Council
13

Temporary FTE
4.5

Blue = Proposed
Green = Reclass
Grey = Move
Light Yellow = Temp
Dark Yellow = New
Temp

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City Clerk

City Clerk

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
	PERSONNEL SERVICES						
4111	Permanent Salaries	294,005	322,196	322,196	351,179		
4112	Temporary Salaries	4,991	0	0	0		
4113	Overtime	244	0	0	0		
4124	Leave Cashout	7,712	0	0	0		
4131	PERS	96,783	121,452	121,452	144,133		
4132	Group Insurance	49,058	67,428	67,428	64,692		
4133	Medicare	4,536	4,708	4,708	5,141		
4135	Worker's Compensation	1,572	1,544	1,544	1,671		
4138	Deferred Comp-Employer	2,400	2,700	2,700	2,700		
4139	PARS	76	0	0	0		
4146	Short Term Disability	0	0	0	612		
4161	Retiree Medical Reserve	15,696	15,372	15,372	16,716		
	Total	477,072	535,400	535,400	586,844	51,444	9.61%
	SUPPLIES AND CONTRACTUAL SERVICES						
4221	Office Supplies	2,012	3,000	3,000	3,000		
4231	Advertising	15,355	18,000	18,000	20,000		
4237	Contractual Services	6,249	10,000	10,000	10,000		
4280	Elections	0	200,000	200,000	0		
4501	Memberships & Dues	729	1,500	1,500	2,000		
4503	Training and Registration	4,891	6,000	6,000	5,000		
	Total	29,236	238,500	238,500	40,000	(198,500)	-83.23%
	Total Expenditures	506,308	773,900	773,900	626,844	(147,056)	-19.00%

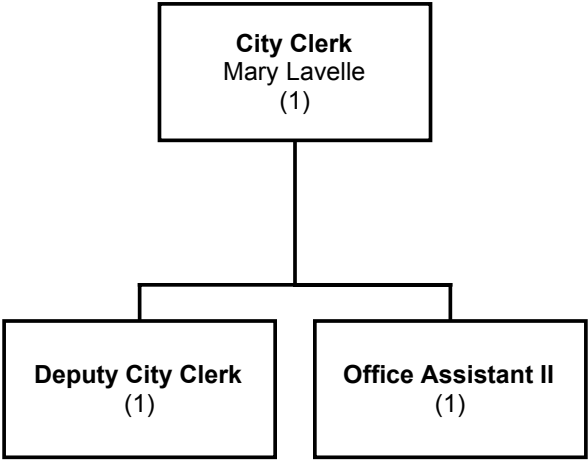
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases in PERS contribution rates.
- 2) Decrease in elections due to no election for the City in FY19-20 <\$200K>

City Clerk

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
City Clerk	1	0	0	1	Office Assistant	1	0	0	1
Deputy City Clerk	1	0	0	1					
Total						3	0	0	3

City Clerk Office



Permanent FTE
3
Temporary FTE
0
Blue = Proposed Green = Reclass Grey = Move Light Yellow = Temp Dark Yellow = New Temp

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Economic Development

Economic Development

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	351,681	421,937	421,937	416,526		
4112	Temporary Salaries	15,750	30,000	30,000	55,000		
4124	Leave Cashout	9,141	0	0	0		
4131	PERS	106,327	127,326	127,326	170,784		
4132	Group Insurance	45,070	67,428	67,428	64,692		
4133	Medicare	5,501	5,672	5,672	6,883		
4135	Worker's Compensation	1,618	1,938	1,938	2,295		
4138	Deferred Comp-Employer	2,366	2,700	2,700	2,700		
4139	PARS	236	0	0	825		
4146	Short Term Disability	0	0	0	612		
4161	Retiree Medical Reserve	14,700	19,428	19,428	20,274		
	Total	552,390	676,429	676,429	740,591	64,162	9.49%
SUPPLIES AND CONTRACTUAL SERVICES							
4202	Community Promotions-CC Alloca	0	0	0	6,240		
4221	Office Supplies	576	1,500	1,500	1,500		
4231	Advertising	19,483	25,000	25,000	25,000		
4237	Contractual Services	89,984	230,000	230,000	180,000		
4501	Memberships & Dues	23,349	24,505	24,505	26,225		
4503	Training and Registration	12,052	15,000	15,000	10,000		
4506	Meals for Meetings	98	0	0	250		
	Total	158,768	296,005	296,005	249,215	(46,790)	-15.81%
Total Expenditures		711,158	972,434	972,434	989,806	17,372	1.79%

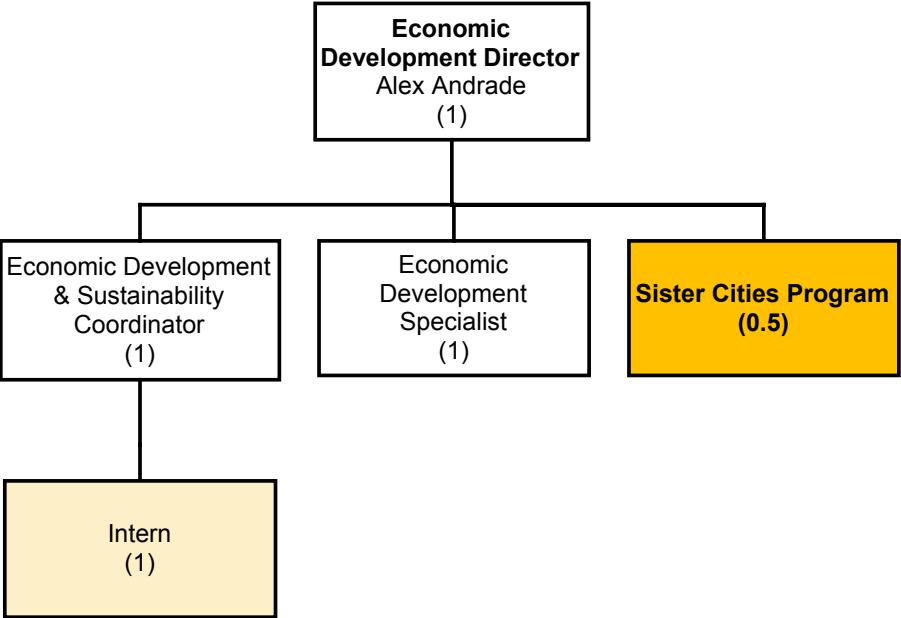
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution rates.
- 2) Increase in temporary staffing and community promotions (Sister Cities Program) \$25K.
- 3) Decrease in contractual services primarily on printing and communications <\$50K>.

Economic Development

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Economic Development Director	1	0	0	1	Economic Development Specialist	1	0	0	1
Economic Development Coordinator	1	0	0	1					
Total						3	0	0	3

Economic Development Department



Permanent FTE
3
Temporary FTE
1.5
Blue = Proposed Green = Reclass Grey = Move Light Yellow = Temp Dark Yellow = New Temp

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City Attorney

City Attorney

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
	PERSONNEL SERVICES						
4111	Permanent Salaries	106,759	109,912	109,912	109,912		
4131	PERS	32,868	41,486	41,486	45,176		
4132	Group Insurance	21,258	22,476	22,476	21,564		
4133	Medicare	1,561	1,608	1,608	1,608		
4135	Worker's Compensation	480	492	492	492		
4138	Deferred Comp-Employer	900	900	900	900		
4146	Short Term Disability	0	0	0	204		
4161	Retiree Medical Reserve	4,764	4,908	4,908	4,908		
	Total	168,591	181,782	181,782	184,764	2,982	1.64%
	SUPPLIES AND CONTRACTUAL SERVICES						
4221	Office Supplies	826	1,500	1,500	1,500		
4237	Contractual Services	807,147	565,650	663,000	1,004,100		
4238	Contractual Services-PJ's Labor	235,707	0	0	0		
	Total	1,043,680	567,150	664,500	1,005,600	341,100	51.33%
	Total Expenditures	1,212,271	748,932	846,282	1,190,364	344,082	40.66%

Major Changes:

- 1) Increase to attorney services budget of \$439K, which reflects a more accurate amount for City Attorney's services based on historic actual year-end budget.
- 2) Additional funding will be requested in FY 18-19.

City Attorney - Contracted

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Executive Secretary	1	0	0	1					
Total						1	0	0	1

Building and Housing

Building and Housing

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	2,123,951	2,606,204	2,768,606	3,817,187		
4112	Temporary Salaries	529,332	1,097,937	1,097,937	494,840		
4113	Overtime	31,928	34,000	34,000	70,000		
4124	Leave Cashout	82,688	0	0	0		
4131	PERS	893,788	1,343,293	1,398,135	1,711,392		
4132	Group Insurance	515,185	764,177	786,653	820,812		
4133	Medicare	40,062	53,024	55,388	63,048		
4135	Worker's Compensation	29,603	31,604	32,420	27,427		
4138	Deferred Comp-Employer	28,275	20,700	21,600	29,700		
4139	PARS	75	0	0	255		
4141	Adjustments-Payroll	0	0	371,471	0		
4146	Short Term Disability	0	0	0	6,732		
4161	Retiree Medical Reserve	164,377	180,875	188,999	213,966		
	Total	4,439,264	6,131,814	6,755,209	7,255,359	500,150	7.40%
SUPPLIES AND CONTRACTUAL SERVICES							
4205	Miscellaneous Grants	0	200,000	0	130,600		
4207	Housing Rehab Loans	0	200,000	200,000	200,000		
4208	CDBG Grants	288,993	450,000	450,000	450,000		
4211	Equip Replacement Amortization	56,643	53,573	53,573	53,971		
4221	Office Supplies	6,487	8,000	8,000	6,000		
4223	Department Supplies	6,459	12,000	12,000	14,000		
4225	Health & Safety Supplies	5,484	3,750	3,750	6,000		
4231	Advertising	3,878	6,500	6,500	5,000		
4237	Contractual Services	723,321	525,000	525,000	952,800		
4501	Memberships & Dues	1,610	2,800	2,800	4,300		
4502	Professional Licensing	0	0	0	4,600		
4503	Training and Registration	12,565	23,100	23,100	29,000		
4505	Lodging/Travel	0	3,400	3,400	15,000		
4506	Meals for Meetings	0	0	0	0		
	Total	1,105,441	1,488,123	1,288,123	1,871,271	583,148	45.27%
CAPITAL OUTLAY							
4851	Vehicles	25,059	0	0	0		
	Total	25,059	0	0	0	0	0.00%
Total Expenditures		5,569,764	7,619,937	8,043,332	9,126,630	1,083,298	13.47%

Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution rates.
- 2) Increase from transfer of function 551 (Neighborhood Services/Housing) from the Planning Department \$2.035M, including transfer of 6 FTE.
- 3) Contractual services for non-profit homelessness case manager/operating grant/affordability covenants/Project Sentinel \$396K.

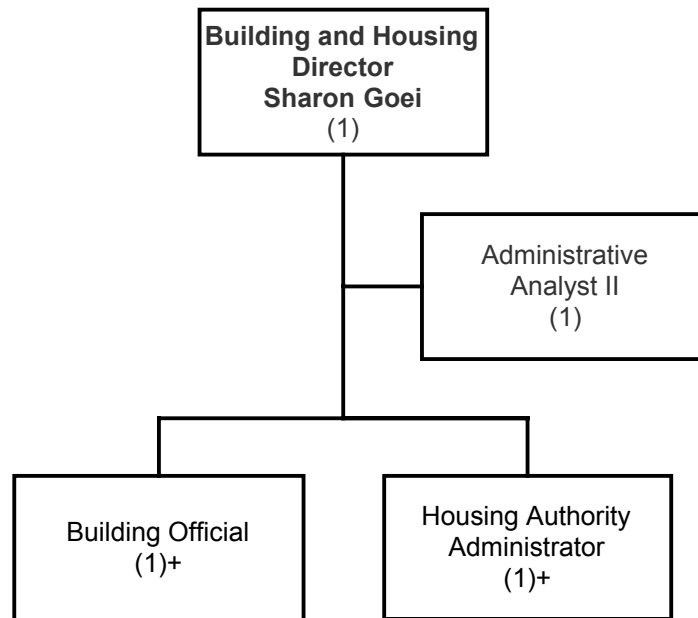
Building and Housing

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Building & Housing Department Director	1	0	0	1	Senior Building Inspector	2	0	1	3
Bldg Inspection Mgr	1	0	0	1	Senior Plan Check Engineer	1	0	0	1
Building/NP Inspector	5	4	0	9	Assistant Housing Planner *	0	1	0	1
Building Official	0	1	0	1	Housing Authority Administrator *	0	1	0	1
Building Permit Technician	2	0	0	2	Housing & Neigh Svcs Manager *	0	1	0	1
Electrical Building Inspector(Sr. Bldg Inspector)	1	0	-1	0	Code Enforcement Officer *	0	1	0	1
Senior Permit Center Analyst/Sr. Admin Analyst	0	0	1	1	Sr. Code Enforcement Officer *	0	2	0	2
Plan Checker	1	0	0	1	Administrative Analyst II	0	1	0	1
Plan Check Engineer	2	2	-1	3	Permit Center Office Assistant II (Office Assistant II)	1	0	0	1
Plan Review Manager	0	1	0	1	Permit Center Office Specialist (Office Specialist)	1	0	0	1
Total **						18	15	0	33

* Position added due to the transfer of function 551 (Neighborhood Services / Housing) from Planning Department to Building Department.

** Total of 15 positions increased - 6 from transfer of function 551, and 9 from mid year adds (3 new and 6 status change from temp to regular).

Building and Housing Department



Permanent FTE

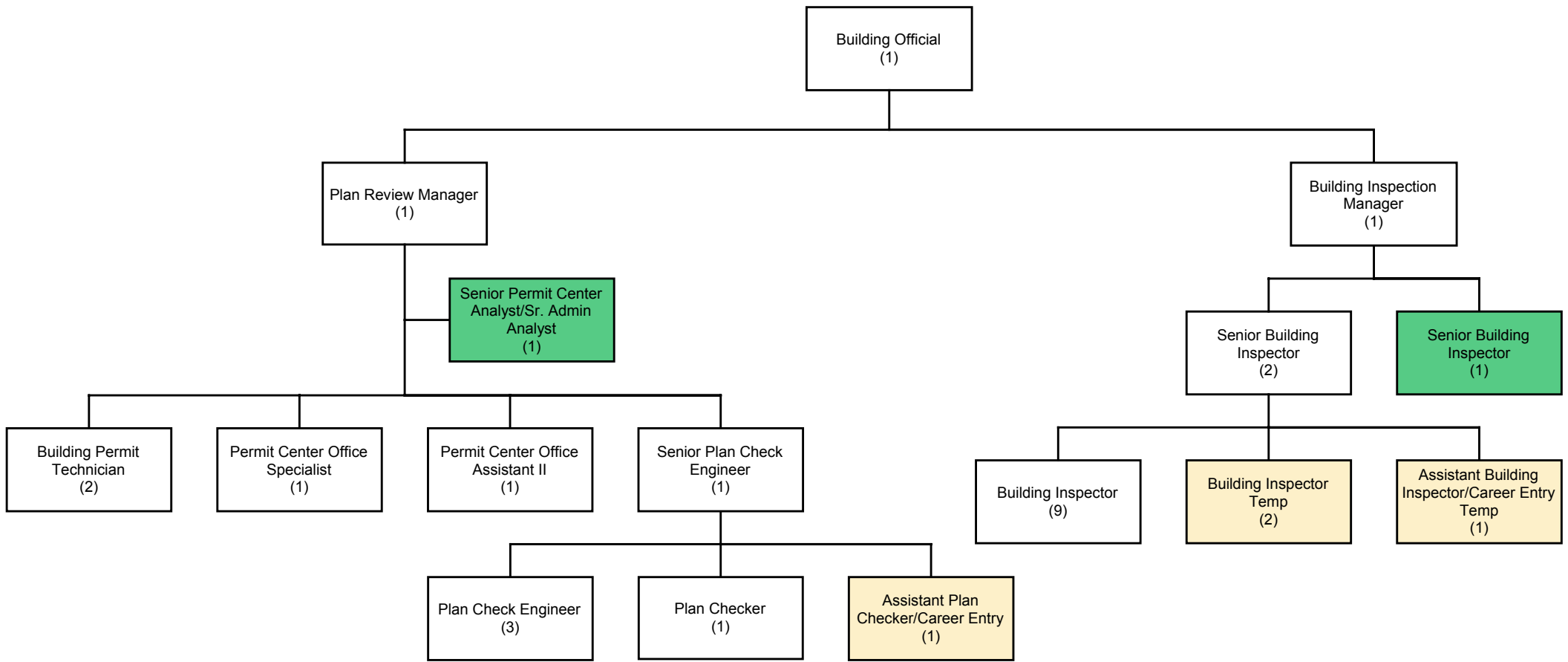
33

Temporary FTE

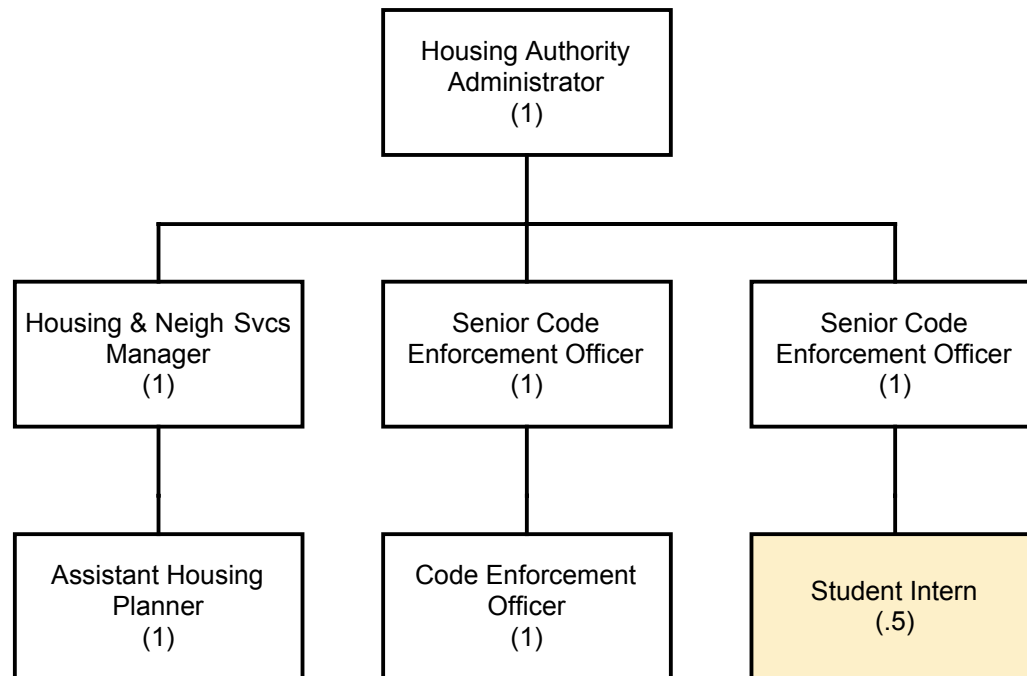
4.5

Blue = Proposed
Green = Reclass
Grey = Move
Light Yellow = Temp
Dark Yellow = New Temp
+ Detail Org Chart on
Following Page (s)

Building and Housing Department



Building and Housing Department



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Engineering

Engineering

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	1,147,525	1,680,117	1,680,117	1,694,819		
4112	Temporary Salaries	69,370	179,718	202,013	126,286		
4113	Overtime	7,081	22,000	22,000	22,000		
4124	Leave Cashout	35,045	0	0	0		
4125	Accrued Leave	0	0	0	0		
4131	PERS	391,732	1,064,713	1,064,713	1,227,566		
4132	Group Insurance	196,306	539,423	539,423	542,970		
4133	Medicare	18,153	42,388	42,388	44,487		
4135	Worker's Compensation	15,285	19,215	19,215	16,845		
4138	Deferred Comp-Employer	14,506	20,700	20,700	21,750		
4139	PARS	899	1,095	1,095	324		
4146	Short Term Disability	0	0	0	4,930		
4161	Retiree Medical Reserve	115,780	140,640	140,640	150,315		
	Total	2,011,682	3,710,009	3,732,304	3,852,292	119,988	3.21%
SUPPLIES AND CONTRACTUAL SERVICES							
4201	Community Promotions	123,825	100,500	100,500	0		
4211	Equip Replacement Amortization	27,810	23,594	23,594	25,422		
4221	Office Supplies	8,972	12,000	12,000	10,500		
4223	Department Supplies	(23)	0	0	500		
4225	Health & Safety Supplies	514	4,150	4,150	4,000		
4231	Advertising	2,202	4,750	4,750	3,000		
4232	Blueprinting	3,800	5,000	5,000	5,000		
4237	Contractual Services	1,727,338	717,800	717,800	472,500		
4501	Memberships & Dues	59	1,450	1,450	700		
4502	Professional Licensing	0	0	0	2,600		
4503	Training and Registration	1,200	4,800	4,800	10,000		
4506	Meals for Meetings	31	0	0	0		
	Total	1,895,730	874,044	874,044	534,222	(339,822)	-38.88%
CAPITAL OUTLAY							
4800	Capital Improvements	(753,639)	0	0	0		
	Total	(753,639)	0	0	0	0	0.00%
Total Expenditures		3,153,773	4,584,053	4,606,348	4,386,514	(219,834)	-4.77%

Major Changes:

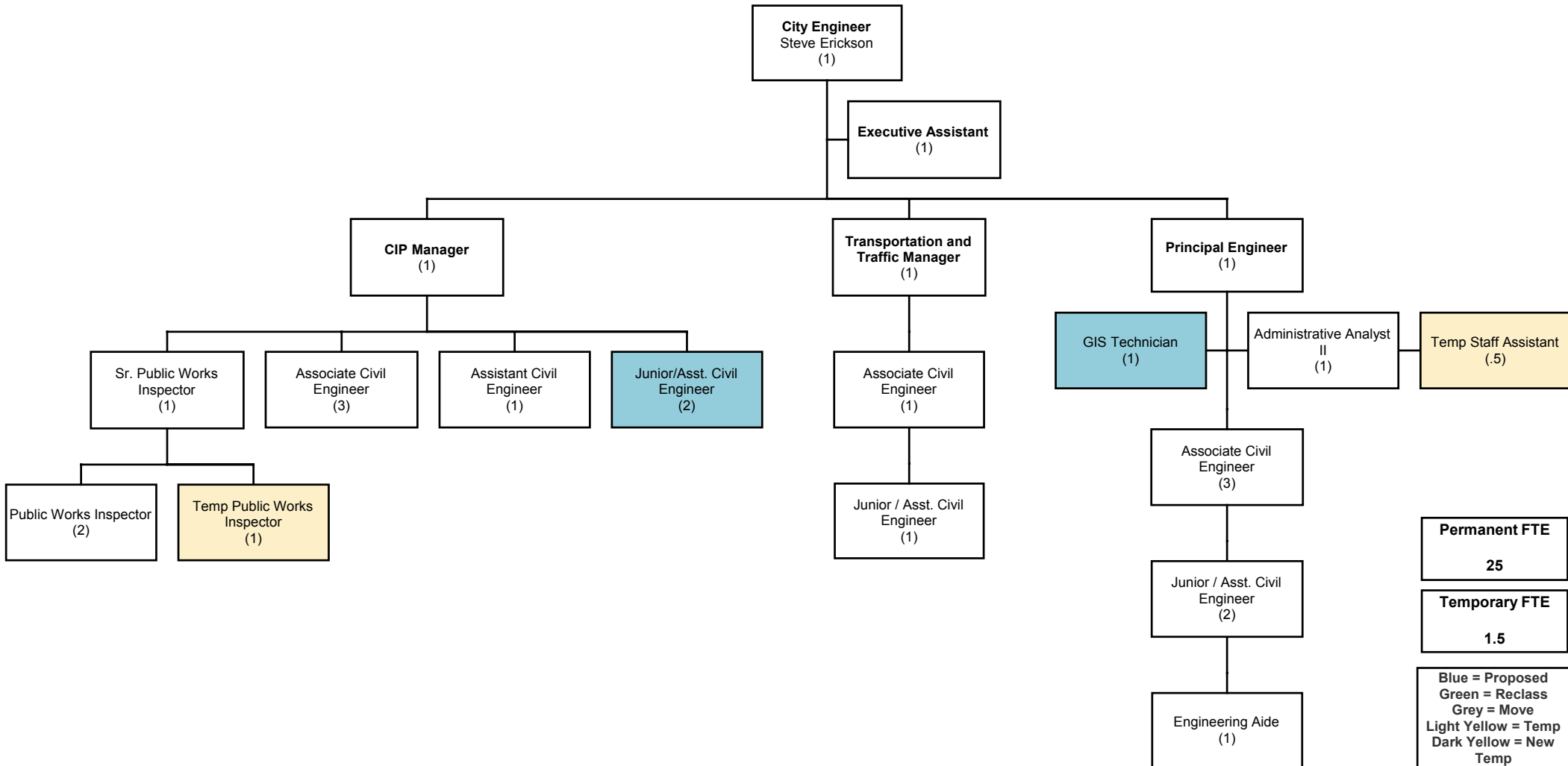
- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution rates.
- 2) Transfer Solid Waste Services/Compliance program from the Engineering Department to the Public Works Department (\$230K+\$247K) transferred 1 existing position and 1 temp position
- 3) Add 1 new GIS Technician estimated start Jul '19 \$175K, 2 Jr./Asst Engineers estimated start Dec. '19 \$202K

Engineering

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Director of Engineering/City Engineer	1	0	0	1	Engineering Aide	2	0	0	2
CIP Manager	1	0	0	1	GIS Technician	0	0	1	1
Transportation and Traffic Mgr	1	0	0	1	Public Works Inspector	2	0	0	2
Principal Civil Engineer	1	0	0	1	Senior Public Works Inspector	1	0	0	1
Associate Civil Engineer	8	0	0	8	Executive Assistant	1	0	0	1
Assistant Civil Engineer	3	0	0	3	Administrative Analyst II *	2	0	-1	1
Jr/Assistant Civil Engineer	0	0	2	2					
Total						23	0	2	25

* One (1) moved to Public Works with the transfer of Solid Waste Services/Compliance program and stormwater annual reporting.

Engineering Department



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Finance

Finance

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	2,083,816	2,675,692	2,675,692	2,881,277		
4112	Temporary Salaries	218,534	89,600	139,600	163,144		
4113	Overtime	2,948	15,000	15,000	15,000		
4121	Allowances	4,173	0	0	0		
4124	Leave Cashout	47,428	0	0	0		
4125	Accrued Leave	3,667	0	0	0		
4131	PERS	697,311	988,776	988,776	1,218,842		
4132	Group Insurance	406,745	618,084	618,084	625,350		
4133	Medicare	34,192	38,382	38,382	44,880		
4135	Worker's Compensation	14,529	15,788	15,788	16,162		
4138	Deferred Comp-Employer	18,348	22,500	22,500	23,850		
4139	PARS	1,758	0	0	1,381		
4146	Short Term Disability	0	0	0	6,018		
4161	Retiree Medical Reserve	115,723	130,032	130,032	142,516		
	Total	3,649,172	4,593,854	4,643,854	5,138,420	494,566	10.65%
SUPPLIES AND CONTRACTUAL SERVICES							
4211	Equip Replacement Amortization	23,619	15,769	15,769	19,166		
4221	Office Supplies	22,142	58,750	58,750	72,900		
4223	Department Supplies	55,139	64,100	64,100	48,100		
4225	Health & Safety Supplies	250	0	0	0		
4231	Advertising	702	1,000	1,000	1,000		
4237	Contractual Services	581,293	367,760	467,760	744,730		
4239	Audit Fees	5,930	850	850	850		
4241	Repair & Maintenance	2,737	7,500	7,500	7,500		
4501	Memberships & Dues	1,859	2,150	2,150	2,230		
4503	Training and Registration	13,750	26,085	26,085	32,535		
4506	Meals for Meetings	379	0	0	0		
4508	Mileage Reimbursement/Parking	87	350	350	0		
	Total	707,887	544,314	644,314	929,011	284,697	44.19%
CAPITAL OUTLAY							
4873	Machinery & Equipment	42,738	0	0	0		
4875	Computer Software	68,294	0	0	0		
4921	Machinery, Tools & Equipment	0	0	0	0		
4922	Computer Hardware	411	0	0	0		
4932	Meters	0	30,000	30,000	30,000		
	Total	111,442	30,000	30,000	30,000	0	0.00%
Total Expenditures		4,468,501	5,168,168	5,318,168	6,097,431	779,263	14.65%

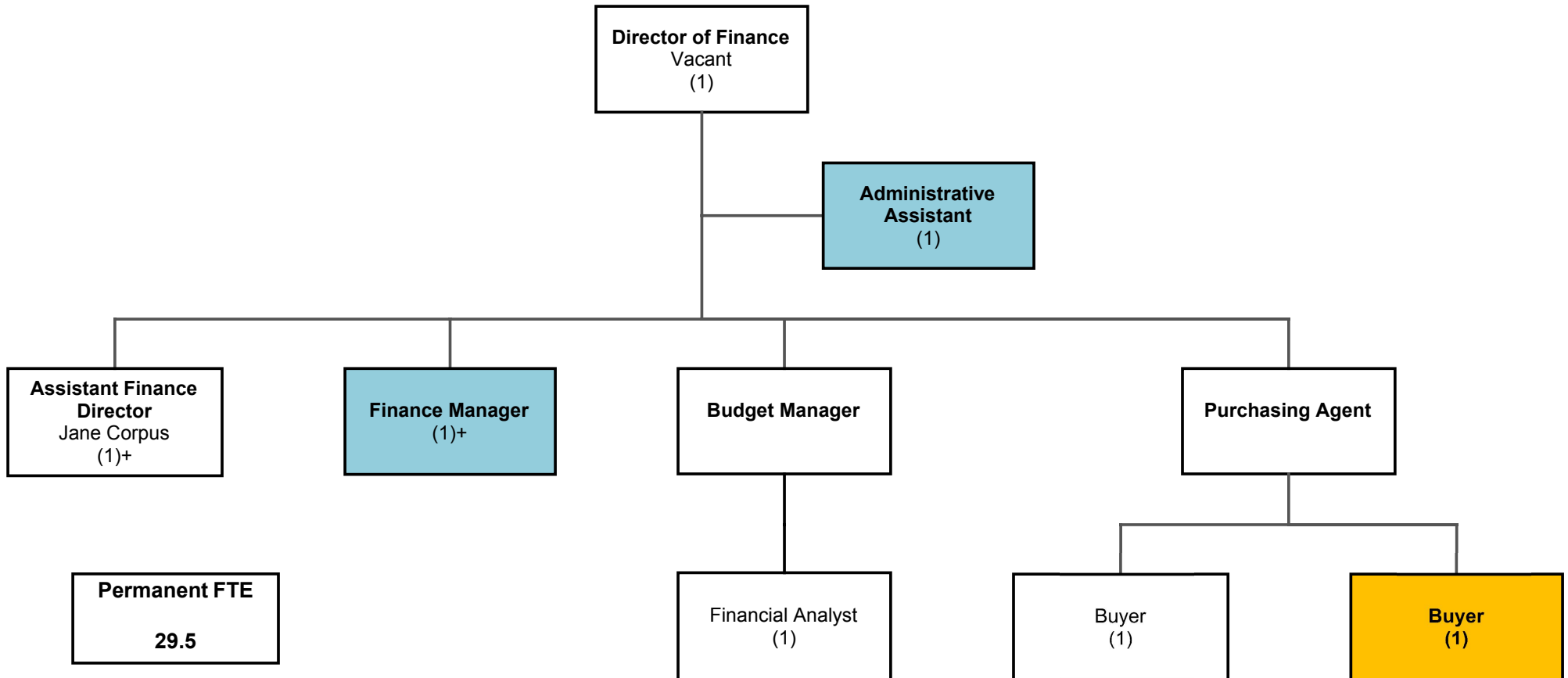
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution
- 2) 2 new positions (1 Finance Mgr estimated start Oct '19 & 1 Admin Asst estimated start Oct '19) \$257K
- 3) Temp positions increases \$74K for Buyer and Special Projects Associate
- 4) Increase in contractual services (update of SOP's - one-time cost, portfolio manager) \$300K

Finance

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Director of Financial Services	1	0	0	1	Senior Accountant	4	0	0	4
Assistant Finance Director	1	0	0	1	Customer Services Supervisor	1	0	0	1
Budget Manager	1	0	0	1	Accountant	2	0	0	2
Financial Analyst I	2	0	0	2	Sr. Accounting Technician	1	0	0	1
Finance Technician	1	0	0	1	Payroll Specialist	2	0	0	2
Purchasing Agent	1	0	0	1	Accounting Technician I/II	7	0	0	7
Buyer	1	0	0	1	Water Meter Reader II	2.5	0	0	2.5
Finance Manager	0	0	1	1	Administrative Assistant	0	0	1	1
Total						27.5	0	2	29.5

Finance Department

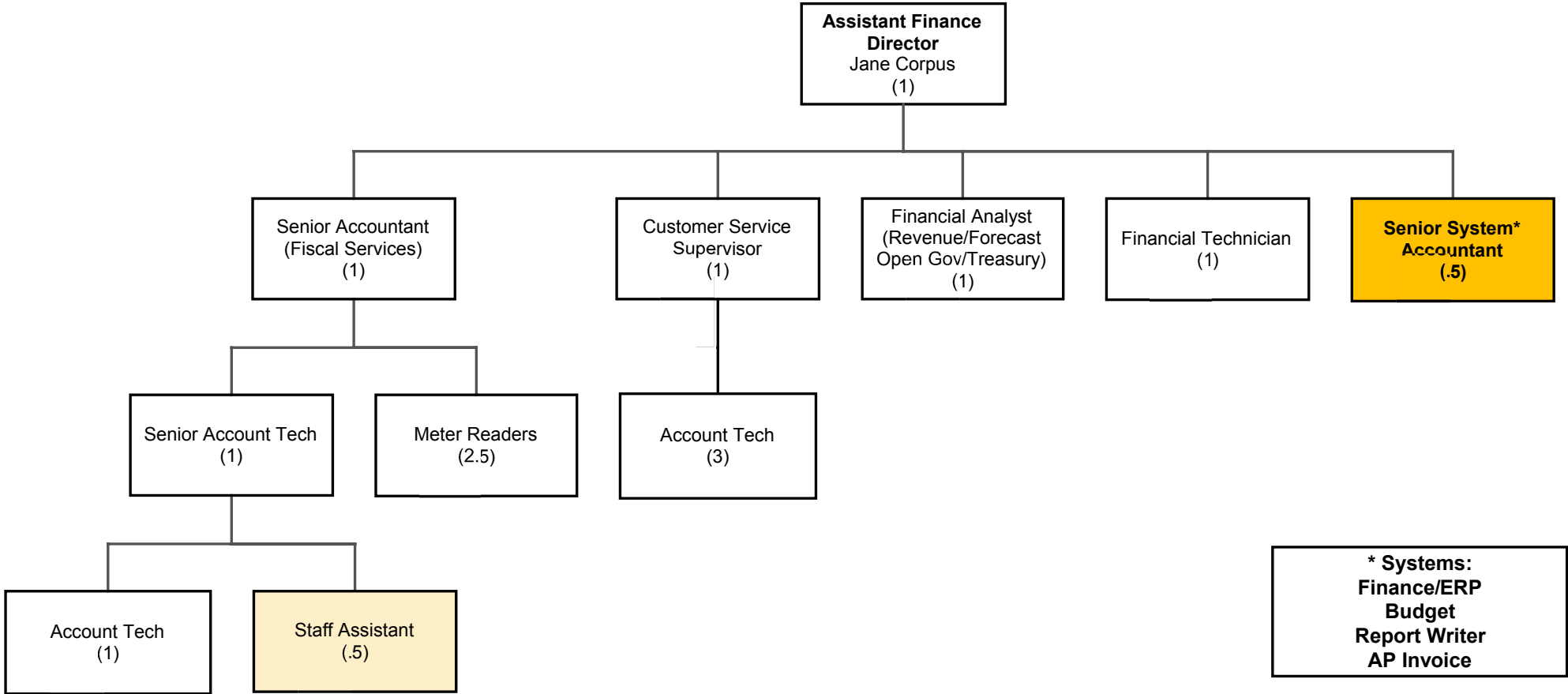


Permanent FTE
29.5

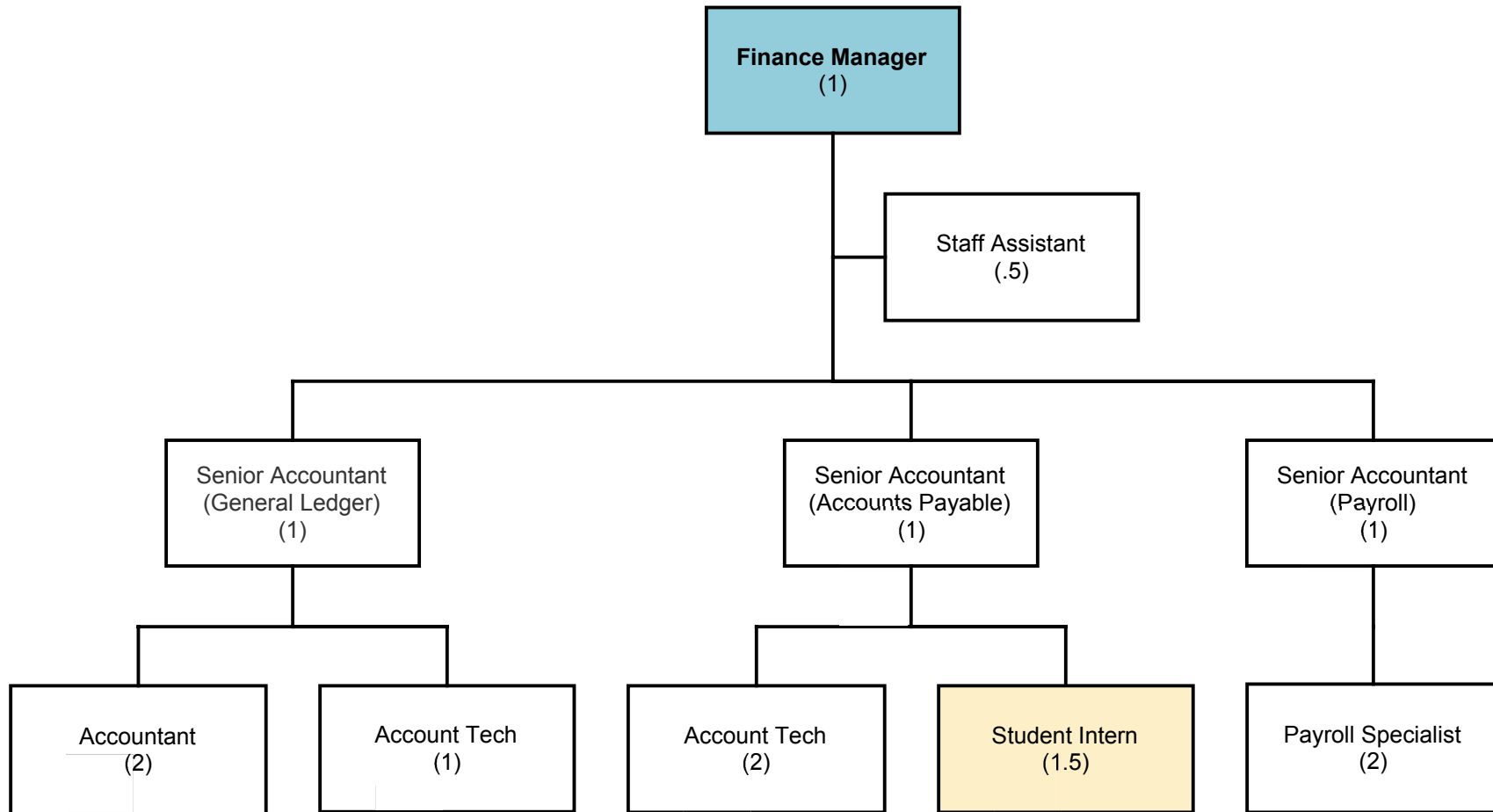
Temporary FTE
4.5

Blue = Proposed
Green = Reclass
Grey = Move
Light Yellow = Temp
Dark Yellow = New Temp
+ Detail Org Chart on
Following Page (s)

Finance Department



Finance Department



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Fire

Fire

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	9,577,720	10,176,573	10,448,219	12,053,178		
4112	Temporary Salaries	42,226	33,981	33,981	36,071		
4113	Overtime	1,400,472	1,220,000	1,304,852	1,849,512		
4114	Overtime Reimbursement	697,112	0	0	0		
4121	Allowances	60,960	65,736	67,342	71,463		
4124	Leave Cashout	646,543	0	0	0		
4131	PERS	4,003,095	4,639,493	4,735,621	6,048,046		
4132	Group Insurance	1,560,956	1,559,424	1,595,884	1,641,963		
4133	Medicare	170,253	149,138	152,144	176,759		
4135	Worker's Compensation	320,615	321,733	328,486	542,521		
4138	Deferred Comp-Employer	42,925	44,700	45,776	49,575		
4139	PARS	266	0	0	939		
4146	Short Term Disability	0	0	1,203,321	15,453		
4161	Retiree Medical Reserve	470,324	472,971	482,625	560,657		
	Total	18,993,466	18,683,749	20,398,251	23,046,137	2,647,886	12.98%
SUPPLIES AND CONTRACTUAL SERVICES							
4211	Equip Replacement Amortization	1,341,081	1,458,989	1,458,989	1,660,850		
4221	Office Supplies	17,343	28,500	28,500	38,500		
4223	Department Supplies	390,917	545,700	596,530	608,840		
4224	Maintenance Supplies	43,186	30,000	30,000	35,000		
4225	Health & Safety Supplies	10,346	94,000	137,000	94,000		
4231	Advertising	0	0	0	0		
4237	Contractual Services	150,220	302,900	302,900	457,800		
4242	Rents & Leases	4,093	0	0	0		
4501	Memberships & Dues	15,568	36,025	36,025	39,975		
4502	Professional Licensing	0	0	0	0		
4503	Training and Registration	44,354	187,400	191,600	257,700		
4505	Lodging/Travel	0	8,000	8,000	10,000		
4506	Meals for Meetings	5,212	5,000	5,000	6,000		
	Total	2,022,321	2,696,514	2,794,544	3,208,665	414,121	14.82%
CAPITAL OUTLAY							
4851	Vehicles	11,835	120,082	247,493	0		
4873	Machinery & Equipment	25,068	0	0	0		
4875	Computer Software	0	0	0	110,000		
4922	Computer Hardware	0	0	0	0		
4923	Computer Software	7	10,000	10,000	0		
	Total	36,910	130,082	257,493	110,000	(147,493)	-57.28%
Total Expenditures		21,052,696	21,510,345	23,450,288	26,364,802	2,914,514	12.43%

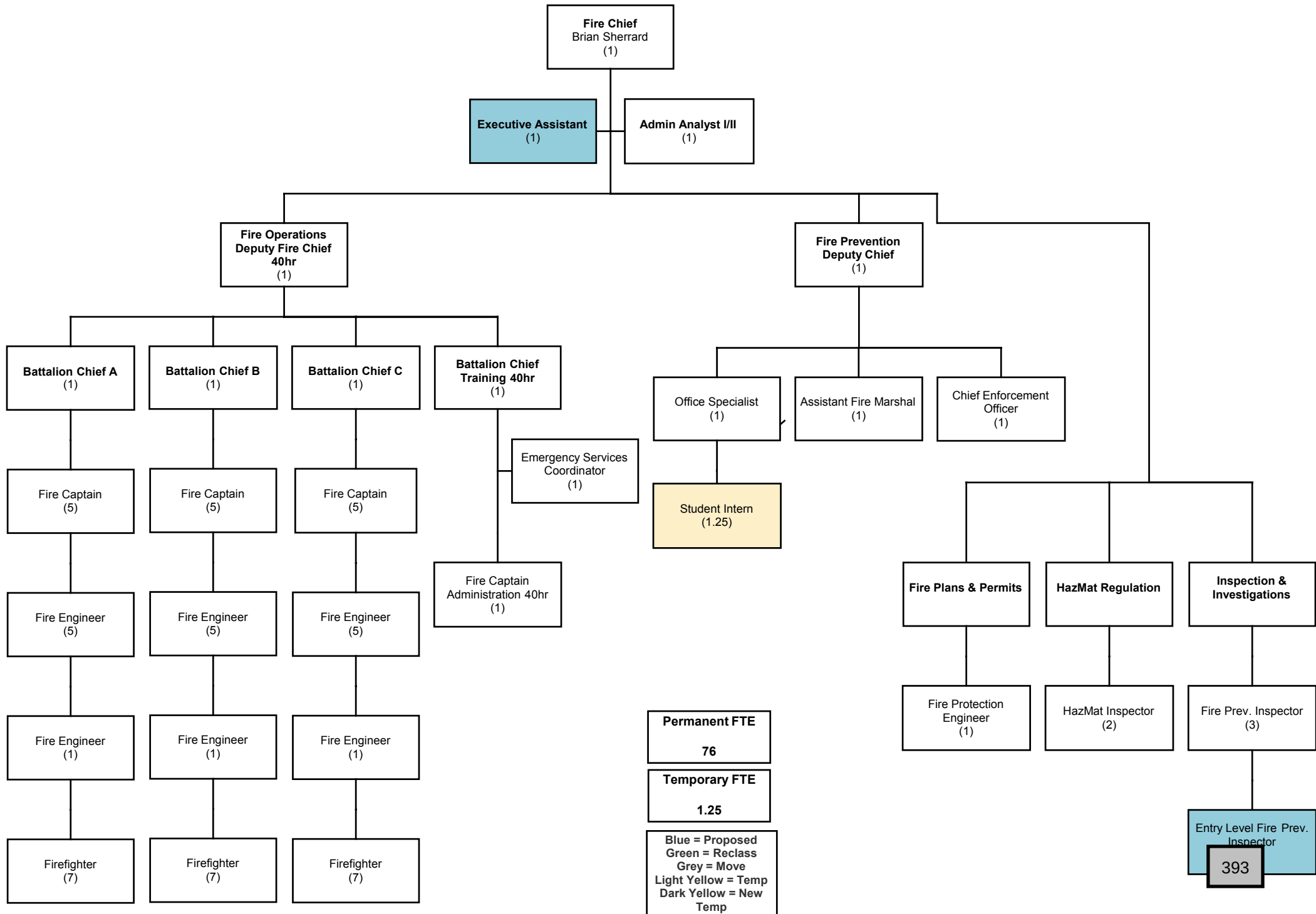
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution rates.
- 2) 7 new positions (5 during FY 18-19 midyear and 2 for FY 19-20 proposed budget (1 Executive Assistant estimated start Jul '19, 1 Entry Level Fire Inspector estimated start Oct '19) \$1,811K
- 3) Increase in Overtime \$630K to staff ambulance and extra truck
- 4) Equipment replacement \$207K
- 5) Contractual services for employee medical evaluation/fire station alerting/defib & CPR devices \$155K
- 6) Department supplies \$63K, training & registration \$70K (Firefighter 1 Academy \$40K, truck operations training \$21K)
- 7) Software costs (GIS, etc.) \$110K
- 8) 6 new Firefighter/Paramedic Trainees depending on timing of SAFER grant approval

Fire

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Fire Chief	1	0	0	1	Assistant Fire Marshall	1	0	0	1
Deputy Fire Chief	2	0	0	2	Chief Fire Enforcement Offcr	1	0	0	1
Fire Battalion Chief - 40 hr	0	1	0	1	Hazardous Materials Inspector	2	0	0	2
Fire Battalion Chief	3	0	0	3	Fire Prevention Inspector	3	1	0	4
Fire Captain-40 hr	1	0	0	1	Fire Protection Engineer	1	0	0	1
Fire Captain	15	0	0	15	Entry Level Fire Prevention Inspector	0	0	1	1
Fire Engineer	4	2	0	6	Emergency Svcs Coordinator	1	0	0	1
Fire Engineer-Paramedic	11	1	0	12	Office Specialist	1	0	0	1
Firefighter	14	0	0	14	Administrative Analyst II	1	0	0	1
Firefighter/Paramedic	7	0	0	7	Executive Assistant	0	0	1	1
Total						69	5	2	76

Fire Department



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Human Resources

Human Resources

Exp Code Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES						
4111 Permanent Salaries	474,980	542,764	564,327	646,613		
4112 Temporary Salaries	85,172	10,000	10,000	55,949		
4113 Overtime	605	1,000	1,000	1,000		
4124 Leave Cashout	28,931	0	0	0		
4131 PERS	160,519	204,394	204,394	319,165		
4132 Group Insurance	69,414	112,380	112,380	150,948		
4133 Medicare	8,418	7,942	7,942	10,279		
4135 Worker's Compensation	2,890	2,702	2,702	3,502		
4138 Deferred Comp-Employer	4,019	4,500	4,500	6,300		
4139 PARS	143	0	0	0		
4146 Short Term Disability	0	0	0	1,428		
4161 Retiree Medical Reserve	27,756	27,144	27,144	38,920		
Total	862,847	912,826	934,389	1,234,104	299,715	32.08%
SUPPLIES AND CONTRACTUAL SERVICES						
4201 Community Promotions	4,388	8,500	8,500	8,500		
4221 Office Supplies	4,864	5,500	5,500	7,000		
4231 Advertising	5,046	2,500	2,500	2,500		
4237 Contractual Services	424,913	497,950	597,950	584,964		
4501 Memberships & Dues	4,746	2,475	2,475	8,187		
4503 Training and Registration	16,605	24,000	24,000	59,000		
4506 Meals for Meetings	4,816	7,000	7,000	7,000		
Total	465,378	547,925	647,925	677,151	29,226	4.51%
Total Expenditures	1,328,225	1,460,751	1,582,314	1,911,255	328,941	20.79%

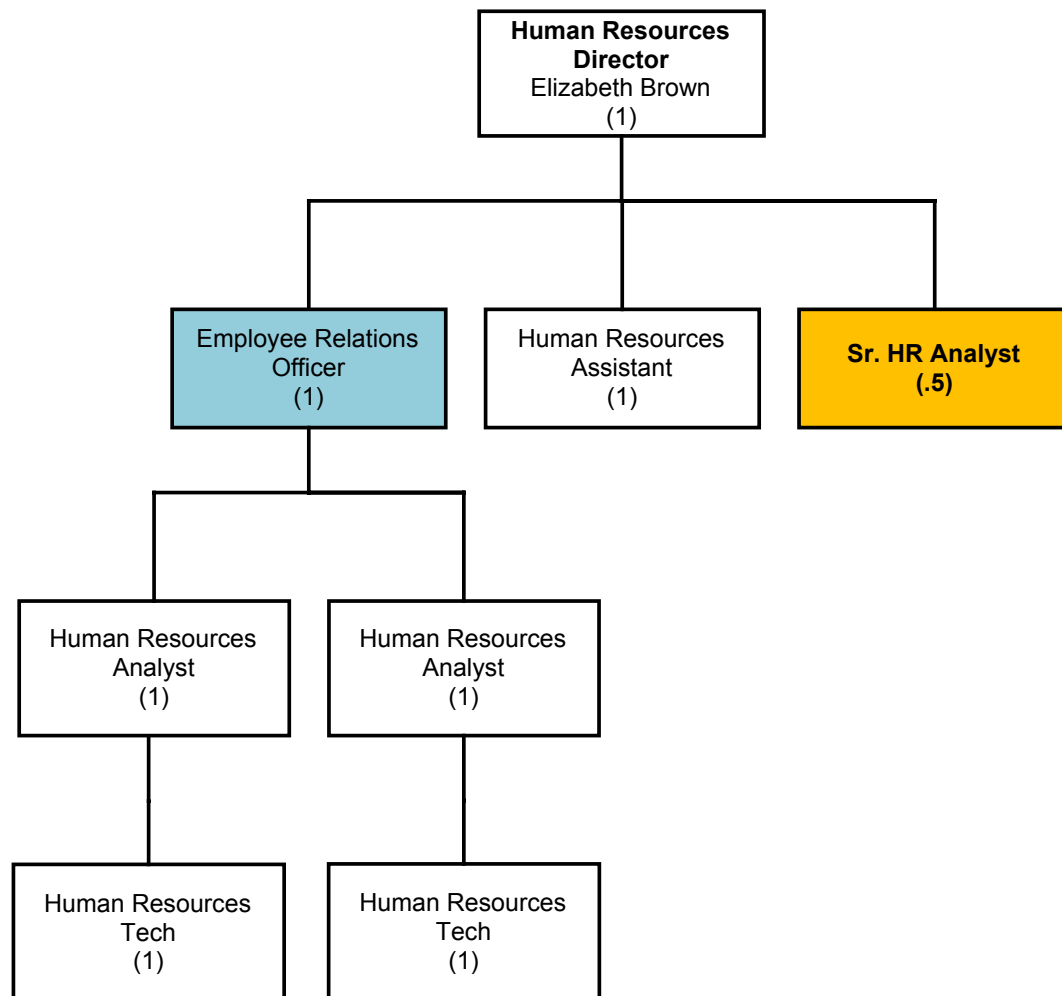
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases in PERS contribution rates.
- 2) 1 HR Tech added for FY 18-19 midyear and 1 Employee Relations Officer for FY 19-20 estimated starting in July 2019 \$348K
- 3) Increase in temporary staff \$46K
- 4) Increase in contractual services (class/comp study \$50K, WC insurance \$34K)
- 5) City wide trainings/harassment \$35K

Human Resources

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Human Resources Director	1	0	0	1	Human Resources Technician	1	1	0	2
Employee Relations Officer	0	0	1	1	Human Resources Assistant	1	0	0	1
Human Resource Analyst I/II	2	0	0	2					
Total						5	1	1	7

Human Resources Department



Permanent FTE

7

Temporary FTE

0.5

Blue = Proposed
Green = Reclass
Grey = Move
Light Yellow = Temp
Dark Yellow = New Temp

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Information Technology

Information Technology

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	1,042,719	1,348,244	1,348,244	1,486,498		
4112	Temporary Salaries	41,740	50,000	50,000	35,000		
4113	Overtime	221	0	0	0		
4121	Allowances	1,500	0	0	0		
4124	Leave Cashout	73,906	0	0	0		
4131	PERS	348,375	507,708	507,708	609,357		
4132	Group Insurance	140,259	247,236	247,236	258,768		
4133	Medicare	16,866	19,686	19,686	22,272		
4135	Worker's Compensation	6,489	6,730	6,730	7,594		
4138	Deferred Comp-Employer	7,357	9,900	9,900	10,800		
4139	PARS	622	0	0	526		
4146	Short Term Disability	0	0	0	2,448		
4161	Retiree Medical Reserve	61,080	67,224	67,224	74,129		
	Total	1,741,133	2,256,728	2,256,728	2,507,392	250,664	11.11%
SUPPLIES AND CONTRACTUAL SERVICES							
4211	Equip Replacement Amortization	8,116	6,917	6,917	6,841		
4221	Office Supplies	16	0	0	0		
4223	Department Supplies	16,219	18,180	18,180	18,180		
4231	Advertising	395	0	0	0		
4237	Contractual Services	75,002	150,000	150,000	206,000		
4241	Repair & Maintenance	649,919	903,499	903,499	1,062,967		
4242	Rents & Leases	0	98,000	0	0		
4411	Phone-Local	127,919	120,364	120,364	120,364		
4412	Computer Data Lines	396	93,672	93,672	44,000		
4415	Pagers	0	0	0	0		
4416	Cellular Phones	72,831	55,000	55,000	65,000		
4501	Memberships & Dues	160	2,200	2,200	2,200		
4503	Training and Registration	5,771	11,000	11,000	55,500		
4506	Meals for Meetings	0	0	0	0		
4508	Mileage Reimbursement/Parking	80	500	500	500		
	Total	956,825	1,459,332	1,361,332	1,581,552	220,220	16.18%
CAPITAL OUTLAY							
4874	Computer Hardware	10,771	0	0	0		
4875	Computer Software	10,042	0	0	0		
4922	Computer Hardware	223,341	173,250	173,250	300,000		
4923	Computer Software	78,254	0	0	0		
4924	Electronic Equipment	2,036	0	0	0		
	Total	324,443	173,250	173,250	300,000	126,750	73.16%
Total Expenditures		3,022,401	3,889,310	3,791,310	4,388,944	597,634	15.76%

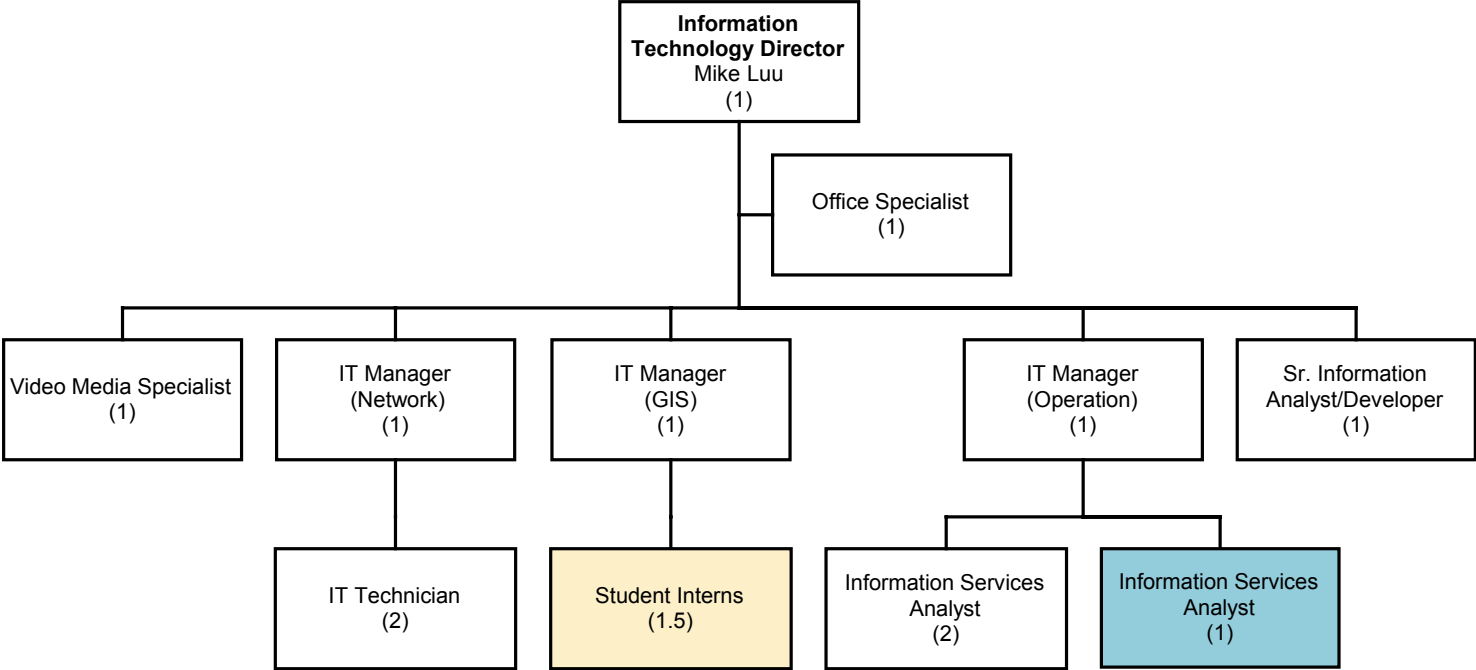
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution rates.
- 2) Added 1 new position Information Analyst to support public safety estimated start in July 2019.
- 3) Increase due to \$50K software maintenance for HR software (also other maintenance); Increase of desktop computer and server \$125K
- 4) Increase in training certifications \$50K
- 5) Decrease in lease payments for hardware upgrade which is included in the CIP budget.
- 6) Department name change to Information Technology from Information Services.

Information Technology

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Information Technology Director	1	0	0	1	Information Technology Technician	2	0	0	2
Information Technology Manager	3	0	0	3	Video Media Specialist	1	0	0	1
Sr. Information Analyst/Developer	1	0	0	1	IT Analyst (PS)	0	0	1	1
IT Analyst	2	0	0	2	Office Specialist	1	0	0	1
Total						11	0	1	12

Information Technology Department



Permanent FTE
12
Temporary FTE
1.5
Blue = Proposed Green = Reclass Grey = Move Light Yellow = Temp Dark Yellow = New Temp

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Planning

Planning

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	898,875	1,252,031	1,089,629	1,277,522		
4112	Temporary Salaries	1,565	17,000	17,000	38,978		
4113	Overtime	6,659	4,000	4,000	10,000		
4124	Leave Cashout	4,521	0	0	0		
4131	PERS	272,424	438,377	383,535	489,063		
4132	Group Insurance	145,150	224,760	202,284	210,249		
4133	Medicare	13,148	18,282	15,918	19,241		
4135	Worker's Compensation	5,696	6,242	5,426	6,573		
4138	Deferred Comp-Employer	6,404	9,000	8,100	8,775		
4139	PARS	66	0	0	555		
4146	Short Term Disability	0	0	0	1,989		
4161	Retiree Medical Reserve	56,087	62,506	54,382	63,947		
	Total	1,410,596	2,032,198	1,780,274	2,126,892	346,618	19.47%
SUPPLIES AND CONTRACTUAL SERVICES							
4211	Equip Replacement Amortization	0	0	0	2,473		
4221	Office Supplies	10,117	12,000	12,000	12,000		
4231	Advertising	14,475	15,000	15,000	15,000		
4237	Contractual Services	36,666	0	0	0		
4501	Memberships & Dues	2,247	4,450	4,450	8,000		
4503	Training and Registration	4,660	2,800	2,800	7,600		
4505	Lodging/Travel	0	2,800	2,800	5,000		
4506	Meals for Meetings	434	540	540	800		
4508	Mileage Reimbursement/Parking	0	800	800	800		
	Total	68,598	38,390	38,390	51,673	13,283	34.60%
CAPITAL OUTLAY							
Total Expenditures		1,479,194	2,070,588	1,818,664	2,178,565	359,901	19.79%

Major Changes:

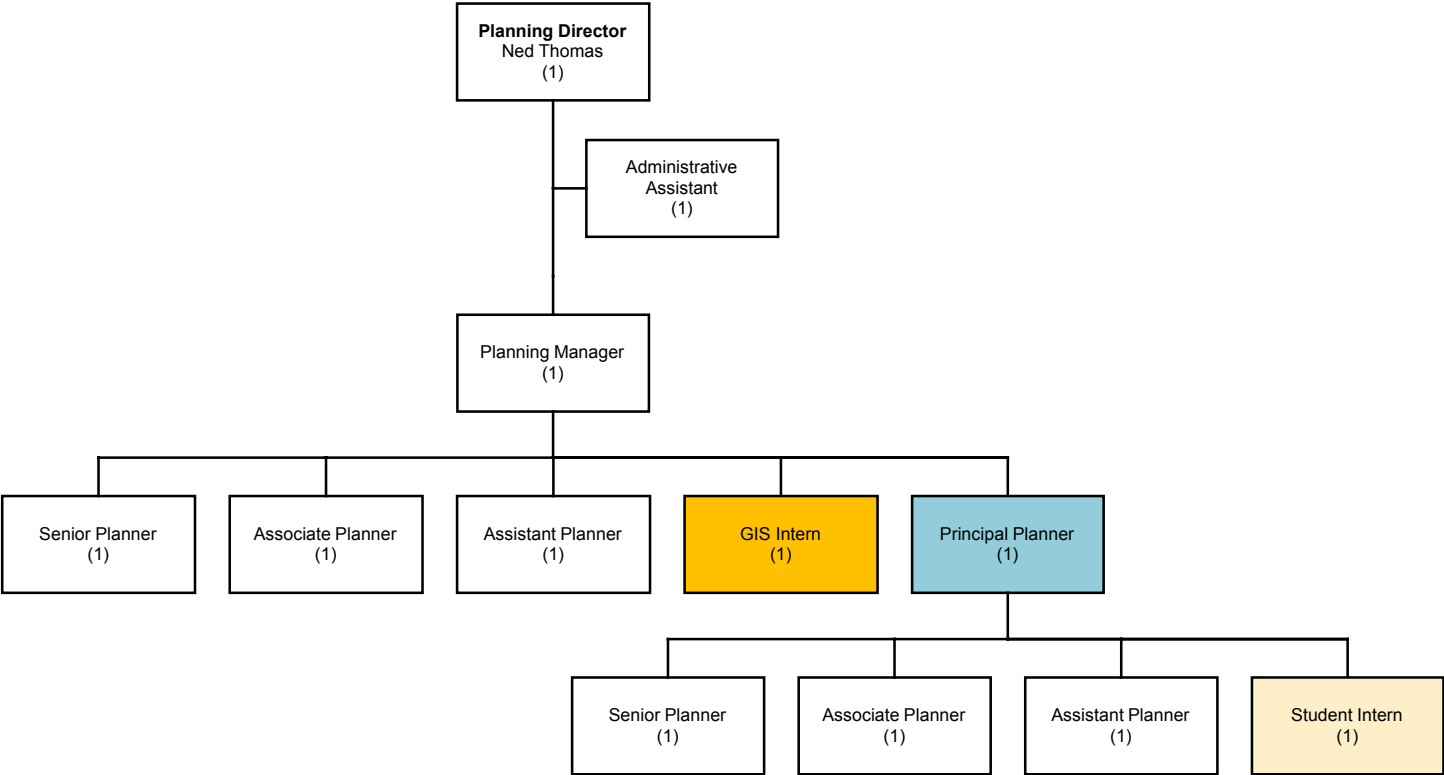
- 1) Transfer function 551 (Neighborhood Services/Housing) to the Building and Housing Department <\$2.035M>, including transfer of 6 FTE.
- 2) 1 new position (Principal Planner) \$166k.

Planning

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Planning Director	1	0	0	1	Principal Planner	0	0	1	1
Planning Manager	1	0	0	1	Associate Planner	2	0	0	2
Senior Planner	2	0	0	2	Junior / Assistant Planner	2	0	0	2
Housing Authority Administrator *	1	-1	0	0	Sr. Code Enforcement Officer *	2	-2	0	0
Housing & NP Svcs. Manager *	1	-1	0	0	Code Enforcement Officer *	1	-1	0	0
Assistant Housing Planner *	1	-1	0	0	Administrative Assistant	1	0	0	1
Total						15	-6	1	10

* Number of positions decreased due to the transfer of function 551 (Neighborhood Services / Housing) from Planning Department to Building Department.

Planning Department



Permanent FTE
10

Temporary FTE
2

Blue = Proposed
Green = Reclass
Grey = Move
Light Yellow = Temp
Dark Yellow = New Temp

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Police

Police

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	14,374,015	17,187,866	17,209,034	18,355,875		
4112	Temporary Salaries	484,354	512,552	512,552	518,376		
4113	Overtime	653,025	693,283	763,484	743,283		
4114	Reimbursable Overtime	0	0	132,545	0		
4121	Allowances	129,224	145,344	145,344	146,810		
4124	Leave Cashout	496,724	0	0	0		
4131	PERS	6,115,187	8,103,352	8,103,352	9,570,894		
4132	Group Insurance	2,137,938	2,656,212	2,656,212	2,672,758		
4133	Medicare	228,142	252,369	252,369	276,286		
4135	Worker's Compensation	684,765	577,115	577,115	962,272		
4138	Deferred Comp-Employer	4,500	8,100	8,100	14,100		
4139	PARS	5,569	0	0	7,384		
4141	Adjustments-Payroll	0	4,500	209,881	4,500		
4146	Short Term Disability	0	0	0	25,024		
4161	Retiree Medical Reserve	716,170	758,143	758,143	819,737		
	Total	26,029,614	30,898,836	31,328,131	34,117,299	2,789,168	8.90%
SUPPLIES AND CONTRACTUAL SERVICES							
4201	Community Promotions	500	500	500	500		
4211	Equip Replacement Amortization	559,018	511,449	511,449	617,268		
4221	Office Supplies	81,588	75,310	75,310	79,310		
4223	Department Supplies	215,655	71,805	191,296	86,700		
4225	Health & Safety Supplies	3,581	3,000	3,061	3,000		
4237	Contractual Services	745,801	840,294	840,294	969,802		
4241	Repair & Maintenance	34,295	33,388	67,180	33,388		
4242	Rents & Leases	9,213	9,150	9,150	9,150		
4411	Phone-Local	20,515	19,320	19,320	19,320		
4415	Pagers	108	5,500	5,500	0		
4501	Memberships & Dues	3,944	3,673	3,673	4,230		
4503	Training and Registration	91,910	103,672	122,297	133,672		
4506	Meals for Meetings	580	0	0	0		
	Total	1,766,709	1,677,061	1,849,030	1,956,340	107,310	5.80%
CAPITAL OUTLAY							
4851	Vehicles	1,700	40,940	40,940	71,613		
4873	Machinery & Equipment	37,268	0	0	0		
4875	Computer Software	6,327	0	0	0		
4911	Office Furniture & Fixtures	64,554	0	0	0		
4921	Machinery, Tools & Equipment	4,337	60,000	60,000	60,000		
4922	Computer Hardware	0	0	0	0		
4923	Computer Software	0	0	0	0		
	Total	114,185	100,940	100,940	131,613	30,673	30.39%
Total Expenditures		27,910,507	32,676,837	33,278,101	36,205,252	2,927,151	8.80%

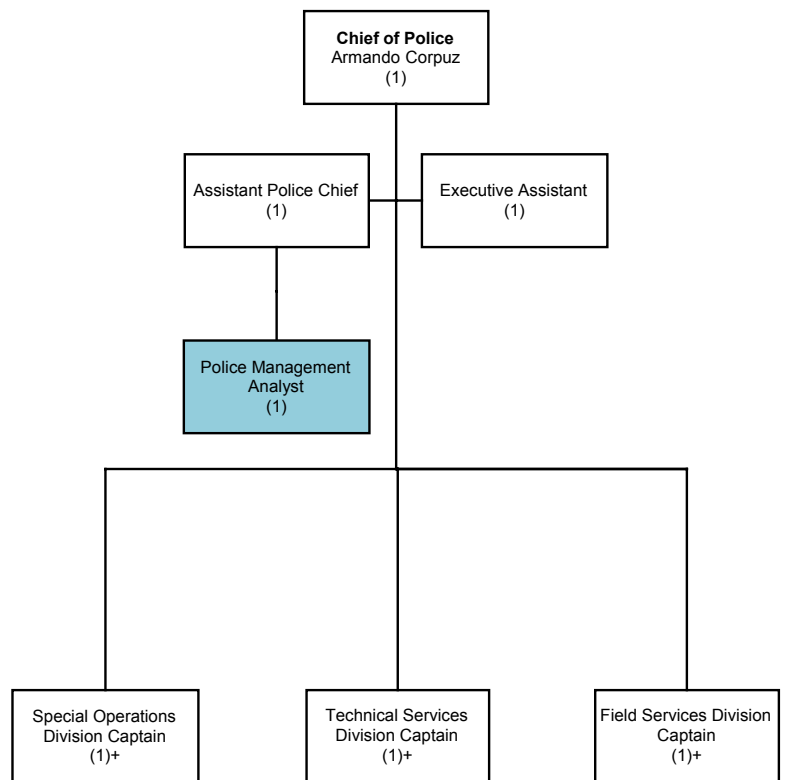
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases in PERS contribution rates.
- 2) 8 new positions (2 during FY 18-19 midyear and 6 for FY 19-20 proposed budget) \$1,212K (2 POs estimated start Jul '19, 2 CSOs estimated start Oct '19, 1 Police Mgmt Analyst estimated start Sept '19, 1 Dispatcher estimated start Jan '20)
- 3) Increase in overtime costs \$50K
- 4) Equipment replacements \$106K
- 5) Increase contractual costs (radio operation maintenance) \$33K

Police

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Chief of Police	1	0	0	1	Support Services Manager	1	0	0	1
Assistant Police Chief	1	0	0	1	Police Clerk Supervisor	1	0	0	1
Police Captain	3	0	0	3	Police Clerk II	6	0	0	6
Police Lieutenant	4	0	0	4	Communication Dispatch Spvior	3	0	0	3
Police Sergeant	13	0	0	13	Communications Dispatcher	11	0	1	12
Police Officer	65	0	2	67	Police Evidence Technician	2	0	0	2
Patrol Officer	3	0	0	3	Crime Analyst	1	0	0	1
Community Service Officers	0	2	2	4	Executive Assistant	1	0	0	1
Police Management Analyst	0	0	1	1	Office Specialist	1	0	0	1
Total						117	2	6	125

Police Department



Permanent FTE

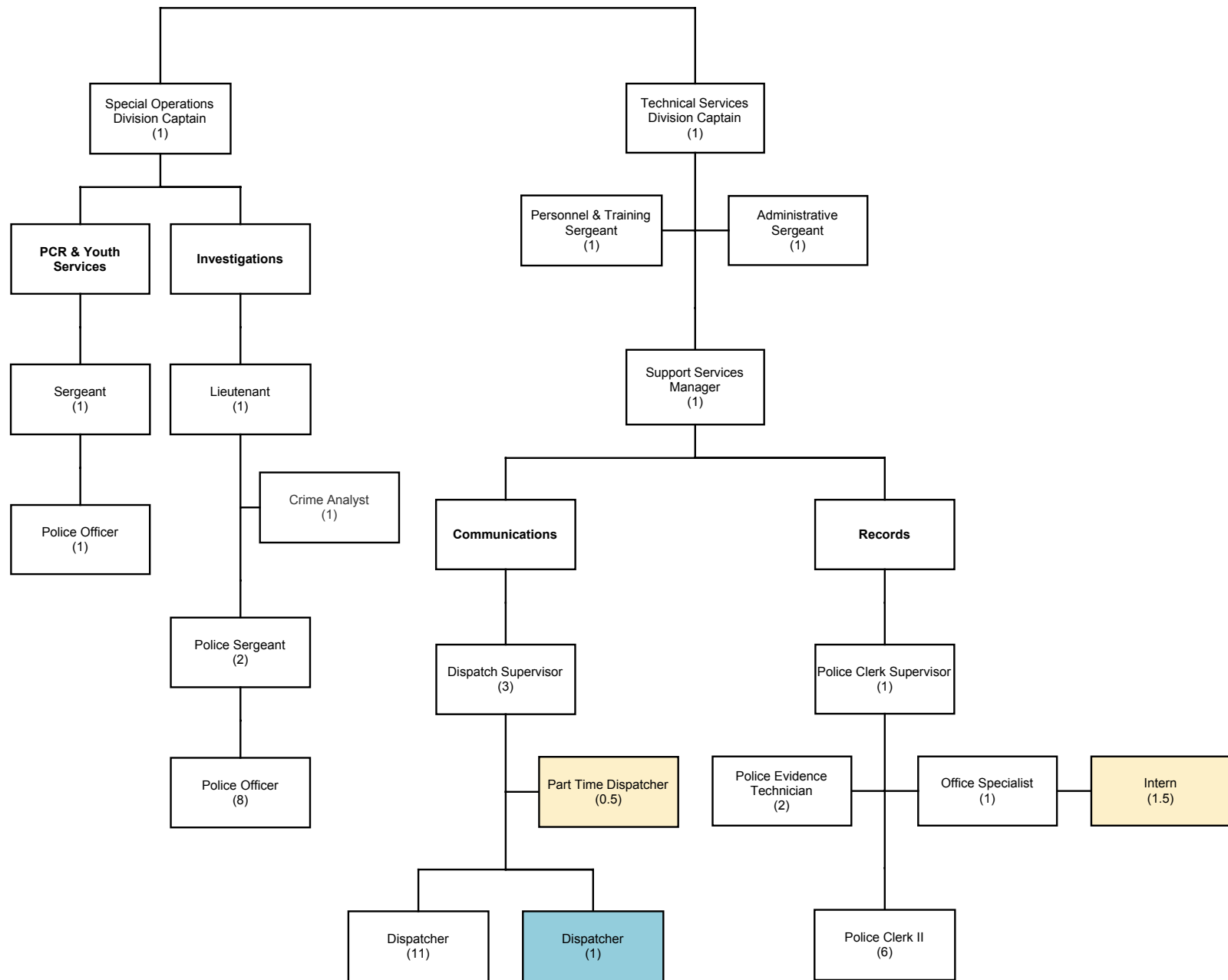
125

Temporary FTE

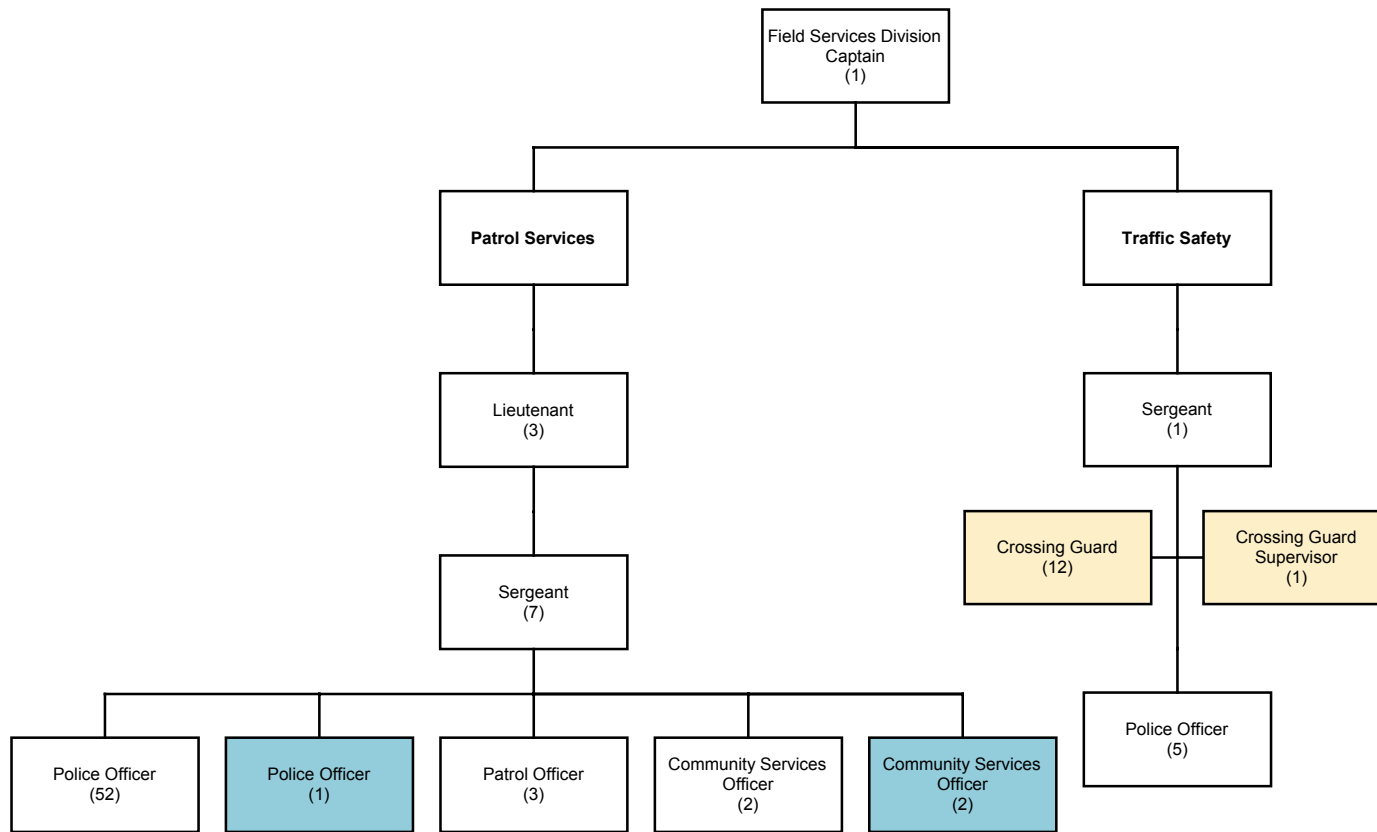
15

Blue = Proposed
Green = Reclass
Grey = Move
Light Yellow = Temp
Dark Yellow = New Temp
+ Detail Org Chart on
Following Page (s)

Police Department



Police Department



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Public Works

Public Works

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4111	Permanent Salaries	4,771,814	6,543,644	6,543,644	7,301,123		
4112	Temporary Salaries	152,724	201,000	201,000	311,600		
4113	Overtime	200,758	297,700	297,700	297,700		
4121	Allowances	5,069	140,000	140,000	140,000		
4122	Standby Pay MEA	89,550	0	0	0		
4124	Leave Cashout	178,489	0	0	0		
4125	Accrued Leave	21,364	0	0	0		
4126	Stipend MEA	414	0	0	0		
4131	PERS	1,628,758	2,442,482	2,442,482	2,996,769		
4132	Group Insurance	1,120,993	1,528,368	1,528,368	1,559,796		
4133	Medicare	77,772	93,715	93,715	109,739		
4135	Worker's Compensation	89,688	94,025	94,025	61,317		
4138	Deferred Comp-Employer	11,221	12,600	12,600	16,500		
4139	PARS	1,364	0	0	4,674		
4146	Short Term Disability	0	0	0	14,756		
4161	Retiree Medical Reserve	284,870	306,272	306,272	347,224		
	Total	8,634,848	11,659,806	11,659,806	13,161,198	1,501,392	12.88%
SUPPLIES AND CONTRACTUAL SERVICES							
4201	Community Promotions	5,777	15,000	15,000	136,500		
4211	Equip Replacement Amortization	597,038	707,507	707,507	936,273		
4221	Office Supplies	14,111	17,200	17,200	19,900		
4223	Department Supplies	512,816	628,860	713,860	621,100		
4224	Maintenance Supplies	396,022	488,275	488,275	575,821		
4225	Health & Safety Supplies	51,485	69,500	69,500	73,725		
4230	Services	0	0	0	4,000		
4231	Advertising	559	1,000	1,000	2,750		
4232	Blueprinting	0	800	800	800		
4237	Contractual Services	3,062,109	4,077,510	4,317,510	4,688,326		
4241	Repair & Maintenance	318,372	342,100	455,912	677,100		
4242	Rents & Leases	912	11,000	11,000	11,000		
4412	Computer Data Lines	0	0	0	14,520		
4415	Pagers	4,514	11,880	11,880	1,440		
4416	Cellular Phones	726	0	0	12,000		
4422	Utilities-Electric	1,124	5,215	5,215	5,371		
4423	Utilities-Water	110,636	147,000	147,000	180,260		
4501	Memberships & Dues	15,522	22,655	22,655	35,390		
4503	Training and Registration	31,616	138,800	138,800	185,600		
4505	Lodging/Travel	0	1,000	1,000	1,500		
4506	Meals for Meetings	3,142	4,000	4,000	4,000		
4508	Mileage Reimbursement/Parking	0	250	250	300		
4630	Depreciation & Amortization	5,162,685	0	0	0		
	Total	10,289,166	6,689,552	7,128,364	8,187,676	1,059,312	14.86%
CAPITAL OUTLAY							
4851	Vehicles	70,332	460,946	460,946	0		
4931	Hydrants	2,036	80,000	80,000	30,000		
4932	Meters	81,262	50,000	50,000	50,000		
	Total	153,630	590,946	590,946	80,000	(510,946)	-86.46%
Total Expenditures		19,077,644	18,940,304	19,379,116	21,428,874	2,049,758	10.58%

Major Changes:

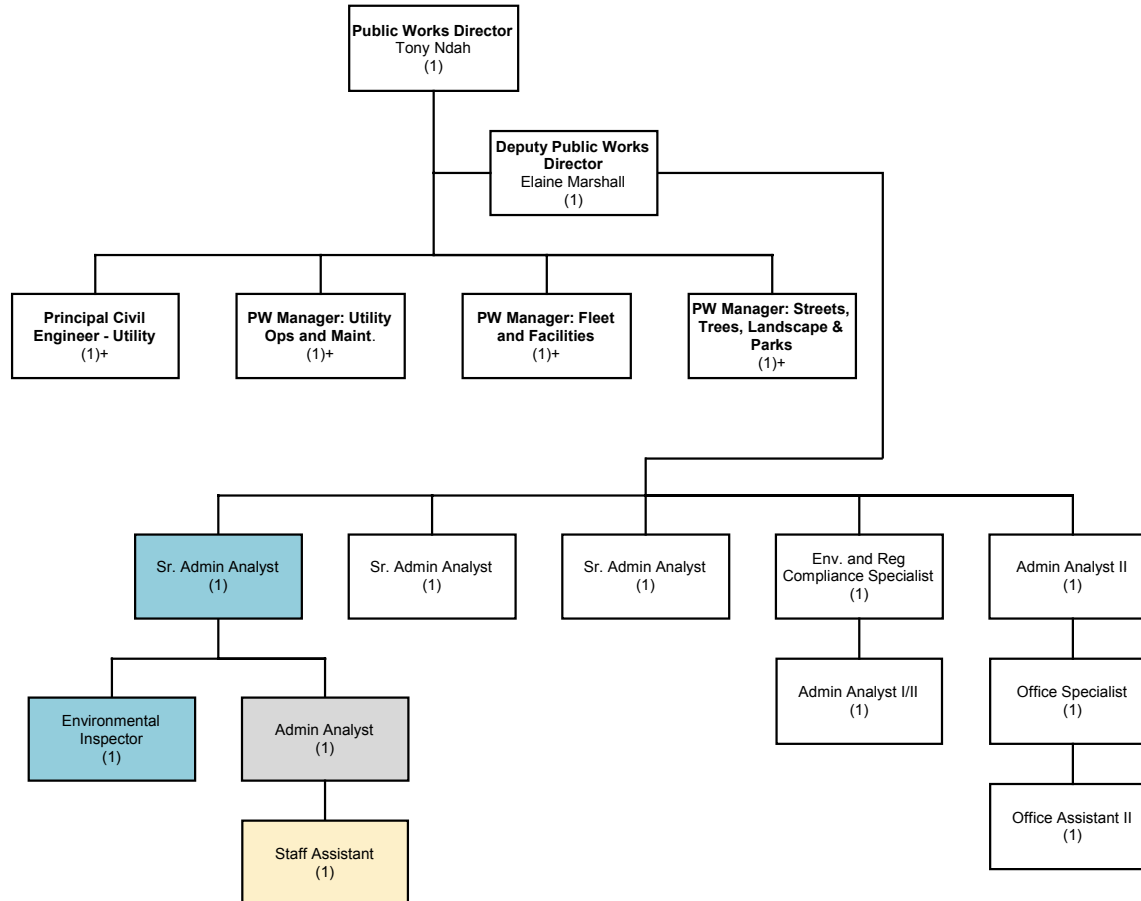
- 1) Increase in personnel services due to negotiated salary and benefit increases including PERS contribution rates.
- 2) Transfer of Solid Waste Services/Compliance programs from Engineering to Public Works (\$230K+\$247K); transferred 1 existing position, 1 temp position, and 2 new positions (1 Sr. Analyst estimated start Aug. '19, 1 Environmental Inspector estimated start Aug. '19) \$314K
- 3) Add 2 new positions for FY19-20 (1 MW3 estimated start Sept '19 \$136K and 1EMW II estimated start Nov '19 \$113K)
- 4) Increase in temporary workers (seasonal MW-Streets (1)) \$111K
- 5) Increase in repair & maintenance, contractual services costs (Parks Maintenance \$208K; Janitorial Svcs \$108K; SCVURPP (Mandated) \$142K; Maint Supplies \$87K)
- 6) Shifted funding to create new On-Call Emergency Pipeline Repairs \$320K

Public Works

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Move/Add	FY20
PW Director	1	0	0	1	Maintenance Custodian II	3	0	0	3
Deputy Public Works Director	1	0	0	1	Maintenance Custodian III	1	0	0	1
Environmental and Regulatory Compliance Specialist	1	0	0	1	Water System Operator	1	0	0	1
Public Works Manager	3	0	0	3	Assistant Water Operator	1	0	0	1
Senior Public Works Lead	6	0	0	6	Principal Civil Engineer	1	0	0	1
Equipment Maint Worker II	3	0	1	4	Associate Civil Engineer	2	0	0	2
Equipment Maint Worker III	5	0	0	5	Assistant Civil Engineer	1	0	0	1
Fleet Maintenance Worker II	3	0	0	3	Engineering Aide	1	0	0	1
Fleet Maintenance Worker III	1	0	0	1	Environmental Inspector	0	0	1	1
Maintenance Worker I	3	0	0	3	Office Specialist	1	0	0	1
Maintenance Worker II	16	0	0	16	Office Assistant II	1	0	0	1
Maintenance Worker III	8	0	1	9	Administrative Analyst I/II *	2	0	1	3
					Senior Admin Analyst	2	0	1	3
					Total	68	0	5	73

* One (1) moved from Engineering with the transfer of Solid Waste Services/Compliance program

Public Works Department



Permanent FTE

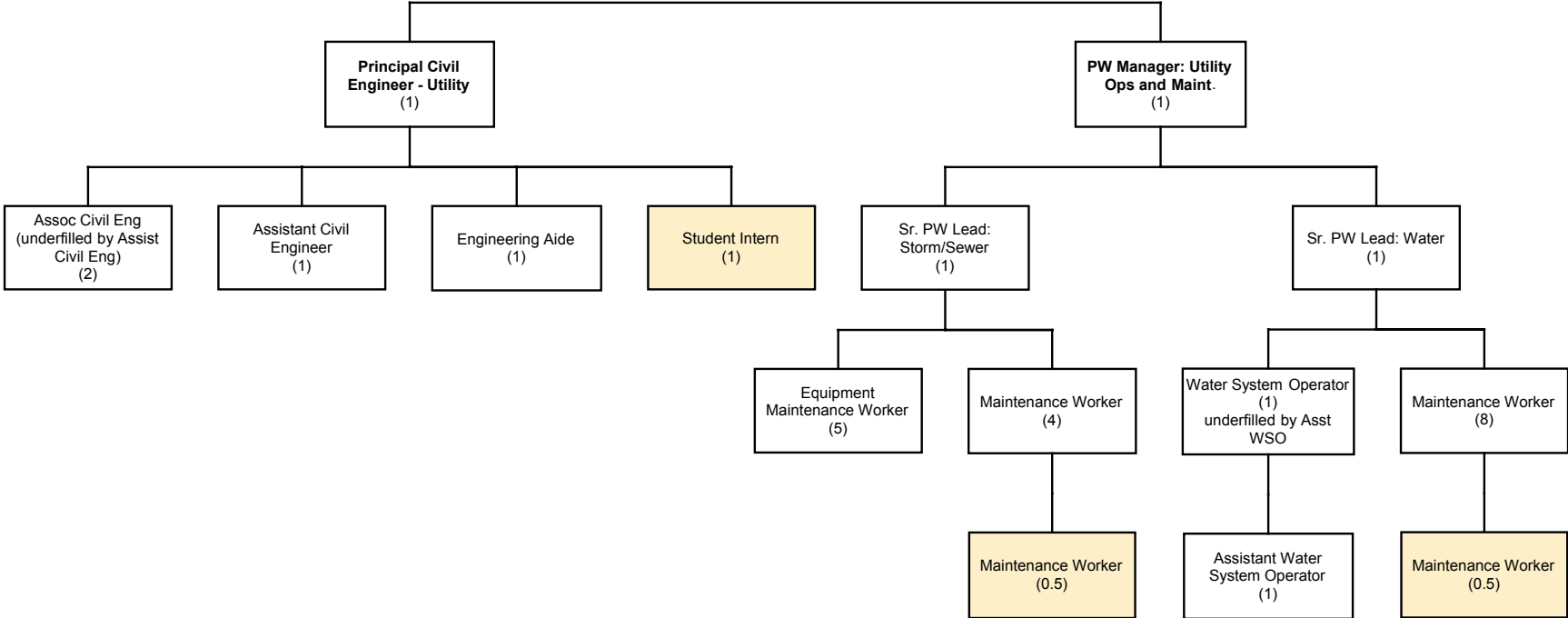
73

Temporary FTE

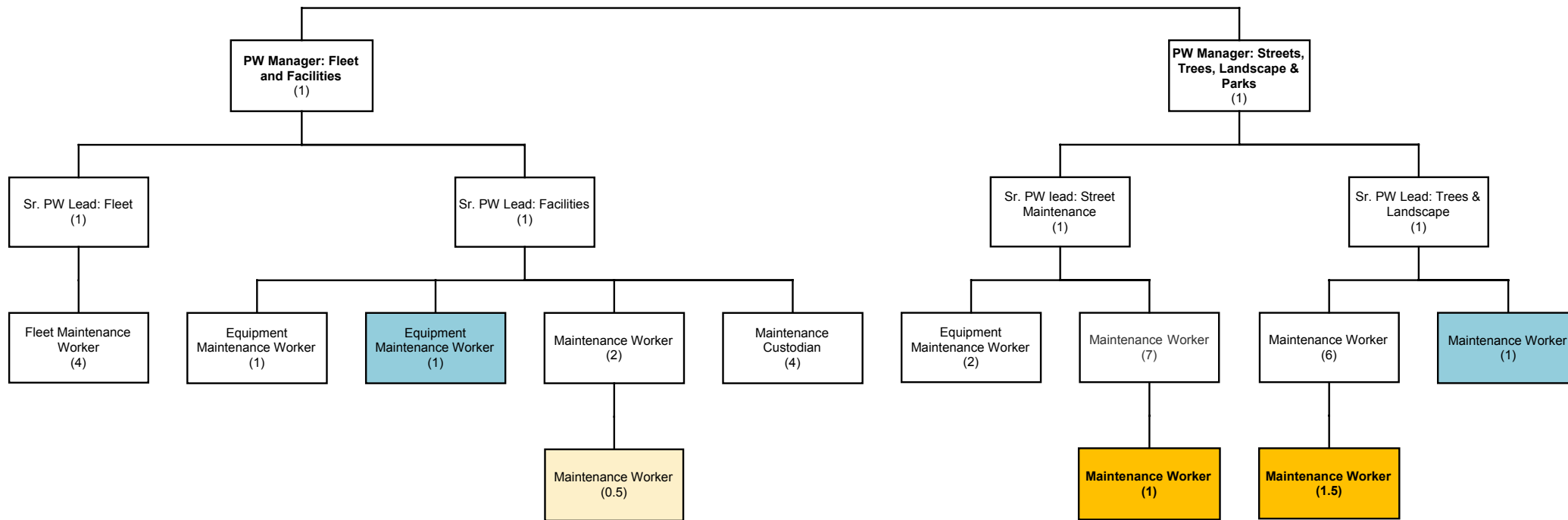
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Blue = Proposed
Green = Reclass
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+ Detail Org Chart on
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Public Works Department



Public Works Department



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Recreation

Recreation

Exp Code Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES						
4111 Permanent Salaries	1,274,986	1,631,675	1,631,675	1,764,737		
4112 Temporary Salaries	1,006,961	1,392,825	1,392,825	1,778,049		
4113 Overtime	13,321	29,970	29,970	31,700		
4124 Leave Cashout	29,139	0	0	0		
4131 PERS	432,390	598,205	598,205	725,123		
4132 Group Insurance	291,378	398,952	398,952	433,077		
4133 Medicare	33,760	23,698	23,698	53,633		
4135 Worker's Compensation	20,607	11,994	11,994	30,691		
4138 Deferred Comp-Employer	13,433	16,200	16,200	23,344		
4139 PARS	15,120	0	0	21,334		
4146 Short Term Disability	0	0	0	4,097		
4161 Retiree Medical Reserve	67,129	80,875	80,875	88,360		
Total	3,198,223	4,184,394	4,184,394	4,954,145	769,751	18.40%
SUPPLIES AND CONTRACTUAL SERVICES						
4201 Community Promotions	17,270	28,500	28,500	31,500		
4205 Miscellaneous Grants	0	6,500	6,500	27,000		
4211 Equip Replacement Amortization	68,924	61,754	61,754	100,314		
4221 Office Supplies	260,218	237,830	237,830	384,210		
4223 Department Supplies	14,032	30,000	30,000	30,000		
4226 Sr Nutrition Food Supplies	95,485	113,271	113,271	113,862		
4231 Advertising	0	0	0	0		
4237 Contractual Services	806,962	1,055,398	1,055,398	786,186		
4241 Repair & Maintenance	0	1,600	1,600	1,600		
4244 Sr Nutrition Non Food	4,572	8,016	8,016	8,016		
4501 Memberships & Dues	4,507	12,500	12,500	15,450		
4503 Training and Registration	4,340	6,300	6,300	6,975		
4506 Meals for Meetings	758	0	0	0		
4508 Mileage Reimbursement/Parking	26	500	500	500		
4602 Liability	1,560	1,980	1,980	1,980		
Total	1,278,654	1,564,149	1,564,149	1,507,593	(56,556)	-3.62%
CAPITAL OUTLAY						
4851 Vehicles	0	0	0	1,489		
4924 Electronic Equipment	20,000	0	0	0		
Total	20,000	0	0	1,489	1,489	0.00%
Total Expenditures	4,496,877	5,748,543	5,748,543	6,463,227	714,684	12.43%

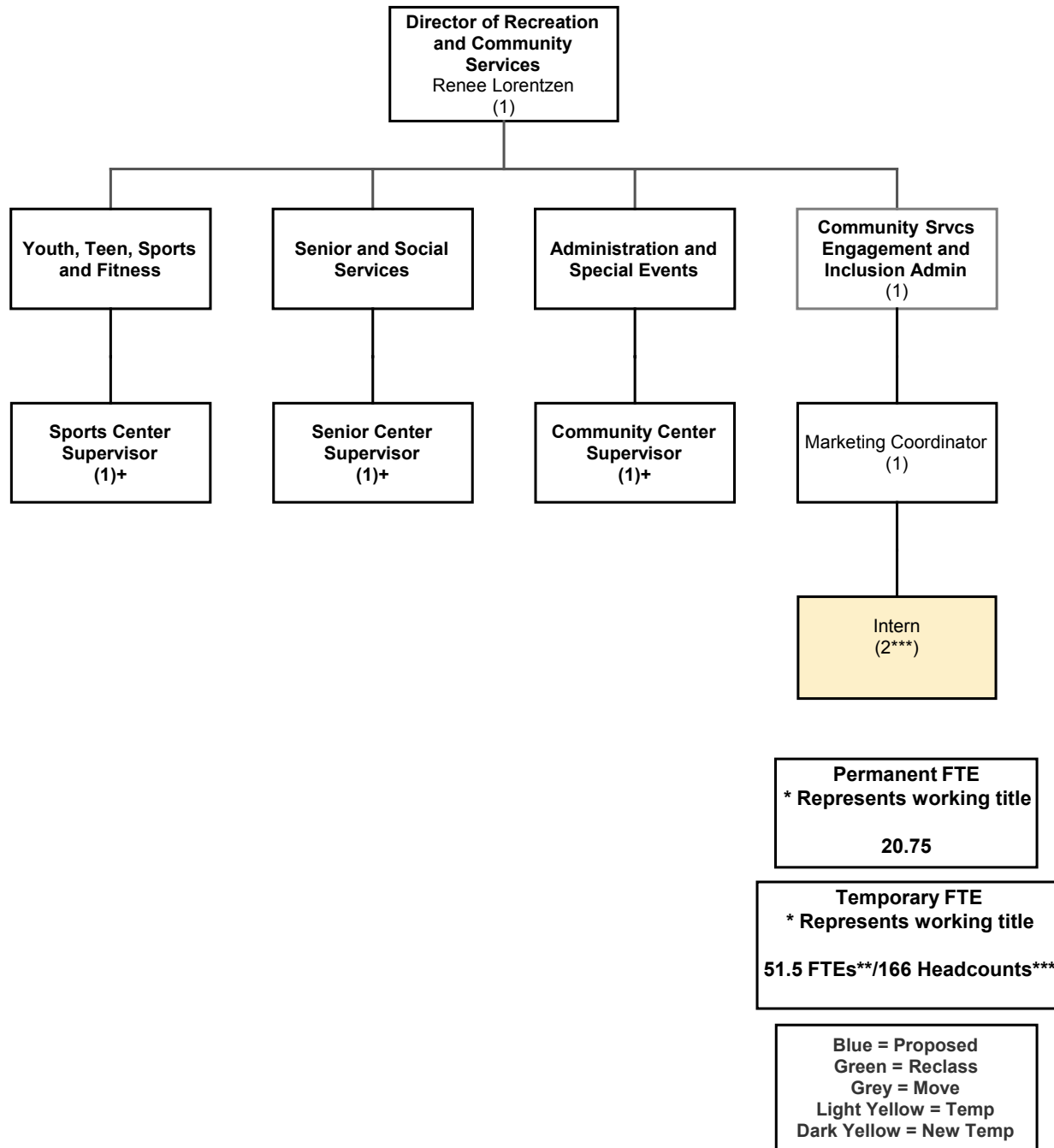
Major Changes:

- 1) Increase in personnel services due to negotiated salary and benefit increases in PERS contribution rates.
- 2) Added new positions (1 Public Services Assistant estimated start Oct '19, 1 Recreation Assistant estimated start Oct '19, 0.75 Office Assistant estimated start Oct '19) \$133K
- 3) Increase temp positions (recreation leaders/admin/attendants) \$385K
- 4) Increase supply costs (After the Bell/Day Camps/Teen Programs/Job Corp) \$146K
- 5) Decrease in contractual services due to adds in temporary staff and permanent positions (\$269k)

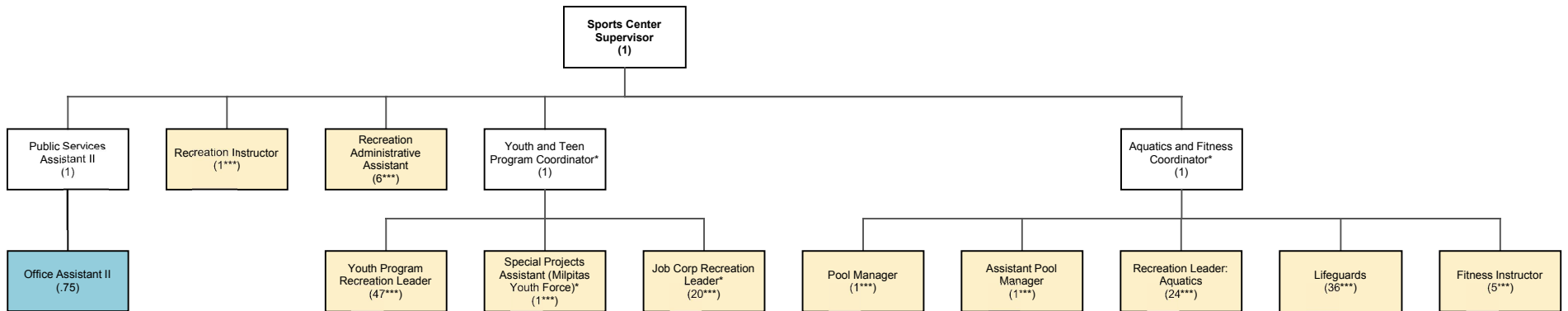
Recreation

Position	FY19	FY19 Midyr Add	Proposed Add	FY20	Position	FY19	FY19 Midyr Add	Proposed Add	FY20
Director of Rec & Comm Svcs	1	0	0	1	Senior Public Services Asst	1	0	0	1
Community Services Engagement & Inclusion Administrator	1	0	0	1	Public Services Assistant II	2	0	1	3
Recreation Services Supervisor	3	0	0	3	Recreation Services Asst I	1	0	0	1
Marketing Coordinator	1	0	0	1	Recreation Services Asst III	1	0	1	2
Program Coordinator	4	0	1	5	Recreation Services Asst IV	2	0	0	2
Case Manager (Rcls Soc Serv Coordinator)	1	0	-1	0	Office Assistant	0	0	0.75	0.75
Total						18	0	2.75	20.75

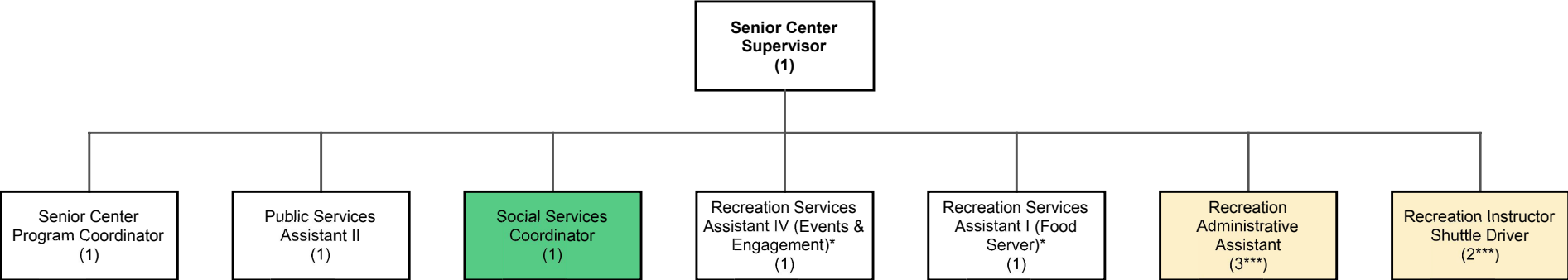
Recreation Department



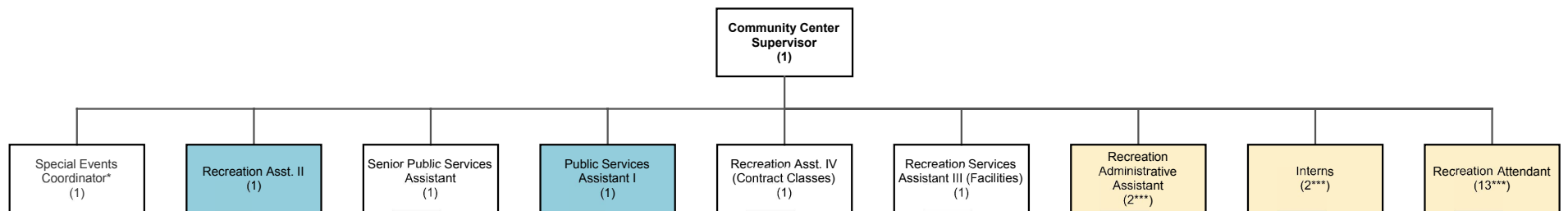
Recreation Department



Recreation Department



Recreation Department



Non-Departmental

Non-Departmental

Exp Code	Description	2017-18 Actual Exp	2018-19 Adopted Budget	2018-19 Amended Budget as of 3-31-19	2019-20 Proposed Budget	\$ Change From Prior Year	% Change From Prior Year
PERSONNEL SERVICES							
4112	Temporary Salaries	0	0	0			
4124	Leave Cashout	(46,593)	700,000	700,000	700,000		
4131	PERS	(24,063)	30,000	30,000	37,500		
4132	Group Insurance	31,142	27,000	27,000	33,400		
4133	Medicare	0	0	0	0		
4135	Worker's Compensation	0	0	0	0		
4136	Unemployment	34,079	30,000	30,000	30,000		
4137	MOU Contractual Agreements	737,195	746,000	746,000	902,000		
4139	PARS	0	11,000	11,000	0		
4141	Adjustments-Payroll	52,661	2,001,369	1,302,238	(1,408,579)		
4161	Retiree Medical Reserve	1,588,076	1,600,000	1,600,000	1,000,000		
	Total	2,372,497	5,145,369	4,446,238	1,294,321	(3,151,917)	-70.89%
SUPPLIES AND CONTRACTUAL SERVICES							
4205	Miscellaneous Grants	30,600	100,000	100,000	0		
4212	Vehicle Lease Charges	0	0	0	168,000		
4221	Office Supplies	31,080	19,500	19,500	15,000		
4225	Health & Safety Supplies	1,218	0	0	0		
4237	Contractual Services	303,021	352,000	352,000	435,900		
4239	Audit Fees	70,254	116,500	116,500	103,000		
4241	Repair & Maintenance	2,168	25,000	25,000	25,000		
4242	Rents & Leases	32,939	35,000	35,000	209,091		
4253	ABAG Attorney's Fees	35,102	100,000	100,000	300,000		
4254	ABAG Settlements	81,146	165,500	165,500	170,000		
4421	Utilities-Gas	147,672	225,000	225,000	225,000		
4422	Utilities-Electric	2,269,506	2,400,000	2,400,000	2,500,000		
4423	Utilities-Water	1,076,224	1,000,000	1,000,000	1,359,000		
4424	SFWD, Wholesale Water Purchase	11,496,258	11,800,000	11,800,000	11,760,000		
4425	SCVWD, Wholesale Water Purchase	4,035,471	5,300,000	5,300,000	5,660,000		
4426	Utilities - Solid Waste	4,048	4,000	4,000	5,000		
4427	Recycled Water Purchase	1,205,413	1,000,000	1,000,000	1,440,000		
4429	Treatment Plant, M&O	4,715,269	6,200,000	6,200,000	7,045,200		
4503	Training and Registration	0	5,000	5,000	0		
4509	Tuition Reimbursement	16,242	30,000	30,000	30,000		
4602	Liability	508,582	702,100	702,100	875,616		
4603	Settlements	5,000	0	0	0		
4610	Uncollectible Accounts	113,237	120,000	120,000	150,000		
4611	Collection Fee	17,882	5,000	5,000	15,000		
4640	Contingent Reserve	600	1,100,000	833,525	1,100,000		
4650	Loss on Sale	12,443,137	0	0	0		
	Total	38,642,069	30,804,600	30,538,125	33,590,807	3,052,682	10.00%
DEBT SERVICE							
4701	Retirement of Principal		1,270,000	1,270,000	1,077,663		
4711	Interest Expense	339,418	267,300	267,300	255,600		
		339,418	1,537,300	1,537,300	1,333,263	(204,037)	-13.27%
CAPITAL OUTLAY							
4851	Vehicles	0	992,853	992,853	773,160		
4873	Machinery & Equipment	0	0	0	200,000		
	Total	0	992,853	992,853	973,160	(19,693)	-1.98%
Total Expenditures		41,353,984	38,480,122	37,514,516	37,191,551	(322,965)	-0.86%

Fiscal Policies

Fiscal Policies

GENERAL FINANCIAL GOALS

1. To maintain a financially viable City that can maintain an adequate level of municipal services.
2. To maintain financial flexibility in order to be able to continually adapt to local and regional economic change.
3. To maintain and enhance the sound fiscal condition of the City.

OPERATING BUDGET POLICIES

4. The City will adopt a balanced budget by June 30th of each year.
5. An annual base operating budget will be developed by accurately and realistically projecting revenues and expenditures for the current and forthcoming fiscal year.
6. During the annual budget development process, the existing base budget will be thoroughly examined to assure cost effectiveness of the services or programs provided.
7. Once the budget has been adopted, revenues and expenditures will be tracked closely and adjustments made at Mid-Year, as needed.
8. Annual operating budgets will include the cost of operations of new capital projects.
9. The City will avoid balancing the current budget at the expense of future budgets, unless the use of reserves is expressly authorized by the City Council.
10. The City's operating budget will be prepared on a basis consistent with generally accepted accounting principles (GAAP) except that encumbrances are considered budgetary expenditures in the year of the commitment to purchase and capital project expenditures are budgeted on a project length basis.

REVENUE POLICIES

11. The City will try to maintain a diversified and stable revenue system to avoid over-reliance on any one revenue source.
12. Revenue estimates are to be accurate and realistic, sensitive to both local and regional economic conditions.
13. The City will estimate its annual revenues by an objective, analytical process utilizing trend, judgmental, and statistical analysis as appropriate.
14. User fees will be reviewed annually for potential adjustments to recover the full cost of services provided, except when the City Council determines that a subsidy is in the public interest.
15. The City will actively pursue federal, state, and other grant opportunities when deemed appropriate. Before accepting any grant, the City will thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant.
16. One-time revenues will be used for one-time expenditures only, including capital outlay and reserves.

EXPENDITURE POLICIES

17. The City will maintain levels of service, as determined by the City Council, to provide for the public well-being and safety of the residents of the community.

18. Employee benefits and salaries will be maintained at competitive levels.
19. Fixed assets will be maintained and replaced as necessary, minimizing deferred maintenance.
20. The City will develop and use technology and productivity enhancements that are cost effective in reducing or avoiding increased personnel costs.

UTILITY RATES AND FEES

21. Water and sewer utility customer rates and fees will be reviewed annually as part of the budget process, and adjusted as needed to ensure full cost recovery.
22. All utility enterprise funds will be operated in a manner similar to private enterprise. As such, the City will set fees and user charges for each utility fund at a level that fully supports the total direct and indirect cost of the activity, including depreciation of assets, overhead charges, and reserves for unanticipated expenses and capital projects.

CAPITAL BUDGET POLICIES

23. The City will develop an annual Five-year Capital Improvement Program (CIP) which is designed to develop and maintain infrastructure to support existing residences and businesses and future anticipated development.
24. The CIP will identify the estimated full cost of each project which includes administration, design, development and implementation, and operating costs once the projects are completed.
25. The CIP will identify potential funding sources for each proposed capital project, prior to submitting proposed projects to the City Council for approval. When appropriate, the CIP will seek other funding sources such as State and Federal funds, private funds and leverage these funding sources with public money to help meet the highest priority community needs.
26. The funding for the first year of the Five-Year CIP will be legally appropriated as a component of the annual operating budget. Funding for future projects identified in the five year CIP has not been secured or legally authorized and is therefore subject to change.
27. Each CIP project will be assigned to a Project Manager whose responsibilities are to monitor all phases of the project to ensure timely completion of the project and compliance with the project budget and all regulations and laws.

DEBT POLICIES

28. The City will limit long-term debt to only those capital improvements or long-term liabilities that cannot be financed from current revenue sources.
29. The City will utilize debt financing for projects which have a useful life that can reasonably be expected to exceed the period of debt service for the project.
30. The City will protect and maintain the City's general credit rating of "AAA".
31. The City may utilize inter-fund loans rather than outside debt to meet short-term cash flow needs.

RESERVE POLICIES

32. The City will fund the following reserves with each year's General Fund audited year end operating surplus (after all Contingency Reserve requirements are met) with the remaining (40%) to the Unassigned General Fund Reserve.
 - a. 20% to the PERS Rate Stabilization Reserve (see Policy #36 below)
 - b. 20% to the General Government Capital Improvement Fund (see #48 below)
 - c. 10% to the Housing Community Benefit Fund (Fund 215)
 - d. 10% to Transportation/Transit

33. The City will periodically review and update reserve guidelines, to ensure that the City has sufficient reserve balances to adequately provide for emergencies, economic uncertainties, unforeseen operating or capital needs, economic development opportunities, and cash flow requirements.
34. The City will maintain a Contingency Reserve of at least 16.67% (two months) of the annual operating expenditures in the General Fund to be used only in the case of dire need as a result of physical or financial emergencies and disasters as determined by the City Council.
35. The City will maintain in the General Fund a Budget Stabilization Reserve with a target of 8.33% (one month) of annual operating expenditures in the General Fund. The purpose of this reserve is to provide budget stability when there are fluctuations that result in lower than projected revenues and/or higher than projected expenditures that cannot be re-balanced within existing budget resources in any given fiscal year. This reserve is intended to provide a buffer, or bridge funding, to protect against reducing service levels when these fluctuations occur. Any use of the General Fund Budget Stabilization Reserve shall require majority vote by the City Council through the adoption of the Operating Budget or by appropriation action during the fiscal year. The City Council will set the reserve amount annually after the results of the prior fiscal year's Comprehensive Annual Financial Report (CAFR) are known. The replenishment of this reserve may occur also be incorporated into the annual Adopted Operating Budget as resources are available to replenish the reserve.
36. The City will maintain in the General Fund or in a Section 115 Trust a Public Employees Retirement (PERS) Rate Stabilization Reserve to be funded by 20% of any General Fund annual operating surpluses after General Fund Contingency Reserve requirements have been met. The City may use the Reserve to fund either the Annual Required Contribution (ARC) amount in lieu of a contribution amount derived from a percentage of salary, pay down unfunded pension liabilities with CalPERS, or reduce the length of pension cost amortization schedules with CalPERS. Any savings or additional costs resulting from the funding methodologies shall be adjusted from the PERS Rate Stabilization Reserve. This reserve may also be drawn on if the required employer contribution rates exceed previous year's contribution rates by more than 3% of payroll. In this instance, the City Council must approve utilization of this reserve at the time of the budget hearing.
37. The City will maintain a Storm Drain replacement reserve to replace and repair storm drain infrastructure. The City will endeavor to set-aside \$500,000 annually from the General Fund reserve for this purpose.
38. The City will maintain a retiree medical benefits account established by an irrevocable trust and fund the required contribution annually.
39. Other reserves assigned to investment portfolio market gain, and uninsured claims payable will be calculated and adjusted annually at appropriate levels.
40. The City will maintain working capital in the Water and Sewer utility enterprise funds to provide for future capital projects and unanticipated emergencies, such as water main break repairs, pump station repairs. The City will attempt to maintain a working capital reserve of approximately 30% of the annual operating and maintenance expenses for Water utility fund and 25% of the annual operating and maintenance expenses for Sewer utility fund.
41. In addition, the City will maintain Infrastructure Replacement funds for both Water and Sewer utilities. The goal is to accumulate at least \$2 million a year from each utility fund to set-aside for replacement of infrastructure as the infrastructure reaches the end of its useful life.
42. Reserve levels for Debt Service Funds will be established and maintained as prescribed by the bond covenants authorized at the time of debt issuance.
43. The City will maintain a capital reserve in an Equipment Replacement fund, set up as an internal service fund, to enable the timely replacement of vehicles and depreciable equipment as cost. The City will maintain a minimum fund balance of at least 30% of the replacement costs for equipment accounted for in this fund.
44. The City will maintain a capital reserve for Technology Replacement with a target of \$5 million and an annual set-aside amount of at least \$300,000. This reserve shall be used to accrue funding for technology projects such as the major rehabilitation or replacement of the City's technology infrastructure or new technology initiatives. The City Council will set the reserve amount annually after the results of the prior fiscal year's Comprehensive Annual Financial Report (CAFR) are known. The replenishment of this reserve

may also be incorporated into the annual Adopted Operating Budget as resources are available to replenish the reserve.

45. The City will maintain a capital reserve for Facilities Replacement with a target of \$10 million. This reserve shall be used to accrue funding for major rehabilitation or replacement of City facilities (buildings/structures). Eligible uses of this reserve may include both the direct funding of public facility improvements and the servicing of related debt. The City Council will set the reserve amount annually after the results of the prior fiscal year's Comprehensive Annual Financial Report (CAFR) are known. The replenishment of this reserve may also be incorporated into the annual Adopted Operating Budget as resources are available to replenish the reserve.
46. The City will maintain a capital reserve for Artificial Turf Replacement with a target of \$2 million and an annual set-aside amount of at least \$230,000 until the target is reached. This reserve shall be used to accrue funding for the normal depreciation expense of the City's artificial turf fields over their useful life. Eligible uses of this reserve may include the replacement of the City's artificial turf fields so as to eliminate large spikes in capital expenses and normalize annual costs. The City Council will set the reserve amount annually after the results of the prior fiscal year's Comprehensive Annual Financial Report (CAFR) are known. The replenishment of this reserve may also be incorporated into the annual Adopted Operating Budget as resources are available to replenish the reserve.
47. The City may direct any loan repayments from the former Redevelopment Agency and residual property tax distributions from the Redevelopment Property Tax Trust Fund to a General Government Capital Improvement Fund to address the funding needs of capital improvement projects.
48. The City may direct 20% of any General Fund audited year end operating surplus after General Fund Contingency reserve requirements have been met to a General Government Capital Improvement Fund to address the funding needs of capital improvement projects.

INVESTMENT POLICIES

49. The Finance Director/City Treasurer will annually render an investment policy for City Council's review and modification as appropriate. The review will take place at a public meeting and the policy shall be adopted by resolution of the City Council.
50. City funds and investment portfolio will be managed in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order.
51. Reports on the City's investment portfolio and cash position shall be developed by the Finance Director/City Treasurer and reviewed by the City Council quarterly.
52. Generally Accepted Accounting Principles required that differences between the costs of the investment portfolio and the fair value of the securities be recognized as income or losses in a government's annual financial report. These variances shall not be considered as budgetary resources or uses of resources unless the securities are sold before maturity or the values of the investments are permanently impaired.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

53. The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles as they apply to governmental accounting.
54. An annual audit will be performed by an independent public accounting firm with the subsequent issuance of a Comprehensive Annual Financial Report, within six months of the close of the previous fiscal year.
55. Quarterly financial reports and status reports will be submitted to the City Council at the end of each quarter and be made available to the public. The report will provide an analysis of budgeted versus actual revenues and expenditures, on a year-to-date basis. At the minimum, the report shall include the status of the General Fund revenues and expenditures, and Water and Sewer utility fund revenues.

Budget Guidelines

The annual operating budget is the primary short-term financial plan for the City. The operating budget shall serve as the policy document of the City Council for implementing Council goals and objectives. It is used to set forth the City's estimates of resources available to fund services that are consistent with the Council's goals. Since no plan will prove to be an absolutely accurate reflection of future events, management must have sufficient flexibility to make adjustments during the year, provided these adjustments do not materially alter the general intent of the City Council when adopting the budget. These guidelines are intended to provide that flexibility and to establish adequate controls, through budget monitoring and periodic reporting, to ensure that the overall distribution of resources achieves the results contemplated by the City Council.

Annually, the City Council establishes priorities regarding service levels to provide guidance to management in preparing the recommended budget. Through its legislative authority, the Council approves and adopts the budget by resolution.

The City Manager is responsible for proposing to the City Council a balanced budget which is consistent with the Council's service level priorities and sound business practices. A Balanced Budget is defined as a budget where the anticipated operating revenues and other financing resources including carryover of outstanding encumbrances from prior year are equal to or exceed operating expenditures. The City Manager is also responsible for establishing a system for the preparation, execution, and control of the budget which provides reasonable assurances that the intent of Council policies is met.

The Director of Financial Services is responsible for coordinating the operating budget creation process on behalf of the City Manager, synchronizing the operating budget with the annual capital plan, developing a five-year forecast, establishing budget and fiscal policy, providing periodic budget status reports to the City Manager and the City Council, and developing internal monthly budget management reports for the Department Heads to facilitate control and compliance with the budget.

The Department Heads are responsible for assisting in the development of annual budgets and monitoring their respective budgets for compliance with the intent of Council priorities to insure that appropriations of the aggregate total of the department are not exceeded.

SUMMARY OF BUDGET GUIDELINES

1. Basis of Budgeting

City budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) except that encumbrances are considered budgetary expenditures in the year of the commitment to purchase, and capital project expenditures are budgeted on a project length basis rather than a fiscal year. For all governmental funds, revenues and expenditures are budgeted on a modified accrual basis. For all proprietary funds, revenues and expenditures are budgeted on an accrual basis.

2. Budget Calendar

A budget preparation calendar will be provided to the Department Heads and to the City Council at the beginning of the budget process each year. The calendar will set forth, at a minimum, dates for the following:

- a. Review of service level priorities by the City Council at an annual Planning Session.
- b. Review and update of Master Fee Schedule
- c. Community Engagement and Outreach
- d. Engagement and Outreach for City employees
- e. Capital Improvement Projects Budget
- f. Presentation of the City Manager's proposed budget to the City Council, which shall be no later than the second week in June.

3. Form and Content of the City Manager's Proposed Budget

The City Manager's proposed budget, the Preliminary Budget and Financial Plan, shall be presented in a form which is sufficient to allow the City Council to determine and review:

- Provision of City Council priorities as established at the annual Planning Session;
- Projected revenues by major category; based on an updated Master Fee Schedule
- Operating expenditures by department or program, and by fund;
- Historical Staffing by Department/Office;
- Service levels;
- Performance Measures;
- Statements of objectives, goals, and accomplishments;
- Recommendations for policy changes and impact;
- Capital improvement appropriations by project;
- Comparison with the preceding year's actual results and current year's projected results will be provided for each category of revenue and expenditure shown in the budget;
- A description of the service levels to be provided under the proposed budget will be included;
- A statement of the services reduced or eliminated and the services improved or added, as compared to the current year, will be included;
- A schedule showing General Fund Revenue and Expenditure projection for the next five years.

4. Adoption of the Budget

The City Council will adopt the budget by resolution no later than June 30th of the previous fiscal year, setting forth the amount of appropriations and authority of the City Manager to administer the adopted budget. Unless otherwise directed, all the funds that are presented in the operating budget document are subject to appropriation.

5. Budget Authority of the City Manager

The City Manager shall have the authority to make revisions involving transfers from appropriated contingency reserves accounts less than or equal to the aggregate amount of amount adopted within the budget in any one fiscal year (\$1,100,000 in FY 2019-20, or 1% of total General Fund appropriations), provided that the Council is notified in writing of the revision, giving the reason, the amount of the revision and the year-to-date total amount of revisions.

Prior approval of the City Council is required for changes that:

- Increase the overall appropriation level within any one Fund.
- Transfer or reallocate appropriations between different Funds.
- Cause an increase or decrease in funded permanent personnel position counts in the adopted Budget.
- Cause the aggregate amount of contract change orders to exceed 15 percent of the contract amount and/or exceed prior approved appropriation levels for the subject contract.
- Cause transfers from appropriated contingent reserves account to exceed the aggregate amount of \$1,100,000 during fiscal year.
- Result in changes not consistent with the purpose and intent of the Budget as adopted.
- Require an appropriation action from any unassigned fund balances

The City Manager shall have the authority to amend and/or transfer appropriations among departments and projects within any one fund, provided that the amount of the amended appropriation is \$100,000 or less. The City Manager shall have the authority to reasonably deviate from the budgeted personnel allocation schedule provided that at no time the number of permanent funded positions or personnel cost appropriations authorized by the City Council is exceeded. This authority allows the City Manager to add/delete positions or to move positions between departments to respond to organizational needs, as long as the number of permanent funded positions and the approved personnel cost appropriations remain the same.

6. Budget Amendments by the City Council

The City Council may from time to time approve expenditures and identify funding sources not provided for in the adopted budget including those expenditures funded through unassigned fund balances. These will take effect through the public agenda meeting process.

7. Budget Transfers and Modification Procedures

Procedures to implement budget transfers or budget modifications are detailed in Standard Operating Procedure No. 21-1, subject to any changes by the Budget Resolution.

8. Automatic Adjustments and Re-appropriations

Outstanding encumbrances at prior fiscal year-end will automatically be carried over to current year's budgets.

Unspent appropriations that are authorized and funded by grant revenues from prior fiscal year will automatically be carried over to current year's budgets.

Incomplete multiple year project (capital improvement project) balances will automatically be appropriated.

Any unused non-salary and benefits-related appropriations, subject to the approval of the City Manager, at the end of the fiscal year may be re-appropriated for continued use in the subsequent fiscal year. Furthermore, any outstanding contract and/or purchase order obligations (or encumbrances) remaining at the end of FY 2018-19 are subject to carry over into FY 2019-20. These also include capital project appropriation carryovers.

9. Budget Monitoring and Reporting

General Monthly Reports - The Director of Finance will prepare a monthly budget report including actual expenditures and encumbrances for distribution to the City Manager and Department Heads, to facilitate monitoring of the budget.

Quarterly Budget Reports - The Director of Finance will periodically prepare a budget status report for presentation to the City Council. At the minimum, the report shall include the status of the General Fund revenues and expenditures, and Water and Sewer utility fund revenues.

10. Reserves

Various unallocated reserves are desired in each of the City's funds to protect the City in emergencies, economic uncertainties, and to finance unforeseen opportunities and/or requirements. Key reserve policies for various funds are described in detail in the document entitled "City of Milpitas Fiscal Policies".

General Fund Reserves

General Fund Unassigned Reserve

The current balance in the General Fund Unassigned Reserve is \$17.2 million. \$16.3 million of these reserves is proposed to be used as follows:

- \$4.45 million to the Budget Stabilization Fund
- \$1.0 million to the Technology Replacement Fund
- \$4.5 million to the Facilities Replacement Fund
- \$4.0 million towards general government capital improvement projects (CIP)
- \$2.0 million towards the Housing program
- \$230,000 for the Artificial Turf reserve
- \$100,000 for the Citywide utility rate assistance program.

If the recommended funding is approved, the General Fund unassigned reserve balance will be \$0.9 million.

General Fund Reserves

General Fund reserves balances will total \$69.48 million as follows:

- \$21.8 million in the Contingency Reserve (\$18.9 million for 2 months of General Fund operation expenditures for physical or financial emergencies and disasters)
- \$9.45 million in the Budget Stabilization Fund (1 month of General Fund to address a potential future economic downturn)
- \$2.0 million in the Technology Replacement Fund
- \$5.0 million for the Facilities Replacement Fund
- \$1.23 million for the Artificial Turf Replacement Fund
- \$30.0 million for the PERS Stabilization Fund, pending final FY 18-19 operating results

Reserve	Revised FY 18-19 Balance	FY 19-20 Recommended Balance	Recommended Long-Term Target	Variance Over/(Under)
#33 - Unassigned General Fund (target 16.67%)	\$36,100,000	\$19,800,000	\$18,900,000	\$900,000
#34 - Budget Stabilization	\$5,000,000	\$9,450,000	\$9,450,000	\$0
#43 – Technology Replacement	\$1,000,000	\$2,000,000	\$5,000,000	\$(3,000,000)
#44 – Facilities Replacement	\$2,500,000	\$7,000,000	\$10,000,000	\$(3,000,000)
#45 – Artificial Turf Replacement	\$1,000,000	\$1,230,000	\$1,800,000	\$(570,000)
#35 – PERS Stabilization	\$30,000,000	\$30,000,000*	\$187,000,000	\$(157,000,000)
Total	\$75,600,000	\$69,480,000	N/A	N/A

**amount pending FY 18-19 final surplus*

General Fund Five-Year Forecast

**FY 2020-2024
Five Year Forecast**

	Projection FY19-20	Projection FY20-21	Projection FY21-22	Projection FY22-23	Projection FY23-24	Projection FY24-25
REVENUES						
Property Taxes and RPTTF	34,806,700	35,588,908	36,242,100	37,300,803	38,472,751	39,627,353
Sales & Use Tax	27,200,042	27,718,022	28,490,914	29,292,963	30,088,604	30,857,604
Other Taxes	1,128,000	1,159,000	1,188,000	1,222,000	1,261,000	1,299,000
Franchise Fees	4,937,000	5,140,000	5,271,000	5,418,000	5,670,000	5,840,000
Hotel/Motel Tax	19,297,639	20,771,000	21,956,500	23,686,500	24,530,500	25,142,000
License & Permits	12,778,000	13,183,000	13,561,000	13,937,000	13,007,000	13,303,000
Fine & Forfeitures	478,500	482,000	486,000	490,000	494,000	498,000
Interest Income	1,267,000	1,305,000	1,331,000	1,358,000	1,392,000	1,434,000
Intergovernmental	1,445,927	937,047	632,833	494,000	499,000	504,000
Charges for Services	6,512,000	6,817,000	6,952,000	7,124,000	7,336,000	7,551,000
Other Revenues	241,000	241,000	241,000	241,000	241,000	241,000
Operating Transfers In	5,993,002	7,125,000	7,880,000	8,817,000	9,081,000	9,353,000
Total Revenues and Op Transfers In	116,084,810	120,466,977	124,232,347	129,381,266	132,072,855	135,649,957
EXPENDITURES						
Salaries	51,990,621	55,709,295	57,331,643	58,988,156	60,951,253	62,773,623
Benefits	38,843,189	41,427,000	43,842,000	44,475,000	45,931,000	47,464,000
Services & Supplies	21,964,137	22,082,928	22,816,231	23,155,702	24,025,712	24,600,168
Capital Outlay	183,102	188,000	192,000	196,000	201,000	207,000
Operating Transfers Out (ongoing)	800,000	800,000	800,000	800,000	800,000	800,000
Total Expenditures and Op Transfers Out	113,781,049	120,207,223	124,981,874	127,614,858	131,908,965	135,844,791
One-Time Transfers Out	6,000,000	0	0	0	0	0
Increase (Decrease) of Prior Year Reserves	(6,000,000)	0	0	0	0	0
Increase (Decrease) of Fund Balance	-	0	(749,528)	0	0	(194,835)
Net (Use)/Funding of Reserves	0	0	(749,528)	0	0	(194,835)
Net Operating Results	2,303,761	259,754	0	1,766,408	163,890	0
<i>Pending Revenues:</i>						
TOT potential (Virgin Hotel)	0	0	0	716,250	1,001,000	1,039,000
SAFER grant	483,382	966,763	708,960	225,578	0	0
Other dept proposed fee increases	200,000	206,000	212,180	218,545	225,102	231,855
Sprinkler Inspection Proposed Fee	240,000	247,200	254,616	262,254	270,122	278,226
Matrix proposed fee increases	2,000,000	2,060,000	2,121,800	2,185,454	2,251,018	2,318,548
short term rental	260,000	267,800	275,834	282,730	289,798	297,043
Revised Net Operating Results	5,487,143	4,007,517	3,573,390	5,657,220	4,200,930	4,164,672

Proposed FY19-20 Temporary Personnel, Supplies & Contractual expenditures**City Council**

FUND	ORG	OBJ	SEQ	DESCRIPTION	PROVIDER	FY 19-20
100	100	4112	1	24 Mtgs @ 100/mtg/commissioner	Planning Commission	4,800
						<u>4,800</u>
<i>Supplies and Contractual Services</i>						
100	100	4202	1	Plaques, Certificates, Keys	various vendors	5,000
100	100	4202	2	County Library Branch Assistan	SCC Library Services	-
100	100	4202	3	Library Adv Comm Annual Event	tbd	4,500
100	100	4202	4	Sister Cities Program	miscellaneous	-
100	100	4202	5	Others	tbd	8,000
						<u>17,500</u>
100	100	4203	1	Mayor & Council at \$5000 each	tbd	25,000
						<u>25,000</u>
100	100	4221	1	Miscellaneous Supplies	Various	11,000
						<u>11,000</u>
100	100	4237		Public Ed & Gov (PEG) Access Ch	Community TV	-
100	100	4237	2	Translation Services	various vendors	31,600
						<u>31,600</u>
100	100	4501	1	ABAG	ABAG	15,000
100	100	4501	10	US Conference of Mayors	US Conference of Mayors	5,300
100	100	4501	2	Chamber of Commerce	Chamber of Commerce	395
100	100	4501	3	Cities Association of SCC	Cities Association of SCC	12,000
100	100	4501	4	LAFCO	SCC Finance Agency Treas	10,500
100	100	4501	5	League of CA Cities	League of CA Cities	22,000
100	100	4501	6	LoCC - Peninsula Division	League of CA Cities-Pen Div	200
100	100	4501	7	National League of CA Cities	National League of CA Cities	6,000
100	100	4501	8	Silicon Valley Organization	Silicon Valley Organization	1,000
100	100	4501	9	SV@Home-\$1000/yr for 3-yr comm	SV@Home	1,000
						<u>73,395</u>
100	100	4503	1	Mayor & Council at \$5000 ea	tbd	25,000
						<u>25,000</u>
100	100	4506	1	Closed Session,Sp Mtg,Recog	Miscellaneous	5,000
						<u>5,000</u>
100	100	4522	1	Arts Commission	Various Providers	1,000
100	100	4522	10	Science Tech & Innovation Comm	Various Providers	1,000
100	100	4522	11	Veterans Commission	Various Providers	1,000
100	100	4522	12	Youth Advisory Commission	Various Providers	1,000
100	100	4522	2	Community Advisory Commission	Various Providers	1,000
100	100	4522	3	Economic & Devt Trade Commissi	Various Providers	1,000
100	100	4522	4	Energy & Env Sustainability Co	Various Providers	1,000
100	100	4522	5	Liabrary Advisory Commission	Various Providers	1,000
100	100	4522	6	Parks Rec & Cultural Comm	Various Providers	1,000
100	100	4522	7	Planning Commission	Various Providers	1,000
100	100	4522	8	Public Safety & Emer Prepared	Various Providers	1,000
100	100	4522	9	Senior Advisory Commission	Various Providers	1,000
100	100	4522		BPAC	Various Providers	
100	100	4522		Sister Cities	Various Providers	
						<u>12,000</u>



MEMORANDUM

Engineering Department

DATE: May 8, 2019

TO: Honorable Mayor and City Council

THROUGH: Julie Edmonds-Mares, City Manager 

FROM: Steve Erickson, Engineering Director/City Engineer

SUBJECT: Updated 2019-2024 Capital Improvement Program (CIP) Document, May 15, 2019 Council Study Session

Staff appreciated the opportunity to present the Proposed 2019-2024 Capital Improvement Program (CIP) document to the Mayor and City Council during the March 12, 2019 Study Session. The comments and feedback from Council were incorporated into the updated CIP Document that is being provided ahead of the May 15, 2019 Budget Study Session.

Items that needed follow-up are summarized below, along with associated actions by staff.

- **Fire Station 2 – Council directed staff to explore and bring back financing recommendations with shorter term options**
Staff and the City's financial consultant evaluated a variety of options and were scheduled to bring forward recommended project construction financing options at the May 7th Council meeting; this discussion will now occur at during the May 15th Study Session.
- **Prior Financing – Council requested information on previous debt financing for City facilities**
This information will be provided to the Council, along with the Fire Station 2 financing discussion, at the May 15th Study Session. In summary, the City has used debt financing five times since 1993. Financed amounts ranged from \$8.6 to \$198 million, and terms ranged from 10 to 30 years except for equipment, with a term of 8 years. None of the financing went to the voters for approval.
- **Climate Action Plan – Council requested a progress update**
Staff will send an Information Memo to the City Council in advance of the May 15th Budget Study Session.
- **Existing Parks Master Plan - Council requested a copy**
Staff provided the Council with a link to the electronic document on March 19th. The Proposed 2019-24 Capital Improvement Program (CIP) Document includes a new project to update the City's Parks and Recreation Master Plan.

MEMORANDUM

Engineering Department



Key Changes since March 12 Study Session

As directed by the Council during the March 12th Study Session, the updated CIP document incorporates the following changes:

- The (New) Park Master Plan project will review the necessity of a new TASP Community Facility Building and will incorporate recreational and facility programs
- The (New) Citywide Safety Assessment project was advanced to FY 2019-20

The updated document incorporates the Council's seven new budget priorities, and 4 projects were advanced forward to be funded in FY 2019-20 to align with available staffing, including the two additional Junior/Assistant Engineer positions requested in the Proposed FY 2019-20 budget. The 4 projects that have been advanced are:

- (New) Citywide Traffic Modeling
- (New) Citywide Traffic Safety Assessment
- (New) Costa Street Plan Line Study
- (New) Feasibility of POC's at VTA Light Rail Platform

The five-year total cost in the updated CIP document has increased from \$423,137,767 to \$425,077,926, and project funding proposed for FY 2019-20 is \$62,035,725 as shown on the CIP Summary pages 1-15. The \$2 million increase in the total CIP over the five years from the March 12th document is due to the following:

1. Addition of a new \$1.25 million Fire Department Specialized Vehicles project shown on page 29;
2. Revised cost estimate for a new project to widen Montague Expressway from Great Mall Parkway west; and
3. Revised funding for the McCandless Well and Dempsey Road water and storm drain projects to account for increased construction market costs.

If Council approves the staff recommendation to move an additional \$4 million from the General Fund unassigned reserve to fund additional CIP projects, a total of 4 existing and 5 newly created projects could be funded in FY 2019-20.

- Project 5110 Sandalwood Park Construction: \$1.25 million
- Project 3403 Fire Station Improvements: \$450K
- Project 3406 Building Improvements: \$500K
- Project 3438 Annual Tree Replacement Program: \$150K
- (New Project) Green Bike Lane Installation: \$300K
- (New Project) Installation of 20 Radar Speed Feedback Signs: \$200K
- (New Project) Installation of Enhanced Crosswalk Striping/Beacons: \$500K
- (New Project) Community Center Building Assessment: \$150K
- (New Project) Pilot Street Sweeping Program: \$500K

At the Budget Study Session on May 15th, the majority of the discussion will be focused on the operating budget, however, staff will highlight key changes to the CIP since the March 12 Study Session, and will discuss two recommended financing options for the construction of the Fire Station No. 2 project.

MEMORANDUM

Engineering Department



CIP Timeline

Key dates for the CIP are outlined below:

- March 12, 2019, City Council CIP Study Session
- April 24, 2019, The Planning Commission approved resolution #19-015 finding the proposed 2019-2024 CIP Document in conformance with the City's General Plan
- May 6, 2019, Parks, Recreation, and Cultural Resources Commission (PRCRC) recommended the CIP Park Project priorities to the City Council for approval
- May 15, 2019, City Council Budget Study Session
- June 4, 2019, anticipated adoption of CIP Document by Council

If the Mayor and Council would like more detailed information on existing or proposed CIP projects ahead of the May 15th Study Session, staff is available for individual briefings.

Proposed Capital Improvement Program 2019-2024

Draft Report



City of Milpitas
CALIFORNIA
(printed 5/2/2019)





2019-2024 CAPITAL IMPROVEMENT PROGRAM

Rich Tran, Mayor

Karina Dominguez, Vice-Mayor

Bob Nuñez, Councilmember

Anthony Phan, Councilmember

Carmen Montano, Councilmember

Julie Edmonds-Mares, City Manager

Prepared By: **Engineering Department**
Finance Department

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99	New	Street Pavement Restriping

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206	4284	Street Resurfacing Project 2017
207	4287	Street Resurfacing Project 2018
90	4291	Street Resurfacing Project 2018-19
103	Plan	Street Resurfacing Project 2019-20
104	Plan	Street Resurfacing Project 2020-21
105	Plan	Street Resurfacing Project 2021-22
106	Plan	Street Resurfacing Project 2022-23
100	New	Street Resurfacing Project 2023-24
68	Plan	Strickroth Park Renovation
31	New	TASP Community Facility Building
101	New	TASP On-Street Parking Program
54	New	TASP Subdistrict Park
87	4281	TASP Underground Utility District
17	3427	Technology Projects
85	3451	The Pines Pilot Parking Permit Program
55	New	Trade Zone/Montague Park - Central
202	4269	Traffic Management Enhancements 2013
107	Plan	Traffic Management Enhancements 2021
108	Plan	Traffic Signal Installation
208	4288	Traffic Studies & Minor Improvements
191	3448	Trails and Bikeway Master Plan Update
32	New	Transit Area Police Substation
9	2006	Transit Area Specific Plan Update
196	3713	Trash Removal Devices
80	3425	Utility Undergrounding 2017
227	7126	Water Conservation Program
130	7135	Water Leak Detection & Condition Assessment Program
131	7136	Water Master Plan 2019
129	7134	Water O&M Database Management
126	7127	Water Supervisory Control & Data Acquisition
224	7108	Water System Hydraulic Modeling
119	7076	Well Upgrade Project

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Sorted By Project Number

<u>Page</u>	<u>Proj#</u>	<u>Project Name</u>
179	2001	Light Rail Median Landscaping
117	2002	2nd SCVWD Water Reservoir & Pump Sta.
180	2004	S. Milpitas Boulevard Extension
45	2005	Lower Penitencia Creek Pedestrian Bridge
9	2006	Transit Area Specific Plan Update
77	2008	Montague Ped. Overcrossing at Piper Dr.
118	2009	SCVWD Second Water Supply Turnout
78	3402	McCarthy Blvd. LLMD Improvement 95-1
10	3403	Fire Station Improvements
11	3406	City Building Improvements
79	3411	Sinclair LLMD Improvements 98-1
181	3414	City Buildings, Exterior Painting & Repairs
12	3415	PD Communications
13	3416	City General Plan Update
14	3418	City Std. Details, Guidelines, & Specs.
15	3421	Replacement Fire Station Alert System
16	3422	City Buildings Roofing Repairs
182	3423	Police Records Management System
46	3424	Citywide Park Rehabilitation
80	3425	Utility Undergrounding 2017
81	3426	Annual Sidewalk, Curb & Gutter Repair
17	3427	Technology Projects
18	3428	Shuttle Study
82	3430	Midtown Street Light Project
19	3431	City Gateway Tree Planting
183	3432	Police Department MedEvac Vehicle
20	3434	Permitting Technology Improvement
21	3435	2017-19 Finance System Upgrade
22	3436	City Building ADA Compliance Review
184	3437	Midtown Specific Plan Update
23	3438	Annual Tree Replacement Program
185	3439	Fire Apparatus Replacement Plan
83	3440	Annual Street Light, Signal, and Signage
186	3441	Fire Department USAR Forklift
187	3442	Main Fire Station No. 1 Assessment
188	3443	Police/Fire Issued Equipment Procurement
189	3444	Police/Public Works Buildings Assessment
24	3445	Public Safety/DPW Disaster Plan Update
190	3446	South Bay Arrival Noise Study
25	3447	Fire Station #2 Replacement

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191	3448	Trails and Bikeway Master Plan Update
84	3449	Street Landscape Irrigation Repair
192	3450	LAN/WAN Network Upgrade
85	3451	The Pines Pilot Parking Permit Program
193	3452	Lower Berryessa Crk. Ped. Trail and Bridge
167	3700	Storm Drain System Rehabilitation
168	3709	Dempsey Road Storm Drain Replacement
194	3711	BART Project - Storm Improvements
195	3712	Minor Storm Drain Projects 2016
196	3713	Trash Removal Devices
169	3714	Flap Gate Replacement
170	3715	Storm Drain System Rehab 17-19
26	3716	City Parking Lot Rehabilitation Program
171	3717	Minor Storm Projects
197	4179	Montague Expwy Widening at Great Mall Pkwy
198	4253	Dixon Landing Road Plan Line
199	4258	Calaveras Blvd Widening Project
200	4265	Bart Extension Coordination and Planning
201	4266	Street Light LED Conversion Improvements
86	4267	Soundwall and Barrier Repair and Renovation Program
202	4269	Traffic Management Enhancements 2013
203	4273	Street Landscape Irrigation Repair 2014
204	4274	I 880 Interchange R/W Closeout
205	4279	Minor Traffic Improvements 2016
87	4281	TASP Underground Utility District
88	4283	ADA Curb Ramp Transition Program
206	4284	Street Resurfacing Project 2017
207	4287	Street Resurfacing Project 2018
208	4288	Traffic Studies & Minor Improvements
209	4289	Green Infrastructure Plan
89	4290	Annual Bridge Rehabilitation
90	4291	Street Resurfacing Project 2018-19
210	4292	McCarthy Blvd./Sandisk Dr. Traffic Signal
211	5055	Alviso Adobe Renovation
212	5098	Park Irrigation System Repair & Improvement
213	5102	McCandless Park
47	5108	Sports Fields Turf Rehabilitation Prog.
214	5109	Creighton Park Renovation
48	5110	Sandalwood Park Renovation
215	5111	Sports Center Skate Park
49	5112	Carlo Park
50	5113	Minor Sports Courts Rehabilitation
216	5114	MSC Master Plan Update

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217	6115	Sewer System Replacement 11-12
218	6116	Sewer System Replacement 12-13
219	6117	(Rmb) TASP Sewer Line Replacement
149	6118	SJ/SC Regional Waste Water Facility
150	6119	Sanitary Sewer Condition Assessment Prgm
220	6121	BART Project - Sewer Improvements
151	6123	Sanitary Sewer Overflow Improvements
152	6124	Sewer Pump Station Rehab. Program
221	6125	Sewer Pump Station Improvement
153	6126	Minor Sewer Projects
154	6127	Sanitary Supervisory Control & Data Acquisition
222	6129	Sewer System Hydraulic Modeling 17-19
155	6130	Main Lift Station Odor Emissions Control
156	6131	Sanitary Sewer Cathodic Protection Imprv.
157	6132	Sewer Master Plan 2019
223	6133	Sewer System Replacement
119	7076	Well Upgrade Project
120	7100	Aging Water System/Seismic Improvements
224	7108	Water System Hydraulic Modeling
121	7110	Hydrant Replacement Program
122	7112	Reservoir Cleaning
225	7115	Cathodic Protection Improvements
123	7117	Abel Street Pipeline Extension
124	7118	Dempsey Road Water Line Replacement
125	7121	Automated Meter Replacement Program
226	7125	BART Project - Water Improvements
227	7126	Water Conservation Program
126	7127	Water Supervisory Control & Data Acquisition
228	7128	Recycled Water Pipeline Infill Project
127	7129	Recycled Water Pipeline Segment 1
229	7132	Annual Water Distribution Rehab. Program
128	7133	Minor Water Projects
129	7134	Water O&M Database Management
130	7135	Water Leak Detection & Condition Assessment Program
131	7136	Water Master Plan 2019
91	New	(Rmb) S. Milpitas Imprv - Gibraltar to UPRR
51	New	(Rmb) TASP Linear Trails
132	New	(Rmb) TASP Recycled Water Distribution
52	New	(Rmb) Trade Zone/Montague Park - North
27	New	ALPRs and Security Cameras
92	New	Citywide Traffic Modeling
93	New	Citywide Traffic Safety Assessment
28	New	Climate Action Plan Update

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94	New	Costa Street Plan Line Study
95	New	Feasibility of POCs at VTA Light Rail Platforms
29	New	Fire Department Specialized Vehicles
30	New	Land/Right-of-Way Value Determination
96	New	Montague Expressway Widening - West
53	New	Parks and Recreation Master Plan Update
97	New	S. Milpitas Blvd. Veh. Bridge at Penitencia
158	New	Sewer Line Replacement at E. Curtis
98	New	SR237 HOV Lane Improvements
99	New	Street Pavement Restriping
100	New	Street Resurfacing Project 2023-24
31	New	TASP Community Facility Building
101	New	TASP On-Street Parking Program
54	New	TASP Subdistrict Park
55	New	Trade Zone/Montague Park - Central
32	New	Transit Area Police Substation
56	Plan	Ben Rogers Park Renovation
57	Plan	Calaveras Ridge Park
172	Plan	Channel and Lagoon Dredging
33	Plan	Community Center Building Assessment
58	Plan	Dixon Landing Park Renovation
34	Plan	Fire Department SCBA Replacement
35	Plan	Fire Station #3 Replacement
59	Plan	Foothill Park Renovation
60	Plan	Hidden Lake Park Renovation
61	Plan	Higuera Adobe Caretaker Cottage Renovation
173	Plan	Jurgens Pump Station
133	Plan	Los Coches Backbone
134	Plan	Lower Berryessa Creek Water Line
62	Plan	Midtown Area Parks
102	Plan	Montague Ped. Overcrossing at Penitencia
63	Plan	Murphy Park Renovation
174	Plan	Oak Creek Pump Station Upgrade
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64	Plan	Peter D. Gill Park Renovation
135	Plan	Recycled Water Pipeline Segment 2
136	Plan	Recycled Water Pipeline Segment 3
137	Plan	Recycled Water Pipeline Segment 4
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65	Plan	Robert E. Browne Park Renovation
139	Plan	SCVWD Zone 1 Pressure Red. Valve
66	Plan	Sinnott Park Renovation
36	Plan	Sports Center Baseball Field Renovation

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67	Plan	Starlite Park Renovation
176	Plan	Storm Supervisory Control & Data Acquisition
103	Plan	Street Resurfacing Project 2019-20
104	Plan	Street Resurfacing Project 2020-21
105	Plan	Street Resurfacing Project 2021-22
106	Plan	Street Resurfacing Project 2022-23
68	Plan	Strickroth Park Renovation
107	Plan	Traffic Management Enhancements 2021
108	Plan	Traffic Signal Installation

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

GRAND SUMMARY

Project Expenses	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Community Improvement	7,934,000	20,150,000	5,895,000	8,480,000	32,795,000	75,254,000
Park Improvement	7,205,000	7,675,000	7,745,000	23,750,000	21,275,000	67,650,000
Street Improvement	4,007,415	23,133,000	6,158,000	5,733,000	40,123,000	79,154,415
Water Improvement	13,844,260	16,706,500	25,200,800	22,190,850	34,980,000	112,922,410
Sewer Improvement	28,540,050	14,274,799	6,385,104	9,159,263	5,747,885	64,107,101
Storm Drain Improvement	505,000	6,170,000	13,295,000	6,020,000	0	25,990,000
Total	62,035,725	88,109,299	64,678,904	75,333,113	134,920,885	425,077,926

Funding Sources	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	5,195,000	4,060,090	3,314,515	3,020,000	3,020,000	18,609,605
General Government CIP Fund	2,505,000	3,015,000	0	0	0	5,520,000
Midtown Park Fund	1,475,000	525,000	225,000	225,000	225,000	2,675,000
Park Fund	(1,100,000)	0	0	0	0	(1,100,000)
Sewer Fund	(100,000)	0	0	0	0	(100,000)
Sewer Infrastructure Fund	2,150,000	4,674,759	5,765,589	9,159,263	0	21,749,611
Sewer Treatment Fund	1,200,000	0	750,000	0	4,547,885	6,497,885
Water Line Extension Fund	270,000	0	0	1,015,000	25,000	1,310,000
Storm Drain Fund	1,505,000	1,170,000	895,000	0	0	3,570,000
TASP Impact Fees	7,385,000	13,735,000	750,000	7,695,000	78,910,000	108,475,000
LLMD	108,000	108,000	108,000	108,000	108,000	540,000
Vehicle Registration Fee	500,000	500,000	500,000	500,000	500,000	2,500,000
Community Planning Fees	500,000	0	0	0	0	500,000
Water Capital Surcharge	324,260	2,356,500	4,258,800	7,670,850	3,655,000	18,265,410
Permit Automation Fund	1,500,000	250,000	150,000	0	0	1,900,000
Community Benefit Fund	0	250,000	0	0	0	250,000
Measure B	1,489,415	1,380,000	1,380,000	1,380,000	1,380,000	7,009,415
Sub Total	24,906,675	32,024,349	18,096,904	30,773,113	92,370,885	198,171,926

External Financing	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	(411,000)	0	500,000	0	0	89,000
Sanitary Sewer Bonds	25,190,050	9,809,950	0	0	0	35,000,000
Water Bonds	12,350,000	7,650,000	0	0	0	20,000,000
Sub Total	37,129,050	17,459,950	500,000	0	0	55,089,000

Unidentified	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	38,625,000	46,082,000	44,560,000	42,550,000	171,817,000

Total	62,035,725	88,109,299	64,678,904	75,333,113	134,920,885	425,077,926
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NOTES

- (1) FY2019-20 includes \$25,190,050 payment to SJ/SC for portion of improvements to wastewater treatment plant.
- (2) FY2019-20 includes \$9,020,000 in TASP Impact Fee reimbursements to Developers for infrastructure improvements.
- (3) FY2019-20 includes \$200,000 in Gas Tax payment to VTA for City share of SR237 HOV Improvements.
- (4) Total value of projects to be delivered in FY2019-20 is \$27,625,675.

City of Milpitas
2019–24 CAPITAL IMPROVEMENT PROGRAM
Funding Source Definition

Bond

Bond is a debt security issued to finance capital expenditures, including the construction of highways, bridges, buildings, or other Capital Improvements. Restricted use.

Gas Tax Fund

Established to account for the City's share of state gasoline taxes which are restricted for use on construction and maintenance of the street system in Milpitas. Restricted to construction and maintenance of streets.

General Government CIP

Established to account for most CIPs funded by the General Government Fund. Restricted to government related projects.

Grants/Reimbursements/Developer Fees

Fund includes miscellaneous grant funding obtained, developer fees paid, and reimbursements. Unrestricted.

LLMD

Established to account for assessments collected within the two Districts. Revenue is used for servicing and maintaining District improvements including landscaping, walls, and lighting. Restricted for use on District infrastructure.

Measure B

Santa Clara County voters approved 2016 Measure B, a 30-year, half-cent countywide sales tax to enhance transit, highways, expressways and active transportation (bicycles, pedestrians and complete streets).

Midtown Park Fund

Fees collected from developers to pay for Midtown Park related improvements. Restricted to Midtown park area.

Park Fund

Fees collected from developers to pay for Park related improvements. Restricted to park related projects.

Permit Automation Fund

The Permit Automation Fund is used to account for the automation fee charged for replacement of equipment and permitting systems used by City departments. Fund restricted to permit automated related expenditures.

SB-1

California Senate Bill 1, the Road Repair and Accountability Act of 2017, was signed into law on April 28, 2017. This legislative package invests \$54 billion over the next decade to fix roads, freeways and bridges in communities across California and puts funds toward transit and safety. Funds will be split equally between state and local investments.

City of Milpitas
2019–24 CAPITAL IMPROVEMENT PROGRAM
Funding Source Definition

Sewer Fund

Funded from revenue collected from sewer rates for sewer related improvements.

Sewer Infrastructure Fund

Monies set aside to replace aging infrastructure for sewer related projects.

Sewer Treatment Fund

Funded from fees collected from developers connecting to the Sewer System. Restricted to sewer related projects.

Storm Drain Fund

Fee collected from developers. Established to account for the construction and maintenance of storm drain projects. Restricted to storm drain related projects.

Street Improvement Fund

Established to account for the construction and maintenance of the street system. Financing may be from state and federal grants. May be restricted.

TASP Impact Fees

Established to account for traffic impact fees paid by developers. Restricted to Transit Area projects.

Unidentified Funding

No funding source has been identified.

Vehicle Registration Fee

Established to account for Vehicle Registration fees received from the County of Santa Clara. Restricted to construction and maintenance of streets.

Water Capital Surcharge

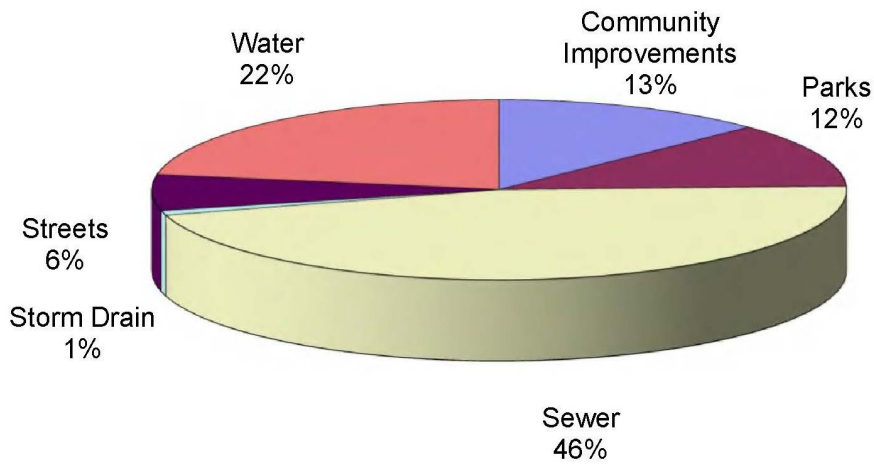
Funded from revenue is collected from water rates for use on water related projects.

Water Line Extension Fund

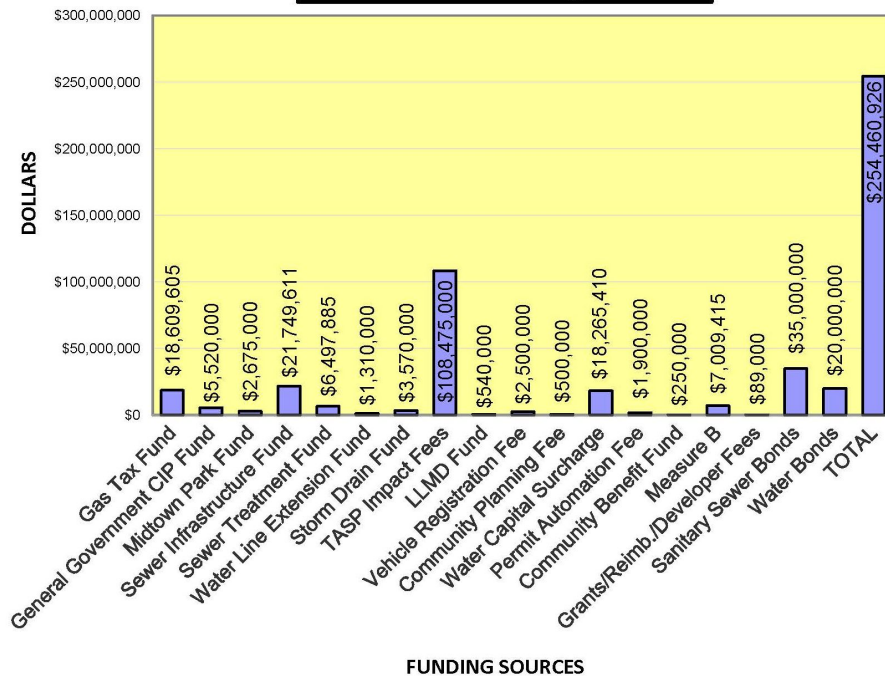
Funded from fees collected from developers connecting to the Water System. Restricted to water related projects.

City of Milpitas 2019-24 CAPITAL IMPROVEMENT PROGRAM

**FY 2019-20
Projected Spending by Project Category**



FY 2019-24 Funding Sources



**City of Milpitas
2019–24 CAPITAL IMPROVEMENT PROGRAM**

City Council Budget Priorities

1. Public Safety

Public Safety projects include those to address public health and safety. Examples include projects related to the maintenance and enhancement of Police and Fire Department operations and the elimination of imminent hazards.

2. Transportation and Transit

Transportation and Transit projects will improve transportation related infrastructure for vehicles, pedestrians, bicycle, and public transit. The improvement of traffic signals, street signage and lighting are included under this priority.

3. Economic Development and Job Growth

Projects in this priority are designed to attract and retain businesses and development opportunities. Projects include the update of the City's General and Midtown Plans, streetscape enhancements, etc.

4. Neighborhoods and Housing

This budget priority includes the City's investment and improvement in neighborhoods and affordable housing.

5. Governance and Administration

This priority includes projects to create effective and efficient governance and administration including fiscal responsibilities that reduce and/or eliminate operating and capital costs. Examples include projects to improve document control, finance system upgrades, computer networking, technology improvements, reduce waste, and updates to City' standard details and specification, etc.

6. Environment

Projects in this priority are related to environmental protection including preservation of natural resources, air and water quality, energy and water conservation, greenhouse gas reduction, reduction of carbon footprint, and green Infrastructure.

7. Community Wellness and Open Space

Projects in this priority focus on the investment and improvement of City assets and infrastructure including the creation of new open space opportunities. Project examples include sidewalk repair, utility improvement, and the improvement and creation of parks and trail opportunities.

City of Milpitas

2019-24 CAPITAL IMPROVEMENT PROGRAM

New Projects

Community Improvement

PG	Project Number & Name		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
27	New	ALPRs and Security Cameras	500,000	315,000	0	0	0	815,000
28	New	Climate Action Plan Update	200,000	0	0	0	0	200,000
29	New	Fire Department Specialized Vehicles	0	350,000	900,000	0	0	1,250,000
30	New	Land/Right-of-Way Value Determination	20,000	20,000	20,000	20,000	20,000	100,000
31	New	TASP Community Facility Building	0	0	0	1,050,000	15,150,000	16,200,000
32	New	Transit Area Police Substation	310,000	690,000	0	0	0	1,000,000
Totals			1,030,000	1,375,000	920,000	1,070,000	15,170,000	19,565,000

External Financing

Unidentified Funding	Totals	0	350,000	400,000	0	0	750,000
Grants & Reimbursements	Totals	0	0	500,000	0	0	500,000
Bonds	Totals	0	0	0	0	0	0
Total		0	350,000	900,000	0	0	1,250,000

Park Improvement

PG	Project Number & Name		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
51	New	(Rmb) TASP Linear Trails	3,270,000	0	0	0	0	3,270,000
52	New	(Rmb) Trade Zone/Montague Park - North	3,100,000	0	0	0	0	3,100,000
53	New	Parks and Recreation Master Plan Update	600,000	0	0	0	0	600,000
54	New	TASP Subdistrict Park	0	0	0	6,325,000	2,050,000	8,375,000
55	New	Trade Zone/Montague Park - Central	0	4,150,000	0	0	0	4,150,000
Totals			6,970,000	4,150,000	0	6,325,000	2,050,000	19,495,000

External Financing

Unidentified Funding	Totals	0	0	0	0	0	0
Grants & Reimbursements	Totals	0	0	0	0	0	0
Bonds	Totals	0	0	0	0	0	0
Total		0	0	0	0	0	0

Sewer Improvement

PG	Project Number & Name		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
158	New	Sewer Line Replacement at E. Curtis	0	0	0	0	1,200,000	1,200,000
Totals			0	0	0	0	1,200,000	1,200,000

External Financing

Unidentified Funding	Totals	0	0	0	0	0	0
Grants & Reimbursements	Totals	0	0	0	0	0	0
Bonds	Totals	0	0	0	0	0	0
Total		0	0	0	0	0	0

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

New Projects

Street Improvement

PG	Project Number & Name		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
91	New	(Rmb) S. Milpitas Imprv - Gibraltar to UPRR	850,000	0	0	0	0	850,000
92	New	Citywide Traffic Modeling	400,000	0	0	0	0	400,000
93	New	Citywide Traffic Safety Assessment	400,000	0	0	0	0	400,000
94	New	Costa Street Plan Line Study	125,000	0	0	0	0	125,000
95	New	Feasibility of POCs at VTA Light Rail Platform	200,000	0	0	0	0	200,000
96	New	Montague Expressway Widening - West	0	0	0	0	20,200,000	20,200,000
97	New	S. Milpitas Blvd. Veh. Bridge at Penitencia	1,025,000	8,375,000	0	0	0	9,400,000
98	New	SR237 HOV Lane Improvements	200,000	0	0	0	0	200,000
99	New	Street Pavement Restriping	200,000	0	200,000	0	200,000	600,000
100	New	Street Resurfacing Project 2023-24	0	0	0	0	4,600,000	4,600,000
101	New	TASP On-Street Parking Program	330,000	0	0	0	0	330,000
85	3451	The Pines Pilot Parking Permit Program	230,000	0	0	0	0	230,000
Totals			3,960,000	8,375,000	200,000	0	25,000,000	37,535,000

External Financing

Unidentified Funding	Totals	0	0	200,000	0	200,000	400,000
Grants & Reimbursements	Totals	0	0	0	0	0	0
Bonds	Totals	0	0	0	0	0	0
Total		0	0	200,000	0	200,000	400,000

Water Improvement

PG	Project Number & Name		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
132	New	(Rmb) TASP Recycled Water Distribution	800,000	500,000	300,000	300,000	0	1,900,000
Totals			800,000	500,000	300,000	300,000	0	1,900,000

External Financing

Unidentified Funding	Totals	0	0	0	0	0	0
Grants & Reimbursements	Totals	0	0	0	0	0	0
Bonds	Totals	0	0	0	0	0	0
Total		0	0	0	0	0	0

New Projects

Grand Total New Projects	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
	12,760,000	14,400,000	1,420,000	7,695,000	43,420,000	79,695,000

External Funding Totals

Unidentified Funding	0	350,000	600,000	0	200,000	1,150,000
Grants & Reimbursements	0	0	500,000	0	0	500,000
Bonds	0	0	0	0	0	0

Grand Total Ext Funding Sources

0	350,000	1,100,000	0	200,000	1,650,000
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**City of Milpitas
2019–24 CAPITAL IMPROVEMENT PROGRAM**

Previously Funded Projects to be closed as of June 30, 2019

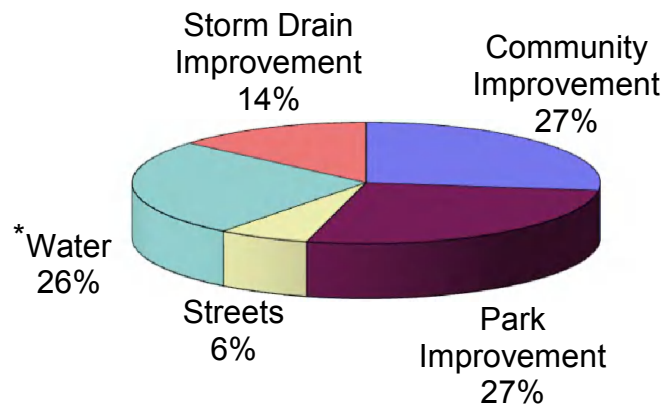
Project	Reason for Close
<u>Community Improvement Projects</u>	
3439 Fire Apparatus Replacement Plan	Completed
<u>Parks Projects</u>	
N/A	
<u>Street Projects</u>	
4269 Traffic Management Enhancements 2013	Completed
4279 Minor Traffic Improvement 2016	Completed
4284 Street Resurfacing Project 2017	Completed
<u>Water Projects</u>	
7108 Water System Hydraulic Modeling	Reallocated
7115 Cathodic Protection Improvements	Reallocated
7132 Annual Water Distribution Rehab. Program	Reallocated
<u>Sewer Projects</u>	
6115 Sewer System Replacement 11-12	Completed
6116 Sewer System Replacement 12-13	Completed
6129 Sewer System Hydraulic Modeling 17-19	Reallocated
<u>Storm Drain Projects</u>	
N/A	

**City of Milpitas
2019 - 2024 CAPITAL IMPROVEMENT PROGRAM**

**FY 2019-2024
Unidentified Funding Summary**

PROJECT CATEGORIES	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Community Improvement	0	16,225,000	5,225,000	7,410,000	17,625,000	46,485,000
Park Improvement	0	2,700,000	7,520,000	17,200,000	19,000,000	46,420,000
Streets	0	8,500,000	725,000	725,000	925,000	10,875,000
Water	0	6,200,000	20,212,000	13,205,000	5,000,000	44,617,000
Sewer Improvement	0	0	0	0	0	0
Storm Drain Improvement	0	5,000,000	12,400,000	6,020,000	0	23,420,000
TOTAL	0	38,625,000	46,082,000	44,560,000	42,550,000	171,817,000

**FY 2019-24
Unidentified Funding by Project Category**



*\$44.6M in Unidentified Funding shown under Water Category is for Recycled Water projects.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

COMMUNITY IMPROVEMENT PROJECTS SUMMARY

PROJECTS THAT HAVE IDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
9	2006 Transit Area Specific Plan Update	300,000					300,000
10	3403 Fire Station Improvements	275,000					275,000
11	3406 City Building Improvements	550,000					550,000
12	3415 PD Communications		100,000				100,000
14	3418 City Std. Details, Guidelines, & Specs.	200,000					200,000
15	3421 Replacement Fire Station Alert System	30,000					30,000
16	3422 City Buildings Roofing Repairs	200,000					200,000
17	3427 Technology Projects	400,000	250,000	150,000			800,000
18	3428 Shuttle Study	20,000					20,000
19	3431 City Gateway Tree Planting		250,000				250,000
20	3434 Permitting Technology Improvement	150,000					150,000
22	3436 City Building ADA Compliance Review	50,000					50,000
23	3438 Annual Tree Replacement Program	179,000					179,000
25	3447 Fire Station #2 Replacement	4,300,000	2,300,000				6,600,000
26	3716 City Parking Lot Rehabilitation Program	250,000					250,000
27	New ALPRs and Security Cameras	500,000	315,000				815,000
28	New Climate Action Plan Update	200,000					200,000
29	New Fire Department Specialized Vehicles			500,000			500,000
30	New Land/Right-of-Way Value Determination	20,000	20,000	20,000	20,000	20,000	100,000
31	New TASP Community Facility Building				1,050,000	15,150,000	16,200,000
32	New Transit Area Police Substation	310,000	690,000				1,000,000
TOTAL COST		7,934,000	3,925,000	670,000	1,070,000	15,170,000	28,769,000

PROJECTS THAT HAVE UNIDENTIFIED FUNDING SOURCES

PG. NO.		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
10	3403 Fire Station Improvements		450,000	250,000	460,000	675,000	1,835,000
11	3406 City Building Improvements		500,000	500,000	500,000	500,000	2,000,000
16	3422 City Buildings Roofing Repairs		400,000	350,000	150,000	150,000	1,050,000
19	3431 City Gateway Tree Planting			500,000	500,000	250,000	1,250,000
21	3435 2017-19 Finance System Upgrade		425,000	425,000			850,000
23	3438 Annual Tree Replacement Program		150,000	150,000	150,000	150,000	600,000
24	3445 Public Safety/DPW Disaster Plan Update		150,000				150,000
25	3447 Fire Station #2 Replacement		12,700,000	200,000			12,900,000
26	3716 City Parking Lot Rehabilitation Program		150,000	450,000	50,000		650,000
29	New Fire Department Specialized Vehicles		350,000	400,000			750,000
33	Plan Community Center Building Assessment		150,000				150,000
34	Plan Fire Department SCBA Replacement		800,000				800,000
35	Plan Fire Station #3 Replacement			2,000,000	5,600,000	13,900,000	21,500,000
36	Plan Sports Center Baseball Field Renovation					2,000,000	2,000,000
TOTAL COST		0	16,225,000	5,225,000	7,410,000	17,625,000	46,485,000

TOTAL COMMUNITY IMPROVEMENT NEEDS	7,934,000	20,150,000	5,895,000	8,480,000	32,795,000	75,254,000
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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

PARK IMPROVEMENT PROJECTS SUMMARY

PROJECTS THAT HAVE IDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
45	2005 Lower Penitencia Creek Pedestrian Bridge	160,000					160,000
46	3424 Citywide Park Rehabilitation	75,000	600,000				675,000
47	5108 Sports Fields Turf Rehabilitation Prog.			225,000	225,000	225,000	675,000
48	5110 Sandalwood Park Renovation	-1,100,000					-1,100,000
49	5112 Carlo Park	875,000					875,000
50	5113 Minor Sports Courts Rehabilitation	225,000	225,000				450,000
51	New (Rmb) TASP Linear Trails	3,270,000					3,270,000
52	New (Rmb) Trade Zone/Montague Park - North	3,100,000					3,100,000
53	New Parks and Recreation Master Plan Update	600,000					600,000
54	New TASP Subdistrict Park				6,325,000	2,050,000	8,375,000
55	New Trade Zone/Montague Park - Central		4,150,000				4,150,000
TOTAL COST		7,205,000	4,975,000	225,000	6,550,000	2,275,000	21,230,000

PROJECTS THAT HAVE UNIDENTIFIED FUNDING SOURCES

PG. NO.		2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
46	3424 Citywide Park Rehabilitation			150,000	50,000	50,000	250,000
48	5110 Sandalwood Park Renovation		1,250,000				1,250,000
50	5113 Minor Sports Courts Rehabilitation			225,000	225,000	250,000	700,000
56	Plan Ben Rogers Park Renovation			350,000	4,050,000		4,400,000
57	Plan Calaveras Ridge Park		300,000	2,325,000			2,625,000
58	Plan Dixon Landing Park Renovation				450,000	4,100,000	4,550,000
59	Plan Foothill Park Renovation			400,000	3,050,000		3,450,000
60	Plan Hidden Lake Park Renovation				400,000	2,575,000	2,975,000
61	Plan Higuera Adobe Caretaker Cottage Renovati			170,000			170,000
62	Plan Midtown Area Parks		800,000				800,000
63	Plan Murphy Park Renovation			400,000	4,100,000		4,500,000
64	Plan Peter D. Gill Park Renovation				475,000	4,075,000	4,550,000
65	Plan Robert E. Browne Park Renovation				500,000	4,100,000	4,600,000
66	Plan Sinnott Park Renovation		350,000	3,150,000			3,500,000
67	Plan Starlite Park Renovation			350,000	3,550,000		3,900,000
68	Plan Strickroth Park Renovation				350,000	3,850,000	4,200,000
TOTAL COST		0	2,700,000	7,520,000	17,200,000	19,000,000	46,420,000

TOTAL PARK IMPROVEMENT NEEDS	7,205,000	7,675,000	7,745,000	23,750,000	21,275,000	67,650,000
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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

STREET IMPROVEMENT PROJECTS SUMMARY

PROJECTS THAT HAVE IDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
77	2008 Montague Ped. Overcrossing at Piper Dr.	-4,700,000					-4,700,000
78	3402 McCarthy Blvd. LLMD Improvement 95-1	85,000	85,000	85,000	85,000	85,000	425,000
79	3411 Sinclair LLMD Improvements 98-1	23,000	23,000	23,000	23,000	23,000	115,000
81	3426 Annual Sidewalk, Curb & Gutter Repair	350,000	350,000	350,000			1,050,000
82	3430 Midtown Street Light Project	-2,350,000					-2,350,000
83	3440 Annual Street Light, Signal, and Signage	150,000	275,000				425,000
84	3449 Street Landscape Irrigation Repair	150,000					150,000
85	3451 The Pines Pilot Parking Permit Program	230,000					230,000
87	4281 TASP Underground Utility District	245,000					245,000
88	4283 ADA Curb Ramp Transition Program	300,000	300,000	300,000	300,000	300,000	1,500,000
89	4290 Annual Bridge Rehabilitation	175,000	75,000	75,000			325,000
90	4291 Street Resurfacing Project 2018-19	9,415					9,415
91	New (Rmb) S. Milpitas Imprv - Gibraltar to UPRR	850,000					850,000
92	New Citywide Traffic Modeling	400,000					400,000
93	New Citywide Traffic Safety Assessment	400,000					400,000
94	New Costa Street Plan Line Study	125,000					125,000
95	New Feasibility of POCs at VTA Light Rail Platforms	200,000					200,000
96	New Montague Expressway Widening - West					20,200,000	20,200,000
97	New S. Milpitas Blvd. Veh. Bridge at Penitencia	1,025,000	8,375,000				9,400,000
98	New SR237 HOV Lane Improvements	200,000					200,000
99	New Street Pavement Restriping	200,000					200,000
100	New Street Resurfacing Project 2023-24					4,600,000	4,600,000
101	New TASP On-Street Parking Program	330,000					330,000
102	Plan Montague Ped. Overcrossing at Penitencia	1,010,000				13,990,000	15,000,000
103	Plan Street Resurfacing Project 2019-20	4,600,000					4,600,000
104	Plan Street Resurfacing Project 2020-21		4,600,000				4,600,000
105	Plan Street Resurfacing Project 2021-22			4,600,000			4,600,000
106	Plan Street Resurfacing Project 2022-23				4,600,000		4,600,000
107	Plan Traffic Management Enhancements 2021		200,000				200,000
108	Plan Traffic Signal Installation		350,000				350,000
TOTAL COST		4,007,415	14,633,000	5,433,000	5,008,000	39,198,000	68,279,415

PROJECTS THAT HAVE UNIDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
80	3425 Utility Undergrounding 2017		1,300,000				1,300,000
81	3426 Annual Sidewalk, Curb & Gutter Repair				350,000	350,000	700,000
82	3430 Midtown Street Light Project		7,000,000				7,000,000
83	3440 Annual Street Light, Signal, and Signage			275,000	275,000	275,000	825,000
84	3449 Street Landscape Irrigation Repair		200,000	200,000	50,000	50,000	500,000
86	4267 Soundwall and Barrier Repair and Renovati			50,000	50,000	50,000	150,000
99	New Street Pavement Restriping			200,000		200,000	400,000
TOTAL COST		0	8,500,000	725,000	725,000	925,000	10,875,000

TOTAL STREET IMPROVEMENT NEEDS	4,007,415	23,133,000	6,158,000	5,733,000	40,123,000	79,154,415
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- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

WATER IMPROVEMENT PROJECTS SUMMARY

PROJECTS THAT HAVE IDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
117	2002 2nd SCVWD Water Reservoir & Pump Sta.					23,300,000	23,300,000
118	2009 SCVWD Second Water Supply Turnout					3,000,000	3,000,000
119	7076 Well Upgrade Project	2,800,000	2,200,000	1,900,000	4,400,000	100,000	11,400,000
120	7100 Aging Water System/Seismic Improvements	4,500,000					4,500,000
121	7110 Hydrant Replacement Program	74,260	76,500	78,800	80,850	80,000	390,410
122	7112 Reservoir Cleaning					150,000	150,000
123	7117 Abel Street Pipeline Extension	270,000					270,000
124	7118 Dempsey Road Water Line Replacement	5,750,000					5,750,000
125	7121 Automated Meter Replacement Program	2,350,000	2,030,000	2,030,000	2,030,000		8,440,000
126	7127 Water Supervisory Control & Data Acquisition	500,000	5,450,000				5,950,000
127	7129 Recycled Water Pipeline Segment 1	-3,750,000					-3,750,000
128	7133 Minor Water Projects	100,000	100,000	100,000	100,000	100,000	500,000
129	7134 Water O&M Database Management					50,000	50,000
130	7135 Water Leak Detection & Condition Assessment	150,000	150,000	150,000	150,000	100,000	700,000
131	7136 Water Master Plan 2019	200,000					200,000
132	New (Rmb) TASP Recycled Water Distribution	800,000	500,000	300,000	300,000		1,900,000
133	Plan Los Coches Backbone				900,000	3,100,000	4,000,000
134	Plan Lower Berryessa Creek Water Line				1,025,000		1,025,000
139	Plan SCVWD Zone 1 Pressure Red. Valve	100,000		430,000			530,000
TOTAL COST		13,844,260	10,506,500	4,988,800	8,985,850	29,980,000	68,305,410

PROJECTS THAT HAVE UNIDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
127	7129 Recycled Water Pipeline Segment 1					5,000,000	5,000,000
135	Plan Recycled Water Pipeline Segment 2				4,755,000		4,755,000
136	Plan Recycled Water Pipeline Segment 3			3,507,000	8,450,000		11,957,000
137	Plan Recycled Water Pipeline Segment 4		6,200,000	13,400,000			19,600,000
138	Plan Recycled Water Pipeline Segment 5			3,305,000			3,305,000
TOTAL COST		0	6,200,000	20,212,000	13,205,000	5,000,000	44,617,000

TOTAL WATER IMPROVEMENT NEEDS	13,844,260	16,706,500	25,200,800	22,190,850	34,980,000	112,922,410
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- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SEWER IMPROVEMENT PROJECTS SUMMARY

PROJECTS THAT HAVE IDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
149	6118 SJ/SC Regional Waste Water Facility	25,190,050	12,524,799	5,960,104	8,884,263	4,547,885	57,107,101
150	6119 Sanitary Sewer Condition Assessment Prgm	50,000	50,000	50,000	50,000		200,000
151	6123 Sanitary Sewer Overflow Improvements			225,000	75,000		300,000
152	6124 Sewer Pump Station Rehab. Program	100,000	100,000	100,000	100,000		400,000
153	6126 Minor Sewer Projects	50,000	50,000	50,000	50,000		200,000
154	6127 Sanitary Supervisory Control & Data Acquisitio		1,550,000				1,550,000
155	6130 Main Lift Station Odor Emissions Control	1,950,000					1,950,000
156	6131 Sanitary Sewer Cathodic Protection Imprv.	900,000					900,000
157	6132 Sewer Master Plan 2019	300,000					300,000
158	New Sewer Line Replacement at E. Curtis					1,200,000	1,200,000
TOTAL COST		28,540,050	14,274,799	6,385,104	9,159,263	5,747,885	64,107,101

TOTAL SEWER IMPROVEMENT NEEDS	28,540,050	14,274,799	6,385,104	9,159,263	5,747,885	64,107,101
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(1) "New" projects listed are new to CIP

(2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

STORM DRAIN IMPROVEMENT PROJECTS SUMMARY

PROJECTS THAT HAVE IDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
167	3700 Storm Drain System Rehabilitation	45,000	45,000	45,000			135,000
168	3709 Dempsey Road Storm Drain Replacement	260,000					260,000
169	3714 Flap Gate Replacement		125,000				125,000
170	3715 Storm Drain System Rehab 17-19		900,000				900,000
171	3717 Minor Storm Projects		100,000				100,000
176	Plan Storm Supervisory Control & Data Acquisition	200,000		850,000			1,050,000
TOTAL COST		505,000	1,170,000	895,000	0	0	2,570,000

PROJECTS THAT HAVE UNIDENTIFIED FUNDING SOURCES

PG. NO.	PROJECT	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL COST
167	3700 Storm Drain System Rehabilitation				45,000		45,000
169	3714 Flap Gate Replacement			125,000	125,000		250,000
171	3717 Minor Storm Projects			100,000	100,000		200,000
172	Plan Channel and Lagoon Dredging				1,500,000		1,500,000
173	Plan Jurgens Pump Station			10,000,000			10,000,000
174	Plan Oak Creek Pump Station Upgrade			2,175,000			2,175,000
175	Plan Penitencia Pump Station Replacement		5,000,000				5,000,000
176	Plan Storm Supervisory Control & Data Acquisiti				4,250,000		4,250,000
TOTAL COST		0	5,000,000	12,400,000	6,020,000	0	23,420,000

TOTAL STORM DRAIN IMPROVEMENT NEEDS	505,000	6,170,000	13,295,000	6,020,000	0	25,990,000
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(1) "New" projects listed are new to CIP

(2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
COMMUNITY IMPROVEMENT PROJECTS SUMMARY

SUMMARY OF COSTS

PG. NO.	PROJECT	TOTAL COST	PRIOR YEARS	2019-20	2020-21	2021-22	2022-23	2023-24
9	2006 Transit Area Specific Plan Update	750,000	450,000	300,000	0	0	0	0
10	3403 Fire Station Improvements	3,205,000	1,095,000	275,000	450,000	250,000	460,000	675,000
11	3406 City Building Improvements	5,025,000	2,475,000	550,000	500,000	500,000	500,000	500,000
12	3415 PD Communications	4,555,000	4,455,000	0	100,000	0	0	0
13	3416 City General Plan Update	2,100,000	2,100,000	0	0	0	0	0
14	3418 City Std. Details, Guidelines, & Specs.	300,000	100,000	200,000	0	0	0	0
15	3421 Replacement Fire Station Alert System	393,000	363,000	30,000	0	0	0	0
16	3422 City Buildings Roofing Repairs	1,950,000	700,000	200,000	400,000	350,000	150,000	150,000
17	3427 Technology Projects	1,500,000	700,000	400,000	250,000	150,000	0	0
18	3428 Shuttle Study	100,000	80,000	20,000	0	0	0	0
19	3431 City Gateway Tree Planting	1,500,000	0	0	250,000	500,000	500,000	250,000
20	3434 Permitting Technology Improvement	550,000	400,000	150,000	0	0	0	0
21	3435 2017-19 Finance System Upgrade	2,000,000	1,150,000	0	425,000	425,000	0	0
22	3436 City Building ADA Compliance Review	160,000	110,000	50,000	0	0	0	0
23	3438 Annual Tree Replacement Program	1,129,000	350,000	179,000	150,000	150,000	150,000	150,000
24	3445 Public Safety/DPW Disaster Plan Update	250,000	100,000	0	150,000	0	0	0
25	3447 Fire Station #2 Replacement	20,720,000	1,220,000	4,300,000	15,000,000	200,000	0	0
26	3716 City Parking Lot Rehabilitation Program	990,000	90,000	250,000	150,000	450,000	50,000	0
27	New ALPRs and Security Cameras	815,000	0	500,000	315,000	0	0	0
28	New Climate Action Plan Update	200,000	0	200,000	0	0	0	0
29	New Fire Department Specialized Vehicles	1,250,000	0	0	350,000	900,000	0	0
30	New Land/Right-of-Way Value Determination	100,000	0	20,000	20,000	20,000	20,000	20,000
31	New TASP Community Facility Building	16,200,000	0	0	0	0	1,050,000	15,150,000
32	New Transit Area Police Substation	1,000,000	0	310,000	690,000	0	0	0
33	Plan Community Center Building Assessment	150,000	0	0	150,000	0	0	0
34	Plan Fire Department SCBA Replacement	800,000	0	0	800,000	0	0	0
35	Plan Fire Station #3 Replacement	21,500,000	0	0	0	2,000,000	5,600,000	13,900,000
36	Plan Sports Center Baseball Field Renovation	2,000,000	0	0	0	0	0	2,000,000
Defunding Subtotal								
Funding Subtotal								
TOTAL COST		\$91,192,000	\$15,938,000	\$7,934,000	\$20,150,000	\$5,895,000	\$8,480,000	\$32,795,000

SUMMARY OF AVAILABLE FINANCING

General Government CIP Fund	5,775,000	2,715,000	0	0	0
Equipment Replacement Fund	0	0	0	0	0
Other	2,159,000	1,210,000	670,000	1,070,000	15,170,000
Unidentified Funding	0	16,225,000	5,225,000	7,410,000	17,625,000
TOTAL AVAILABLE	\$7,934,000	\$20,150,000	\$5,895,000	\$8,480,000	\$32,795,000

NOTES

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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Community Improvement

			2019-20				
			General Government CIP Fund	Equipment Replacement Fund	Other	Unidentified Funding	(n/a)
PG	PROJECT						
9	2006	Transit Area Specific Plan Update	0	0	300,000	0	
10	3403	Fire Station Improvements	275,000	0	0	0	
11	3406	City Building Improvements	550,000	0	0	0	
12	3415	PD Communications	0	0	0	0	
13	3416	City General Plan Update	0	0	0	0	
14	3418	City Std. Details, Guidelines, & Specs.	(100,000)	0	300,000	0	
15	3421	Replacement Fire Station Alert System	30,000	0	0	0	
16	3422	City Buildings Roofing Repairs	200,000	0	0	0	
17	3427	Technology Projects	(650,000)	0	1,050,000	0	
18	3428	Shuttle Study	20,000	0	0	0	
19	3431	City Gateway Tree Planting	0	0	0	0	
20	3434	Permitting Technology Improvement	0	0	150,000	0	
21	3435	2017-19 Finance System Upgrade	0	0	0	0	
22	3436	City Building ADA Compliance Review	50,000	0	0	0	
23	3438	Annual Tree Replacement Program	150,000	0	29,000	0	
24	3445	Public Safety/DPW Disaster Plan Update	0	0	0	0	
25	3447	Fire Station #2 Replacement	4,300,000	0	0	0	
26	3716	City Parking Lot Rehabilitation Program	250,000	0	0	0	
27	New	<i>ALPRs and Security Cameras</i>	<i>500,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	
28	New	<i>Climate Action Plan Update</i>	<i>200,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	
29	New	<i>Fire Department Specialized Vehicles</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
30	New	<i>Land/Right-of-Way Value Determination</i>	<i>0</i>	<i>0</i>	<i>20,000</i>	<i>0</i>	
31	New	<i>TASP Community Facility Building</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
32	New	<i>Transit Area Police Substation</i>	<i>0</i>	<i>0</i>	<i>310,000</i>	<i>0</i>	
33	Plan	Community Center Building Assessment	0	0	0	0	
34	Plan	Fire Department SCBA Replacement	0	0	0	0	
35	Plan	Fire Station #3 Replacement	0	0	0	0	
36	Plan	Sports Center Baseball Field Renovation	0	0	0	0	
Total Defunding by Funding Source			(750,000)	(0)	(0)	(0)	
Total Funding by Funding Source			6,525,000	0	2,159,000	0	
Subtotal by Funding Source			5,775,000	0	2,159,000	0	
Subtotal by Year			7,934,000				

NOTES

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- (3) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Community Improvement

PG	PROJECT	2020-21				
		General Government CIP Fund	Equipment Replacement Fund	Other	Unidentified Funding	(n/a)
9	2006 Transit Area Specific Plan Update	0	0	0	0	
10	3403 Fire Station Improvements	0	0	0	450,000	
11	3406 City Building Improvements	0	0	0	500,000	
12	3415 PD Communications	100,000	0	0	0	
13	3416 City General Plan Update	0	0	0	0	
14	3418 City Std. Details, Guidelines, & Specs.	0	0	0	0	
15	3421 Replacement Fire Station Alert System	0	0	0	0	
16	3422 City Buildings Roofing Repairs	0	0	0	400,000	
17	3427 Technology Projects	0	0	250,000	0	
18	3428 Shuttle Study	0	0	0	0	
19	3431 City Gateway Tree Planting	0	0	250,000	0	
20	3434 Permitting Technology Improvement	0	0	0	0	
21	3435 2017-19 Finance System Upgrade	0	0	0	425,000	
22	3436 City Building ADA Compliance Review	0	0	0	0	
23	3438 Annual Tree Replacement Program	0	0	0	150,000	
24	3445 Public Safety/DPW Disaster Plan Update	0	0	0	150,000	
25	3447 Fire Station #2 Replacement	2,300,000	0	0	12,700,000	
26	3716 City Parking Lot Rehabilitation Program	0	0	0	150,000	
27	New ALPRs and Security Cameras	315,000	0	0	0	
28	New Climate Action Plan Update	0	0	0	0	
29	New Fire Department Specialized Vehicles	0	0	0	350,000	
30	New Land/Right-of-Way Value Determination	0	0	20,000	0	
31	New TASP Community Facility Building	0	0	0	0	
32	New Transit Area Police Substation	0	0	690,000	0	
33	Plan Community Center Building Assessment	0	0	0	150,000	
34	Plan Fire Department SCBA Replacement	0	0	0	800,000	
35	Plan Fire Station #3 Replacement	0	0	0	0	
36	Plan Sports Center Baseball Field Renovation	0	0	0	0	
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	
Total Funding by Funding Source		2,715,000	0	1,210,000	16,225,000	
Subtotal by Funding Source		2,715,000	0	1,210,000	16,225,000	
Subtotal by Year		20,150,000				

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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Community Improvement

PG	PROJECT	2021-22				
		General Government CIP Fund	Equipment Replacement Fund	Other	Unidentified Funding	(n/a)
9	2006 Transit Area Specific Plan Update	0	0	0	0	
10	3403 Fire Station Improvements	0	0	0	250,000	
11	3406 City Building Improvements	0	0	0	500,000	
12	3415 PD Communications	0	0	0	0	
13	3416 City General Plan Update	0	0	0	0	
14	3418 City Std. Details, Guidelines, & Specs.	0	0	0	0	
15	3421 Replacement Fire Station Alert System	0	0	0	0	
16	3422 City Buildings Roofing Repairs	0	0	0	350,000	
17	3427 Technology Projects	0	0	150,000	0	
18	3428 Shuttle Study	0	0	0	0	
19	3431 City Gateway Tree Planting	0	0	0	500,000	
20	3434 Permitting Technology Improvement	0	0	0	0	
21	3435 2017-19 Finance System Upgrade	0	0	0	425,000	
22	3436 City Building ADA Compliance Review	0	0	0	0	
23	3438 Annual Tree Replacement Program	0	0	0	150,000	
24	3445 Public Safety/DPW Disaster Plan Update	0	0	0	0	
25	3447 Fire Station #2 Replacement	0	0	0	200,000	
26	3716 City Parking Lot Rehabilitation Program	0	0	0	450,000	
27	New ALPRs and Security Cameras	0	0	0	0	
28	New Climate Action Plan Update	0	0	0	0	
29	New Fire Department Specialized Vehicles	0	0	500,000	400,000	
30	New Land/Right-of-Way Value Determination	0	0	20,000	0	
31	New TASP Community Facility Building	0	0	0	0	
32	New Transit Area Police Substation	0	0	0	0	
33	Plan Community Center Building Assessment	0	0	0	0	
34	Plan Fire Department SCBA Replacement	0	0	0	0	
35	Plan Fire Station #3 Replacement	0	0	0	2,000,000	
36	Plan Sports Center Baseball Field Renovation	0	0	0	0	
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	
Total Funding by Funding Source		0	0	670,000	5,225,000	
Subtotal by Funding Source		0	0	670,000	5,225,000	
Subtotal by Year		5,895,000				

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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Community Improvement

			2022-23				
			General Government CIP Fund	Equipment Replacement Fund	Other	Unidentified Funding	(n/a)
PG	PROJECT						
9	2006	Transit Area Specific Plan Update	0	0	0	0	
10	3403	Fire Station Improvements	0	0	0	460,000	
11	3406	City Building Improvements	0	0	0	500,000	
12	3415	PD Communications	0	0	0	0	
13	3416	City General Plan Update	0	0	0	0	
14	3418	City Std. Details, Guidelines, & Specs.	0	0	0	0	
15	3421	Replacement Fire Station Alert System	0	0	0	0	
16	3422	City Buildings Roofing Repairs	0	0	0	150,000	
17	3427	Technology Projects	0	0	0	0	
18	3428	Shuttle Study	0	0	0	0	
19	3431	City Gateway Tree Planting	0	0	0	500,000	
20	3434	Permitting Technology Improvement	0	0	0	0	
21	3435	2017-19 Finance System Upgrade	0	0	0	0	
22	3436	City Building ADA Compliance Review	0	0	0	0	
23	3438	Annual Tree Replacement Program	0	0	0	150,000	
24	3445	Public Safety/DPW Disaster Plan Update	0	0	0	0	
25	3447	Fire Station #2 Replacement	0	0	0	0	
26	3716	City Parking Lot Rehabilitation Program	0	0	0	50,000	
27	New	<i>ALPRs and Security Cameras</i>	0	0	0	0	
28	New	<i>Climate Action Plan Update</i>	0	0	0	0	
29	New	<i>Fire Department Specialized Vehicles</i>	0	0	0	0	
30	New	<i>Land/Right-of-Way Value Determination</i>	0	0	20,000	0	
31	New	<i>TASP Community Facility Building</i>	0	0	1,050,000	0	
32	New	<i>Transit Area Police Substation</i>	0	0	0	0	
33	Plan	Community Center Building Assessment	0	0	0	0	
34	Plan	Fire Department SCBA Replacement	0	0	0	0	
35	Plan	Fire Station #3 Replacement	0	0	0	5,600,000	
36	Plan	Sports Center Baseball Field Renovation	0	0	0	0	
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	
Total Funding by Funding Source			0	0	1,070,000	7,410,000	
Subtotal by Funding Source			0	0	1,070,000	7,410,000	
Subtotal by Year			8,480,000				

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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Community Improvement

			2023-24				
			General Government CIP Fund	Equipment Replacement Fund	Other	Unidentified Funding	(n/a)
PG	PROJECT						
9	2006	Transit Area Specific Plan Update	0	0	0	0	
10	3403	Fire Station Improvements	0	0	0	675,000	
11	3406	City Building Improvements	0	0	0	500,000	
12	3415	PD Communications	0	0	0	0	
13	3416	City General Plan Update	0	0	0	0	
14	3418	City Std. Details, Guidelines, & Specs.	0	0	0	0	
15	3421	Replacement Fire Station Alert System	0	0	0	0	
16	3422	City Buildings Roofing Repairs	0	0	0	150,000	
17	3427	Technology Projects	0	0	0	0	
18	3428	Shuttle Study	0	0	0	0	
19	3431	City Gateway Tree Planting	0	0	0	250,000	
20	3434	Permitting Technology Improvement	0	0	0	0	
21	3435	2017-19 Finance System Upgrade	0	0	0	0	
22	3436	City Building ADA Compliance Review	0	0	0	0	
23	3438	Annual Tree Replacement Program	0	0	0	150,000	
24	3445	Public Safety/DPW Disaster Plan Update	0	0	0	0	
25	3447	Fire Station #2 Replacement	0	0	0	0	
26	3716	City Parking Lot Rehabilitation Program	0	0	0	0	
27	New	<i>ALPRs and Security Cameras</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
28	New	<i>Climate Action Plan Update</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
29	New	<i>Fire Department Specialized Vehicles</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
30	New	<i>Land/Right-of-Way Value Determination</i>	<i>0</i>	<i>0</i>	<i>20,000</i>	<i>0</i>	
31	New	<i>TASP Community Facility Building</i>	<i>0</i>	<i>0</i>	<i>15,150,000</i>	<i>0</i>	
32	New	<i>Transit Area Police Substation</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
33	Plan	Community Center Building Assessment	0	0	0	0	
34	Plan	Fire Department SCBA Replacement	0	0	0	0	
35	Plan	Fire Station #3 Replacement	0	0	0	13,900,000	
36	Plan	Sports Center Baseball Field Renovation	0	0	0	2,000,000	
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	
Total Funding by Funding Source			0	0	15,170,000	17,625,000	
Subtotal by Funding Source			0	0	15,170,000	17,625,000	
Subtotal by Year			32,795,000				

NOTES

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City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	2006 Transit Area Specific Plan Update	1

CONTACT: Ned Thomas [3273] / Jessica Garner [3284]

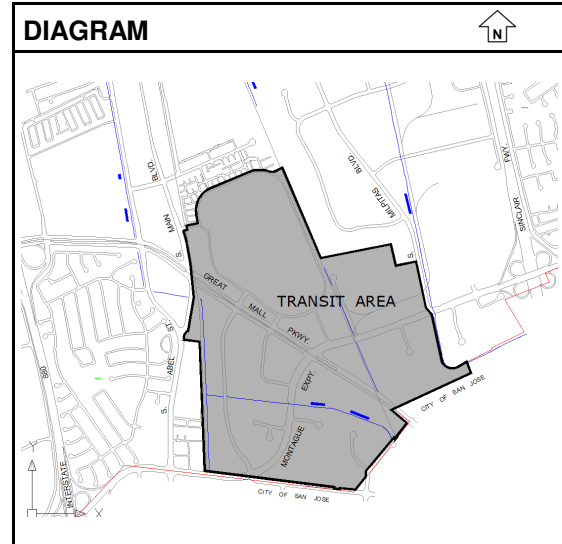
PRIORITY: Economic Development and Job Growth

DESCRIPTION

The Transit Area Specific Plan (TASP) was approved in 2008. There have been minor amendments to TASP focused primarily on individual properties, but no comprehensive evaluation of the plan and the effectiveness of its implementation has been made. Approximately 95% of the housing planned and cleared under CEQA for the area have been entitled or constructed. Approximately 50% of retail uses and none of the office have been developed. An evaluation of development projects proposed, entitled, or constructed; processes and regulations for development; changes to the land use diagram; and remaining development capacity should be undertaken. This project will include an update to the TASP EIR to provide environmental clearance for additional residential development.

NOTES:

Staff has identified a number of administrative and conflicting development regulations that create confusion in the processing of TASP. Resolving these issues will improve the City's review process. Importantly, the plan anticipates office and commercial development at a scale that has not been forthcoming, therefore staff recommends a re-evaluation of the land use designations to better achieve these expectations, or to develop new goals and expectations for the remaining undeveloped properties. Funding added to FY2019-20 for consultant services to update TASP. A related study of the TASP fee structure is underway. TASP ID: DB#44.



Uncommitted Balance as of 3/31/2019: \$390,055

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	300,000	0	0	0	0	300,000
Administration	25,000	0	0	0	0	0	25,000
Other	425,000	0	0	0	0	0	425,000
Totals	450,000	300,000	0	0	0	0	750,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	450,000	300,000	0	0	0	0	750,000
Totals	450,000	300,000	0	0	0	0	750,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3403 Fire Station Improvements	1

CONTACT: Tony Ndah [2602] / James Levers [2648]

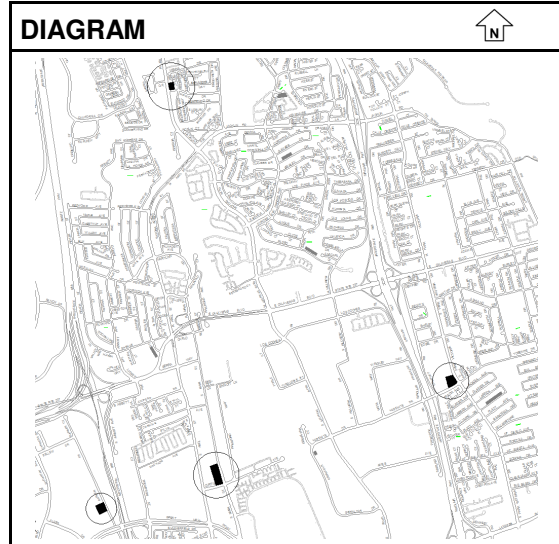
PRIORITY: Public Safety

DESCRIPTION

This project provides various minor improvements to fire stations including renovation or replacement of electrical and mechanical systems, HVAC systems, plumbing, parking lot repairs, emergency power generator systems, interior and exterior painting, replacement of floor coverings, restroom and shower facilities, kitchen improvements, re-roofing and other building and site related improvements. All work will be performed on a priority and funding availability basis.

NOTES:

Removal of carpets in Fire Stations 3 and 4 per National Fire Protection Association (NFPA) standards to reduce workplace cross contamination to start in FY2019-20. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$420,020

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	100,000	0	0	0	0	0	100,000
Administration	75,000	5,000	5,000	10,000	10,000	10,000	115,000
Inspection	75,000	5,000	5,000	10,000	10,000	10,000	115,000
Improvements	845,000	265,000	440,000	230,000	440,000	655,000	2,875,000
Totals	1,095,000	275,000	450,000	250,000	460,000	675,000	3,205,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	450,000	250,000	460,000	675,000	1,835,000
Transient Occupancy Tax (TOT)	700,000	0	0	0	0	0	700,000
General Government CIP Fund	395,000	275,000	0	0	0	0	670,000
Totals	1,095,000	275,000	450,000	250,000	460,000	675,000	3,205,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3406 City Building Improvements	1

CONTACT: Tony Ndah [2602] / James Levers [2648]

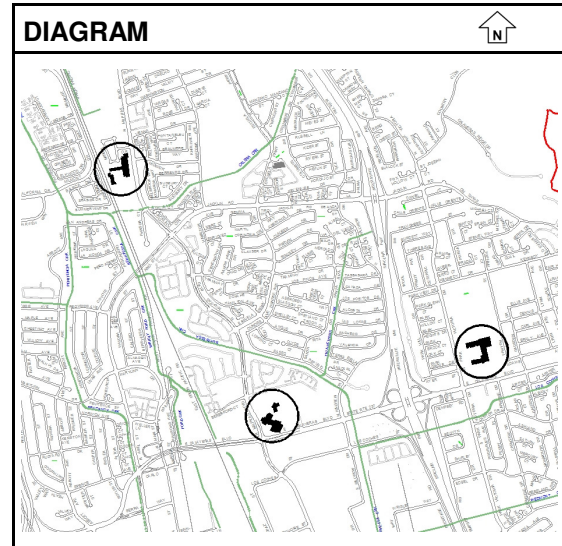
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for repair, renovation, replacement, and improvements at City buildings including public works, police, senior center, community center, City Hall, library, parking garage, and the sports center. Work may include electrical and mechanical systems, pool equipment, motors/pumps, fountain repairs, leak repairs, emergency power, HVAC systems, painting, carpeting, code upgrades, space planning, interior remodels, replacement of City Hall desk tops, and other related improvements. Work may also include energy savings improvements, such as replacement of lighting fixtures with energy saving fixtures, and installation of a more efficient climate controls systems. Work will be completed on a priority and funding availability basis.

NOTES:

FY2018-19, staff conducted facility condition assessments for city buildings, replaced pump for City Hall pond, and initiated City Hall space planning. City Hall workstation upgrades, replacement of Police/Public Works buildings chiller compressors, and HVAC improvements at city facilities are planned for FY2019-20. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$427,946

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	90,000	0	0	0	0	0	90,000
Administration	45,000	50,000	0	0	0	0	95,000
Inspection	20,000	50,000	0	0	0	0	70,000
Improvements	1,920,000	450,000	500,000	500,000	500,000	500,000	4,370,000
Equipment	400,000	0	0	0	0	0	400,000
Totals	2,475,000	550,000	500,000	500,000	500,000	500,000	5,025,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	500,000	500,000	500,000	500,000	2,000,000
Transient Occupancy Tax (TOT)	150,000	0	0	0	0	0	150,000
General Government CIP Fund	2,325,000	550,000	0	0	0	0	2,875,000
Totals	2,475,000	550,000	500,000	500,000	500,000	500,000	5,025,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3415 PD Communications	1

CONTACT: Armando Corpuz [2534] / Richard Frawley [2824]

PRIORITY: Public Safety

DESCRIPTION

Per Federal Communications Commission (FCC) mandate, Santa Clara County and the Cities Managers Association agreed to jointly fund a countywide program for radio interoperability in 2001. The program also provides for a public safety radio and data communications network to improve emergency services. The City's financial contribution will support the completion of the communication improvements.

NOTES:

City Council approved cooperative purchase and installation of Motorola Solutions dispatch consoles equipment, APX subscriber equipment, and matching Location Systems Fire Station Alerting System in December 2018. Funding for FY2020-21 is for additional Motorola APX 8000 radios to complete the integration with the fire apparatus and mobile radios for Public Works.

Uncommitted Balance as of 3/31/2019: \$1,634,472

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	48,000	0	0	0	0	0	48,000
Improvements	1,005,000	0	0	0	0	0	1,005,000
Equipment	3,402,000	0	100,000	0	0	0	3,502,000
Totals	4,455,000	0	100,000	0	0	0	4,555,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	4,455,000	0	100,000	0	0	0	4,555,000
Totals	4,455,000	0	100,000	0	0	0	4,555,000

FINANCE NOTES

City Council 12/4/2018 - approved purchase of PD communication equipment including fire station alert system for \$2,350,591.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3416 City General Plan Update	1

CONTACT: Ned Thomas [3273] / Jessica Garner [3284]

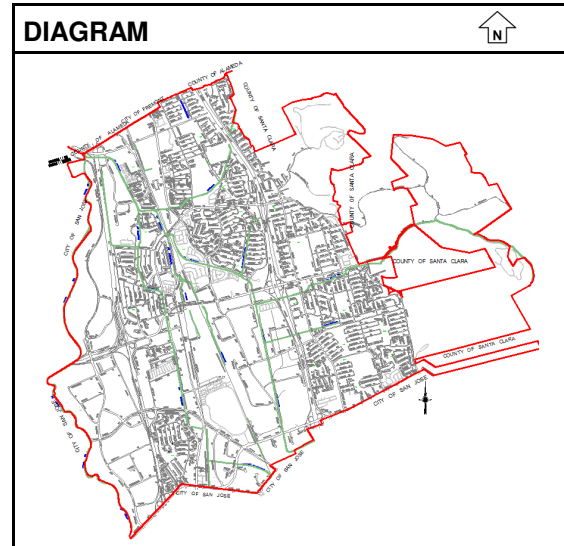
PRIORITY: Economic Development and Job Growth

DESCRIPTION

This is a comprehensive update of the City's General Plan, including community outreach and CEQA Analysis.

NOTES:

California state law requires that each city adopt and regularly update their General Plan. While it has been amended multiple times, the City's General Plan has not been comprehensively updated since it was adopted in 1994 (Housing Element update approved in 2015). The City is undergoing considerable change at an increasing pace, thus necessitating the update to assure future growth is consistent with the vision of the Community.



Uncommitted Balance as of 3/31/2019: \$884,311

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	100,000	0	0	0	0	0	100,000
Improvements	2,000,000	0	0	0	0	0	2,000,000
Totals	2,100,000	0	0	0	0	0	2,100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	1,500,000	(500,000)	0	0	0	0	1,000,000
Community Planning Fees	600,000	500,000	0	0	0	0	1,100,000
Totals	2,100,000	0	0	0	0	0	2,100,000

FINANCE NOTES

City Council 10/6/15 - project created and budget appropriation from Developer Fees.
 Developer Fee contribution for FY2015-16 are provided through Trumark/Lennar @ \$500,000, Waterstone/Lennar @ \$500,000.
 \$500k in prior year funding revised from Grants/Reimb./Developer Fees to Community Planning Fees in FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3418 City Std. Details, Guidelines, & Specs.	1

CONTACT: Steve Erickson [3301] / Kan Xu [3253]

PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the update of the City's Engineering Standard Details, Guidelines, and Specifications document. This document provides minimum requirements for new public infrastructure constructed within the City. The Engineering Guidelines describe requirements and improvements for new developments constructed within the city.

NOTES:

Many of the existing standard details, materials specifications, and guideline requirements are over a decade old and refer to products that are no longer available and documents require updates. Additional funding for design consultant requested in FY2019-20. The update will be completed by summer 2020.

Uncommitted Balance as of 3/31/2019: \$99,599

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	70,000	180,000	0	0	0	0	250,000
Administration	10,000	20,000	0	0	0	0	30,000
Inspection	20,000	0	0	0	0	0	20,000
Totals	100,000	200,000	0	0	0	0	300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	100,000	(100,000)	0	0	0	0	0
Permit Automation Fund	0	300,000	0	0	0	0	300,000
Totals	100,000	200,000	0	0	0	0	300,000

FINANCE NOTES

\$100k in prior year funding revised from General Gov. CIP Fund to Permit Automation Fund in FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3421 Replacement Fire Station Alert System	1

CONTACT: Brian Sherrard [2811] / Richard Frawley [2824]

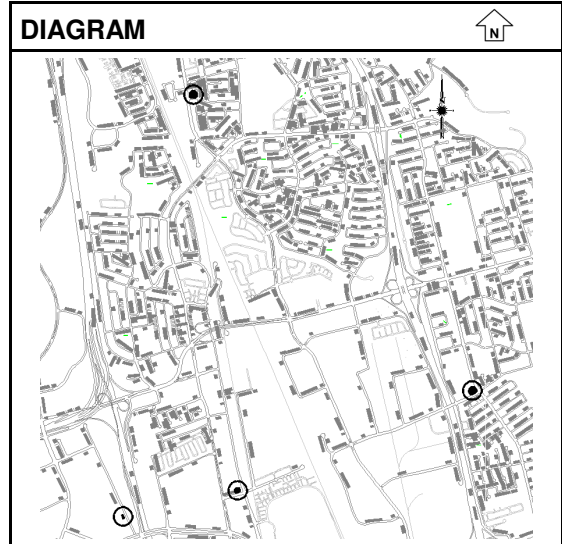
PRIORITY: Public Safety

DESCRIPTION

This project provides for installation of new dispatch systems at all four fire stations including coordination and interface with the city's 911 dispatch center. The current Fire Department emergency dispatch alert system is 17 years old with an expected life span of 20 years. The manufacturer of the Departments current system (Zetron) will no longer support the system.

NOTES:

Procurement of Motorola Fire Station Alert System (FSAS) and integration with the Silicon Valley Regional Communications System (SVRCS) was approved by City Council in December 2018. Cost for deployment is \$300k. Funding added to FY2019-20 for costs related to of FSAS integration with CAD and accessory facility items.



Uncommitted Balance as of 3/31/2019: \$52,598

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	363,000	30,000	0	0	0	0	393,000
Totals	363,000	30,000	0	0	0	0	393,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	363,000	30,000	0	0	0	0	393,000
Totals	363,000	30,000	0	0	0	0	393,000

FINANCE NOTES

City Council 12/4/2018 - approved purchase of FSAS with PD communication equipment.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3422 City Buildings Roofing Repairs	1

CONTACT: Tony Ndah [2602] / James Levers [2648]

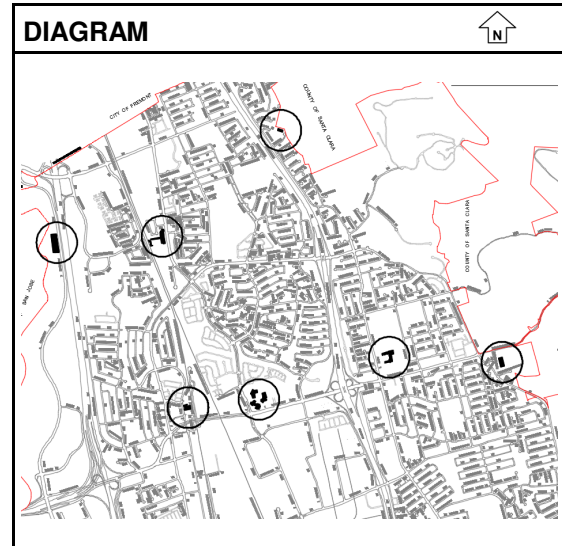
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for roof repairs and replacements at City Buildings. Typically, a roof has a 20-year life. Repairs or replacements are required to prevent damages caused by moisture infiltration.

NOTES:

Roofing repairs were done at Higuera Adobe Park caretaker cottage and center building, except for clay tile roof which still needs repair. Starting FY2019-20, roof repairs are planned for Community Center, Milpitas Sports Center, and Fire Station 1. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$603,261

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	45,000	0	25,000	25,000	10,000	10,000	115,000
Inspection	45,000	0	25,000	25,000	10,000	10,000	115,000
Improvements	610,000	200,000	350,000	300,000	130,000	130,000	1,720,000
Totals	700,000	200,000	400,000	350,000	150,000	150,000	1,950,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	700,000	200,000	0	0	0	0	900,000
Unidentified Funding	0	0	400,000	350,000	150,000	150,000	1,050,000
Totals	700,000	200,000	400,000	350,000	150,000	150,000	1,950,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3427 Technology Projects	1

CONTACT: Mike Luu [2706]

PRIORITY: Governance and Administration

DESCRIPTION

This project provides for ongoing technology improvements and modernization to various City Departments for software and hardware specialty applications and upgrades. Project would include improvements to budget preparation software systems, citywide Geographic Information System (GIS) upgrades, network infrastructure, and the Engineering Divisions document management/record management/archival system and project tracking system.

NOTES:

Upgrades to security badge systems were deployed at City Hall, Senior Center, and Police/Public Works buildings. Upgrade to the Engineering Division's record management system is currently in progress to improve access and digital discovery of record drawings and archived documents. Funding requested in FY2019-2020 for development of CIP database application and improvements to GIS application for utility data (water, sewer, and storm utilities). Upgrades to utility GIS system supports Engineering, Planning, and Public Works departments to efficiently identify the location of underground utilities for new developments, plan reviews, and utility rehabilitation projects.

Uncommitted Balance as of 3/31/2019: \$274,787

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	0	250,000	100,000	0	0	0	350,000
Equipment	700,000	150,000	150,000	150,000	0	0	1,150,000
Totals	700,000	400,000	250,000	150,000	0	0	1,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	700,000	(650,000)	0	0	0	0	50,000
Permit Automation Fund	0	1,050,000	250,000	150,000	0	0	1,450,000
Totals	700,000	400,000	250,000	150,000	0	0	1,500,000

FINANCE NOTES

\$650k in prior year funding revised from General Gov. CIP Fund to Permit Automation Fund in FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3428 Shuttle Study	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

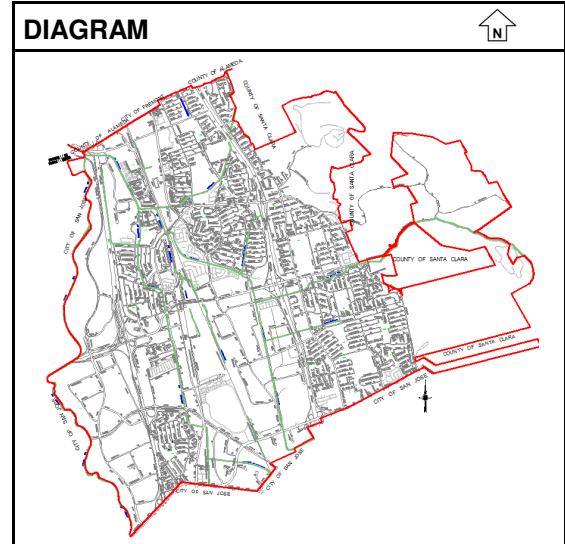
PRIORITY: Transportation and Transit

DESCRIPTION

This project funds a study to provide a citywide shuttle system. The study will explore the most effective routes, locations, times, types of partnerships, system costs, implementation schedule, budget, and funding opportunities.

NOTES:

FY2019-20 funding requested for staff to administer the Shuttle Study. Study to be completed by end of 2019.



Uncommitted Balance as of 3/31/2019: \$77,771

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	80,000	0	0	0	0	0	80,000
Administration	0	20,000	0	0	0	0	20,000
Totals	80,000	20,000	0	0	0	0	100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	80,000	20,000	0	0	0	0	100,000
Totals	80,000	20,000	0	0	0	0	100,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3431 City Gateway Tree Planting	1

CONTACT: Ned Thomas [3273] / Steve Erickson [3301]

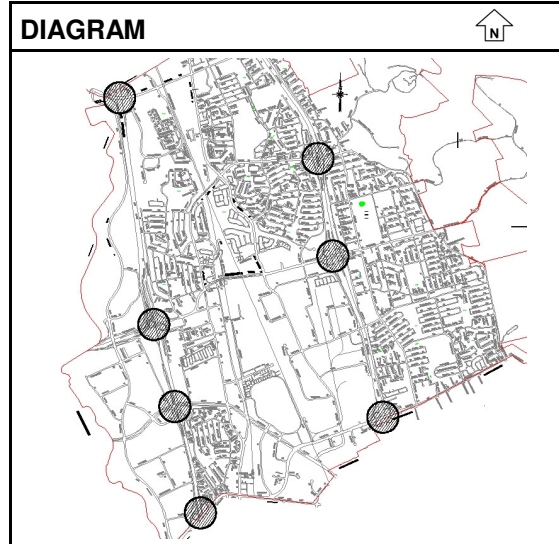
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project will provide for improvements to existing and new city gateway locations. Gateway improvements may include signage, landscape, irrigation, and trees. There are seven new gateway locations proposed around the City. The project is anticipated to be completed in phases with locations within the City right-of-way (ROW) to be completed first. Where ROW acquisitions are required, City staff will collaborate with necessary property owners and agencies with jurisdictions for the project.

NOTES:

The project is being coordinated with the City's General Plan Update. Six of the seven gateway locations are located outside City ROW. Coordination and agreement with these property owners will take additional time for implementation at these locations. The project will require time to negotiate agreements with Caltrans for landscape improvements and maintenance along State owned routes including 237, 680, and 880. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	100,000	100,000	100,000	0	300,000
Administration	0	0	15,000	15,000	15,000	0	45,000
Inspection	0	0	5,000	5,000	5,000	0	15,000
Improvements	0	0	130,000	380,000	380,000	250,000	1,140,000
Totals	0	0	250,000	500,000	500,000	250,000	1,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Community Benefit Fund	0	0	250,000	0	0	0	250,000
Unidentified Funding	0	0	0	500,000	500,000	250,000	1,250,000
Totals	0	0	250,000	500,000	500,000	250,000	1,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3434 Permitting Technology Improvement	1

CONTACT: Mike Luu [2706]

PRIORITY: Governance and Administration

DESCRIPTION

This ongoing project will provide enhancements to the existing Building and Engineering Departments' permitting automation system and will provide improvement to the electronic construction drawing submittal process used by City staff for permit issuance and fee collection in accordance with codes such as the California Building Code. Improvements will be made to the submission process, review, storage, and archival of different file formats. The project will streamline the presentation and retrieval of documents to the web and will ensure that systems operate efficiently for better customer service.

NOTES:

FY2019-20 funding to include software upgrades for engineering encroachment permit scheduling and management.

Uncommitted Balance as of 3/31/2019: \$200,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	400,000	150,000	0	0	0	0	550,000
Totals	400,000	150,000	0	0	0	0	550,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Permit Automation Fund	400,000	150,000	0	0	0	0	550,000
Totals	400,000	150,000	0	0	0	0	550,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3435	2017-19 Finance System Upgrade	1

CONTACT: Jane Corpus [3125]

PRIORITY: Governance and Administration

DESCRIPTION

This project provides upgrades to keep our Financial system up to date. It is essential that the system be current in order to utilize technology efficiently and effectively. This major system includes General Ledger, Accounts Payable, Cash Collection, Payroll/Human Resources, Job Costing and Purchase Order. In addition, the Finance system also manages Budget Preparation, Business License, Investment Software and Fixed Asset systems.

NOTES:

Needs assessment for new Enterprise Resource Planning (ERP) application started in FY2018-19. Upgrades to existing Cayenta ERP planned for early 2019. Finance to investigate improvements required for operating and capital improvement program (CIP) budget applications to start FY2019-20. This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$729,465

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	1,150,000	0	425,000	425,000	0	0	2,000,000
Totals	1,150,000	0	425,000	425,000	0	0	2,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	425,000	425,000	0	0	850,000
General Government CIP Fund	1,150,000	0	0	0	0	0	1,150,000
Totals	1,150,000	0	425,000	425,000	0	0	2,000,000

FINANCE NOTES

City Council 1/15/2019 - approval of Cayenta financial and utility billing software systems upgrades for \$419,892.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3436	City Building ADA Compliance Review	1

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

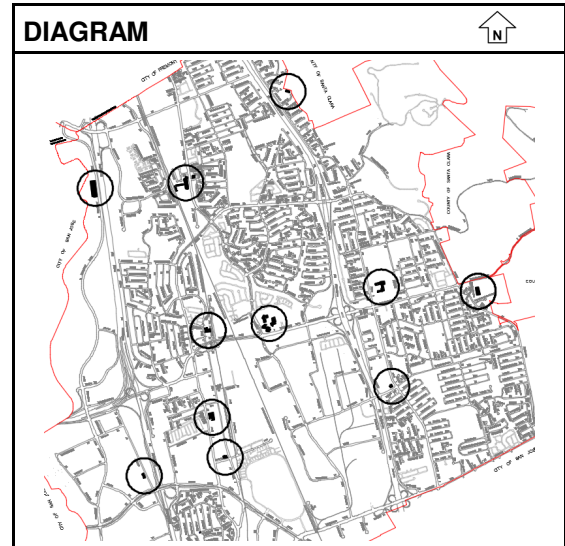
PRIORITY: Governance and Administration

DESCRIPTION

This project will provide for the review of all City Buildings constructed prior to 2000 to confirm compliance with access requirements in accordance with the Americans with Disabilities Act (ADA), and to identify any deficiencies and recommend improvements.

NOTES:

FY2019-20 funding requested to hire Certified Accessibility Specialist (CASP) to identify deficiencies and recommend improvements. Compliance review to be completed by spring 2020.



Uncommitted Balance as of 3/31/2019: \$108,230

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	100,000	50,000	0	0	0	0	150,000
Administration	10,000	0	0	0	0	0	10,000
Totals	110,000	50,000	0	0	0	0	160,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	110,000	50,000	0	0	0	0	160,000
Totals	110,000	50,000	0	0	0	0	160,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3438 Annual Tree Replacement Program	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the replacement of trees in areas where existing City trees are aging significantly and require replacement. The program will enhance the City's urban forest inventory, which includes over 15,000 City owned trees.

NOTES:

Comprehensive City trees assessment with maintenance needs was completed in 2018. Project will fund tree maintenance and may also fund required minor irrigation improvement and minor utility relocations for proper tree placement. This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$73,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	100,000	25,000	25,000	25,000	25,000	25,000	225,000
Improvements	250,000	154,000	125,000	125,000	125,000	125,000	904,000
Totals	350,000	179,000	150,000	150,000	150,000	150,000	1,129,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	0	29,000	0	0	0	0	29,000
General Government CIP Fund	350,000	150,000	0	0	0	0	500,000
Unidentified Funding	0	0	150,000	150,000	150,000	150,000	600,000
Totals	350,000	179,000	150,000	150,000	150,000	150,000	1,129,000

FINANCE NOTES

FY2019-20, \$29k reimbursement from PG&E.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3445	Public Safety/DPW Disaster Plan Update	1

CONTACT: Brian Sherrard [2811] / Toni-Lynn Charlop [2801]

PRIORITY: Public Safety

DESCRIPTION

This project provides for the update of the City's Emergency Action Plan used by the Police, Fire, and Public Works Departments to manage large scale emergencies including natural disasters. The project will update the existing plan and provide an assessment of available resources, equipment, and asset needed. The study would catalogue and inventory existing equipment, identify staff training needs, host training, and enhance the City's disaster cost recovery plan. The project will be completed in phases. Phase two will include the purchase of equipment and resources as identified in Phase 1.

NOTES:

Joint project with Fire and Finance Departments. Funding requested in FY2020-21 for emergency management training and equipment.

Uncommitted Balance as of 3/31/2019: \$100,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	75,000	0	100,000	0	0	0	175,000
Administration	25,000	0	0	0	0	0	25,000
Equipment	0	0	50,000	0	0	0	50,000
Totals	100,000	0	150,000	0	0	0	250,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	100,000	0	0	0	0	0	100,000
Unidentified Funding	0	0	150,000	0	0	0	150,000
Totals	100,000	0	150,000	0	0	0	250,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3447 Fire Station #2 Replacement	2

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

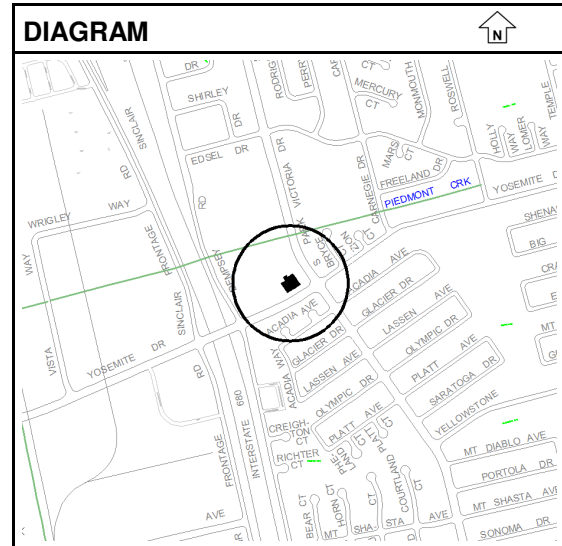
PRIORITY: Public Safety

DESCRIPTION

This project provides for the design and construction of a new replacement Fire Station #2. Fire Station #2, located on Yosemite Drive, was constructed in the late 1960's and has exceeded it's design life. The new fire station will be designed to meet the current "Essential Services Buildings" requirements as well as current Building and Fire Codes. It will be designed to provide for an additional Fire Apparatus bay as well as providing sustainable elements, gender equality/privacy, and operational efficiencies to improve response times. Work also includes construction of a temporary fire station, building demolition, site cleanup, furnishings, fixtures, & equipment (FF&E), and new site improvements.

NOTES:

Design for the project started in January 2019 and is anticipated to be completed by 2020. The heated construction market in the Milpitas area continues to present cost rise challenges. A construction management firm with fire station expertise is required during both design and construction phases to support staff for the project. This project is only partially funded, and staff is working on identifying funding sources for the completion of the project.



Uncommitted Balance as of 3/31/2019:

\$288,498

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	920,000	200,000	0	100,000	0	0	1,220,000
Administration	300,000	1,400,000	100,000	50,000	0	0	1,850,000
Inspection	0	100,000	300,000	50,000	0	0	450,000
Improvements	0	2,600,000	14,600,000	0	0	0	17,200,000
Totals	1,220,000	4,300,000	15,000,000	200,000	0	0	20,720,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	1,220,000	4,300,000	2,300,000	0	0	0	7,820,000
Unidentified Funding	0	0	12,700,000	200,000	0	0	12,900,000
Totals	1,220,000	4,300,000	15,000,000	200,000	0	0	20,720,000

FINANCE NOTES

City Council 12/4/2018 - Mid-year Budget Appropriation of \$320k from General Gov. CIP Fund for design services.

City Council 2/26/2019 - Mid-year Budget Appropriation of \$250k from General Gov. CIP Fund for construction management services.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3716	City Parking Lot Rehabilitation Program	1

CONTACT: Tony Ndah [2602] / James Levers [2648]

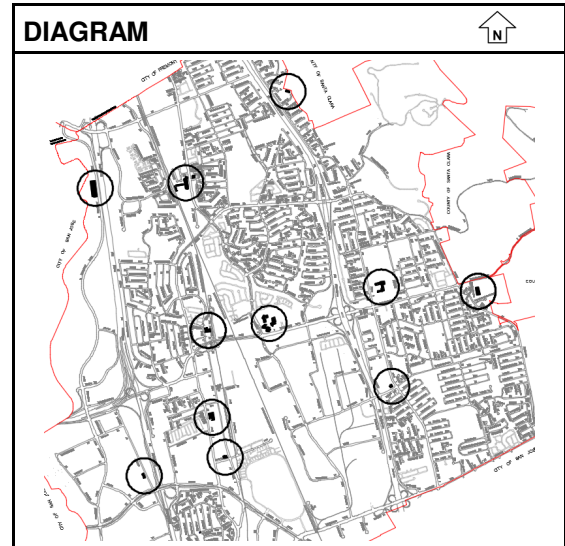
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the rehabilitation of City owned parking lots at City Buildings including City Hall, Public Works, Police Department, Community Center, Barbara Lee Senior Center, fire stations, and utility pump stations.

NOTES:

Public works to start work on parking lots at Fire Station #1, Milpitas Sports Center, and City Hall starting FY2019-20. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$71,170

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	10,000	25,000	10,000	20,000	0	0	65,000
Improvements	80,000	225,000	140,000	430,000	50,000	0	925,000
Totals	90,000	250,000	150,000	450,000	50,000	0	990,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	150,000	450,000	50,000	0	650,000
General Government CIP Fund	0	250,000	0	0	0	0	250,000
Sewer Fund	15,000	0	0	0	0	0	15,000
Storm Drain Fund	75,000	0	0	0	0	0	75,000
Totals	90,000	250,000	150,000	450,000	50,000	0	990,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	New ALPRs and Security Cameras	1

CONTACT: Armando Corpuz [2534] / Kevin Moscuzza [2412]

PRIORITY: Public Safety

DESCRIPTION

This project will enable the Milpitas Police Department (PD) to install fixed video camera systems and automated license plate readers (ALPRs) to protect the community and critical infrastructure. The video camera systems and ALPRs will be placed at strategic points of ingress and egress within the City, high crime areas, and the Milpitas BART station in an effort to address criminal activity.

NOTES:

Project includes location assessment, installation, hardware, software, and on-site or cloud based data storage.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	0	0	15,000	0	0	0	15,000
Equipment	0	500,000	300,000	0	0	0	800,000
Totals	0	500,000	315,000	0	0	0	815,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	0	500,000	315,000	0	0	0	815,000
Totals	0	500,000	315,000	0	0	0	815,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	New Climate Action Plan Update	1

CONTACT: Tony Ndah [2602] / Elaine Marshall [2603]

PRIORITY: Environment

DESCRIPTION

This project provides an update to the Climate Action Plan (CAP) adopted by the City in 2013 and includes development and implementation of outreach and community engagement programs. CAP serves as the Greenhouse Gas (GHG) reduction strategy to meet the State's GHG reduction target by year 2020. Since the adoption of CAP, legislation was passed setting new mid and long-term Statewide emissions targets (40% reduction below 1990 levels by 2030; 80% reduction by 2050).

NOTES:

CAP update is needed to meet 2030 and 2050 reduction targets. Resources needed to support CAP programs shall be identified as part of the project.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	190,000	0	0	0	0	190,000
Administration	0	10,000	0	0	0	0	10,000
Totals	0	200,000	0	0	0	0	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	0	200,000	0	0	0	0	200,000
Totals	0	200,000	0	0	0	0	200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	New Fire Department Specialized Vehicles	1

CONTACT: Brian Sherrard [2811] / Richard Frawley [2824]

PRIORITY: Public Safety

DESCRIPTION

This project provides for the replacement of one Fire Department wildland fire engine and one Urban Search and Rescue Vehicle.

NOTES:

The current wildland fire apparatus has reached the end of its service life and replacement is recommended in FY2020-21 at a cost of \$350,000. The Urban Search and Rescue Vehicle (USAR) has also reached the end of its service life and is recommended to be replaced with Heavy Rescue Vehicle in FY2021-22 at a cost of \$900,000. The project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	0	0	350,000	900,000	0	0	1,250,000
Totals	0	0	350,000	900,000	0	0	1,250,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	0	0	0	500,000	0	0	500,000
Unidentified Funding	0	0	350,000	400,000	0	0	750,000
Totals	0	0	350,000	900,000	0	0	1,250,000

FINANCE NOTES

Developer Fee: \$500,000 - Lyons Development (anticipating \$250k in FY2019-20 prior to hotel building permit issuance and \$250k in FY2020-21 prior to building occupancy).

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	New Land/Right-of-Way Value Determination	1

CONTACT: Steve Erickson [3301] / Kan Xu [3253]

PRIORITY: Economic Development and Job Growth

DESCRIPTION

This project will provide for the annual evaluation and determination of land and right-of-way fair market values within the City for the purpose of updating development fee calculations such as the park-in-lieu fee.

NOTES:

Land fair market values will be evaluated annually as recommended in the 2014 Transit Area Development Impact Fee Update Section 1.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	15,000	15,000	15,000	15,000	15,000	75,000
Administration	0	5,000	5,000	5,000	5,000	5,000	25,000
Totals	0	20,000	20,000	20,000	20,000	20,000	100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	20,000	20,000	20,000	20,000	20,000	100,000
Totals	0	20,000	20,000	20,000	20,000	20,000	100,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	New TASP Community Facility Building	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

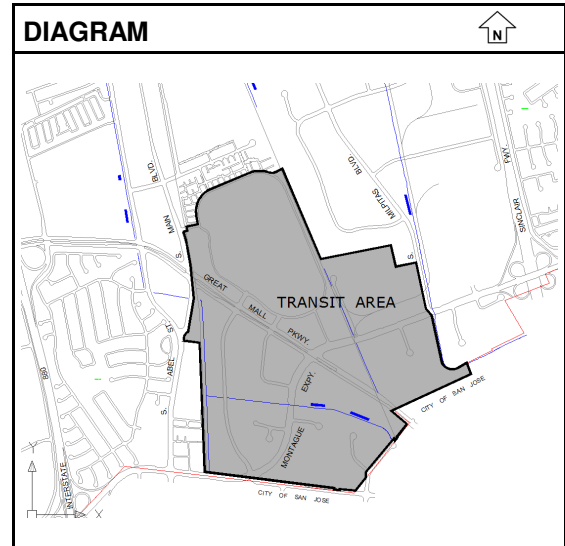
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for a new satellite community center/recreation facility within the Transit Area Specific Plan (TASP) area. The park location to be determined.

NOTES:

Location of TASP Community Facility Building not established. Current assumption is to build within an existing TASP City park. TASP ID: DB# 43.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	1,000,000	0	1,000,000
Administration	0	0	0	0	50,000	50,000	100,000
Inspection	0	0	0	0	0	100,000	100,000
Improvements	0	0	0	0	0	15,000,000	15,000,000
Totals	0	0	0	0	1,050,000	15,150,000	16,200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	0	0	0	1,050,000	15,150,000	16,200,000
Totals	0	0	0	0	1,050,000	15,150,000	16,200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	New Transit Area Police Substation	1

CONTACT: Armando Corpuz [2534] / Raj Maharaj [2416]

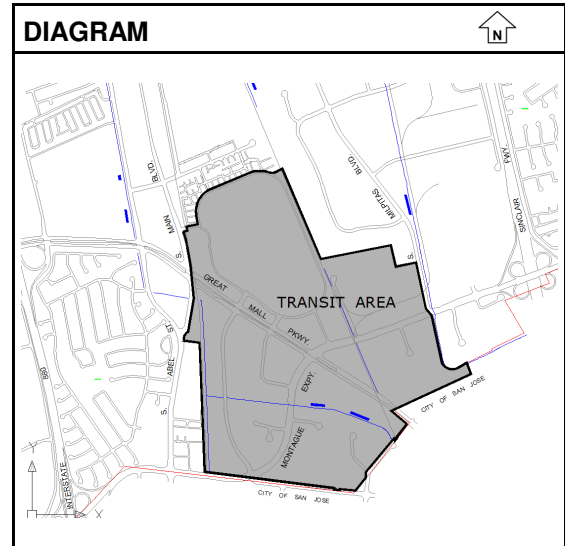
PRIORITY: Public Safety

DESCRIPTION

This project provides for an available commercial space within the Transit Area Specific Plan (TASP) area including tenant improvements and equipment to construct a new police substation.

NOTES:

A substation within TASP area will reduce response time and increase police presence. Design to start once space for substation is obtained. Improvement estimate is based on approximately 1,500 sq.ft. of tenant improvements.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	300,000	0	0	0	0	300,000
Administration	0	10,000	5,000	0	0	0	15,000
Inspection	0	0	10,000	0	0	0	10,000
Improvements	0	0	675,000	0	0	0	675,000
Totals	0	310,000	690,000	0	0	0	1,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	310,000	690,000	0	0	0	1,000,000
Totals	0	310,000	690,000	0	0	0	1,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	Plan Community Center Building Assessment	1

CONTACT: Steve Erickson [3301] / Renee Lorentzen [3409]

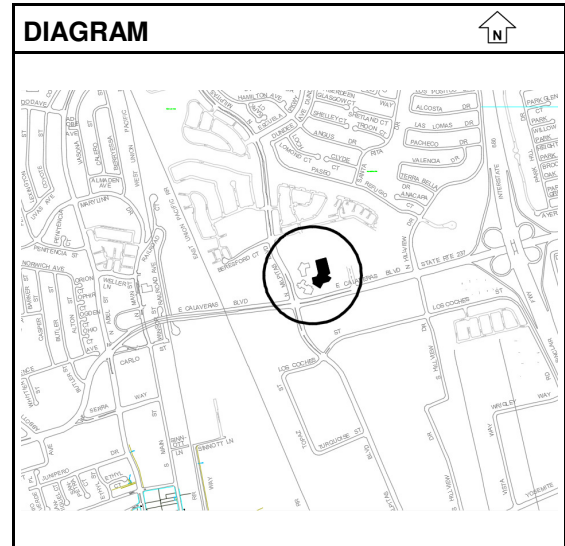
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the study and assessment of the Community Center building to address building safety and staff comfort and livability issues. The assessment study will review both the interior and exterior of the structure and provide recommendations for repairs and improvements to address structural problems; weather proofing; ADA access; electrical; plumbing; restroom and kitchen improvements; mechanical and HVAC upgrades; security; parking; lighting; window treatments; carpet and flooring replacement, desk, counter, furniture; fixtures; and equipment replacement.

NOTES:

The project will be completed in phases with phase one being the study and assessment. Future phases will be funded for the recommended repairs and improvements. Funding leftover from phase one completion will offset funds needed for repairs and improvement. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	140,000	0	0	0	140,000
Administration	0	0	10,000	0	0	0	10,000
Totals	0	0	150,000	0	0	0	150,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	150,000	0	0	0	150,000
Totals	0	0	150,000	0	0	0	150,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	Plan Fire Department SCBA Replacement	1

CONTACT: Brian Sherrard [2811] / Richard Frawley [2824]

PRIORITY: Public Safety

DESCRIPTION

This project will provide for the replacement of Fire Department Self Contained Breathing Apparatus (SCBA) equipment that has reached the end of its service life. SCBA pressurized air cylinders have a service life of 12 years per OSHA and NFPA requirements. The Fire Department has a total of 60 SCBA units to be replaced and the project will provide for an additional 120 spare air cylinders.

NOTES:

The project does not have an identified funding source and is not funded at this time. Fire Department applied for a grant requiring 20% matching fund. Grant approval to be announced summer 2019.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	0	0	800,000	0	0	0	800,000
Totals	0	0	800,000	0	0	0	800,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	800,000	0	0	0	800,000
Totals	0	0	800,000	0	0	0	800,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	Plan Fire Station #3 Replacement	1

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

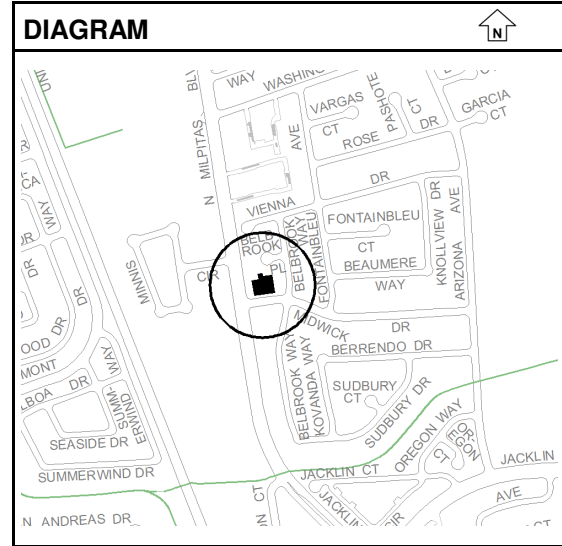
PRIORITY: Public Safety

DESCRIPTION

This project Provides for the design and construction for the replacement of Fire Station #3. Fire Station #3, located on Midwick Drive, was constructed in the late 1960's and has exceeded it's design life. The new fire station will be designed to meet the current "Essential Services Buildings" requirements as well as current Building and Fire Codes. It will be designed to provide for an additional Fire Apparatus bay as well as providing sustainable elements, gender equality/privacy, and operational efficiencies to improve response times. Work also includes construction of a temporary fire station, building demolition, site cleanup, furnishings, fixtures, & equipment (FF&E), and new site improvements.

NOTES:

Assessment report of Fire Station #3 was completed in December 2014. Findings warranted significant rebuild or replacement of the fire station. Project costs are based on estimates from Fire Station #2 Replacement project currently in design. A construction management firm with fire station expertise is required during both design and construction phases to support staff for the project. This project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	1,000,000	100,000	0	1,100,000
Administration	0	0	0	1,000,000	400,000	100,000	1,500,000
Inspection	0	0	0	0	100,000	300,000	400,000
Improvements	0	0	0	0	5,000,000	13,500,000	18,500,000
Totals	0	0	0	2,000,000	5,600,000	13,900,000	21,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	2,000,000	5,600,000	13,900,000	21,500,000
Totals	0	0	0	2,000,000	5,600,000	13,900,000	21,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	Plan Sports Center Baseball Field Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

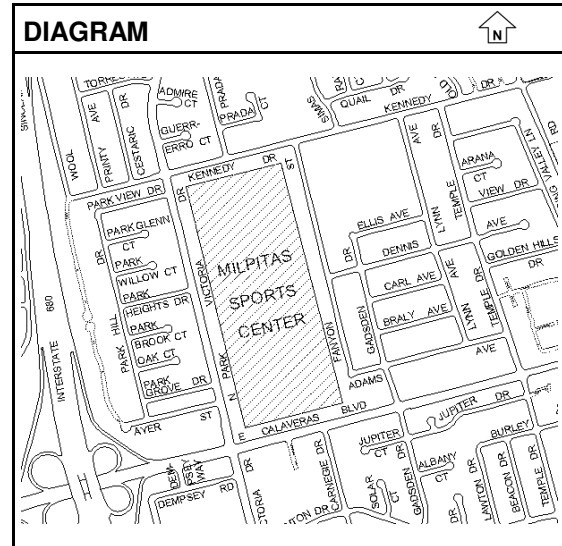
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction to renovate the Sports Center baseball fields. Field improvements include ADA access, turf lawn restoration, irrigation repairs, and drainage improvement and miscellaneous repairs.

NOTES:

The funding needed in FY2023-24 is for design and administration costs. The cost to renovate the two baseball fields in FY2024-25 is estimated at \$17M. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	0	1,900,000	1,900,000
Administration	0	0	0	0	0	100,000	100,000
Totals	0	0	0	0	0	2,000,000	2,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	0	2,000,000	2,000,000
Totals	0	0	0	0	0	2,000,000	2,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
PARK IMPROVEMENT PROJECTS SUMMARY

SUMMARY OF COSTS

PG. NO.	PROJECT	TOTAL COST	PRIOR YEARS	2019-20	2020-21	2021-22	2022-23	2023-24
45	2005 Lower Penitencia Creek Pedestrian Bridge	1,825,000	1,665,000	160,000	0	0	0	0
46	3424 Citywide Park Rehabilitation	1,700,000	775,000	75,000	600,000	150,000	50,000	50,000
47	5108 Sports Fields Turf Rehabilitation Prog.	1,125,000	450,000	0	0	225,000	225,000	225,000
48	5110 Sandalwood Park Renovation	2,325,000	2,175,000	(1,100,000)	1,250,000	0	0	0
49	5112 Carlo Park	1,100,000	225,000	875,000	0	0	0	0
50	5113 Minor Sports Courts Rehabilitation	1,375,000	225,000	225,000	225,000	225,000	225,000	250,000
51	New (Rmb) TASP Linear Trails	3,270,000	0	3,270,000	0	0	0	0
52	New (Rmb) Trade Zone/Montague Park - North	3,100,000	0	3,100,000	0	0	0	0
53	New Parks and Recreation Master Plan Update	600,000	0	600,000	0	0	0	0
54	New TASP Subdistrict Park	8,375,000	0	0	0	0	6,325,000	2,050,000
55	New Trade Zone/Montague Park - Central	4,150,000	0	0	4,150,000	0	0	0
56	Plan Ben Rogers Park Renovation	4,400,000	0	0	0	350,000	4,050,000	0
57	Plan Calaveras Ridge Park	2,625,000	0	0	300,000	2,325,000	0	0
58	Plan Dixon Landing Park Renovation	4,550,000	0	0	0	0	450,000	4,100,000
59	Plan Foothill Park Renovation	3,450,000	0	0	0	400,000	3,050,000	0
60	Plan Hidden Lake Park Renovation	2,975,000	0	0	0	0	400,000	2,575,000
61	Plan Higuera Adobe Caretaker Cottage Renovation	170,000	0	0	0	170,000	0	0
62	Plan Midtown Area Parks	800,000	0	0	800,000	0	0	0
63	Plan Murphy Park Renovation	4,500,000	0	0	0	400,000	4,100,000	0
64	Plan Peter D. Gill Park Renovation	4,550,000	0	0	0	0	475,000	4,075,000
65	Plan Robert E. Browne Park Renovation	4,600,000	0	0	0	0	500,000	4,100,000
66	Plan Sinnott Park Renovation	3,500,000	0	0	350,000	3,150,000	0	0
67	Plan Starlite Park Renovation	3,900,000	0	0	0	350,000	3,550,000	0
68	Plan Strickroth Park Renovation	4,200,000	0	0	0	0	350,000	3,850,000
Defunding Subtotal				(1,100,000)				
Funding Subtotal				8,305,000				
TOTAL COST		\$73,165,000	\$5,515,000	\$7,205,000	\$7,675,000	\$7,745,000	\$23,750,000	\$21,275,000
SUMMARY OF AVAILABLE FINANCING								
Park Fund				(1,100,000)	0	0	0	0
Midtown Park Fund				1,475,000	525,000	225,000	225,000	225,000
General Government CIP Fund				0	300,000	0	0	0
Other				6,830,000	4,150,000	0	6,325,000	2,050,000
Unidentified Funding				0	2,700,000	7,520,000	17,200,000	19,000,000
TOTAL AVAILABLE				\$7,205,000	\$7,675,000	\$7,745,000	\$23,750,000	\$21,275,000

NOTES

- (1) "New" projects listed are new to CIP
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Park Improvement

			2019-20				
			Park Fund	Midtown Park Fund	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
45	2005	Lower Penitencia Creek Pedestrian Bridge	0	0	0	160,000	0
46	3424	Citywide Park Rehabilitation	0	75,000	0	0	0
47	5108	Sports Fields Turf Rehabilitation Prog.	0	0	0	0	0
48	5110	Sandalwood Park Renovation	(1,100,000)	0	0	0	0
49	5112	Carlo Park	0	875,000	0	0	0
50	5113	Minor Sports Courts Rehabilitation	0	225,000	0	0	0
51	New	<i>(Rmb) TASP Linear Trails</i>	0	0	0	3,270,000	0
52	New	<i>(Rmb) Trade Zone/Montague Park - North</i>	0	0	0	3,100,000	0
53	New	<i>Parks and Recreation Master Plan Update</i>	0	300,000	0	300,000	0
54	New	<i>TASP Subdistrict Park</i>	0	0	0	0	0
55	New	<i>Trade Zone/Montague Park - Central</i>	0	0	0	0	0
56	Plan	Ben Rogers Park Renovation	0	0	0	0	0
57	Plan	Calaveras Ridge Park	0	0	0	0	0
58	Plan	Dixon Landing Park Renovation	0	0	0	0	0
59	Plan	Foothill Park Renovation	0	0	0	0	0
60	Plan	Hidden Lake Park Renovation	0	0	0	0	0
61	Plan	Higuera Adobe Caretaker Cottage Renovation	0	0	0	0	0
62	Plan	Midtown Area Parks	0	0	0	0	0
63	Plan	Murphy Park Renovation	0	0	0	0	0
64	Plan	Peter D. Gill Park Renovation	0	0	0	0	0
65	Plan	Robert E. Browne Park Renovation	0	0	0	0	0
66	Plan	Sinnott Park Renovation	0	0	0	0	0
67	Plan	Starlite Park Renovation	0	0	0	0	0
68	Plan	Strickroth Park Renovation	0	0	0	0	0
Total Defunding by Funding Source			(1,100,000)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	1,475,000	0	6,830,000	0
Subtotal by Funding Source			(1,100,000)	1,475,000	0	6,830,000	0
Subtotal by Year			7,205,000				

NOTES

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- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Park Improvement

			2020-21				
			Park Fund	Midtown Park Fund	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
45	2005	Lower Penitencia Creek Pedestrian Bridge	0	0	0	0	0
46	3424	Citywide Park Rehabilitation	0	300,000	300,000	0	0
47	5108	Sports Fields Turf Rehabilitation Prog.	0	0	0	0	0
48	5110	Sandalwood Park Renovation	0	0	0	0	1,250,000
49	5112	Carlo Park	0	0	0	0	0
50	5113	Minor Sports Courts Rehabilitation	0	225,000	0	0	0
51	New	<i>(Rmb) TASP Linear Trails</i>	0	0	0	0	0
52	New	<i>(Rmb) Trade Zone/Montague Park - North</i>	0	0	0	0	0
53	New	<i>Parks and Recreation Master Plan Update</i>	0	0	0	0	0
54	New	<i>TASP Subdistrict Park</i>	0	0	0	0	0
55	New	<i>Trade Zone/Montague Park - Central</i>	0	0	0	4,150,000	0
56	Plan	Ben Rogers Park Renovation	0	0	0	0	0
57	Plan	Calaveras Ridge Park	0	0	0	0	300,000
58	Plan	Dixon Landing Park Renovation	0	0	0	0	0
59	Plan	Foothill Park Renovation	0	0	0	0	0
60	Plan	Hidden Lake Park Renovation	0	0	0	0	0
61	Plan	Higuera Adobe Caretaker Cottage Renovation	0	0	0	0	0
62	Plan	Midtown Area Parks	0	0	0	0	800,000
63	Plan	Murphy Park Renovation	0	0	0	0	0
64	Plan	Peter D. Gill Park Renovation	0	0	0	0	0
65	Plan	Robert E. Browne Park Renovation	0	0	0	0	0
66	Plan	Sinnott Park Renovation	0	0	0	0	350,000
67	Plan	Starlite Park Renovation	0	0	0	0	0
68	Plan	Strickroth Park Renovation	0	0	0	0	0
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	525,000	300,000	4,150,000	0
Subtotal by Funding Source			0	525,000	300,000	4,150,000	2,700,000
Subtotal by Year			7,675,000				

NOTES

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- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Park Improvement

PG	PROJECT	2021-22				
		Park Fund	Midtown Park Fund	General Government CIP Fund	Other	Unidentified Funding
45	2005 Lower Penitencia Creek Pedestrian Bridge	0	0	0	0	0
46	3424 Citywide Park Rehabilitation	0	0	0	0	150,000
47	5108 Sports Fields Turf Rehabilitation Prog.	0	225,000	0	0	0
48	5110 Sandalwood Park Renovation	0	0	0	0	0
49	5112 Carlo Park	0	0	0	0	0
50	5113 Minor Sports Courts Rehabilitation	0	0	0	0	225,000
51	New (Rmb) TASP Linear Trails	0	0	0	0	0
52	New (Rmb) Trade Zone/Montague Park - North	0	0	0	0	0
53	New Parks and Recreation Master Plan Update	0	0	0	0	0
54	New TASP Subdistrict Park	0	0	0	0	0
55	New Trade Zone/Montague Park - Central	0	0	0	0	0
56	Plan Ben Rogers Park Renovation	0	0	0	0	350,000
57	Plan Calaveras Ridge Park	0	0	0	0	2,325,000
58	Plan Dixon Landing Park Renovation	0	0	0	0	0
59	Plan Foothill Park Renovation	0	0	0	0	400,000
60	Plan Hidden Lake Park Renovation	0	0	0	0	0
61	Plan Higuera Adobe Caretaker Cottage Renovation	0	0	0	0	170,000
62	Plan Midtown Area Parks	0	0	0	0	0
63	Plan Murphy Park Renovation	0	0	0	0	400,000
64	Plan Peter D. Gill Park Renovation	0	0	0	0	0
65	Plan Robert E. Browne Park Renovation	0	0	0	0	0
66	Plan Sinnott Park Renovation	0	0	0	0	3,150,000
67	Plan Starlite Park Renovation	0	0	0	0	350,000
68	Plan Strickroth Park Renovation	0	0	0	0	0
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source		0	225,000	0	0	0
Subtotal by Funding Source		0	225,000	0	0	7,520,000
Subtotal by Year		7,745,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
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- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Park Improvement

			2022-23				
			Park Fund	Midtown Park Fund	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
45	2005	Lower Penitencia Creek Pedestrian Bridge	0	0	0	0	0
46	3424	Citywide Park Rehabilitation	0	0	0	0	50,000
47	5108	Sports Fields Turf Rehabilitation Prog.	0	225,000	0	0	0
48	5110	Sandalwood Park Renovation	0	0	0	0	0
49	5112	Carlo Park	0	0	0	0	0
50	5113	Minor Sports Courts Rehabilitation	0	0	0	0	225,000
51	New	<i>(Rmb) TASP Linear Trails</i>	0	0	0	0	0
52	New	<i>(Rmb) Trade Zone/Montague Park - North</i>	0	0	0	0	0
53	New	<i>Parks and Recreation Master Plan Update</i>	0	0	0	0	0
54	New	<i>TASP Subdistrict Park</i>	0	0	0	6,325,000	0
55	New	<i>Trade Zone/Montague Park - Central</i>	0	0	0	0	0
56	Plan	Ben Rogers Park Renovation	0	0	0	0	4,050,000
57	Plan	Calaveras Ridge Park	0	0	0	0	0
58	Plan	Dixon Landing Park Renovation	0	0	0	0	450,000
59	Plan	Foothill Park Renovation	0	0	0	0	3,050,000
60	Plan	Hidden Lake Park Renovation	0	0	0	0	400,000
61	Plan	Higuera Adobe Caretaker Cottage Renovation	0	0	0	0	0
62	Plan	Midtown Area Parks	0	0	0	0	0
63	Plan	Murphy Park Renovation	0	0	0	0	4,100,000
64	Plan	Peter D. Gill Park Renovation	0	0	0	0	475,000
65	Plan	Robert E. Browne Park Renovation	0	0	0	0	500,000
66	Plan	Sinnott Park Renovation	0	0	0	0	0
67	Plan	Starlite Park Renovation	0	0	0	0	3,550,000
68	Plan	Strickroth Park Renovation	0	0	0	0	350,000
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	225,000	0	6,325,000	0
Subtotal by Funding Source			0	225,000	0	6,325,000	17,200,000
Subtotal by Year			23,750,000				

NOTES

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- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Park Improvement

			2023-24				
			Park Fund	Midtown Park Fund	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
45	2005	Lower Penitencia Creek Pedestrian Bridge	0	0	0	0	0
46	3424	Citywide Park Rehabilitation	0	0	0	0	50,000
47	5108	Sports Fields Turf Rehabilitation Prog.	0	225,000	0	0	0
48	5110	Sandalwood Park Renovation	0	0	0	0	0
49	5112	Carlo Park	0	0	0	0	0
50	5113	Minor Sports Courts Rehabilitation	0	0	0	0	250,000
51	New	<i>(Rmb) TASP Linear Trails</i>	0	0	0	0	0
52	New	<i>(Rmb) Trade Zone/Montague Park - North</i>	0	0	0	0	0
53	New	<i>Parks and Recreation Master Plan Update</i>	0	0	0	0	0
54	New	<i>TASP Subdistrict Park</i>	0	0	0	2,050,000	0
55	New	<i>Trade Zone/Montague Park - Central</i>	0	0	0	0	0
56	Plan	Ben Rogers Park Renovation	0	0	0	0	0
57	Plan	Calaveras Ridge Park	0	0	0	0	0
58	Plan	Dixon Landing Park Renovation	0	0	0	0	4,100,000
59	Plan	Foothill Park Renovation	0	0	0	0	0
60	Plan	Hidden Lake Park Renovation	0	0	0	0	2,575,000
61	Plan	Higuera Adobe Caretaker Cottage Renovation	0	0	0	0	0
62	Plan	Midtown Area Parks	0	0	0	0	0
63	Plan	Murphy Park Renovation	0	0	0	0	0
64	Plan	Peter D. Gill Park Renovation	0	0	0	0	4,075,000
65	Plan	Robert E. Browne Park Renovation	0	0	0	0	4,100,000
66	Plan	Sinnott Park Renovation	0	0	0	0	0
67	Plan	Starlite Park Renovation	0	0	0	0	0
68	Plan	Strickroth Park Renovation	0	0	0	0	3,850,000
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	225,000	0	2,050,000	0
Subtotal by Funding Source			0	225,000	0	2,050,000	19,000,000
Subtotal by Year			21,275,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	2005 Lower Penitencia Creek Pedestrian Bridge	1

CONTACT: Steve Erickson [3301] / Maren Schram [3315]

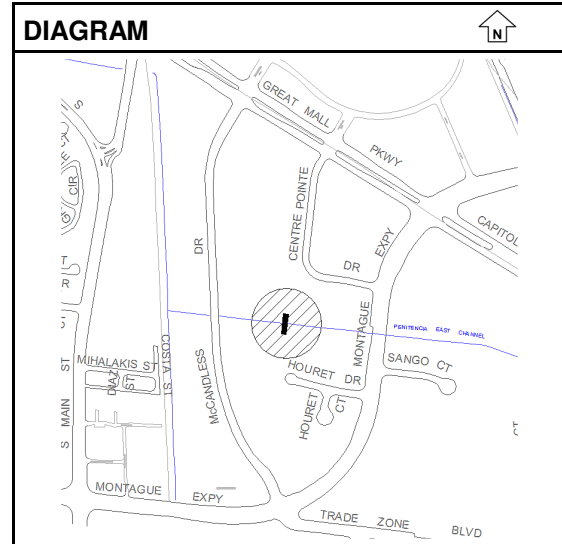
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of a new pedestrian bridge over Lower Penitencia Channel adjacent to the Centre Pointe residential development and will provide connection to the City's McCandless Park site.

NOTES:

Pedestrian bridge will connect Santa Clara Valley Water District's (SCVWD's) multi-use trail along Centre Pointe residential development north of Lower Penitencia Channel, SCVWD's maintenance trail, and future McCandless Park south of the creek. ROW agreement is needed with SCVWD. Construction is anticipated to start summer 2020 as part of the McCandless Park Project (#5102). Funding requested in FY2019-20 for design and ROW coordination with SCVWD and for construction.



Uncommitted Balance as of 3/31/2019:

\$1,243,572

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	240,000	50,000	0	0	0	0	290,000
Administration	175,000	50,000	0	0	0	0	225,000
Inspection	150,000	0	0	0	0	0	150,000
Improvements	1,100,000	60,000	0	0	0	0	1,160,000
Totals	1,665,000	160,000	0	0	0	0	1,825,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	782,842	60,000	0	0	0	0	842,842
TASP Impact Fees	882,158	100,000	0	0	0	0	982,158
Totals	1,665,000	160,000	0	0	0	0	1,825,000

FINANCE NOTES

Developer Fees: \$250,000 - Harmony, \$250,000 - Taylor Morrison/District 2.

City Council 3/17/15 - project created.

Developer Fees: \$169,718 - D.R. Horton/CentrePointe, \$80,282 - Hourset.

\$150K in TASP funding defunded in FY2016-17 will be replaced with Developer Fees

Developer Fees: DR Horton Reimbursement for trail \$32,842.

City Council 2/5/19 - Approved SCVWD D3 Grant application and acceptance once approved.

4/23/2019, SCVWD Board approved \$60,000 of D3 Grant for the project. Appropriate grant funding for FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	3424 Citywide Park Rehabilitation	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the assessment and rehabilitation of citywide park playgrounds needing minor improvements such as additional fill material to meet fall attenuation, surface improvement, equipment modification, and signage improvement. The project also provides for improvements to park amenities such as lighting, minor pathways and other amenities including restrooms, snack shacks, etc.

NOTES:

Playground equipment at Cardoza Park to be replaced in FY2019-20. Project to provide funding for new snack shack amenities (approximately \$75k) for the Sports Center Skate Park Project (#5111). This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$678,465

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	60,000	0	0	0	0	0	60,000
Inspection	30,000	0	0	0	0	0	30,000
Improvements	645,000	75,000	600,000	150,000	50,000	50,000	1,570,000
Equipment	40,000	0	0	0	0	0	40,000
Totals	775,000	75,000	600,000	150,000	50,000	50,000	1,700,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	150,000	50,000	50,000	250,000
Midtown Park Fund	75,000	75,000	300,000	0	0	0	450,000
General Government CIP Fund	700,000	0	300,000	0	0	0	1,000,000
Totals	775,000	75,000	600,000	150,000	50,000	50,000	1,700,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Park Improvement	5108	Sports Fields Turf Rehabilitation Prog.	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the rehabilitation of turf at City sports fields to address deferred maintenance, trip hazards and over compaction which impacts the health and growth of the turf. The project may include re-sodding, re-seeding, irrigation repairs and minor rehabilitations.

NOTES:

Public Works to rehabilitate turf at Hall Park and Murphy Park starting FY2019-20.

Uncommitted Balance as of 3/31/2019: \$404,050

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	50,000	0	0	25,000	25,000	25,000	125,000
Improvements	400,000	0	0	200,000	200,000	200,000	1,000,000
Totals	450,000	0	0	225,000	225,000	225,000	1,125,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	250,000	0	0	0	0	0	250,000
Park Fund	100,000	0	0	0	0	0	100,000
Midtown Park Fund	100,000	0	0	225,000	225,000	225,000	775,000
Totals	450,000	0	0	225,000	225,000	225,000	1,125,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5110 Sandalwood Park Renovation	1

CONTACT: Steve Erickson [3301] / Lyhak Eam [3349]

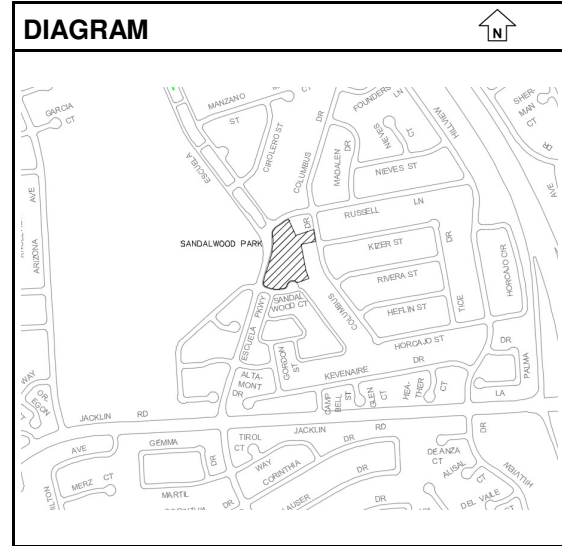
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Sandalwood Park. Improvements include picnic and playground area renovation, ADA access and path improvement, renovation of irrigation and landscaping, and installation of a public restroom.

NOTES:

Sandalwood Park is approximately 3.9 acres and was originally constructed in 1978, then expanded in 1988. Play structures were replaced in the 1990's. The San Francisco Public Utilities Commission (SFPUC) owns an 80' wide waterline parcel in the middle of the park. Project is in design; however, funding is not currently available for construction and is shown as unidentified.



Uncommitted Balance as of 3/31/2019: \$1,931,829

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	175,000	0	20,000	0	0	0	195,000
Administration	150,000	0	15,000	0	0	0	165,000
Inspection	50,000	0	15,000	0	0	0	65,000
Improvements	1,800,000	(1,100,000)	1,200,000	0	0	0	1,900,000
Totals	2,175,000	(1,100,000)	1,250,000	0	0	0	2,325,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Park Fund	2,175,000	(1,100,000)	0	0	0	0	1,075,000
Unidentified Funding	0	0	1,250,000	0	0	0	1,250,000
Totals	2,175,000	(1,100,000)	1,250,000	0	0	0	2,325,000

FINANCE NOTES

2/13/2019, Engineering Dept. applied for \$425k of Cultural, Community and Natural Resources Grant from State Natural Resources Agency. Grant approval to be announced in late 2019.
 \$1.1M in prior year funding removed in FY2019-20 to provide funding for other projects.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5112 Carlo Park	1

CONTACT: Steve Erickson [3301] / Lyhak Eam [3349]

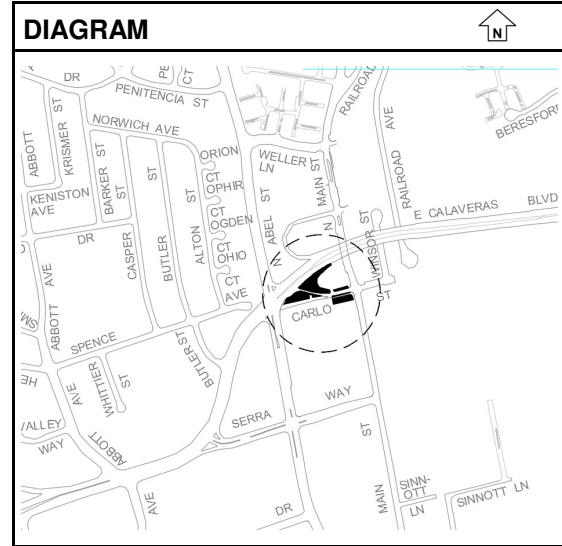
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides design and construction of a new park on an undeveloped 5,200 square foot City-owned parcel at the south-west corner of South Main Street and Carlo Street. The parcel is an opportunity to provide for a small park with ADA pathway, landscaping, irrigation, bench(s) and interpretive displays.

NOTES:

Project site is along a gateway route to Midtown Area. Project to be coordinated with Midtown Specific Plan Update (Project #3437) currently underway. Improvements to landscaping on both sides of Carlo Street and adjacent to Calaveras Blvd included in the project. Funding in FY2019-20 for construction anticipated to start spring 2020 and completed by end of 2020.



Uncommitted Balance as of 3/31/2019: \$11,540

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	200,000	0	0	0	0	0	200,000
Administration	25,000	70,000	0	0	0	0	95,000
Inspection	0	30,000	0	0	0	0	30,000
Improvements	0	775,000	0	0	0	0	775,000
Totals	225,000	875,000	0	0	0	0	1,100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Midtown Park Fund	0	875,000	0	0	0	0	875,000
General Government CIP Fund	225,000	0	0	0	0	0	225,000
Totals	225,000	875,000	0	0	0	0	1,100,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Park Improvement	5113	Minor Sports Courts Rehabilitation	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the analysis and implementation of various minor rehabilitation improvements for the City's tennis, basketball, and sports courts.

NOTES:

Public Works to prioritize and rehabilitate one to two sports courts per year pending funds available. This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$221,549

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Improvements	200,000	200,000	200,000	200,000	200,000	225,000	1,225,000
Totals	225,000	225,000	225,000	225,000	225,000	250,000	1,375,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Park Fund	112,500	0	0	0	0	0	112,500
Unidentified Funding	0	0	0	225,000	225,000	250,000	700,000
Midtown Park Fund	112,500	225,000	225,000	0	0	0	562,500
Totals	225,000	225,000	225,000	225,000	225,000	250,000	1,375,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	New (Rmb) TASP Linear Trails	1

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

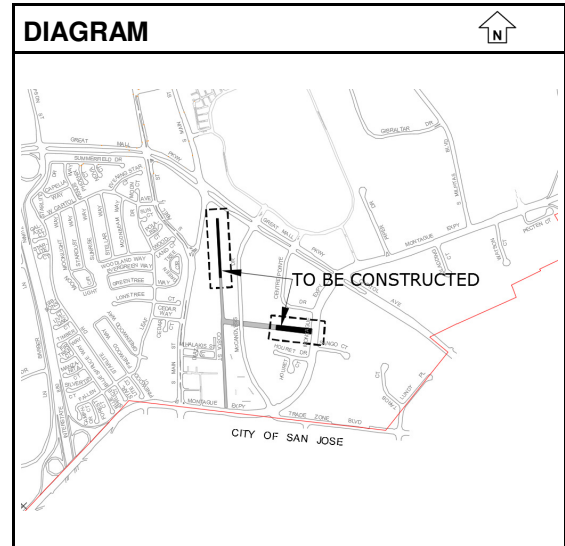
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for reimbursement to developers to complete remaining linear trail segments per the Transit Area Specific Plan (TASP)

NOTES:

Most linear trail segments have been completed. The remaining segments are permitted for construction by developers. This project provides for reimbursements to developers for construction. Trail segments south of Great Mall Parkway are to be constructed by developer - Lyon Living (\$2.36M). Trail segments west of Montague Expressway are to be constructed by developer - D.R. Horton (\$910K). TASP ID: DB#41/42.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	0	3,270,000	0	0	0	0	3,270,000
Totals	0	3,270,000	0	0	0	0	3,270,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	3,270,000	0	0	0	0	3,270,000
Totals	0	3,270,000	0	0	0	0	3,270,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	New (Rmb) Trade Zone/Montague Park - North	1

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

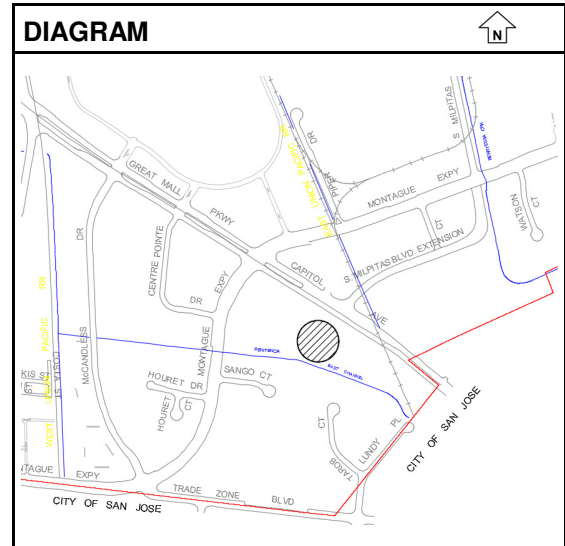
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for a new city linear park north of Penitencia Creek at new South. Milpitas Blvd Extension. Developer will construct the park as part of their developments, and project provides reimbursement to developer for park construction. Park is currently under construction.

NOTES:

TASP ID: DB#30/31.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	0	3,100,000	0	0	0	0	3,100,000
Totals	0	3,100,000	0	0	0	0	3,100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	3,100,000	0	0	0	0	3,100,000
Totals	0	3,100,000	0	0	0	0	3,100,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	New Parks and Recreation Master Plan Update	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides an update to the 2008 Parks and Recreation Master Plan to include Transit Area Specific Plan (TASP) Parks, Midtown Parks, and City recreational facilities. The update will include a strategic plan to provide high-quality accessible parks and recreation facilities, and to plan for future growth in the city.

NOTES:

Master plan update will start fall 2019 and will take one year to complete.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	525,000	0	0	0	0	525,000
Administration	0	75,000	0	0	0	0	75,000
Totals	0	600,000	0	0	0	0	600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	300,000	0	0	0	0	300,000
Midtown Park Fund	0	300,000	0	0	0	0	300,000
Totals	0	600,000	0	0	0	0	600,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	New TASP Subdistrict Park	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for a new 1.6-acre city park within the Transit Area Specific Plan (TASP) area adjacent to Berryessa Creek.

NOTES:

Per TASP, a new city park/plaza may include benches, trees, public art, etc. Land acquisition required. TASP ID: DB#36/37.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	300,000	0	300,000
Administration	0	0	0	0	25,000	25,000	50,000
Inspection	0	0	0	0	0	25,000	25,000
Land	0	0	0	0	6,000,000	0	6,000,000
Improvements	0	0	0	0	0	2,000,000	2,000,000
Totals	0	0	0	0	6,325,000	2,050,000	8,375,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	0	0	0	6,325,000	2,050,000	8,375,000
Totals	0	0	0	0	6,325,000	2,050,000	8,375,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	New Trade Zone/Montague Park - Central	1

CONTACT: Renee Lorentzen [3409] / Steve Erickson [3301]

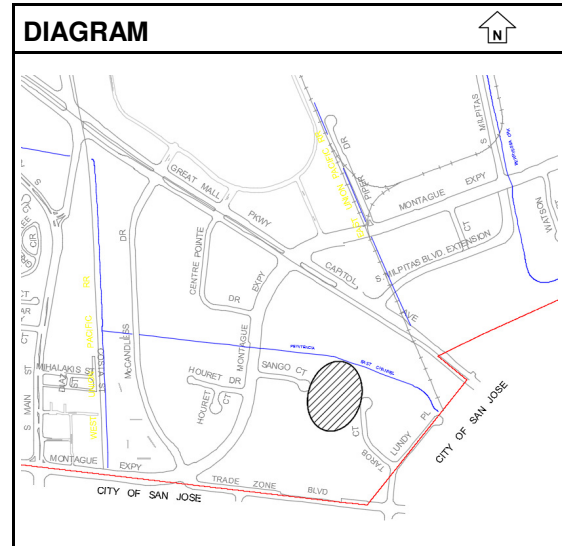
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for a new 5-acre public park north of Trade Zone Blvd. adjacent to Expedition Lane.

NOTES:

A portion of the Trade Zone/Montague Park is complete. Coordination is required with the S. Milpitas Blvd. Vehicle Bridge at Penitencia Creek Project to define park limits and boundaries. This park location is a potential site for the future underground water reservoir (Project #2002). TASP ID: DB#28/29.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	600,000	0	0	0	600,000
Administration	0	0	25,000	0	0	0	25,000
Inspection	0	0	25,000	0	0	0	25,000
Improvements	0	0	3,500,000	0	0	0	3,500,000
Totals	0	0	4,150,000	0	0	0	4,150,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	0	4,150,000	0	0	0	4,150,000
Totals	0	0	4,150,000	0	0	0	4,150,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Ben Rogers Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

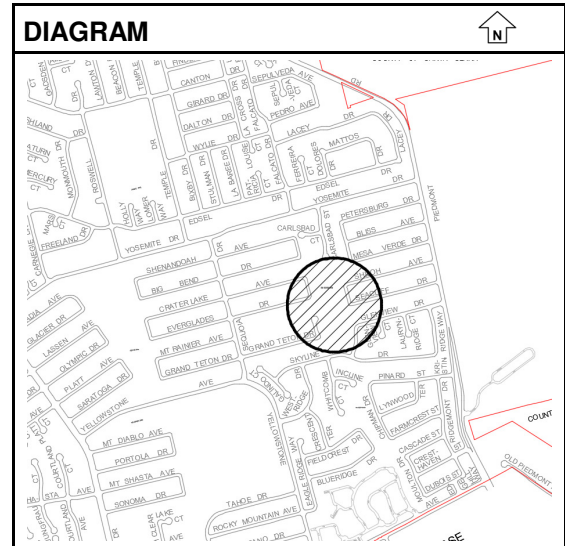
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Ben Rogers Park. Improvements include picnic and playground (2) area renovation, ADA access and path improvement, restroom installation, and renovation of lighting, irrigation, and landscaping.

NOTES:

Ben Rogers Park is 8.66 acres and is near Grand Teton Drive and Sequoia Drive. Project includes renovation of the exercise area and addition of shade structures at picnic areas. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	300,000	0	0	300,000
Administration	0	0	0	50,000	0	0	50,000
Inspection	0	0	0	0	50,000	0	50,000
Improvements	0	0	0	0	4,000,000	0	4,000,000
Totals	0	0	0	350,000	4,050,000	0	4,400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	350,000	4,050,000	0	4,400,000
Totals	0	0	0	350,000	4,050,000	0	4,400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Calaveras Ridge Park	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

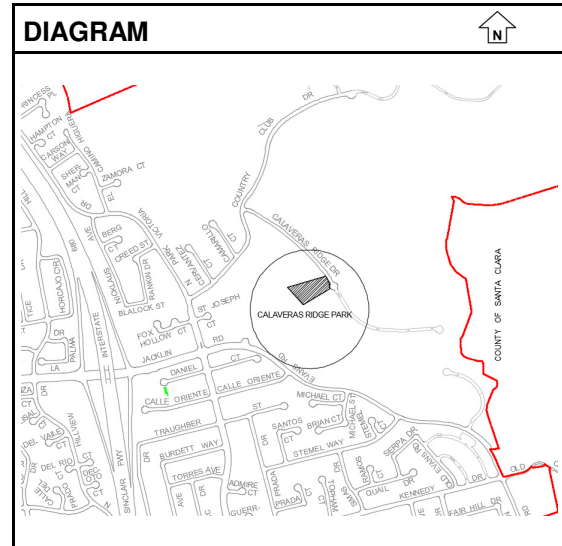
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of new open space park on a City owned parcel on Calaveras Ridge Drive. The park could include ADA pathways, landscaping, irrigation, picnic areas and interpretive displays.

NOTES:

An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	250,000	0	0	0	250,000
Administration	0	0	50,000	0	0	0	50,000
Inspection	0	0	0	25,000	0	0	25,000
Improvements	0	0	0	2,300,000	0	0	2,300,000
Totals	0	0	300,000	2,325,000	0	0	2,625,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	300,000	2,325,000	0	0	2,625,000
Totals	0	0	300,000	2,325,000	0	0	2,625,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Dixon Landing Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

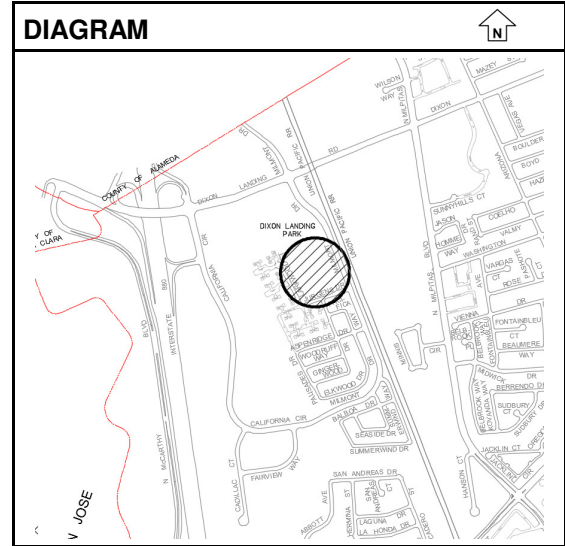
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Dixon Landing Park. Improvements include the renovation of picnic areas, play structures, restroom facilities, field lighting, parking, and renovation of the sports fields, tennis courts, landscaping, and irrigation.

NOTES:

Dixon Landing Park is 11.4 acres and located adjacent to Milmont Drive and Jurgens Drive. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	350,000	0	350,000
Administration	0	0	0	0	100,000	0	100,000
Inspection	0	0	0	0	0	100,000	100,000
Improvements	0	0	0	0	0	4,000,000	4,000,000
Totals	0	0	0	0	450,000	4,100,000	4,550,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	450,000	4,100,000	4,550,000
Totals	0	0	0	0	450,000	4,100,000	4,550,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Foothill Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

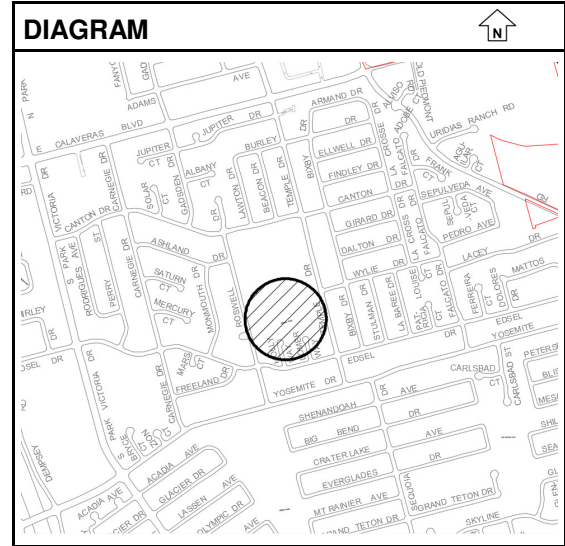
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Foothill Park. Improvements include picnic and playground area renovation (3 playground areas), ADA access and path improvement, and renovation of lighting, irrigation, and landscaping.

NOTES:

Foothill Park is 3.98 acres and is near Roswell Drive and Roswell Court. Project includes a restroom structure and additional site furnishings. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	300,000	0	0	300,000
Administration	0	0	0	100,000	0	0	100,000
Inspection	0	0	0	0	50,000	0	50,000
Improvements	0	0	0	0	3,000,000	0	3,000,000
Totals	0	0	0	400,000	3,050,000	0	3,450,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	400,000	3,050,000	0	3,450,000
Totals	0	0	0	400,000	3,050,000	0	3,450,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Hidden Lake Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

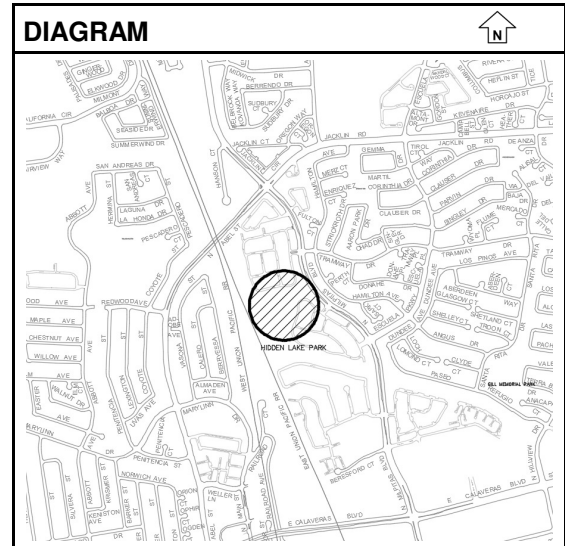
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Hidden Lake Park. Improvements include picnic area renovation, ADA, parking, access, path and lighting improvements, irrigation, landscaping and shade tree installation.

NOTES:

Hidden Lake Park is 6.57 acres and near N. Milpitas Blvd. near Escuela Parkway. Project includes renovation of the fishing pier and addition of shade structures at the picnic area and exercise equipment (PAR Course). An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	300,000	0	300,000
Administration	0	0	0	0	100,000	0	100,000
Inspection	0	0	0	0	0	75,000	75,000
Improvements	0	0	0	0	0	2,500,000	2,500,000
Totals	0	0	0	0	400,000	2,575,000	2,975,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	400,000	2,575,000	2,975,000
Totals	0	0	0	0	400,000	2,575,000	2,975,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Murphy Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

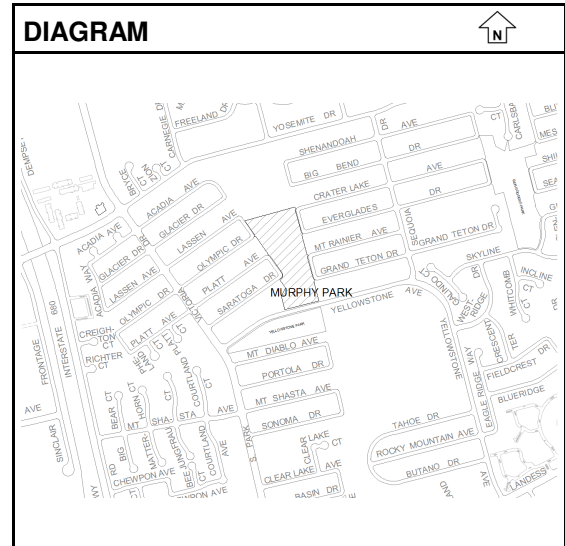
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Murphy Park. Improvements include picnic and playground area renovation, field lighting, ADA access and path improvement, and renovation of irrigation, and landscaping.

NOTES:

Murphy Park is an older park which is heavily used, including sports activities and City programs such as "Music in the Park" and is in need of major renovation. The park was originally constructed in 1969, and the play structures were replaced in 1990. Project includes renovation of the restroom structure, to install two playground facilities, improve drainage, parking improvements, and install shade structures. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	300,000	0	0	300,000
Administration	0	0	0	100,000	0	0	100,000
Inspection	0	0	0	0	100,000	0	100,000
Improvements	0	0	0	0	4,000,000	0	4,000,000
Totals	0	0	0	400,000	4,100,000	0	4,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	400,000	4,100,000	0	4,500,000
Totals	0	0	0	400,000	4,100,000	0	4,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Peter D. Gill Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

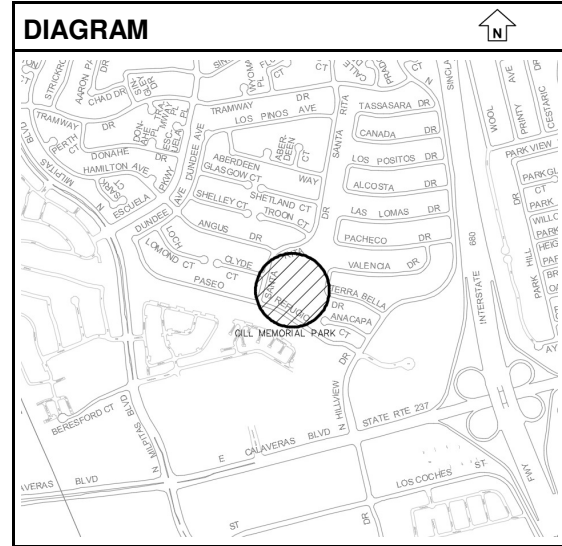
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Peter D. Gill Memorial Park. Improvements include the installation of additional picnic tables, renovate the playground area, install additional concrete pathways, add field lighting, and renovate the landscaping and irrigation.

NOTES:

Peter D. Gill Memorial Park is 8.16 acres is adjacent to Olympic Drive. Project to remove the handball court, relocate the basketball court, add a dog park, renovate restrooms, and add a pathway to Santa Rita Drive. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	350,000	0	350,000
Administration	0	0	0	0	125,000	0	125,000
Inspection	0	0	0	0	0	75,000	75,000
Improvements	0	0	0	0	0	4,000,000	4,000,000
Totals	0	0	0	0	475,000	4,075,000	4,550,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	475,000	4,075,000	4,550,000
Totals	0	0	0	0	475,000	4,075,000	4,550,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Robert E. Browne Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

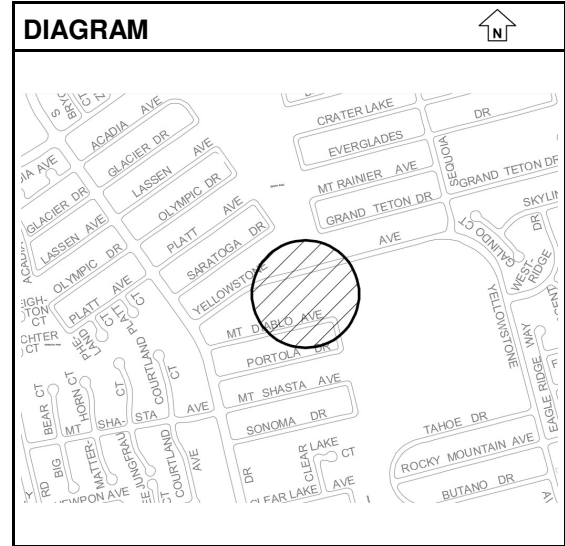
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Robert E. Browne Park. Improvements include picnic area, ADA, parking, access, path and lighting, addition of basketball courts, bleacher installation at tennis courts, exercise station renovation, restroom facility addition, irrigation and landscaping improvements.

NOTES:

Robert E. Browne Park is 4.93 acres and is adjacent to Yellowstone Avenue. Project to include addition of two tennis courts and shade structures. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	350,000	0	350,000
Administration	0	0	0	0	150,000	0	150,000
Inspection	0	0	0	0	0	75,000	75,000
Improvements	0	0	0	0	0	4,025,000	4,025,000
Totals	0	0	0	0	500,000	4,100,000	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	500,000	4,100,000	4,600,000
Totals	0	0	0	0	500,000	4,100,000	4,600,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Sinnott Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

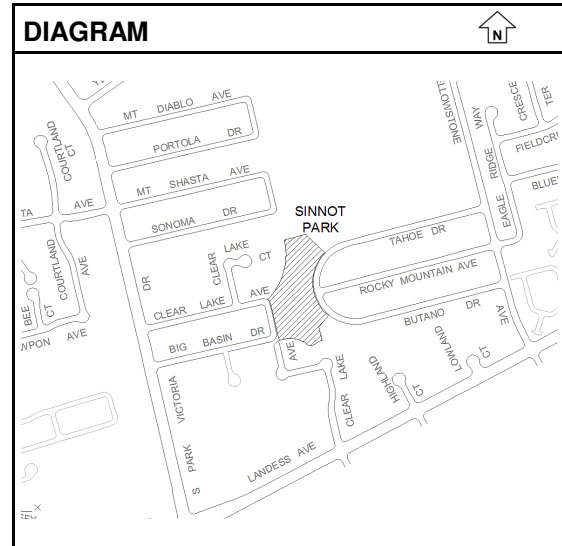
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Sinnott Park. Improvements include picnic and playground area renovation, ADA access and path improvement, and renovation of lighting, irrigation, and landscaping.

NOTES:

Sinnott Park is approximately 4.7 acres and a well utilized neighborhood park. The park was originally constructed in 1970, and the play structures were replaced in 1991. Project will be coordinated with future Recycled Water Pipeline Segment projects. Project includes renovation the restroom structure and addition of shade structures at picnic areas. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	250,000	0	0	0	250,000
Administration	0	0	100,000	0	0	0	100,000
Inspection	0	0	0	50,000	0	0	50,000
Improvements	0	0	0	3,100,000	0	0	3,100,000
Totals	0	0	350,000	3,150,000	0	0	3,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	350,000	3,150,000	0	0	3,500,000
Totals	0	0	350,000	3,150,000	0	0	3,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Starlite Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

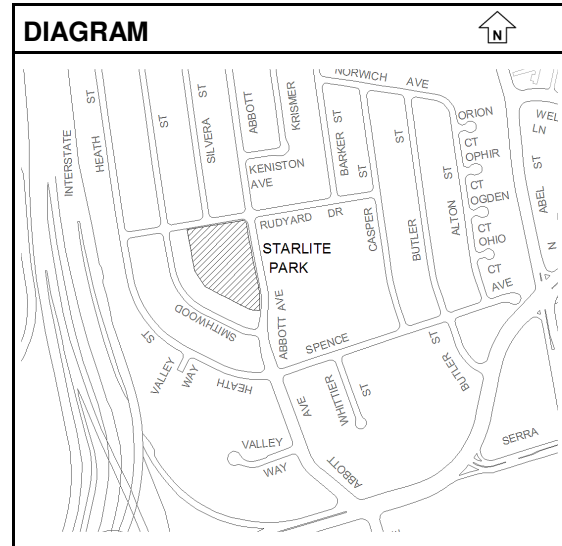
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Starlite Park. Improvements include picnic and playground area renovation, ADA access and path improvement, and renovation of lighting, irrigation, and landscaping.

NOTES:

Starlite Park is approximately 3.4 acres, and it is heavily used, and is adjacent to the Midtown area. The park was originally constructed in 1967. The play structures were replaced in 1991. Project includes renovation of the restroom structure, and the addition of a basketball court and shade structures at picnic areas. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	250,000	0	0	250,000
Administration	0	0	0	100,000	0	0	100,000
Inspection	0	0	0	0	50,000	0	50,000
Improvements	0	0	0	0	3,500,000	0	3,500,000
Totals	0	0	0	350,000	3,550,000	0	3,900,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	350,000	3,550,000	0	3,900,000
Totals	0	0	0	350,000	3,550,000	0	3,900,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	Plan Strickroth Park Renovation	1

CONTACT: Renee Lorentzen [3409] / WooJae Kim [3355]

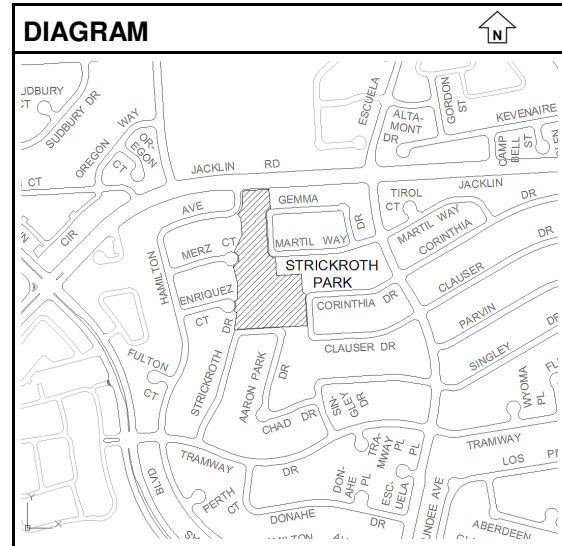
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Strickroth Park. Improvements include picnic and playground (3) area renovation, ADA access and path improvement, and renovation of lighting, irrigation, and landscaping.

NOTES:

Strickroth Park is approximately 4.9 acres, and it is heavily used. The park was originally constructed in 1979. Play structures were replaced pre 1992. Project includes renovation of the restroom structure and the fields and to provide ADA improvements. An update to the Park Master Plan will be completed prior to starting this project. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	250,000	0	250,000
Administration	0	0	0	0	100,000	0	100,000
Inspection	0	0	0	0	0	50,000	50,000
Improvements	0	0	0	0	0	3,800,000	3,800,000
Totals	0	0	0	0	350,000	3,850,000	4,200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	350,000	3,850,000	4,200,000
Totals	0	0	0	0	350,000	3,850,000	4,200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
STREET IMPROVEMENT PROJECTS SUMMARY

SUMMARY OF COSTS

PG. NO.	PROJECT	TOTAL COST	PRIOR YEARS	2019-20	2020-21	2021-22	2022-23	2023-24
77	2008 Montague Ped. Overcrossing at Piper Dr.	6,000,000	10,700,000	(4,700,000)	0	0	0	0
78	3402 McCarthy Blvd. LLMD Improvement 95-1	1,287,256	862,256	85,000	85,000	85,000	85,000	85,000
79	3411 Sinclair LLMD Improvements 98-1	209,000	94,000	23,000	23,000	23,000	23,000	23,000
80	3425 Utility Undergrounding 2017	1,550,000	250,000	0	1,300,000	0	0	0
81	3426 Annual Sidewalk, Curb & Gutter Repair	2,956,840	1,206,840	350,000	350,000	350,000	350,000	350,000
82	3430 Midtown Street Light Project	7,300,000	2,650,000	(2,350,000)	7,000,000	0	0	0
83	3440 Annual Street Light, Signal, and Signage	1,500,000	250,000	150,000	275,000	275,000	275,000	275,000
84	3449 Street Landscape Irrigation Repair	800,000	150,000	150,000	200,000	200,000	50,000	50,000
85	3451 The Pines Pilot Parking Permit Program	230,000	0	230,000	0	0	0	0
86	4267 Soundwall and Barrier Repair and Renovation	1,128,466	978,466	0	0	50,000	50,000	50,000
87	4281 TASP Underground Utility District	425,000	180,000	245,000	0	0	0	0
88	4283 ADA Curb Ramp Transition Program	2,400,000	900,000	300,000	300,000	300,000	300,000	300,000
89	4290 Annual Bridge Rehabilitation	400,000	75,000	175,000	75,000	75,000	0	0
90	4291 Street Resurfacing Project 2018-19	4,609,415	4,600,000	9,415	0	0	0	0
91	New (Rmb) S. Milpitas Imprv - Gibraltar to UPRR	850,000	0	850,000	0	0	0	0
92	New Citywide Traffic Modeling	400,000	0	400,000	0	0	0	0
93	New Citywide Traffic Safety Assessment	400,000	0	400,000	0	0	0	0
94	New Costa Street Plan Line Study	125,000	0	125,000	0	0	0	0
95	New Feasibility of POCs at VTA Light Rail Platfo	200,000	0	200,000	0	0	0	0
96	New Montague Expressway Widening - West	20,200,000	0	0	0	0	0	20,200,000
97	New S. Milpitas Blvd. Veh. Bridge at Penitencia	9,400,000	0	1,025,000	8,375,000	0	0	0
98	New SR237 HOV Lane Improvements	200,000	0	200,000	0	0	0	0
99	New Street Pavement Restriping	600,000	0	200,000	0	200,000	0	200,000
100	New Street Resurfacing Project 2023-24	4,600,000	0	0	0	0	0	4,600,000
101	New TASP On-Street Parking Program	330,000	0	330,000	0	0	0	0
102	Plan Montague Ped. Overcrossing at Penitencia	15,000,000	0	1,010,000	0	0	0	13,990,000
103	Plan Street Resurfacing Project 2019-20	4,600,000	0	4,600,000	0	0	0	0
104	Plan Street Resurfacing Project 2020-21	4,600,000	0	0	4,600,000	0	0	0
105	Plan Street Resurfacing Project 2021-22	4,600,000	0	0	0	4,600,000	0	0
106	Plan Street Resurfacing Project 2022-23	4,600,000	0	0	0	0	4,600,000	0
107	Plan Traffic Management Enhancements 2021	200,000	0	0	200,000	0	0	0
108	Plan Traffic Signal Installation	350,000	0	0	350,000	0	0	0
Defunding Subtotal				(7,050,000)				
Funding Subtotal				11,457,415				
TOTAL COST		\$102,050,977	\$22,896,562	\$4,007,415	\$23,133,000	\$6,158,000	\$5,733,000	\$40,123,000

SUMMARY OF AVAILABLE FINANCING

Gas Tax Fund	5,195,000	4,060,090	3,314,515	3,020,000	3,020,000
Vehicle Registration Fee	500,000	500,000	500,000	500,000	500,000
General Government CIP Fund	(2,270,000)	0	0	0	0
Other	582,415	10,072,910	1,618,485	1,488,000	35,678,000
Unidentified Funding	0	8,500,000	725,000	725,000	925,000
TOTAL AVAILABLE	\$4,007,415	\$23,133,000	\$6,158,000	\$5,733,000	\$40,123,000

NOTES

- (1) "New" projects listed are new to CIP
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Street Improvement

			2019-20				
			Gas Tax Fund	Vehicle Registration Fee	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
77	2008	Montague Ped. Overcrossing at Piper Dr.	0	0	0	(4,700,000)	0
78	3402	McCarthy Blvd. LLMD Improvement 95-1	0	0	0	85,000	0
79	3411	Sinclair LLMD Improvements 98-1	0	0	0	23,000	0
80	3425	Utility Undergrounding 2017	0	0	0	0	0
81	3426	Annual Sidewalk, Curb & Gutter Repair	650,000	0	(300,000)	0	0
82	3430	Midtown Street Light Project	0	0	(2,350,000)	0	0
83	3440	Annual Street Light, Signal, and Signage	150,000	0	0	0	0
84	3449	Street Landscape Irrigation Repair	0	0	150,000	0	0
85	3451	<i>The Pines Pilot Parking Permit Program</i>	0	0	230,000	0	0
86	4267	Soundwall and Barrier Repair and Renovation Program	0	0	0	0	0
87	4281	TASP Underground Utility District	0	0	0	245,000	0
88	4283	ADA Curb Ramp Transition Program	300,000	0	0	0	0
89	4290	Annual Bridge Rehabilitation	175,000	0	0	0	0
90	4291	Street Resurfacing Project 2018-19	0	0	0	9,415	0
91	New	<i>(Rmb) S. Milpitas Imprv - Gibraltar to UPRR</i>	0	0	0	850,000	0
92	New	<i>Citywide Traffic Modeling</i>	400,000	0	0	0	0
93	New	<i>Citywide Traffic Safety Assessment</i>	400,000	0	0	0	0
94	New	<i>Costa Street Plan Line Study</i>	0	0	0	125,000	0
95	New	<i>Feasibility of POCs at VTA Light Rail Platforms</i>	0	0	0	200,000	0
96	New	<i>Montague Expressway Widening - West</i>	0	0	0	0	0
97	New	<i>S. Milpitas Blvd. Veh. Bridge at Penitencia</i>	0	0	0	1,025,000	0
98	New	<i>SR237 HOV Lane Improvements</i>	200,000	0	0	0	0
99	New	<i>Street Pavement Restriping</i>	200,000	0	0	0	0
100	New	<i>Street Resurfacing Project 2023-24</i>	0	0	0	0	0
101	New	<i>TASP On-Street Parking Program</i>	0	0	0	330,000	0
102	Plan	Montague Ped. Overcrossing at Penitencia	0	0	0	1,010,000	0
103	Plan	Street Resurfacing Project 2019-20	2,720,000	500,000	0	1,380,000	0
104	Plan	Street Resurfacing Project 2020-21	0	0	0	0	0
105	Plan	Street Resurfacing Project 2021-22	0	0	0	0	0
106	Plan	Street Resurfacing Project 2022-23	0	0	0	0	0
107	Plan	Traffic Management Enhancements 2021	0	0	0	0	0
108	Plan	Traffic Signal Installation	0	0	0	0	0
Total Defunding by Funding Source			(0)	(0)	(2,650,000)	(4,700,000)	(0)
Total Funding by Funding Source			5,195,000	500,000	380,000	5,282,415	0
Subtotal by Funding Source			5,195,000	500,000	(2,270,000)	582,415	0
Subtotal by Year			4,007,415				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Street Improvement

PG	PROJECT	2020-21				
		Gas Tax Fund	Vehicle Registration Fee	General Government CIP Fund	Other	Unidentified Funding
77	2008 Montague Ped. Overcrossing at Piper Dr.	0	0	0	0	0
78	3402 McCarthy Blvd. LLMD Improvement 95-1	0	0	0	85,000	0
79	3411 Sinclair LLMD Improvements 98-1	0	0	0	23,000	0
80	3425 Utility Undergrounding 2017	0	0	0	0	1,300,000
81	3426 Annual Sidewalk, Curb & Gutter Repair	140,090	0	0	209,910	0
82	3430 Midtown Street Light Project	0	0	0	0	7,000,000
83	3440 Annual Street Light, Signal, and Signage	275,000	0	0	0	0
84	3449 Street Landscape Irrigation Repair	0	0	0	0	200,000
85	3451 The Pines Pilot Parking Permit Program	0	0	0	0	0
86	4267 Soundwall and Barrier Repair and Renovation Program	0	0	0	0	0
87	4281 TASP Underground Utility District	0	0	0	0	0
88	4283 ADA Curb Ramp Transition Program	300,000	0	0	0	0
89	4290 Annual Bridge Rehabilitation	75,000	0	0	0	0
90	4291 Street Resurfacing Project 2018-19	0	0	0	0	0
91	New (Rmb) S. Milpitas Imprv - Gibraltar to UPRR	0	0	0	0	0
92	New Citywide Traffic Modeling	0	0	0	0	0
93	New Citywide Traffic Safety Assessment	0	0	0	0	0
94	New Costa Street Plan Line Study	0	0	0	0	0
95	New Feasibility of POCs at VTA Light Rail Platforms	0	0	0	0	0
96	New Montague Expressway Widening - West	0	0	0	0	0
97	New S. Milpitas Blvd. Veh. Bridge at Penitencia	0	0	0	8,375,000	0
98	New SR237 HOV Lane Improvements	0	0	0	0	0
99	New Street Pavement Restriping	0	0	0	0	0
100	New Street Resurfacing Project 2023-24	0	0	0	0	0
101	New TASP On-Street Parking Program	0	0	0	0	0
102	Plan Montague Ped. Overcrossing at Penitencia	0	0	0	0	0
103	Plan Street Resurfacing Project 2019-20	0	0	0	0	0
104	Plan Street Resurfacing Project 2020-21	2,720,000	500,000	0	1,380,000	0
105	Plan Street Resurfacing Project 2021-22	0	0	0	0	0
106	Plan Street Resurfacing Project 2022-23	0	0	0	0	0
107	Plan Traffic Management Enhancements 2021	200,000	0	0	0	0
108	Plan Traffic Signal Installation	350,000	0	0	0	0
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source		4,060,090	500,000	0	10,072,910	0
Subtotal by Funding Source		4,060,090	500,000	0	10,072,910	8,500,000
Subtotal by Year		23,133,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Street Improvement

			2021-22				
			Gas Tax Fund	Vehicle Registration Fee	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
77	2008	Montague Ped. Overcrossing at Piper Dr.	0	0	0	0	0
78	3402	McCarthy Blvd. LLMD Improvement 95-1	0	0	0	85,000	0
79	3411	Sinclair LLMD Improvements 98-1	0	0	0	23,000	0
80	3425	Utility Undergrounding 2017	0	0	0	0	0
81	3426	Annual Sidewalk, Curb & Gutter Repair	219,515	0	0	130,485	0
82	3430	Midtown Street Light Project	0	0	0	0	0
83	3440	Annual Street Light, Signal, and Signage	0	0	0	0	275,000
84	3449	Street Landscape Irrigation Repair	0	0	0	0	200,000
85	3451	<i>The Pines Pilot Parking Permit Program</i>	0	0	0	0	0
86	4267	Soundwall and Barrier Repair and Renovation Program	0	0	0	0	50,000
87	4281	TASP Underground Utility District	0	0	0	0	0
88	4283	ADA Curb Ramp Transition Program	300,000	0	0	0	0
89	4290	Annual Bridge Rehabilitation	75,000	0	0	0	0
90	4291	Street Resurfacing Project 2018-19	0	0	0	0	0
91	New	<i>(Rmb) S. Milpitas Imprv - Gibraltar to UPRR</i>	0	0	0	0	0
92	New	<i>Citywide Traffic Modeling</i>	0	0	0	0	0
93	New	<i>Citywide Traffic Safety Assessment</i>	0	0	0	0	0
94	New	<i>Costa Street Plan Line Study</i>	0	0	0	0	0
95	New	<i>Feasibility of POCs at VTA Light Rail Platforms</i>	0	0	0	0	0
96	New	<i>Montague Expressway Widening - West</i>	0	0	0	0	0
97	New	<i>S. Milpitas Blvd. Veh. Bridge at Penitencia</i>	0	0	0	0	0
98	New	<i>SR237 HOV Lane Improvements</i>	0	0	0	0	0
99	New	<i>Street Pavement Restriping</i>	0	0	0	0	200,000
100	New	<i>Street Resurfacing Project 2023-24</i>	0	0	0	0	0
101	New	<i>TASP On-Street Parking Program</i>	0	0	0	0	0
102	Plan	Montague Ped. Overcrossing at Penitencia	0	0	0	0	0
103	Plan	Street Resurfacing Project 2019-20	0	0	0	0	0
104	Plan	Street Resurfacing Project 2020-21	0	0	0	0	0
105	Plan	Street Resurfacing Project 2021-22	2,720,000	500,000	0	1,380,000	0
106	Plan	Street Resurfacing Project 2022-23	0	0	0	0	0
107	Plan	Traffic Management Enhancements 2021	0	0	0	0	0
108	Plan	Traffic Signal Installation	0	0	0	0	0
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			3,314,515	500,000	0	1,618,485	0
Subtotal by Funding Source			3,314,515	500,000	0	1,618,485	725,000
Subtotal by Year			6,158,000				

NOTES

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- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Street Improvement

			2022-23				
			Gas Tax Fund	Vehicle Registration Fee	General Government CIP Fund	Other	Unidentified Funding
PG	PROJECT						
77	2008	Montague Ped. Overcrossing at Piper Dr.	0	0	0	0	0
78	3402	McCarthy Blvd. LLMD Improvement 95-1	0	0	0	85,000	0
79	3411	Sinclair LLMD Improvements 98-1	0	0	0	23,000	0
80	3425	Utility Undergrounding 2017	0	0	0	0	0
81	3426	Annual Sidewalk, Curb & Gutter Repair	0	0	0	0	350,000
82	3430	Midtown Street Light Project	0	0	0	0	0
83	3440	Annual Street Light, Signal, and Signage	0	0	0	0	275,000
84	3449	Street Landscape Irrigation Repair	0	0	0	0	50,000
85	3451	<i>The Pines Pilot Parking Permit Program</i>	0	0	0	0	0
86	4267	Soundwall and Barrier Repair and Renovation Program	0	0	0	0	50,000
87	4281	TASP Underground Utility District	0	0	0	0	0
88	4283	ADA Curb Ramp Transition Program	300,000	0	0	0	0
89	4290	Annual Bridge Rehabilitation	0	0	0	0	0
90	4291	Street Resurfacing Project 2018-19	0	0	0	0	0
91	New	<i>(Rmb) S. Milpitas Imprv - Gibraltar to UPRR</i>	0	0	0	0	0
92	New	<i>Citywide Traffic Modeling</i>	0	0	0	0	0
93	New	<i>Citywide Traffic Safety Assessment</i>	0	0	0	0	0
94	New	<i>Costa Street Plan Line Study</i>	0	0	0	0	0
95	New	<i>Feasibility of POCs at VTA Light Rail Platforms</i>	0	0	0	0	0
96	New	<i>Montague Expressway Widening - West</i>	0	0	0	0	0
97	New	<i>S. Milpitas Blvd. Veh. Bridge at Penitencia</i>	0	0	0	0	0
98	New	<i>SR237 HOV Lane Improvements</i>	0	0	0	0	0
99	New	<i>Street Pavement Restriping</i>	0	0	0	0	0
100	New	<i>Street Resurfacing Project 2023-24</i>	0	0	0	0	0
101	New	<i>TASP On-Street Parking Program</i>	0	0	0	0	0
102	Plan	Montague Ped. Overcrossing at Penitencia	0	0	0	0	0
103	Plan	Street Resurfacing Project 2019-20	0	0	0	0	0
104	Plan	Street Resurfacing Project 2020-21	0	0	0	0	0
105	Plan	Street Resurfacing Project 2021-22	0	0	0	0	0
106	Plan	Street Resurfacing Project 2022-23	2,720,000	500,000	0	1,380,000	0
107	Plan	Traffic Management Enhancements 2021	0	0	0	0	0
108	Plan	Traffic Signal Installation	0	0	0	0	0
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			3,020,000	500,000	0	1,488,000	0
Subtotal by Funding Source			3,020,000	500,000	0	1,488,000	725,000
Subtotal by Year			5,733,000				

NOTES

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- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Street Improvement

PG	PROJECT	2023-24				
		Gas Tax Fund	Vehicle Registration Fee	General Government CIP Fund	Other	Unidentified Funding
77	2008 Montague Ped. Overcrossing at Piper Dr.	0	0	0	0	0
78	3402 McCarthy Blvd. LLMD Improvement 95-1	0	0	0	85,000	0
79	3411 Sinclair LLMD Improvements 98-1	0	0	0	23,000	0
80	3425 Utility Undergrounding 2017	0	0	0	0	0
81	3426 Annual Sidewalk, Curb & Gutter Repair	0	0	0	0	350,000
82	3430 Midtown Street Light Project	0	0	0	0	0
83	3440 Annual Street Light, Signal, and Signage	0	0	0	0	275,000
84	3449 Street Landscape Irrigation Repair	0	0	0	0	50,000
85	3451 The Pines Pilot Parking Permit Program	0	0	0	0	0
86	4267 Soundwall and Barrier Repair and Renovation Program	0	0	0	0	50,000
87	4281 TASP Underground Utility District	0	0	0	0	0
88	4283 ADA Curb Ramp Transition Program	300,000	0	0	0	0
89	4290 Annual Bridge Rehabilitation	0	0	0	0	0
90	4291 Street Resurfacing Project 2018-19	0	0	0	0	0
91	New (Rmb) S. Milpitas Imprv - Gibraltar to UPRR	0	0	0	0	0
92	New Citywide Traffic Modeling	0	0	0	0	0
93	New Citywide Traffic Safety Assessment	0	0	0	0	0
94	New Costa Street Plan Line Study	0	0	0	0	0
95	New Feasibility of POCs at VTA Light Rail Platforms	0	0	0	0	0
96	New Montague Expressway Widening - West	0	0	0	20,200,000	0
97	New S. Milpitas Blvd. Veh. Bridge at Penitencia	0	0	0	0	0
98	New SR237 HOV Lane Improvements	0	0	0	0	0
99	New Street Pavement Restriping	0	0	0	0	200,000
100	New Street Resurfacing Project 2023-24	2,720,000	500,000	0	1,380,000	0
101	New TASP On-Street Parking Program	0	0	0	0	0
102	Plan Montague Ped. Overcrossing at Penitencia	0	0	0	13,990,000	0
103	Plan Street Resurfacing Project 2019-20	0	0	0	0	0
104	Plan Street Resurfacing Project 2020-21	0	0	0	0	0
105	Plan Street Resurfacing Project 2021-22	0	0	0	0	0
106	Plan Street Resurfacing Project 2022-23	0	0	0	0	0
107	Plan Traffic Management Enhancements 2021	0	0	0	0	0
108	Plan Traffic Signal Installation	0	0	0	0	0
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source		3,020,000	500,000	0	35,678,000	0
Subtotal by Funding Source		3,020,000	500,000	0	35,678,000	925,000
Subtotal by Year		40,123,000				

NOTES

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- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	2008 Montague Ped. Overcrossing at Piper Dr.	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

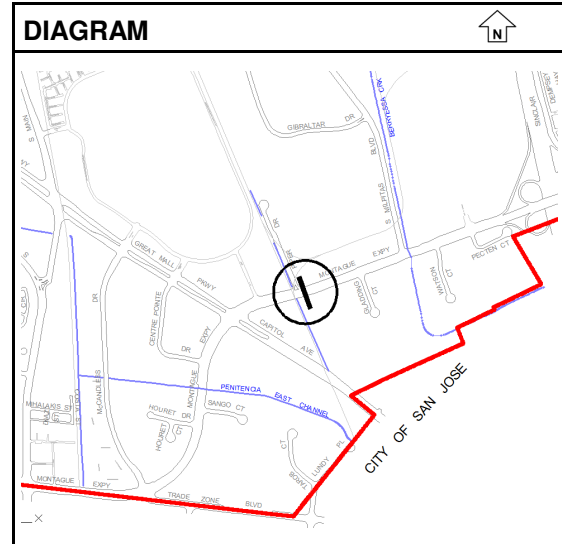
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the construction of a pedestrian overcrossing (POC) over Montague Expressway at Piper Drive. The pedestrian overcrossing is part of the Transit Area Specific Plan (TASP) circulation infrastructure improvement that provides safe and convenient pedestrian circulation between the Milpitas BART station, Great Mall and surrounding residential developments.

NOTES:

VTa administering the project and securing necessary funding. Construction of the POC to start in summer 2019 and anticipate two years to complete. The City's local share match is estimated at \$6M funded through TASP Impact Fees. TASP ID: DB#7.



Uncommitted Balance as of 3/31/2019: \$6,433,521

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	1,500,000	0	0	0	0	0	1,500,000
Administration	900,000	0	0	0	0	0	900,000
Inspection	500,000	0	0	0	0	0	500,000
Improvements	7,800,000	(4,700,000)	0	0	0	0	3,100,000
Totals	10,700,000	(4,700,000)	0	0	0	0	6,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	10,700,000	(4,700,000)	0	0	0	0	6,000,000
Totals	10,700,000	(4,700,000)	0	0	0	0	6,000,000

FINANCE NOTES

Transit Performance Initiative (TPI) Grant \$2.7M.
 One Bay Area (OBAG) Cycle 2 Grant \$7.0M (Available 8/2018).
 TASP ID DB#7.
 City Council 4/04/2017 - approved \$1,500,000 Midyear Appropriation.
 VTA and the City entered into an agreement for VTA to administer the project under the VTA/Milpitas Master Agreement Amendment 10.
 \$4.7M in prior year funding defunded in FY2019-20 to match the City's local funding share of \$6M.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	3402	McCarthy Blvd. LLMD Improvement 95-1	1

CONTACT: Steve Erickson [3301] / Tony Ndah [2602]

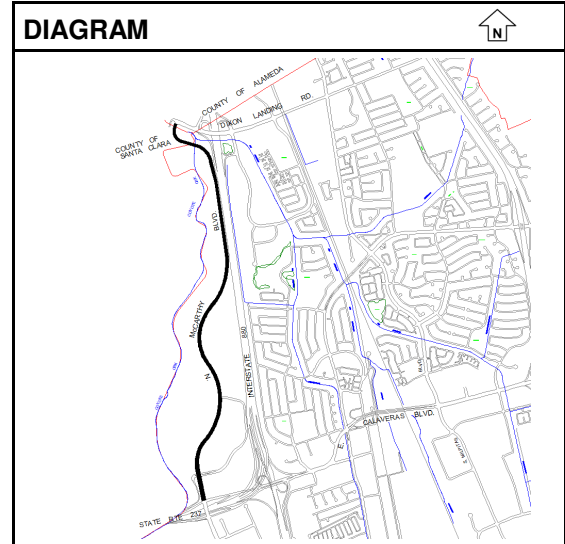
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for design and construction of landscape and irrigation system renovation on McCarthy Boulevard, between Hwy 237 and Dixon Landing Road.

NOTES:

Phase 1 of the segment (third of the southerly segment) completed. Remainder of McCarthy Boulevard to be completed within FY2019-21 once sufficient LLMD funds have been accumulated.



Uncommitted Balance as of 3/31/2019: \$388,886

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	85,000	0	0	0	0	0	85,000
Administration	70,000	0	0	0	0	0	70,000
Inspection	38,000	0	0	0	0	0	38,000
Improvements	669,256	85,000	85,000	85,000	85,000	85,000	1,094,256
Totals	862,256	85,000	85,000	85,000	85,000	85,000	1,287,256

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
LLMD	862,256	85,000	85,000	85,000	85,000	85,000	1,287,256
Totals	862,256	85,000	85,000	85,000	85,000	85,000	1,287,256

FINANCE NOTES

2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	3411 Sinclair LLMD Improvements 98-1	1

CONTACT: Steve Erickson [3301] / Tony Ndah [2602]

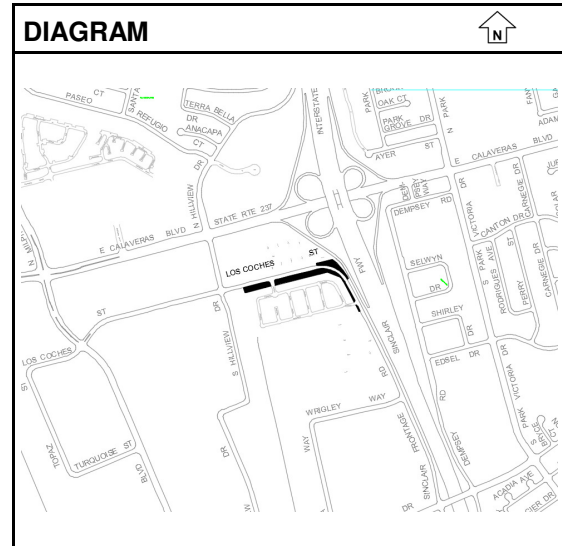
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for design and construction of landscape and irrigation system renovation of 98-1 Landscape, Lighting, and Maintenance District (LLMD), surrounding the Sinclair Horizon Development.

NOTES:

LLMD is located along the south side of Los Coches Street from the Berryessa Creek Bridge to Sinclair Frontage Road.



Uncommitted Balance as of 3/31/2019: \$9,350

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	10,000	0	0	0	0	0	10,000
Administration	12,000	0	0	0	0	0	12,000
Inspection	6,000	0	0	0	0	0	6,000
Improvements	66,000	23,000	23,000	23,000	23,000	23,000	181,000
Totals	94,000	23,000	23,000	23,000	23,000	23,000	209,000

[illegible]

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	3425 Utility Undergrounding 2017	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

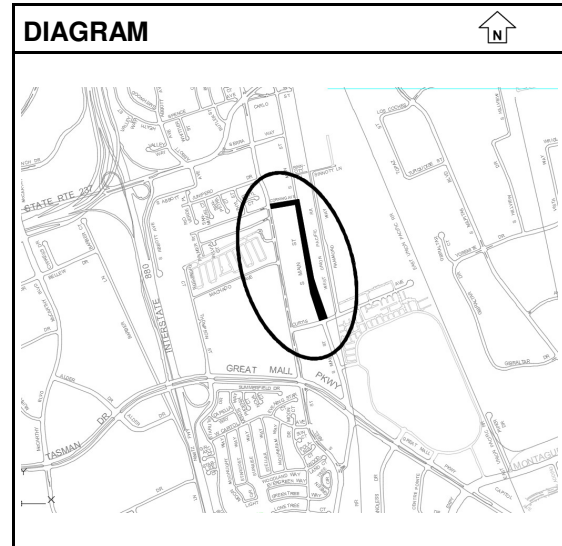
PRIORITY: Economic Development and Job Growth

DESCRIPTION

This project provides preliminary engineering and City administration for the undergrounding of existing overhead electric and communication utilities by Pacific Gas & Electric Company (PG&E) at various locations Citywide. The project is partially funded through the PG&E Rule 20A Program. Once a new Underground Utility District (UUD) is created by City Council Resolution, PG&E will complete the engineering and construction within 5 to 7 years.

NOTES:

The City has approximately \$5.2M funding/work credits available for use in the PG&E Rule 20A Program. Underground Utility District #6 was approved by the City Council on January 3, 2016, along portions of South Main Street from Corning Avenue to Curtis Avenue including utilities on Corning Avenue. Initially, the total project cost was estimated at \$3.5M, with the City's share for improvements (not eligible for Rule 20A funding) estimated at \$600,000 for electrical panel conversions and disposal of contaminated soil. During design development, it was discovered that right-of-way (ROW) acquisition is required for utilities. Conceptual estimate for ROW and City's share for improvements are included in FY2020-21. Costs associated with the underground infrastructure for new street lights will be covered through the Midtown Street Light Project # 3430. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$69,660

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	200,000	0	150,000	0	0	0	350,000
Administration	50,000	0	100,000	0	0	0	150,000
Inspection	0	0	50,000	0	0	0	50,000
Land	0	0	400,000	0	0	0	400,000
Improvements	0	0	600,000	0	0	0	600,000
Totals	250,000	0	1,300,000	0	0	0	1,550,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	250,000	0	0	0	0	0	250,000
Unidentified Funding	0	0	1,300,000	0	0	0	1,300,000
Totals	250,000	0	1,300,000	0	0	0	1,550,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	3426 Annual Sidewalk, Curb & Gutter Repair	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

NOTES:

Demand for replacement work continues to grow largely due to sidewalk, curb, and gutter damage from growing tree roots. This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$325,821

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	75,184	10,000	10,000	10,000	10,000	10,000	125,184
Improvements	1,131,656	340,000	340,000	340,000	340,000	340,000	2,831,656
Totals	1,206,840	350,000	350,000	350,000	350,000	350,000	2,956,840

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	903,640	(300,000)	0	0	0	0	603,640
Sewer Fund	203,200	0	0	0	0	0	203,200
Water Fund	100,000	0	0	0	0	0	100,000
Gas Tax Fund	0	650,000	140,090	219,515	0	0	1,009,605
Unidentified Funding	0	0	0	0	350,000	350,000	700,000
Sewer Infrastructure Fund	0	0	209,910	130,485	0	0	340,395
Totals	1,206,840	350,000	350,000	350,000	350,000	350,000	2,956,840

FINANCE NOTES

\$300k in prior year funding revised from General Gov. CIP Fund to Gas Tax Fund in FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	3430 Midtown Street Light Project	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

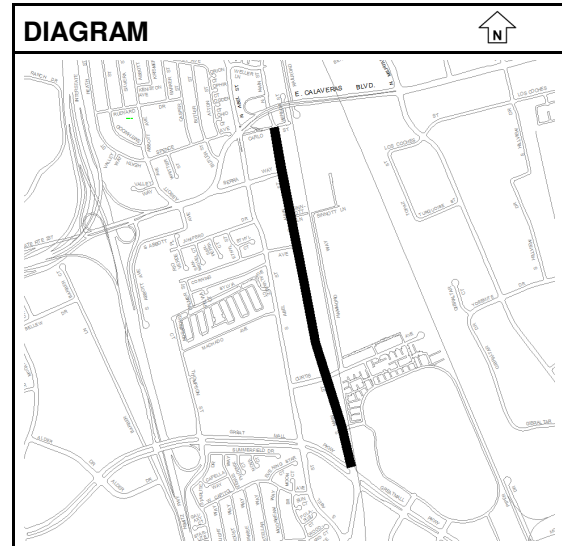
PRIORITY: Economic Development and Job Growth

DESCRIPTION

This project provides for the installation of Midtown decorative street lighting and signal improvements along South Main Street from Carlo Street to Great Mall Parkway. The project will be completed in phases. Conceptual cost estimates for the different project phases include: Carlo to Corning is \$2.2M; Curtis to Great Mall Parkway is \$2M; and Corning to Curtis is \$2.7M. The Carlo to Corning phase would be completed once the Midtown Specific Town Update is completed. The Corning to Curtis phase would be completed after PG&E Rule 20A undergrounding of overhead utilities. Estimates are conceptual and actual construction cost will be developed during design phases.

NOTES:

PG&E Rule 20A undergrounding of overhead utilities between Corning and Curtis will be completed through Project #3425 - Utility Undergrounding 2017. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$2,380,371

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	175,000	0	0	0	0	0	175,000
Administration	100,000	0	50,000	0	0	0	150,000
Inspection	25,000	0	50,000	0	0	0	75,000
Improvements	2,350,000	(2,350,000)	6,900,000	0	0	0	6,900,000
Totals	2,650,000	(2,350,000)	7,000,000	0	0	0	7,300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	7,000,000	0	0	0	7,000,000
General Government CIP Fund	2,650,000	(2,350,000)	0	0	0	0	300,000
Totals	2,650,000	(2,350,000)	7,000,000	0	0	0	7,300,000

FINANCE NOTES

\$2.35M in prior year funding revised from General Gov. CIP Fund to Unidentified Fund in FY2020-21.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	3440	Annual Street Light, Signal, and Signage	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the repair and replacement of damaged, destroyed, or vandalized street lights, and includes the repair or replacement of copper wiring, street lights, street light poles, signal lighting, signal poles, traffic/pedestrian safety devices, signal battery backup system replacements, and related appurtenances.

NOTES:

This project also provides for upgrades to street signs on City streets to be consistent with current standards. This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$143,168

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	20,000	10,000	10,000	10,000	10,000	10,000	70,000
Improvements	0	140,000	265,000	265,000	265,000	265,000	1,200,000
Equipment	230,000	0	0	0	0	0	230,000
Totals	250,000	150,000	275,000	275,000	275,000	275,000	1,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	250,000	0	0	0	0	0	250,000
Gas Tax Fund	0	150,000	275,000	0	0	0	425,000
Unidentified Funding	0	0	0	275,000	275,000	275,000	825,000
Totals	250,000	150,000	275,000	275,000	275,000	275,000	1,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	3449	Street Landscape Irrigation Repair	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the repair and replacement of streetscape and median irrigation systems and related equipment on City streets.

NOTES:

The City has many miles of landscaped street medians and curb planter areas in the City. The older irrigation systems are inefficient, leaking, not well documented, and do not provide suitable irrigation to support healthy landscape. The project would also provide for restoration of existing landscaping within medians and curb planters. This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$146,754

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	25,000	25,000	25,000	25,000	0	0	100,000
Administration	15,000	15,000	15,000	15,000	10,000	10,000	80,000
Inspection	10,000	10,000	10,000	10,000	0	0	40,000
Improvements	100,000	100,000	150,000	150,000	40,000	40,000	580,000
Totals	150,000	150,000	200,000	200,000	50,000	50,000	800,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	200,000	200,000	50,000	50,000	500,000
General Government CIP Fund	150,000	150,000	0	0	0	0	300,000
Totals	150,000	150,000	200,000	200,000	50,000	50,000	800,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	3451	The Pines Pilot Parking Permit Program	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

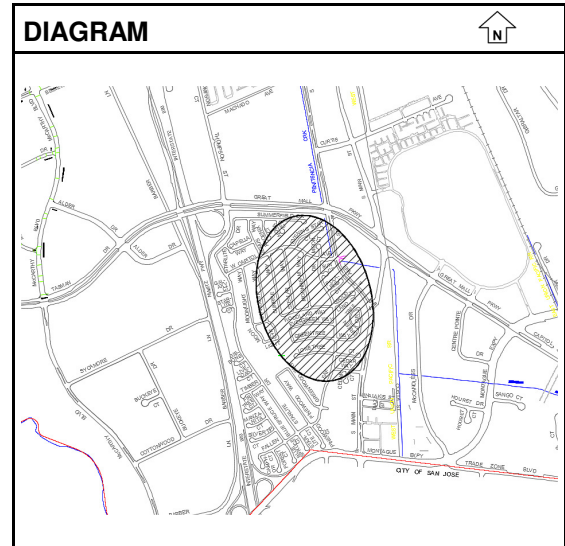
PRIORITY: Transportation and Transit

DESCRIPTION

This is a six-month pilot parking permit program for the northeast area of The Pines neighborhood. The trial program is designed to provide residents with a better opportunity for on-street parking.

NOTES:

The six-month pilot program is anticipated to start fall 2019.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	0	10,000	0	0	0	0	10,000
Improvements	0	220,000	0	0	0	0	220,000
Totals	0	230,000	0	0	0	0	230,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	0	230,000	0	0	0	0	230,000
Totals	0	230,000	0	0	0	0	230,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	4267	Soundwall and Barrier Repair and Renovation Program	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

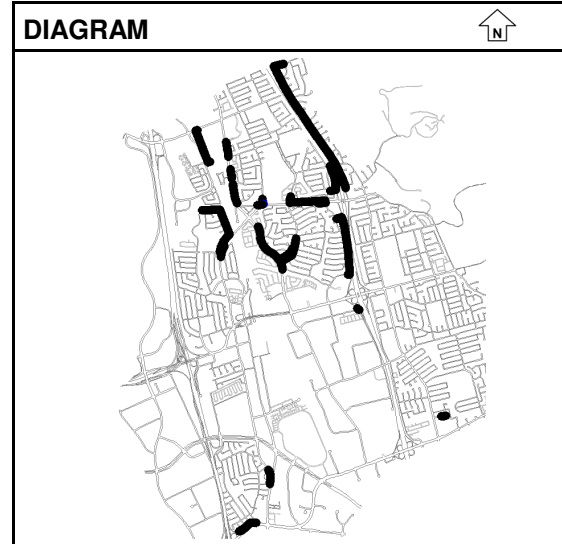
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project repairs and renovates the City owned soundwalls, fenced and barriers within parks, and along N. Milpitas Boulevard, Escuela Parkway, Jacklin Road at Horcajo, La Palma, Hillview Drive at Tularcitos Creek, Nicklaus at N. Park Victoria and other locations. Portions of the walls have deteriorated and will need to be structurally repaired or completely replaced. In some locations, the ground elevation on the residence side is much higher than on the public street side. The soundwalls were not designed as retaining walls, so they require structural retrofit work or replacement.

NOTES:

This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$320,340

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	120,000	0	0	0	0	0	120,000
Administration	85,000	0	0	0	0	0	85,000
Inspection	80,000	0	0	0	0	0	80,000
Improvements	693,466	0	0	50,000	50,000	50,000	843,466
Totals	978,466	0	0	50,000	50,000	50,000	1,128,466

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	500,000	0	0	0	0	0	500,000
Street Improvement Fund	478,466	0	0	0	0	0	478,466
Unidentified Funding	0	0	0	50,000	50,000	50,000	150,000
Totals	978,466	0	0	50,000	50,000	50,000	1,128,466

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4281 TASP Underground Utility District	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

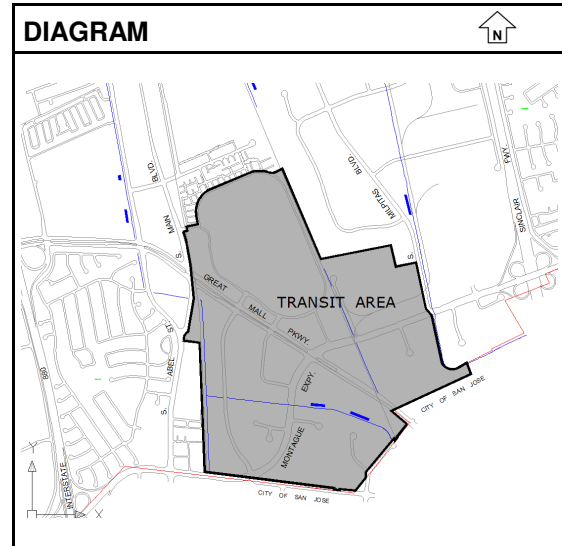
PRIORITY: Economic Development and Job Growth

DESCRIPTION

This project provides for the creation of new Underground Utility District (UUD) #7 within the City's Transit Area Specific Plan redevelopment area. The purpose of the district is to allow Pacific Gas & Electric Company (PG&E) to underground existing overhead electric, PG&E, Cable TV, and communication utilities. The new district would be administered by the City with the undergrounding design and construction to be completed by PG&E using the City's Rule 20A funds. The City has approximately \$5.2M in available PG&E Rule 20A funds for use with this project.

NOTES:

UUD #7 was created by the City Council by resolution on January 3, 2017. UUD #7 will underground approximately 990 linear feet of overhead PG&E electric line along South Milpitas Blvd. from the existing UPRR rail crossing to Montague Expressway and along Montague Expressway from South Milpitas Blvd. to Watson Court. The Valley Transportation Authority (VTA) will install the new undergrounding substructure as part of the BART project at their cost. The Santa Clara County Roads and Airports will provide their available Rule 20A funds for work within the County right-of-way. The total project cost is estimated at \$1.3M with a majority of the funding coming from Rule 20A funds.



Uncommitted Balance as of 3/31/2019: \$142,322

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	60,000	20,000	0	0	0	0	80,000
Inspection	45,000	0	0	0	0	0	45,000
Improvements	75,000	225,000	0	0	0	0	300,000
Totals	180,000	245,000	0	0	0	0	425,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	180,000	245,000	0	0	0	0	425,000
Totals	180,000	245,000	0	0	0	0	425,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4283 ADA Curb Ramp Transition Program	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This mandatory program involves citywide replacement or upgrade of existing curb ramps to current standard Americans with Disabilities Act (ADA) compliant ramps. The project will also include the construction of minor segments of new sidewalk to close gaps between sidewalks on public streets in order to meet the requirements of the Title II of the ADA, and to allow the City to be eligible for future Federal transportation aid funds. An annual assessment will be conducted to determine and establish a priority list of candidate sites for replacement or upgrade based on pedestrian activity, public request, and field inspection. The target program completion date for citywide ADA public street curb ramp compliance is 2040.

NOTES:

Federal regulation mandates state and local governments to comply with the American Disable Act (ADA) by making reasonable accommodation to the disabled. The ADA curb ramp transition plan is a program to comply with the Federal ADA regulation on public streets, and the program allows the city to be eligible to future transportation Federal aid funds. In 2018, 48 curb ramps were upgraded citywide for ADA compliance. In 2019, 60 curb ramps are planned to be upgraded in conjunction with Street Resurfacing Project 2018-19 (#4291).

Uncommitted Balance as of 3/31/2019: \$345,032

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	30,000	10,000	10,000	10,000	10,000	10,000	80,000
Administration	30,000	10,000	10,000	10,000	10,000	10,000	80,000
Inspection	90,000	30,000	30,000	30,000	30,000	30,000	240,000
Improvements	750,000	250,000	250,000	250,000	250,000	250,000	2,000,000
Totals	900,000	300,000	300,000	300,000	300,000	300,000	2,400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	900,000	300,000	300,000	300,000	300,000	300,000	2,400,000
Totals	900,000	300,000	300,000	300,000	300,000	300,000	2,400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	4290	Annual Bridge Rehabilitation	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

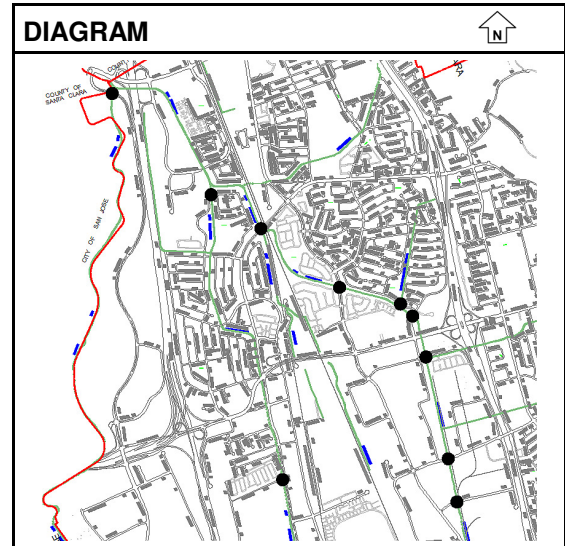
PRIORITY: Transportation and Transit

DESCRIPTION

The project provides for the repair and rehabilitation of City owned bridges. The city owns and maintains eighteen roadway bridges and five pedestrian/bicycle bridges. They require ongoing repair and rehabilitation including deck resurfacing, crack sealing, guard rail repairs and work identified in the bi-annual bridge inspection reports performed by the California Department of Transportation.

NOTES:

Funding added to FY2019-20 for rehab work needed at California Circle and North Abbott.



Uncommitted Balance as of 3/31/2019: \$75,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	20,000	0	0	0	0	20,000
Administration	0	15,000	0	0	0	0	15,000
Improvements	75,000	140,000	75,000	75,000	0	0	365,000
Totals	75,000	175,000	75,000	75,000	0	0	400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	75,000	175,000	75,000	75,000	0	0	400,000
Totals	75,000	175,000	75,000	75,000	0	0	400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4291 Street Resurfacing Project 2018-19	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

NOTES:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update. Funding to be utilized for improvements in FY2018-19 and design services for subsequent year of resurfacing projects.

Uncommitted Balance as of 3/31/2019: \$2,732,954

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	100,000	0	0	0	0	0	100,000
Administration	50,000	0	0	0	0	0	50,000
Inspection	50,000	0	0	0	0	0	50,000
Improvements	4,400,000	9,415	0	0	0	0	4,409,415
Totals	4,600,000	9,415	0	0	0	0	4,609,415

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Vehicle Registration Fee	500,000	0	0	0	0	0	500,000
Sewer Fund	100,000	(100,000)	0	0	0	0	0
Gas Tax Fund	1,300,000	0	0	0	0	0	1,300,000
Measure B	1,600,000	109,415	0	0	0	0	1,709,415
Street Improvement Fund	1,100,000	0	0	0	0	0	1,100,000
Totals	4,600,000	9,415	0	0	0	0	4,609,415

FINANCE NOTES

Measure B Funding: \$1,709,415 will be available for this project in FY2018-19.

City Council 2/26/2019 - \$1.6M in prior year Transient Occupancy Tax (TOT) funding changed to Measure B.

\$100k in prior year Sewer Fund revised to Measure B in FY2019-20.

SB-1 Funding: \$441,869 is approved for this project under Gas Tax Fund distribution.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New (Rmb) S. Milpitas Imprv - Gibraltar to UPRR	1

CONTACT: Steve Erickson [3301] / Kan Xu [3253]

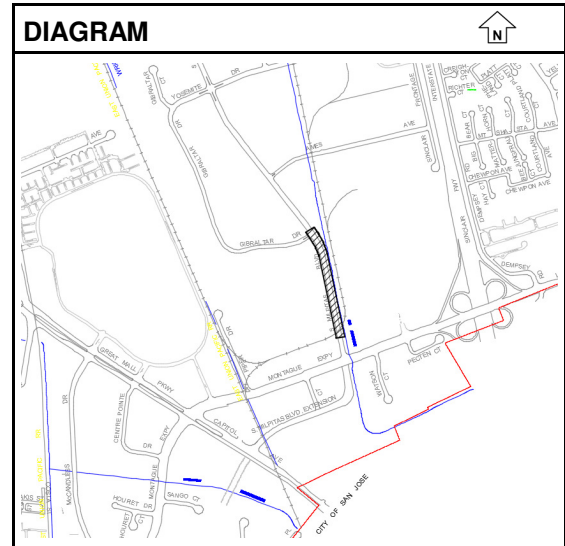
PRIORITY: Transportation and Transit

DESCRIPTION

The project provides surface improvements (2" grind and overlay) on South Milpitas Blvd. from Union Pacific Railroad (UPRR) tracks to Gibraltar Drive.

NOTES:

Utility relocation and undergrounding from UPRR to PG&E Substation was completed. Roadway surface improvements and utility relocation by the developer (Pulte) to be reimbursed by the City. Reimbursement anticipated by summer 2020. TASP ID: DB#10.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	0	850,000	0	0	0	0	850,000
Totals	0	850,000	0	0	0	0	850,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	850,000	0	0	0	0	850,000
Totals	0	850,000	0	0	0	0	850,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Citywide Traffic Modeling	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project will create a citywide traffic operation model (current and 10 year horizon) to assess motor vehicle traffic level-of-service at key roadway corridors and intersections. The model will be used to evaluate potential roadway improvements to improve level-of-service in the city.

NOTES:

Traffic modeling to start spring 2020 after the opening of Milpitas BART Station and once new traffic patterns have been stabilized.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	390,000	0	0	0	0	390,000
Administration	0	10,000	0	0	0	0	10,000
Totals	0	400,000	0	0	0	0	400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	400,000	0	0	0	0	400,000
Totals	0	400,000	0	0	0	0	400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Citywide Traffic Safety Assessment	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for a citywide traffic safety assessment to determine where enhanced safety measures such as traffic calming elements maybe required. Focus areas include intersections with high pedestrian traffic, bike routes, and residential areas.

NOTES:

Assessment to be completed by fall 2020.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	390,000	0	0	0	0	390,000
Administration	0	10,000	0	0	0	0	10,000
Totals	0	400,000	0	0	0	0	400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	400,000	0	0	0	0	400,000
Totals	0	400,000	0	0	0	0	400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Costa Street Plan Line Study	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

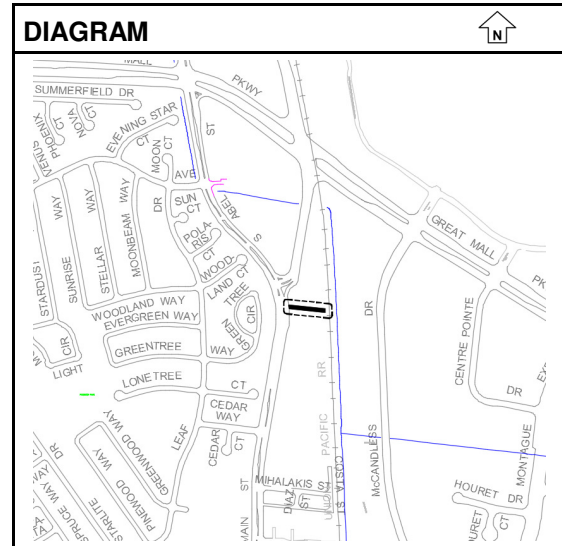
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the preparation of a Plan Line Study to evaluate the extension of Costa Street to connect to South Abel and South Main Street in the Transit Area Specific Plan (TASP) area. The study will evaluate right-of-way, adjacent property access, emergency vehicle access, pedestrian circulation, and streetscape opportunities.

NOTES:

Plan line study to be completed by fall 2020.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	100,000	0	0	0	0	100,000
Administration	0	25,000	0	0	0	0	25,000
Totals	0	125,000	0	0	0	0	125,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	125,000	0	0	0	0	125,000
Totals	0	125,000	0	0	0	0	125,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Feasibility of POCs at VTA Light Rail Platforms	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

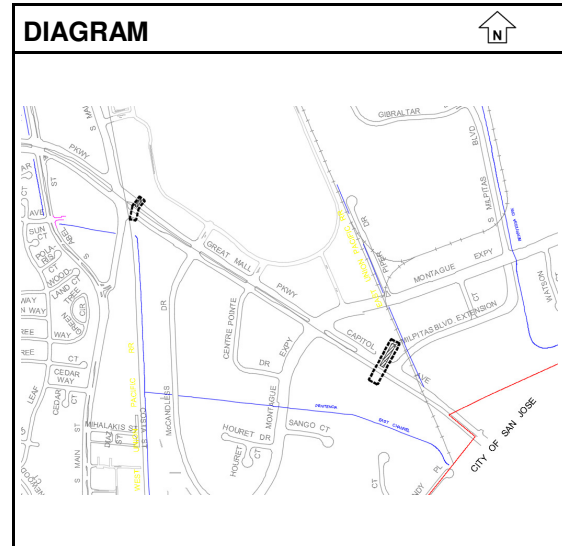
PRIORITY: Transportation and Transit

DESCRIPTION

The project will provide a feasibility study to determine the possibility of constructing pedestrian overcrossings (POC's) at Valley Transportation Authority (VTA) Light Rail Platforms over eastbound lanes of Great Mall Parkway near South Main Street and at E. Capital Avenue.

NOTES:

VTA Light Rail Platforms are located within medians on Great Mall Parkway and E. Capital Avenue. Current POC's for platforms only extend over westbound lanes.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	180,000	0	0	0	0	180,000
Administration	0	20,000	0	0	0	0	20,000
Totals	0	200,000	0	0	0	0	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	200,000	0	0	0	0	200,000
Totals	0	200,000	0	0	0	0	200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Montague Expressway Widening - West	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

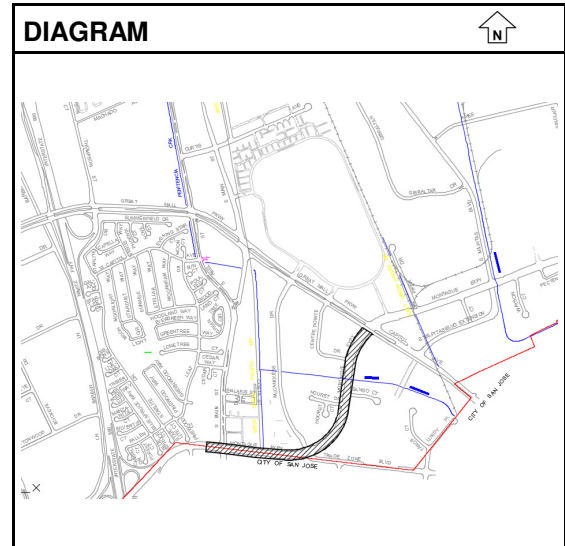
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the fair share contribution to widen Montague Expressway to four lanes in each direction and provide streetscape improvements from Great Mall Parkway to South Main Street. Montague Expressway is owned and operated by the Santa Clara County (County). It is anticipated that the County will administer the design and construction of the project.

NOTES:

FY2023-24 costs include widening and streetscape improvements. Streetscape improvement is estimated to cost \$12.3M (TASP ID: DB#6), and TASP fair share of the widening improvements is \$7.9M (TASP ID: DB#2).



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	0	275,000	275,000
Administration	0	0	0	0	0	25,000	25,000
Improvements	0	0	0	0	0	19,900,000	19,900,000
Totals	0	0	0	0	0	20,200,000	20,200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	0	0	0	0	20,200,000	20,200,000
Totals	0	0	0	0	0	20,200,000	20,200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New SR237 HOV Lane Improvements	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

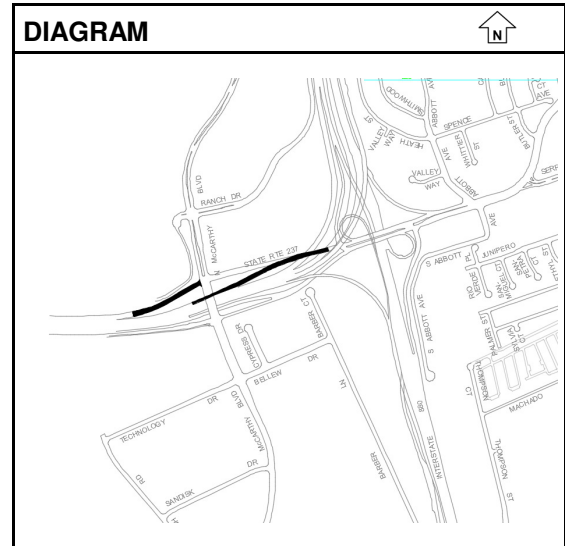
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for traffic flow improvements on State Route (SR) 237 at McCarthy Blvd. Improvements may include a high-occupancy vehicle (HOV) lane at the westbound on-ramp, HOV lane on the Calaveras Blvd. slip ramp, and/or a new traffic study.

NOTES:

Santa Clara Valley Transportation Authority (VTA) has FY2018-19 Measure B funding allocated for SR237 improvement projects. VTA will administrate the project and the City will provide 10% local match.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	0	200,000	0	0	0	0	200,000
Totals	0	200,000	0	0	0	0	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	200,000	0	0	0	0	200,000
Totals	0	200,000	0	0	0	0	200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Street Pavement Restriping	1

CONTACT: Tony Ndah [2602] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the replacement and striping of pavement legends, markers, lane lines, and cross-walk striping to enhance public safety and to maintain the City's infrastructure.

NOTES:

This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	0	20,000	0	20,000	0	20,000	60,000
Improvements	0	180,000	0	180,000	0	180,000	540,000
Totals	0	200,000	0	200,000	0	200,000	600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	200,000	0	0	0	0	200,000
Unidentified Funding	0	0	0	200,000	0	200,000	400,000
Totals	0	200,000	0	200,000	0	200,000	600,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New Street Resurfacing Project 2023-24	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

NOTES:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	0	100,000	100,000
Administration	0	0	0	0	0	50,000	50,000
Inspection	0	0	0	0	0	50,000	50,000
Improvements	0	0	0	0	0	4,400,000	4,400,000
Totals	0	0	0	0	0	4,600,000	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	0	0	0	0	2,720,000	2,720,000
Vehicle Registration Fee	0	0	0	0	0	500,000	500,000
Measure B	0	0	0	0	0	1,380,000	1,380,000
Totals	0	0	0	0	0	4,600,000	4,600,000

FINANCE NOTES

SB-1 Funding: Estimated \$1.23M will be provided for this project. City Council to adopted a resolution to designating SB-1 funding to 2023-24 Street Resurfacing Project. SB-1 Funds is under Gas Tax Fund distribution.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	New TASP On-Street Parking Program	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

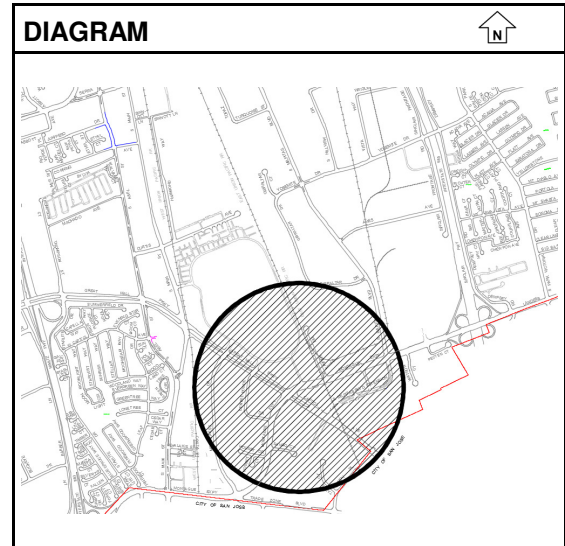
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for a Transit Area Specific Plan (TASP) area on-street parking program including installation of time limited parking signage within 0.5 mile of Milpitas BART station. The goal of the project is to encourage on-street parking supply turnover around Milpitas BART station so that nearby residents and the public have parking opportunities to access nearby parks and retail destinations, and discourage BART commuters from occupying on-street parking for prolong periods of the day.

NOTES:

Program to be implemented before the opening of Milpitas BART Station anticipated for end of 2019.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	30,000	0	0	0	0	30,000
Administration	0	20,000	0	0	0	0	20,000
Inspection	0	30,000	0	0	0	0	30,000
Improvements	0	250,000	0	0	0	0	250,000
Totals	0	330,000	0	0	0	0	330,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	330,000	0	0	0	0	330,000
Totals	0	330,000	0	0	0	0	330,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Montague Ped. Overcrossing at Penitencia	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

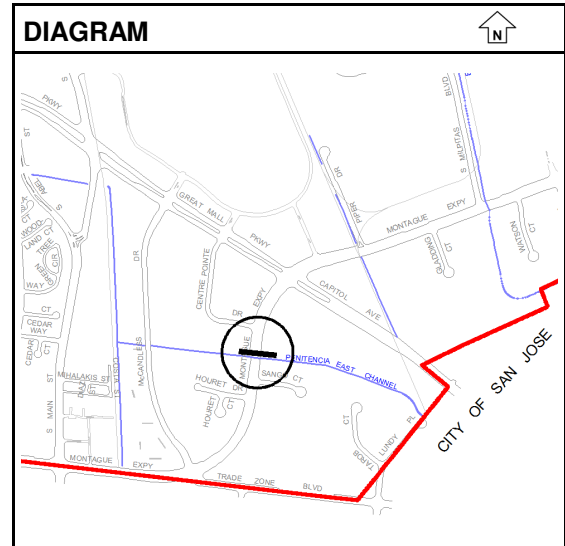
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for design and construction of a pedestrian overcrossing (POC) over Montague Expressway at the east levee of Penitencia Creek. The pedestrian overcrossing is part of the Transit Area Specific Plan (TASP) circulation infrastructure improvement to provide safe and convenient pedestrian circulation between TASP residential developments, schools, and park sites.

NOTES:

TASP developer (Lennar) to provide 100% design documents for POC as part of a reimbursement agreement. City to administer construction of POC once TASP Impact Fees funding is available. TASP ID: DB#7.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	1,000,000	0	0	0	500,000	1,500,000
Administration	0	10,000	0	0	0	75,000	85,000
Inspection	0	0	0	0	0	75,000	75,000
Improvements	0	0	0	0	0	13,340,000	13,340,000
Totals	0	1,010,000	0	0	0	13,990,000	15,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	1,010,000	0	0	0	13,990,000	15,000,000
Totals	0	1,010,000	0	0	0	13,990,000	15,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Street Resurfacing Project 2019-20	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

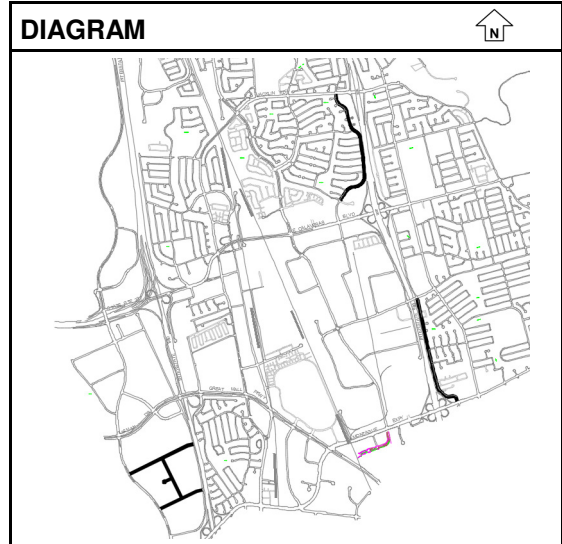
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

NOTES:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	100,000	0	0	0	0	100,000
Administration	0	50,000	0	0	0	0	50,000
Inspection	0	50,000	0	0	0	0	50,000
Improvements	0	4,400,000	0	0	0	0	4,400,000
Totals	0	4,600,000	0	0	0	0	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	2,720,000	0	0	0	0	2,720,000
Vehicle Registration Fee	0	500,000	0	0	0	0	500,000
Measure B	0	1,380,000	0	0	0	0	1,380,000
Totals	0	4,600,000	0	0	0	0	4,600,000

FINANCE NOTES

City Council 3/19/2019 - approved estimated \$1,239,138 of SB-1 Funding for this project in FY2019-20. SB-1 Funds are under Gas Tax Fund distribution.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Street Resurfacing Project 2020-21	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

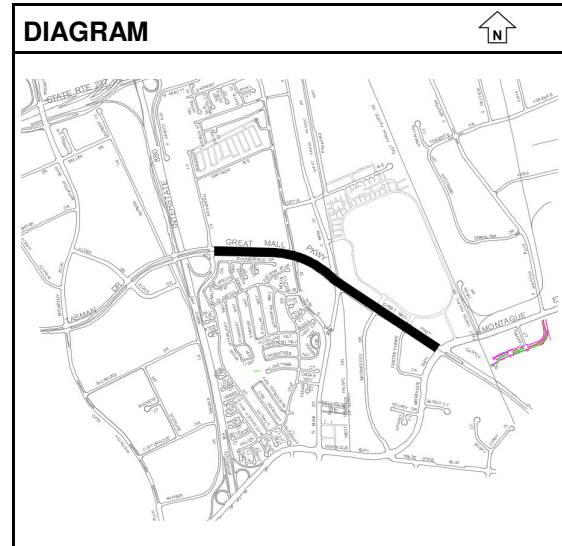
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

NOTES:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	100,000	0	0	0	100,000
Administration	0	0	50,000	0	0	0	50,000
Inspection	0	0	50,000	0	0	0	50,000
Improvements	0	0	4,400,000	0	0	0	4,400,000
Totals	0	0	4,600,000	0	0	0	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Measure B	0	0	1,380,000	0	0	0	1,380,000
Gas Tax Fund	0	0	2,720,000	0	0	0	2,720,000
Vehicle Registration Fee	0	0	500,000	0	0	0	500,000
Totals	0	0	4,600,000	0	0	0	4,600,000

FINANCE NOTES

SB-1 Funding: Estimated \$1.23M will be provided for this project. City Council to adopted a resolution to designating SB-1 funding to 2020-21 Street Resurfacing Project. SB-1 Funds is under Gas Tax Fund distribution.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Street Resurfacing Project 2021-22	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

NOTES:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	100,000	0	0	100,000
Administration	0	0	0	50,000	0	0	50,000
Inspection	0	0	0	50,000	0	0	50,000
Improvements	0	0	0	4,400,000	0	0	4,400,000
Totals	0	0	0	4,600,000	0	0	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	0	0	2,720,000	0	0	2,720,000
Vehicle Registration Fee	0	0	0	500,000	0	0	500,000
Measure B	0	0	0	1,380,000	0	0	1,380,000
Totals	0	0	0	4,600,000	0	0	4,600,000

FINANCE NOTES

SB-1 Funding: Estimated \$1.23M will be provided for this project. City Council to adopted a resolution to designating SB-1 funding to 2021-22 Street Resurfacing Project. SB-1 Funds is under Gas Tax Fund distribution.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Street Resurfacing Project 2022-23	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

NOTES:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	100,000	0	100,000
Administration	0	0	0	0	50,000	0	50,000
Inspection	0	0	0	0	50,000	0	50,000
Improvements	0	0	0	0	4,400,000	0	4,400,000
Totals	0	0	0	0	4,600,000	0	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Measure B	0	0	0	0	1,380,000	0	1,380,000
Gas Tax Fund	0	0	0	0	2,720,000	0	2,720,000
Vehicle Registration Fee	0	0	0	0	500,000	0	500,000
Totals	0	0	0	0	4,600,000	0	4,600,000

FINANCE NOTES

SB-1 Funding: Estimated \$1.23M will be provided for this project. City Council to adopted a resolution to designating SB-1 funding to 2022-23 Street Resurfacing Project. SB-1 Funds is under Gas Tax Fund distribution.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Traffic Management Enhancements 2021	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the upgrade and deployment of traffic management equipment and software used to monitor and control the City's roadway network. Typical improvements include the deployment of traffic signal control equipment and upgrades to the traffic operations center's video monitoring equipment.

NOTES:

Project to add enhancements to remote monitoring of traffic signal operation and collection of traffic data.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	25,000	0	0	0	25,000
Administration	0	0	25,000	0	0	0	25,000
Improvements	0	0	150,000	0	0	0	150,000
Totals	0	0	200,000	0	0	0	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	0	200,000	0	0	0	200,000
Totals	0	0	200,000	0	0	0	200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	Plan Traffic Signal Installation	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the design and construction of a traffic signal system. The following three intersections are being monitored for traffic signal warrants: Milpitas Blvd & Tramway Dr., and S. Park Victoria Dr. & Mt. Shasta Ave.

NOTES:

State traffic signal warrant criteria is used to justify the need for signaling an intersection.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	75,000	0	0	0	75,000
Administration	0	0	25,000	0	0	0	25,000
Surveying	0	0	10,000	0	0	0	10,000
Inspection	0	0	40,000	0	0	0	40,000
Improvements	0	0	200,000	0	0	0	200,000
Totals	0	0	350,000	0	0	0	350,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	0	0	350,000	0	0	0	350,000
Totals	0	0	350,000	0	0	0	350,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
WATER IMPROVEMENT PROJECTS SUMMARY

SUMMARY OF COSTS

PG. NO. PROJECT		TOTAL COST	PRIOR YEARS	2019-20	2020-21	2021-22	2022-23	2023-24
117	2002 2nd SCVWD Water Reservoir & Pump Sta.	23,500,000	200,000	0	0	0	0	23,300,000
118	2009 SCVWD Second Water Supply Turnout	3,100,000	100,000	0	0	0	0	3,000,000
119	7076 Well Upgrade Project	20,375,000	8,975,000	2,800,000	2,200,000	1,900,000	4,400,000	100,000
120	7100 Aging Water System/Seismic Improvements	9,387,951	4,887,951	4,500,000	0	0	0	0
121	7110 Hydrant Replacement Program	702,510	312,100	74,260	76,500	78,800	80,850	80,000
122	7112 Reservoir Cleaning	450,000	300,000	0	0	0	0	150,000
123	7117 Abel Street Pipeline Extension	710,000	440,000	270,000	0	0	0	0
124	7118 Dempsey Road Water Line Replacement	10,357,772	4,607,772	5,750,000	0	0	0	0
125	7121 Automated Meter Replacement Program	11,211,700	2,771,700	2,350,000	2,030,000	2,030,000	2,030,000	0
126	7127 Water Supervisory Control & Data Acquisition	6,000,000	50,000	500,000	5,450,000	0	0	0
127	7129 Recycled Water Pipeline Segment 1	5,000,000	3,750,000	(3,750,000)	0	0	0	5,000,000
128	7133 Minor Water Projects	700,000	200,000	100,000	100,000	100,000	100,000	100,000
129	7134 Water O&M Database Management	200,000	150,000	0	0	0	0	50,000
130	7135 Water Leak Detection & Condition Assessme	850,000	150,000	150,000	150,000	150,000	150,000	100,000
131	7136 Water Master Plan 2019	600,000	400,000	200,000	0	0	0	0
132	New (Rmb) TASP Recycled Water Distribution	1,900,000	0	800,000	500,000	300,000	300,000	0
133	Plan Los Coches Backbone	4,000,000	0	0	0	0	900,000	3,100,000
134	Plan Lower Berryessa Creek Water Line	1,025,000	0	0	0	0	1,025,000	0
135	Plan Recycled Water Pipeline Segment 2	4,755,000	0	0	0	0	4,755,000	0
136	Plan Recycled Water Pipeline Segment 3	11,957,000	0	0	0	3,507,000	8,450,000	0
137	Plan Recycled Water Pipeline Segment 4	19,600,000	0	0	6,200,000	13,400,000	0	0
138	Plan Recycled Water Pipeline Segment 5	3,305,000	0	0	0	3,305,000	0	0
139	Plan SCVWD Zone 1 Pressure Red. Valve	530,000	0	100,000	0	430,000	0	0
Defunding Subtotal				(3,750,000)				
Funding Subtotal				17,594,260				
TOTAL COST		\$140,216,933	\$27,294,523	\$13,844,260	\$16,706,500	\$25,200,800	\$22,190,850	\$34,980,000

SUMMARY OF AVAILABLE FINANCING

Water Fund	0	0	0	0	0
Water Line Extension Fund	270,000	0	0	1,015,000	25,000
Water Bonds	12,350,000	7,650,000	0	0	0
Water Capital Surcharge	324,260	2,356,500	4,258,800	7,670,850	3,655,000
Other	900,000	6,700,000	20,942,000	13,505,000	31,300,000
TOTAL AVAILABLE	\$13,844,260	\$16,706,500	\$25,200,800	\$22,190,850	\$34,980,000

NOTES

- (1) "New" projects listed are new to CIP
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Water Improvement

			2019-20				
			Water Fund	Water Line Extension Fund	Water Bonds	Water Capital Surcharge	Other
PG	PROJECT						
117	2002	2nd SCVWD Water Reservoir & Pump Sta.	0	0	0	0	0
118	2009	SCVWD Second Water Supply Turnout	0	0	0	0	0
119	7076	Well Upgrade Project	0	0	2,800,000	0	0
120	7100	Aging Water System/Seismic Improvements	0	0	4,500,000	0	0
121	7110	Hydrant Replacement Program	0	0	0	74,260	0
122	7112	Reservoir Cleaning	0	0	0	0	0
123	7117	Abel Street Pipeline Extension	0	70,000	200,000	0	0
124	7118	Dempsey Road Water Line Replacement	0	0	2,000,000	3,750,000	0
125	7121	Automated Meter Replacement Program	0	0	2,350,000	0	0
126	7127	Water Supervisory Control & Data Acquisition	0	0	500,000	0	0
127	7129	Recycled Water Pipeline Segment 1	0	0	0	(3,750,000)	0
128	7133	Minor Water Projects	0	0	0	100,000	0
129	7134	Water O&M Database Management	0	0	0	0	0
130	7135	Water Leak Detection & Condition Assessment Program	0	0	0	150,000	0
131	7136	Water Master Plan 2019	0	200,000	0	0	0
132	New	<i>(Rmb) TASP Recycled Water Distribution</i>	0	0	0	0	800,000
133	Plan	Los Coches Backbone	0	0	0	0	0
134	Plan	Lower Berryessa Creek Water Line	0	0	0	0	0
135	Plan	Recycled Water Pipeline Segment 2	0	0	0	0	0
136	Plan	Recycled Water Pipeline Segment 3	0	0	0	0	0
137	Plan	Recycled Water Pipeline Segment 4	0	0	0	0	0
138	Plan	Recycled Water Pipeline Segment 5	0	0	0	0	0
139	Plan	SCVWD Zone 1 Pressure Red. Valve	0	0	0	0	100,000
Total Defunding by Funding Source			(0)	(0)	(0)	(3,750,000)	(0)
Total Funding by Funding Source			0	270,000	12,350,000	4,074,260	900,000
Subtotal by Funding Source			0	270,000	12,350,000	324,260	900,000
Subtotal by Year			13,844,260				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Water Improvement

PG	PROJECT	2020-21				
		Water Fund	Water Line Extension Fund	Water Bonds	Water Capital Surcharge	Other
117	2002 2nd SCVWD Water Reservoir & Pump Sta.	0	0	0	0	0
118	2009 SCVWD Second Water Supply Turnout	0	0	0	0	0
119	7076 Well Upgrade Project	0	0	2,200,000	0	0
120	7100 Aging Water System/Seismic Improvements	0	0	0	0	0
121	7110 Hydrant Replacement Program	0	0	0	76,500	0
122	7112 Reservoir Cleaning	0	0	0	0	0
123	7117 Abel Street Pipeline Extension	0	0	0	0	0
124	7118 Dempsey Road Water Line Replacement	0	0	0	0	0
125	7121 Automated Meter Replacement Program	0	0	0	2,030,000	0
126	7127 Water Supervisory Control & Data Acquisition	0	0	5,450,000	0	0
127	7129 Recycled Water Pipeline Segment 1	0	0	0	0	0
128	7133 Minor Water Projects	0	0	0	100,000	0
129	7134 Water O&M Database Management	0	0	0	0	0
130	7135 Water Leak Detection & Condition Assessment Program	0	0	0	150,000	0
131	7136 Water Master Plan 2019	0	0	0	0	0
132	New (Rmb) TASP Recycled Water Distribution	0	0	0	0	500,000
133	Plan Los Coches Backbone	0	0	0	0	0
134	Plan Lower Berryessa Creek Water Line	0	0	0	0	0
135	Plan Recycled Water Pipeline Segment 2	0	0	0	0	0
136	Plan Recycled Water Pipeline Segment 3	0	0	0	0	0
137	Plan Recycled Water Pipeline Segment 4	0	0	0	0	6,200,000
138	Plan Recycled Water Pipeline Segment 5	0	0	0	0	0
139	Plan SCVWD Zone 1 Pressure Red. Valve	0	0	0	0	0
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source		0	0	7,650,000	2,356,500	0
Subtotal by Funding Source		0	0	7,650,000	2,356,500	6,700,000
Subtotal by Year		16,706,500				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Water Improvement

PG	PROJECT	2021-22				
		Water Fund	Water Line Extension Fund	Water Bonds	Water Capital Surcharge	Other
117	2002 2nd SCVWD Water Reservoir & Pump Sta.	0	0	0	0	0
118	2009 SCVWD Second Water Supply Turnout	0	0	0	0	0
119	7076 Well Upgrade Project	0	0	0	1,900,000	0
120	7100 Aging Water System/Seismic Improvements	0	0	0	0	0
121	7110 Hydrant Replacement Program	0	0	0	78,800	0
122	7112 Reservoir Cleaning	0	0	0	0	0
123	7117 Abel Street Pipeline Extension	0	0	0	0	0
124	7118 Dempsey Road Water Line Replacement	0	0	0	0	0
125	7121 Automated Meter Replacement Program	0	0	0	2,030,000	0
126	7127 Water Supervisory Control & Data Acquisition	0	0	0	0	0
127	7129 Recycled Water Pipeline Segment 1	0	0	0	0	0
128	7133 Minor Water Projects	0	0	0	100,000	0
129	7134 Water O&M Database Management	0	0	0	0	0
130	7135 Water Leak Detection & Condition Assessment Program	0	0	0	150,000	0
131	7136 Water Master Plan 2019	0	0	0	0	0
132	<i>New (Rmb) TASP Recycled Water Distribution</i>	0	0	0	0	300,000
133	Plan Los Coches Backbone	0	0	0	0	0
134	Plan Lower Berryessa Creek Water Line	0	0	0	0	0
135	Plan Recycled Water Pipeline Segment 2	0	0	0	0	0
136	Plan Recycled Water Pipeline Segment 3	0	0	0	0	3,507,000
137	Plan Recycled Water Pipeline Segment 4	0	0	0	0	13,400,000
138	Plan Recycled Water Pipeline Segment 5	0	0	0	0	3,305,000
139	Plan SCVWD Zone 1 Pressure Red. Valve	0	0	0	0	430,000
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source		0	0	0	4,258,800	0
Subtotal by Funding Source		0	0	0	4,258,800	20,942,000
Subtotal by Year		25,200,800				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Water Improvement

PG	PROJECT	2022-23				
		Water Fund	Water Line Extension Fund	Water Bonds	Water Capital Surcharge	Other
117	2002 2nd SCVWD Water Reservoir & Pump Sta.	0	0	0	0	0
118	2009 SCVWD Second Water Supply Turnout	0	0	0	0	0
119	7076 Well Upgrade Project	0	0	0	4,400,000	0
120	7100 Aging Water System/Seismic Improvements	0	0	0	0	0
121	7110 Hydrant Replacement Program	0	0	0	80,850	0
122	7112 Reservoir Cleaning	0	0	0	0	0
123	7117 Abel Street Pipeline Extension	0	0	0	0	0
124	7118 Dempsey Road Water Line Replacement	0	0	0	0	0
125	7121 Automated Meter Replacement Program	0	1,015,000	0	1,015,000	0
126	7127 Water Supervisory Control & Data Acquisition	0	0	0	0	0
127	7129 Recycled Water Pipeline Segment 1	0	0	0	0	0
128	7133 Minor Water Projects	0	0	0	100,000	0
129	7134 Water O&M Database Management	0	0	0	0	0
130	7135 Water Leak Detection & Condition Assessment Program	0	0	0	150,000	0
131	7136 Water Master Plan 2019	0	0	0	0	0
132	New (Rmb) TASP Recycled Water Distribution	0	0	0	0	300,000
133	Plan Los Coches Backbone	0	0	0	900,000	0
134	Plan Lower Berryessa Creek Water Line	0	0	0	1,025,000	0
135	Plan Recycled Water Pipeline Segment 2	0	0	0	0	4,755,000
136	Plan Recycled Water Pipeline Segment 3	0	0	0	0	8,450,000
137	Plan Recycled Water Pipeline Segment 4	0	0	0	0	0
138	Plan Recycled Water Pipeline Segment 5	0	0	0	0	0
139	Plan SCVWD Zone 1 Pressure Red. Valve	0	0	0	0	0
Total Defunding by Funding Source		(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source		0	1,015,000	0	7,670,850	0
Subtotal by Funding Source		0	1,015,000	0	7,670,850	13,505,000
Subtotal by Year		22,190,850				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Water Improvement

			2023-24				
			Water Fund	Water Line Extension Fund	Water Bonds	Water Capital Surcharge	Other
PG	PROJECT						
117	2002	2nd SCVWD Water Reservoir & Pump Sta.	0	0	0	0	23,300,000
118	2009	SCVWD Second Water Supply Turnout	0	0	0	0	3,000,000
119	7076	Well Upgrade Project	0	0	0	100,000	0
120	7100	Aging Water System/Seismic Improvements	0	0	0	0	0
121	7110	Hydrant Replacement Program	0	0	0	80,000	0
122	7112	Reservoir Cleaning	0	0	0	150,000	0
123	7117	Abel Street Pipeline Extension	0	0	0	0	0
124	7118	Dempsey Road Water Line Replacement	0	0	0	0	0
125	7121	Automated Meter Replacement Program	0	0	0	0	0
126	7127	Water Supervisory Control & Data Acquisition	0	0	0	0	0
127	7129	Recycled Water Pipeline Segment 1	0	0	0	0	5,000,000
128	7133	Minor Water Projects	0	0	0	100,000	0
129	7134	Water O&M Database Management	0	25,000	0	25,000	0
130	7135	Water Leak Detection & Condition Assessment Program	0	0	0	100,000	0
131	7136	Water Master Plan 2019	0	0	0	0	0
132	New	<i>(Rmb) TASP Recycled Water Distribution</i>	0	0	0	0	0
133	Plan	Los Coches Backbone	0	0	0	3,100,000	0
134	Plan	Lower Berryessa Creek Water Line	0	0	0	0	0
135	Plan	Recycled Water Pipeline Segment 2	0	0	0	0	0
136	Plan	Recycled Water Pipeline Segment 3	0	0	0	0	0
137	Plan	Recycled Water Pipeline Segment 4	0	0	0	0	0
138	Plan	Recycled Water Pipeline Segment 5	0	0	0	0	0
139	Plan	SCVWD Zone 1 Pressure Red. Valve	0	0	0	0	0
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	25,000	0	3,655,000	0
Subtotal by Funding Source			0	25,000	0	3,655,000	31,300,000
Subtotal by Year			34,980,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "(Rmb)" - Reimbursements to developers for Transit Area Specific Plan (TASP) public infrastructure improvements.
- (4) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	2002 2nd SCVWD Water Reservoir & Pump Sta.	1

CONTACT: Tony Ndah [2602] / Harris Siddiqui [3358]

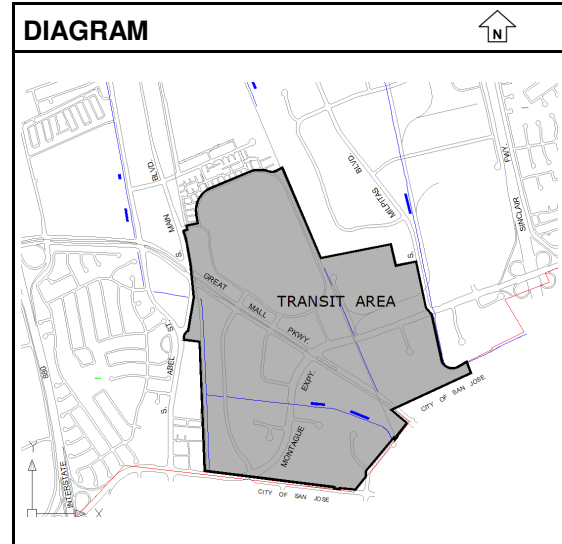
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project will provide a potable water reservoir (6.6 million gallons) and a pump station to serve the SCVWD water service area, as recommended in the Milpitas 2009 Water Master Plan Update. This facility is necessary to serve future developments at Midtown and Transit Area Specific Plan (TASP) areas. The scope includes design and construction of a reservoir, pump station, and related improvements. The new facility will require approximately 3 acres of land within the Transit Area.

NOTES:

Project is identified in the Water Supply Augmentation Study. Public Works will start a feasibility study in 2019 to determine a location for the reservoir and pump station. A potential site for the reservoir and pump station is the Trade Zone/Montague Park - Central between Sango Court and Tarob Court. Design and construction will be programmed for FY2023-24 at a cost of \$23.3 Million. TASP ID: DB#19/20.



Uncommitted Balance as of 3/31/2019:

\$199,175

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	150,000	0	0	0	0	2,000,000	2,150,000
Administration	50,000	0	0	0	0	200,000	250,000
Inspection	0	0	0	0	0	100,000	100,000
Improvements	0	0	0	0	0	21,000,000	21,000,000
Totals	200,000	0	0	0	0	23,300,000	23,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	200,000	0	0	0	0	23,300,000	23,500,000
Totals	200,000	0	0	0	0	23,300,000	23,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7100 Aging Water System/Seismic Improvements	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

PRIORITY: Public Safety

DESCRIPTION

This project develops a comprehensive Water System Seismic Improvements Program. Components include seismic rehabilitation to the City's "back-bone" water system as defined in the Water System Seismic Improvement Strategic Plan and purchase of water system materials and equipment for emergency response to a major disaster.

NOTES:

Estimated costs for this project have been updated to include additional seismic measures for Dempsey Road Water Line Replacement (Project # 7118). These seismic features provide additional reliability and redundancy as prescribed in the Seismic Improvement Strategic Plan.

Uncommitted Balance as of 3/31/2019: \$3,932,222

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	1,130,000	0	0	0	0	0	1,130,000
Administration	233,000	0	0	0	0	0	233,000
Surveying	25,000	0	0	0	0	0	25,000
Inspection	312,000	0	0	0	0	0	312,000
Improvements	3,187,951	4,500,000	0	0	0	0	7,687,951
Totals	4,887,951	4,500,000	0	0	0	0	9,387,951

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Fund	1,587,951	0	0	0	0	0	1,587,951
Water Capital Surcharge	1,100,000	0	0	0	0	0	1,100,000
Water Line Extension Fund	2,200,000	0	0	0	0	0	2,200,000
Water Bonds	0	4,500,000	0	0	0	0	4,500,000
Totals	4,887,951	4,500,000	0	0	0	0	9,387,951

FINANCE NOTES

Defund \$5.4M in Water Bonds from FY16-17 due to bonds not being available.
Defund \$5.4M in Water Bonds from FY17-18 due to bonds not being available.
Defund \$4.7M in Water Bonds from FY18-19 due to bonds not being available. Reallocate \$4.5M to FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7110 Hydrant Replacement Program	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project involves replacement of hydrants in the Manor, Sunnyhills, and Milford neighborhoods. Other locations may include Calaveras Blvd, Park Victoria and Jacklin Road. Additional work may include replacement of the water valve for the hydrant.

NOTES:

Project is identified in the Water Supply Augmentation Study. The City maintains approximately 2,200 fire hydrants and they have a 30-year service life. Program to replace at minimum 25 hydrants each year.

Uncommitted Balance as of 3/31/2019: \$144,613

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	10,000	0	0	0	0	0	10,000
Administration	5,000	0	0	0	0	0	5,000
Inspection	10,000	0	0	0	0	0	10,000
Improvements	287,100	74,260	76,500	78,800	80,850	80,000	677,510
Totals	312,100	74,260	76,500	78,800	80,850	80,000	702,510

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Line Extension Fund	312,100	0	0	0	0	0	312,100
Water Capital Surcharge	0	74,260	76,500	78,800	80,850	80,000	390,410
Totals	312,100	74,260	76,500	78,800	80,850	80,000	702,510

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7112 Reservoir Cleaning	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the periodic interior cleaning of City's potable water reservoirs.

NOTES:

Hillside Reservoirs were last cleaned in 2002 and Valley Floor Reservoirs were cleaned in 2004-05. Reservoirs should be cleaned every five to eight years. Cleaning and inspections to start in 2019.

Uncommitted Balance as of 3/31/2019: \$237,592

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	300,000	0	0	0	0	150,000	450,000
Totals	300,000	0	0	0	0	150,000	450,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Fund	150,000	0	0	0	0	0	150,000
Water Capital Surcharge	150,000	0	0	0	0	150,000	300,000
Totals	300,000	0	0	0	0	150,000	450,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7117 Abel Street Pipeline Extension	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

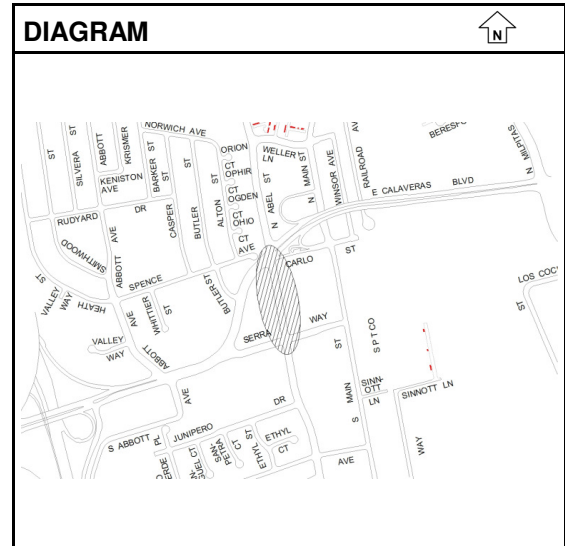
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project installs 300 linear feet of 12-inch pipe to connect three "dead-end" pipes, one on Abel Street and two on Carlo Street. This improvement will improve water pressure and water quality through improved system circulation.

NOTES:

This is identified in Section 6.3.4.4 of the 2009 Water Master Plan Update. Construction for the project is anticipated to start fall 2020.



Uncommitted Balance as of 3/31/2019: \$383,965

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	40,000	0	0	0	0	90,000
Administration	20,000	20,000	0	0	0	0	40,000
Surveying	20,000	0	0	0	0	0	20,000
Inspection	60,000	0	0	0	0	0	60,000
Improvements	290,000	210,000	0	0	0	0	500,000
Totals	440,000	270,000	0	0	0	0	710,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Bonds	0	200,000	0	0	0	0	200,000
Water Line Extension Fund	440,000	70,000	0	0	0	0	510,000
Totals	440,000	270,000	0	0	0	0	710,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7118 Dempsey Road Water Line Replacement	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

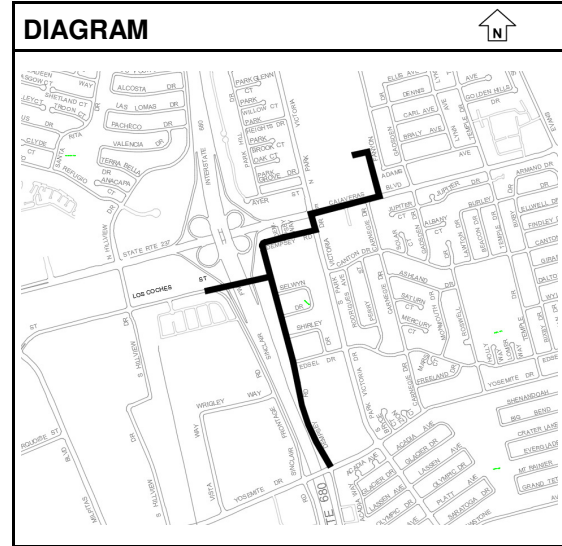
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project replaces approximately 1,000 linear feet of 12" diameter cast iron pipe along Dempsey Rd. between Los Coches Creek and Yosemite Dr. The pipe line was installed in the 1950's and has reached the end of its useful life.

NOTES:

The pipeline has experienced excessive corrosion which is causing line breaks. Replacement must occur to minimize impacts to water customers. This segment of water line is going to be constructed to the seismic back bone standard. Aging Water System/Seismic Improvement Project (#7100) will fund the seismic upgrade costs. ROW required and updated construction costs are added to FY2019-20 for improvements. Recycled Water Pipeline Segment 1 Project (#7129) will be coordinated with this project due to micro-tunneling needed under highway 680 for both projects. Construction is anticipated to start fall 2020 after securing necessary utility easements and permits.



Uncommitted Balance as of 3/31/2019:

\$2,791,931

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	1,407,792	0	0	0	0	0	1,407,792
Administration	250,000	0	0	0	0	0	250,000
Inspection	80,000	0	0	0	0	0	80,000
Land	0	100,000	0	0	0	0	100,000
Improvements	2,869,980	5,650,000	0	0	0	0	8,519,980
Totals	4,607,772	5,750,000	0	0	0	0	10,357,772

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	0	3,750,000	0	0	0	0	3,750,000
Water Bonds	0	2,000,000	0	0	0	0	2,000,000
Water Fund	4,607,772	0	0	0	0	0	4,607,772
Totals	4,607,772	5,750,000	0	0	0	0	10,357,772

FINANCE NOTES

City Council 12/16/2014 - Budget appropriation of \$575,000 from Water Fund.
City Council 6/2/2015 - Budget Appropriation of \$49,980 from Water Fund.
City Council 6/16/2015 - Budget Appropriation of \$482,792 from Water Fund.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Water Improvement	7121	Automated Meter Replacement Program	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

PRIORITY: Governance and Administration

DESCRIPTION

The project provides for replacement or retrofit of all City water meters with automated remote reading meters. The Citywide replacement program of existing water meters will be implemented in phases.

NOTES:

The new meters will provide electronic results for the 17,000 water accounts eliminating manual meter reads. The system will continuously monitor customer water usage and provide alerts for extraordinary usage patterns or possible leaks. Data receivers for automated meters will be installed throughout the City in FY2018-19. Program to replace City meters will be developed and implemented in FY2019-20.

Uncommitted Balance as of 3/31/2019: \$1,955,035

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	5,000	15,000	15,000	15,000	15,000	0	65,000
Inspection	0	15,000	15,000	15,000	15,000	0	60,000
Improvements	2,766,700	2,320,000	2,000,000	2,000,000	2,000,000	0	11,086,700
Totals	2,771,700	2,350,000	2,030,000	2,030,000	2,030,000	0	11,211,700

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Line Extension Fund	1,045,000	0	0	0	1,015,000	0	2,060,000
Water Capital Surcharge	1,726,700	0	2,030,000	2,030,000	1,015,000	0	6,801,700
Water Bonds	0	2,350,000	0	0	0	0	2,350,000
Totals	2,771,700	2,350,000	2,030,000	2,030,000	2,030,000	0	11,211,700

FINANCE NOTES

Staff plans to seek external financing sources to offset costs.
 Reallocated Water Fund monies of \$750K to be funded by Water Bonds FY16-17.
 Defund \$2,045,000 in Water Bonds from FY16-17 due to bonds not being available.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Water Improvement	7127	Water Supervisory Control & Data Acquisition	1

CONTACT: Tony Ndah [2602] / Steve Erickson [3301]

PRIORITY: Governance and Administration

DESCRIPTION

A water system Supervisory Control and Data Acquisition System (SCADA) provides real-time data, such as water tank level, pump operational status, system pressure, and flow rates to water system operators. Operators can use this data to identify operational problems, such as high velocities and low pressures, pressure spikes, which are indicators of pipe breaks. SCADA also allows for remote monitoring and operation of pumps and valves to implement corrective actions and maintain water supply.

NOTES:

Currently, operators rely on unsophisticated alarms at limited locations and customer complaints to become aware of water system problems. Operators must drive to sites to evaluate the problem and implement corrective action, such as starting a back-up pump, when the main pumps fail. Design phase to start in FY2019-20.

Uncommitted Balance as of 3/31/2019: \$50,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	200,000	0	0	0	0	200,000
Administration	0	50,000	75,000	0	0	0	125,000
Improvements	50,000	250,000	5,375,000	0	0	0	5,675,000
Totals	50,000	500,000	5,450,000	0	0	0	6,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Bonds	0	500,000	5,450,000	0	0	0	5,950,000
Water Fund	50,000	0	0	0	0	0	50,000
Totals	50,000	500,000	5,450,000	0	0	0	6,000,000

FINANCE NOTES

City Council 6/16/2015 - project created and budget appropriation of \$50k from Water Fund.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7129 Recycled Water Pipeline Segment 1	1

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

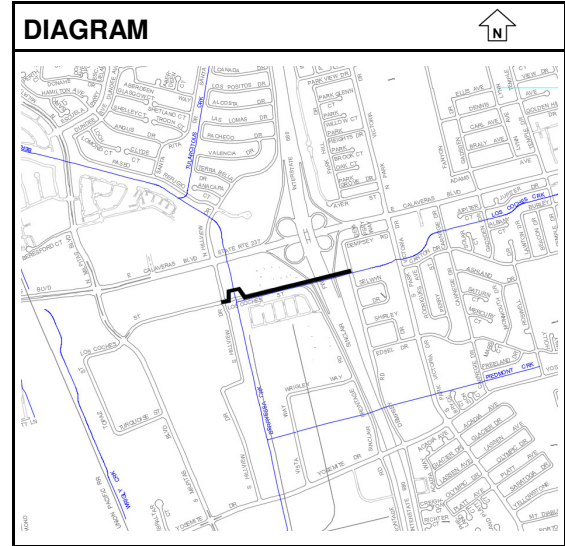
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the extension of recycled water lines as part of the City's efforts to diversify the water supply system and respond to the ongoing drought emergency by offsetting the use of potable water. The project is divided into five segments. Segment 1 provides for the extension of the pipeline in Los Coches Street under Berryessa Creek, and I-680 to Dempsey Road.

NOTES:

The design for Segment 1 pipeline extension is included in the Dempsey Road Utility Improvement (Project #7118). Construction documents will be finalized in FY2023-24 when funding becomes available for improvements. This project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$3,749,615

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	0	300,000	300,000
Administration	0	0	0	0	0	100,000	100,000
Inspection	0	0	0	0	0	100,000	100,000
Improvements	3,750,000	(3,750,000)	0	0	0	4,500,000	4,500,000
Totals	3,750,000	(3,750,000)	0	0	0	5,000,000	5,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	0	5,000,000	5,000,000
Water Capital Surcharge	3,750,000	(3,750,000)	0	0	0	0	0
Totals	3,750,000	(3,750,000)	0	0	0	5,000,000	5,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7133 Minor Water Projects	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This on-going project involves the analysis and implementation of various water projects which arise during the year. This project also provides for on-going modifications and improvements to existing water system including enhancing security at various water facilities.

NOTES:

This project also installs sump pumps in water system vaults, such as pressure reducing valve vaults. Identified projects in the Water Supply Augmentation Study have priority. Water quality monitoring is anticipated to start in 2020.

Uncommitted Balance as of 3/31/2019: \$179,682

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	5,000	0	0	0	0	0	5,000
Administration	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Improvements	190,000	95,000	95,000	95,000	95,000	95,000	665,000
Totals	200,000	100,000	100,000	100,000	100,000	100,000	700,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	150,000	100,000	100,000	100,000	100,000	100,000	650,000
Water Line Extension Fund	50,000	0	0	0	0	0	50,000
Totals	200,000	100,000	100,000	100,000	100,000	100,000	700,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Water Improvement	7134	Water O&M Database Management	1

CONTACT: Tony Ndah [2602]

PRIORITY: Governance and Administration

DESCRIPTION

This project would integrate and expand the CMMS (Computerized Maintenance Management System) GIS database(s) to include water system facility data, such as age of pipe, year of installation, type of pipe, age of valves, maintenance history, and frequency and type of breaks.

NOTES:

Some of the City's water system infrastructure is now 50 years old and reaching the end of its useful life. This database would enable staff to maintain repair records, identify and record the status of infrastructure, and provide timely recommendations for replacement.

Uncommitted Balance as of 3/31/2019: \$50,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	130,000	0	0	0	0	40,000	170,000
Administration	20,000	0	0	0	0	10,000	30,000
Totals	150,000	0	0	0	0	50,000	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	25,000	0	0	0	0	25,000	50,000
Water Line Extension Fund	125,000	0	0	0	0	25,000	150,000
Totals	150,000	0	0	0	0	50,000	200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Water Improvement	7135	Water Leak Detection & Condition Assessment Program	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Governance and Administration

DESCRIPTION

A citywide leak detection program is required to identify where leaks are occurring in the system in order to reduce the volume of water lost. The program will include the real-time monitoring of leaks through the deployment of acoustic loggers and pressure transients, and other techniques and technologies that become available. This program will also fund the completion of pipeline condition assessments and field verification of critical segments of the water system to evaluate the remaining useful life of water pipelines.

NOTES:

Water audit completed in 2017. Water main pipe assessment and leak detection program to be conducted through 2019.

Uncommitted Balance as of 3/31/2019: \$29,510

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	150,000	150,000	150,000	150,000	150,000	100,000	850,000
Totals	150,000	150,000	150,000	150,000	150,000	100,000	850,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	150,000	150,000	150,000	150,000	150,000	100,000	850,000
Totals	150,000	150,000	150,000	150,000	150,000	100,000	850,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7136 Water Master Plan 2019	1

CONTACT: Tony Ndah [2602] / Harris Siddiqui [3358]

PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the evaluation, study, and preparation of the City's Water Master Plan document. The water master plan is a comprehensive study that defines the City's strategy for providing a reliable and sustainable future water supplies. The document would guide the City's decisions on water infrastructure investments over the next 20 years. The document will incorporate miscellaneous general plan amendments and Transit Area Specific Plan (TASP) needs. The document also identifies deficiencies in the water system, recommends corrective actions, prioritizes improvements, and provides budgetary cost estimates.

NOTES:

Funding is added to FY2019-20 to include assessment of City's water main pipes as part of the master plan study. Recommended improvements will be added to future projects.

Uncommitted Balance as of 3/31/2019: \$399,426

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	350,000	170,000	0	0	0	0	520,000
Administration	50,000	30,000	0	0	0	0	80,000
Totals	400,000	200,000	0	0	0	0	600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	400,000	0	0	0	0	0	400,000
Water Line Extension Fund	0	200,000	0	0	0	0	200,000
Totals	400,000	200,000	0	0	0	0	600,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	New (Rmb) TASP Recycled Water Distribution	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

The project will provide reimbursement to developers for the construction of extensions of recycled water lines in the Transit Area Specific Plan (TASP) area as part of the City's efforts to diversify the water supply system and offset the use of potable water with recycled water mainly for irrigation purposes. New main recycled lines are to be installed along Great Mall Parkway, East Capitol Avenue, Montague Expressway, South Milpitas Boulevard, McCandless Drive, Sango Court, Tarob Court, and the Piper/Montague subdistrict.

NOTES:

Need to reimburse developers for 1,480 LF of 8" recycled water line on Great Mall Parkway (FY2019-20); 1,000 LF on Montague Expressway between Houret Drive and McCandless Drive (FY2021-23); 700 LF at Sango Ct cul-de-sac to stub out at Montague (FY2020-21); and 700 LF at Tarob Court cul-de-sac (FY2020-21). TASP ID: DB#21.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	0	800,000	500,000	300,000	300,000	0	1,900,000
Totals	0	800,000	500,000	300,000	300,000	0	1,900,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	800,000	500,000	300,000	300,000	0	1,900,000
Totals	0	800,000	500,000	300,000	300,000	0	1,900,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan Los Coches Backbone	1

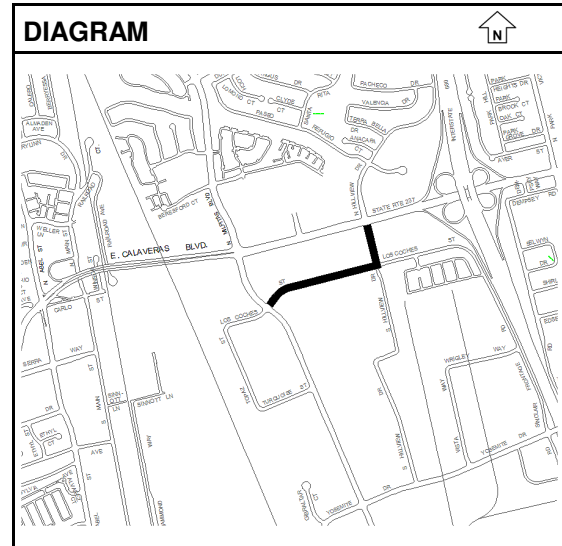
CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

The Los Coches Transmission Main will be constructed between S. Milpitas Boulevard, Los Coches, and Calaveras Blvd. The main will tie the existing dead end Zone 2 San Francisco PUC main pipeline at S. Milpitas and Los Coches. The project also involves the construction of a new water turnout on Los Coches Street adjacent to E. Calaveras Boulevard near Hillview Drive. The new turnout will improve the overall City water system reliability and convert a few parcels of Zone 2 Santa Clara Valley Water District service area to Zone 2 San Francisco PUC.

NOTES:



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	450,000	0	450,000
Administration	0	0	0	0	100,000	200,000	300,000
Inspection	0	0	0	0	0	150,000	150,000
Improvements	0	0	0	0	350,000	2,750,000	3,100,000
Totals	0	0	0	0	900,000	3,100,000	4,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	0	0	0	0	900,000	3,100,000	4,000,000
Totals	0	0	0	0	900,000	3,100,000	4,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan Lower Berryessa Creek Water Line	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

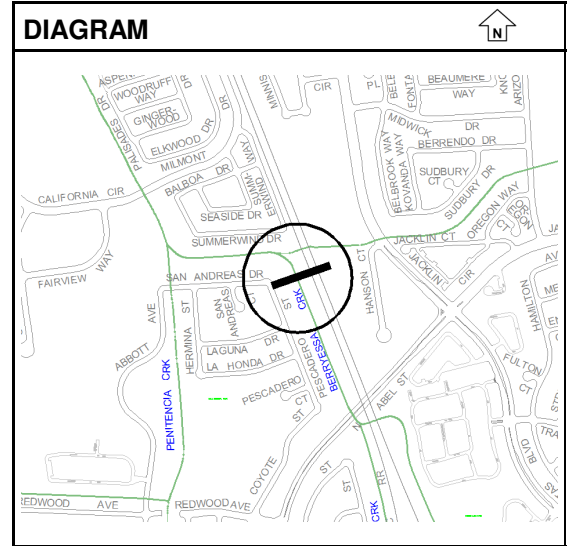
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the relocation and replacement of an existing 14-inch diameter water line beneath Lower Berryessa Creek to accommodate future improvements within the existing creek corridor.

NOTES:

This pipeline was damaged and repaired by the Santa Clara Valley District during construction of the Berryessa Creek Levee Improvement work in 2015, and it should be replaced.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	150,000	0	150,000
Administration	0	0	0	0	75,000	0	75,000
Surveying	0	0	0	0	25,000	0	25,000
Improvements	0	0	0	0	775,000	0	775,000
Totals	0	0	0	0	1,025,000	0	1,025,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Capital Surcharge	0	0	0	0	1,025,000	0	1,025,000
Totals	0	0	0	0	1,025,000	0	1,025,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan Recycled Water Pipeline Segment 2	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

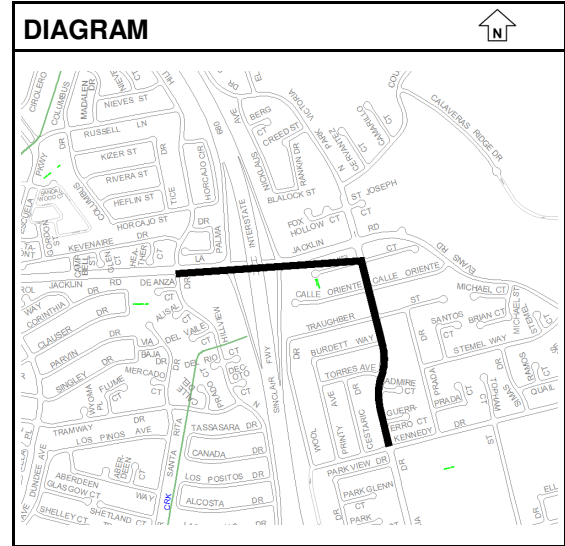
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the extension of recycled water lines as part of the City's efforts to diversify the water supply system and respond to the ongoing drought emergency by offsetting the use of potable water. The project is divided into five segments. Segment 2 provides for the design and construction of a northern pipeline extension along North Park Victoria Drive across I-680 to loop with an existing recycled water system in Jacklin Road at North Hillview Drive. The total cost for Segment 2 is estimated at \$4.75M.

NOTES:

Alignments shown are conceptual. Currently, the recycled water program does not have the capacity to supply recycled water to serve this project expansion. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	575,000	0	575,000
Administration	0	0	0	0	825,000	0	825,000
Surveying	0	0	0	0	25,000	0	25,000
Inspection	0	0	0	0	130,000	0	130,000
Improvements	0	0	0	0	3,200,000	0	3,200,000
Totals	0	0	0	0	4,755,000	0	4,755,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	4,755,000	0	4,755,000
Totals	0	0	0	0	4,755,000	0	4,755,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan Recycled Water Pipeline Segment 3	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

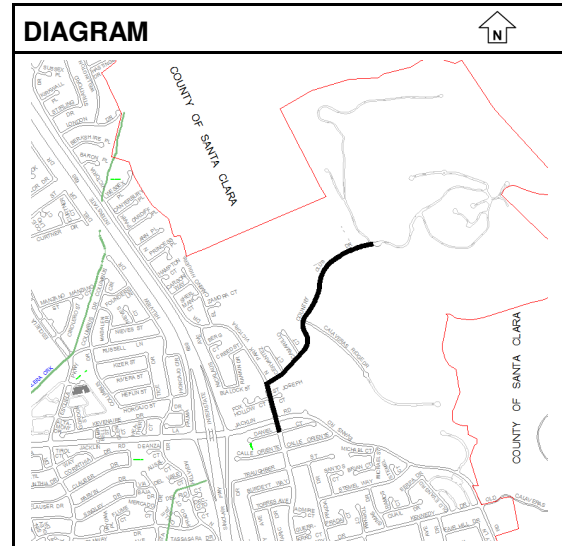
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the extension of recycled water lines as part of the City's efforts to diversify the water supply system and respond to the ongoing drought emergency by offsetting the use of potable water. The project is divided into five segments. Segment 3 provides for the design and construction of pipeline extensions into the foothills to serve high-use irrigation customers including Summitpointe Golf Club, Spring Valley Golf Course, CalFire, and Ed Levin County Park. Segment 3 includes a booster pumping station. The total cost for Segment 3 is estimated at \$12M.

NOTES:

Alignments shown are conceptual. Currently, the recycled water program does not have the capacity to supply recycled water to serve this project expansion. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	1,900,000	0	0	1,900,000
Administration	0	0	0	1,530,000	0	0	1,530,000
Surveying	0	0	0	77,000	0	0	77,000
Inspection	0	0	0	0	150,000	0	150,000
Improvements	0	0	0	0	8,300,000	0	8,300,000
Totals	0	0	0	3,507,000	8,450,000	0	11,957,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	3,507,000	8,450,000	0	11,957,000
Totals	0	0	0	3,507,000	8,450,000	0	11,957,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan Recycled Water Pipeline Segment 4	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

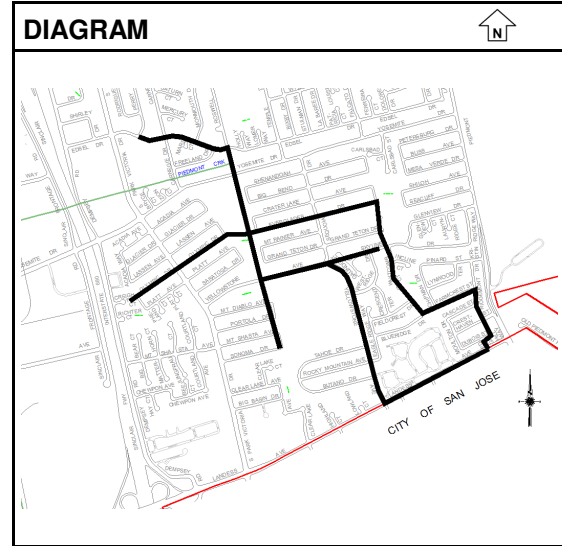
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the extension of recycled water lines as part of the City's efforts to diversify the water supply system and respond to the ongoing drought emergency by offsetting the use of potable water. The project is divided into five segments. Segment 4 provides for the design and construction of an extension from Edsel Drive south to Landess Avenue near the City's boundary to serve schools and parks along the alignment. Segment 4 will include an in-line booster pump station. The total cost for Segment 4 is estimated at \$19.6M.

NOTES:

Alignments shown are conceptual. Currently, the recycled water program does not have the capacity to supply recycled water to serve this project expansion. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	3,000,000	0	0	0	3,000,000
Administration	0	0	3,050,000	0	0	0	3,050,000
Surveying	0	0	150,000	0	0	0	150,000
Inspection	0	0	0	600,000	0	0	600,000
Improvements	0	0	0	12,800,000	0	0	12,800,000
Totals	0	0	6,200,000	13,400,000	0	0	19,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	6,200,000	13,400,000	0	0	19,600,000
Totals	0	0	6,200,000	13,400,000	0	0	19,600,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan Recycled Water Pipeline Segment 5	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

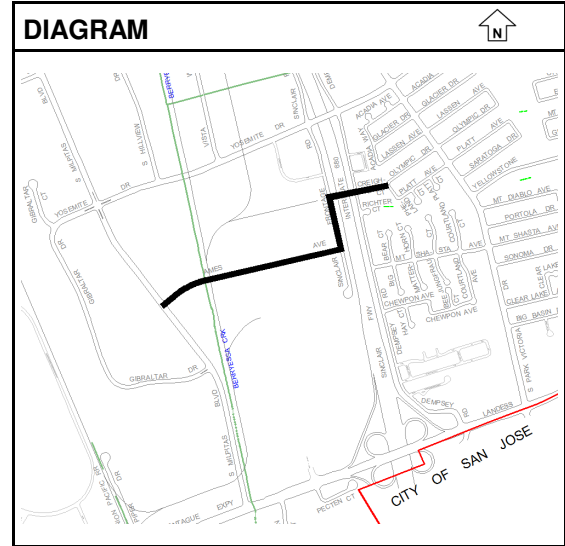
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the extension of recycled water lines as part of the City's efforts to diversify the water supply system and respond to the ongoing drought emergency by offsetting the use of potable water. The project is divided into five segments. Segment 5 provides for the design and construction of an extension near the southern boundary of the City near Ames Avenue to loop with the existing recycled water system in South Milpitas Boulevard. Segment 5 work includes a crossing of I-680. The total cost for Segment 5 is estimated at \$3.3M.

NOTES:

Alignments shown are conceptual. Currently, the recycled water program does not have the capacity to supply recycled water to serve this project expansion. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	555,000	0	0	555,000
Administration	0	0	0	350,000	0	0	350,000
Surveying	0	0	0	50,000	0	0	50,000
Inspection	0	0	0	100,000	0	0	100,000
Improvements	0	0	0	2,250,000	0	0	2,250,000
Totals	0	0	0	3,305,000	0	0	3,305,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	3,305,000	0	0	3,305,000
Totals	0	0	0	3,305,000	0	0	3,305,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	Plan SCVWD Zone 1 Pressure Red. Valve	1

CONTACT: Tony Ndah [2602] / Steve Erickson [3301]

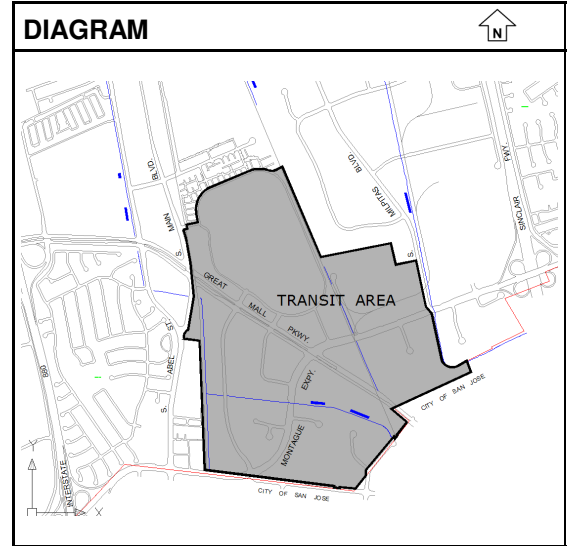
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project will provide a Pressure Reducing Valve (PRV) within the TASP area to ensure water system operational redundancy. Two pressure reducing valves within the TASP area regulate water pressure from the SCVWD Zone 2 service area into the Zone 1 service area (Curtis PRV and Capitol PRV). The Capitol PRV reached the end of its useful life and was replaced by the BART project.

NOTES:

Public Works will start a feasibility study in FY2019-20 to determine a location for the additional SCVWD PRV to be coordinated with the 2nd SCVWD Water Reservoir & Pump Station (Project #2002), and SCVWD Second Water Supply Turnout (Project #2009).



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	80,000	0	70,000	0	0	150,000
Administration	0	20,000	0	20,000	0	0	40,000
Inspection	0	0	0	20,000	0	0	20,000
Improvements	0	0	0	320,000	0	0	320,000
Totals	0	100,000	0	430,000	0	0	530,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	100,000	0	430,000	0	0	530,000
Totals	0	100,000	0	430,000	0	0	530,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
SEWER IMPROVEMENT PROJECTS SUMMARY

SUMMARY OF COSTS

PG. NO. PROJECT		TOTAL COST	PRIOR YEARS	2019-20	2020-21	2021-22	2022-23	2023-24
149 6118	SJ/SC Regional Waste Water Facility	94,122,101	37,015,000	25,190,050	12,524,799	5,960,104	8,884,263	4,547,885
150 6119	Sanitary Sewer Condition Assessment Prgm	895,000	695,000	50,000	50,000	50,000	50,000	0
151 6123	Sanitary Sewer Overflow Improvements	505,745	205,745	0	0	225,000	75,000	0
152 6124	Sewer Pump Station Rehab. Program	700,000	300,000	100,000	100,000	100,000	100,000	0
153 6126	Minor Sewer Projects	300,000	100,000	50,000	50,000	50,000	50,000	0
154 6127	Sanitary Supervisory Control & Data Acquisiti	2,000,000	450,000	0	1,550,000	0	0	0
155 6130	Main Lift Station Odor Emissions Control	2,250,000	300,000	1,950,000	0	0	0	0
156 6131	Sanitary Sewer Cathodic Protection Imprv.	1,525,000	625,000	900,000	0	0	0	0
157 6132	Sewer Master Plan 2019	750,000	450,000	300,000	0	0	0	0
158 <i>New</i>	<i>Sewer Line Replacement at E. Curtis</i>	<i>1,200,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,200,000</i>
Defunding Subtotal								
Funding Subtotal								
TOTAL COST		\$104,247,846	\$40,140,745	\$28,540,050	\$14,274,799	\$6,385,104	\$9,159,263	\$5,747,885

SUMMARY OF AVAILABLE FINANCING

Sewer Fund	0	0	0	0	0
Sewer Treatment Fund	1,200,000	0	750,000	0	4,547,885
Sanitary Sewer Bonds	25,190,050	9,809,950	0	0	0
Sewer Infrastructure Fund	2,150,000	4,464,849	5,635,104	9,159,263	0
Other	0	0	0	0	1,200,000
TOTAL AVAILABLE	\$28,540,050	\$14,274,799	\$6,385,104	\$9,159,263	\$5,747,885

NOTES

- (1) "New" projects listed are new to CIP
(2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Sewer Improvement

			2019-20				
			Sewer Fund	Sewer Treatment Fund	Sanitary Sewer Bonds	Sewer Infrastructure Fund	Other
PG	PROJECT						
149	6118	SJ/SC Regional Waste Water Facility	0	0	25,190,050	0	0
150	6119	Sanitary Sewer Condition Assessment Prgm	0	0	0	50,000	0
151	6123	Sanitary Sewer Overflow Improvements	0	0	0	0	0
152	6124	Sewer Pump Station Rehab. Program	0	0	0	100,000	0
153	6126	Minor Sewer Projects	0	0	0	50,000	0
154	6127	Sanitary Supervisory Control & Data Acquisition	0	0	0	0	0
155	6130	Main Lift Station Odor Emissions Control	0	1,200,000	0	750,000	0
156	6131	Sanitary Sewer Cathodic Protection Imprv.	0	0	0	900,000	0
157	6132	Sewer Master Plan 2019	0	0	0	300,000	0
158	<i>New</i>	<i>Sewer Line Replacement at E. Curtis</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	1,200,000	25,190,050	2,150,000	0
Subtotal by Funding Source			0	1,200,000	25,190,050	2,150,000	0
Subtotal by Year			28,540,050				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Sewer Improvement

			2020-21				
			Sewer Fund	Sewer Treatment Fund	Sanitary Sewer Bonds	Sewer Infrastructure Fund	Other
PG	PROJECT						
149	6118	SJ/SC Regional Waste Water Facility	0	0	9,809,950	2,714,849	0
150	6119	Sanitary Sewer Condition Assessment Prgm	0	0	0	50,000	0
151	6123	Sanitary Sewer Overflow Improvements	0	0	0	0	0
152	6124	Sewer Pump Station Rehab. Program	0	0	0	100,000	0
153	6126	Minor Sewer Projects	0	0	0	50,000	0
154	6127	Sanitary Supervisory Control & Data Acquisition	0	0	0	1,550,000	0
155	6130	Main Lift Station Odor Emissions Control	0	0	0	0	0
156	6131	Sanitary Sewer Cathodic Protection Imprv.	0	0	0	0	0
157	6132	Sewer Master Plan 2019	0	0	0	0	0
158	<i>New</i>	<i>Sewer Line Replacement at E. Curtis</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	0	9,809,950	4,464,849	0
Subtotal by Funding Source			0	0	9,809,950	4,464,849	0
Subtotal by Year			14,274,799				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Sewer Improvement

			2021-22				
			Sewer Fund	Sewer Treatment Fund	Sanitary Sewer Bonds	Sewer Infrastructure Fund	Other
PG	PROJECT						
149	6118	SJ/SC Regional Waste Water Facility	0	750,000	0	5,210,104	0
150	6119	Sanitary Sewer Condition Assessment Prgm	0	0	0	50,000	0
151	6123	Sanitary Sewer Overflow Improvements	0	0	0	225,000	0
152	6124	Sewer Pump Station Rehab. Program	0	0	0	100,000	0
153	6126	Minor Sewer Projects	0	0	0	50,000	0
154	6127	Sanitary Supervisory Control & Data Acquisition	0	0	0	0	0
155	6130	Main Lift Station Odor Emissions Control	0	0	0	0	0
156	6131	Sanitary Sewer Cathodic Protection Imprv.	0	0	0	0	0
157	6132	Sewer Master Plan 2019	0	0	0	0	0
158	<i>New</i>	<i>Sewer Line Replacement at E. Curtis</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	750,000	0	5,635,104	0
Subtotal by Funding Source			0	750,000	0	5,635,104	0
Subtotal by Year			6,385,104				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Sewer Improvement

			2022-23				
			Sewer Fund	Sewer Treatment Fund	Sanitary Sewer Bonds	Sewer Infrastructure Fund	Other
PG	PROJECT						
149	6118	SJ/SC Regional Waste Water Facility	0	0	0	8,884,263	0
150	6119	Sanitary Sewer Condition Assessment Prgm	0	0	0	50,000	0
151	6123	Sanitary Sewer Overflow Improvements	0	0	0	75,000	0
152	6124	Sewer Pump Station Rehab. Program	0	0	0	100,000	0
153	6126	Minor Sewer Projects	0	0	0	50,000	0
154	6127	Sanitary Supervisory Control & Data Acquisition	0	0	0	0	0
155	6130	Main Lift Station Odor Emissions Control	0	0	0	0	0
156	6131	Sanitary Sewer Cathodic Protection Imprv.	0	0	0	0	0
157	6132	Sewer Master Plan 2019	0	0	0	0	0
158	<i>New</i>	<i>Sewer Line Replacement at E. Curtis</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	0	0	9,159,263	0
Subtotal by Funding Source			0	0	0	9,159,263	0
Subtotal by Year			9,159,263				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Sewer Improvement

			2023-24				
			Sewer Fund	Sewer Treatment Fund	Sanitary Sewer Bonds	Sewer Infrastructure Fund	Other
PG	PROJECT						
149	6118	SJ/SC Regional Waste Water Facility	0	4,547,885	0	0	0
150	6119	Sanitary Sewer Condition Assessment Prgm	0	0	0	0	0
151	6123	Sanitary Sewer Overflow Improvements	0	0	0	0	0
152	6124	Sewer Pump Station Rehab. Program	0	0	0	0	0
153	6126	Minor Sewer Projects	0	0	0	0	0
154	6127	Sanitary Supervisory Control & Data Acquisition	0	0	0	0	0
155	6130	Main Lift Station Odor Emissions Control	0	0	0	0	0
156	6131	Sanitary Sewer Cathodic Protection Imprv.	0	0	0	0	0
157	6132	Sewer Master Plan 2019	0	0	0	0	0
158	<i>New</i>	<i>Sewer Line Replacement at E. Curtis</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	1,200,000
Total Defunding by Funding Source			(0)	(0)	(0)	(0)	(0)
Total Funding by Funding Source			0	4,547,885	0	0	0
Subtotal by Funding Source			0	4,547,885	0	0	1,200,000
Subtotal by Year			5,747,885				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
- (2) "Plan" are projects approved in prior CIP years
- (3) "Other" are identified on detailed project sheets.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6118 SJ/SC Regional Waste Water Facility	1

CONTACT: Tony Ndah [2602]

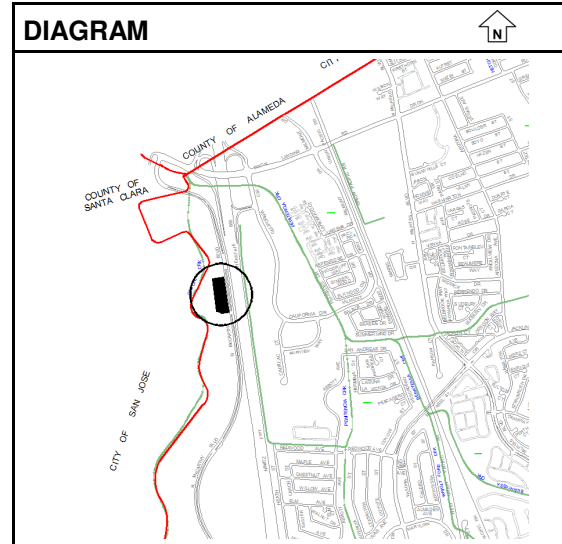
PRIORITY: Governance and Administration

DESCRIPTION

The City of Milpitas pumps our sewage to the San Jose/Santa Clara Regional Waste Water Facility for waste water treatment before it can be discharged into the San Francisco Bay. This project will fund Milpitas's share of the facilities rehabilitation costs. The facility was originally constructed in 1956 and is reaching the end of its useful life and is in need of a complete overhaul. The City of San Jose which operates the facility is undergoing a large rehabilitation project to completely overhaul the facility over the next 30 years. The City of Milpitas uses approximately 7% of the facility and will be responsible for 7% of the estimated \$2 billion or \$140 million in improvements that will be made over the next 30 years.

NOTES:

The project costs were increased from anticipated debt service payments to "pay-as-go" total costs. Staff pursuing long term financing with other tributary agencies.



Uncommitted Balance as of 3/31/2019:

\$815,745

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	37,015,000	25,190,050	12,524,799	5,960,104	8,884,263	4,547,885	94,122,101
Totals	37,015,000	25,190,050	12,524,799	5,960,104	8,884,263	4,547,885	94,122,101

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sanitary Sewer Bonds	0	25,190,050	9,809,950	0	0	0	35,000,000
Sewer Fund	21,765,000	0	0	0	0	0	21,765,000
Sewer Treatment Fund	12,750,000	0	0	750,000	0	4,547,885	18,047,885
Sewer Infrastructure Fund	2,500,000	0	2,714,849	5,210,104	8,884,263	0	19,309,216
Totals	37,015,000	25,190,050	12,524,799	5,960,104	8,884,263	4,547,885	94,122,101

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6119 Sanitary Sewer Condition Assessment Prgm	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Governance and Administration

DESCRIPTION

A citywide condition assessment program is needed to determine the condition of the City's sanitary sewer system.

NOTES:

A CCTV program is used to measure the structural integrity and flow conditions of the underground pipes. During the initial construction, the pipes are constructed to grade and are structurally sound. However over time, pipes may develop "sags" and cracks that may cause pipe failures. CCTV programs will identify conditions in the pipe before pipe failure and reduce the amount of pipe replacement that the City will need to perform. A later phase may include review of pipe materials. In FY2018-19, CCTV equipment was purchased and assessment program started.

Uncommitted Balance as of 3/31/2019: \$335,449

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	15,000	0	0	0	0	0	15,000
Inspection	30,000	0	0	0	0	0	30,000
Improvements	650,000	50,000	50,000	50,000	50,000	0	850,000
Totals	695,000	50,000	50,000	50,000	50,000	0	895,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	695,000	0	0	0	0	0	695,000
Sewer Infrastructure Fund	0	50,000	50,000	50,000	50,000	0	200,000
Totals	695,000	50,000	50,000	50,000	50,000	0	895,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6123 Sanitary Sewer Overflow Improvements	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Governance and Administration

DESCRIPTION

This project includes multiple measures to reduce sewer system overflows. A program for "smart" manhole covers will be implemented to help prevent overflows. These manhole covers contain a sewer manhole flow level sensor that would transmit alarms prior to overflows. In addition, sewer backflow devices would be installed at selected sites and upgrades would be made to the emergency response sanitary sewer overflow trailer.

NOTES:

State regulations require sewer system agencies to reduce sewer system overflows. In FY2018-19, 30 smart manhole covers were purchased to be installed. They will be monitored for effectiveness and more are planned to be installed by FY2021-23.

Uncommitted Balance as of 3/31/2019: \$6,106

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	10,000	0	0	0	0	0	10,000
Improvements	195,745	0	0	225,000	75,000	0	495,745
Totals	205,745	0	0	225,000	75,000	0	505,745

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	175,000	0	0	0	0	0	175,000
Grants/Reimb./Developer Fees	30,745	0	0	0	0	0	30,745
Sewer Infrastructure Fund	0	0	0	225,000	75,000	0	300,000
Totals	205,745	0	0	225,000	75,000	0	505,745

FINANCE NOTES

City Council 6/19/2018 - approved \$30,745 SCVWD grant appropriation.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6124 Sewer Pump Station Rehab. Program	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

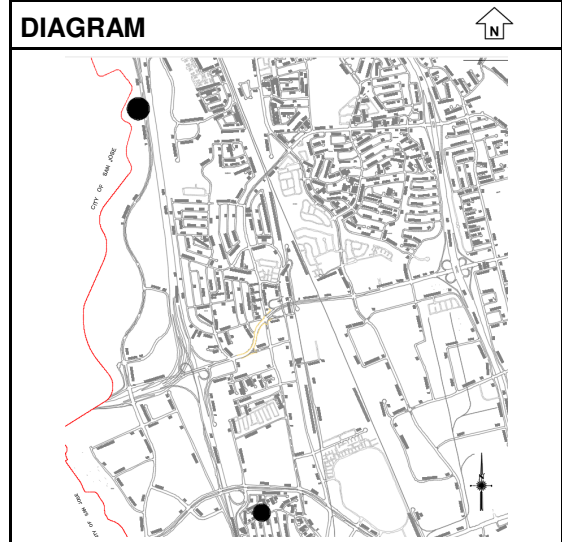
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This program shall provide safe discharge and flow of sewage through the City's two wastewater pump stations. This includes pump rehabilitation, major repair and/or purchase of new wastewater pumps at both Main Lift Station and Venus Lift Station. This program shall include rotational assessment of the City's six wastewater pumps, including peripheral equipment replacement such as electrical control, flow equipment (flow meters), variable frequency drives and grinders.

NOTES:

In FY2018-19 and FY2019-20, project will fund replacement of pumps at the Main Lift Station. Pump 3 is due for replacement. Pumps 4 & 5 will be assessed.



Uncommitted Balance as of 3/31/2019: \$148,926

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	40,000	20,000	20,000	20,000	20,000	0	120,000
Improvements	160,000	80,000	80,000	80,000	80,000	0	480,000
Equipment	100,000	0	0	0	0	0	100,000
Totals	300,000	100,000	100,000	100,000	100,000	0	700,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Infrastructure Fund	300,000	100,000	100,000	100,000	100,000	0	700,000
Totals	300,000	100,000	100,000	100,000	100,000	0	700,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6126 Minor Sewer Projects	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides ongoing analysis, engineering, and implementation of various minor modifications and improvements to existing sewer systems.

NOTES:

In FY208-19, replaced Pump 2 at Main Lift Station and one at Venus Station.

Uncommitted Balance as of 3/31/2019: \$64,510

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	0	0	0	0	50,000
Improvements	50,000	50,000	50,000	50,000	50,000	0	250,000
Totals	100,000	50,000	50,000	50,000	50,000	0	300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	100,000	0	0	0	0	0	100,000
Sewer Infrastructure Fund	0	50,000	50,000	50,000	50,000	0	200,000
Totals	100,000	50,000	50,000	50,000	50,000	0	300,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Sewer Improvement	6127	Sanitary Supervisory Control & Data Acquisition	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Governance and Administration

DESCRIPTION

A sanitary sewer system Supervisory Control and Data Acquisition (SCADA) system provides real-time data, such as wet well level, and pump operational status to sewer system operators. Operators can use this data to identify operational problems. SCADA allows for remote monitoring and operation of pumps to implement corrective actions and maintain wastewater discharge to the regional wastewater treatment plant.

NOTES:

Currently operators rely on unsophisticated alarms and must drive to sites to evaluate the problem and implement corrective action. Additional funding has been included for construction. Design efforts to start in FY2019-20.

Uncommitted Balance as of 3/31/2019: \$450,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	375,000	0	0	0	0	0	375,000
Administration	75,000	0	0	0	0	0	75,000
Inspection	0	0	100,000	0	0	0	100,000
Improvements	0	0	1,450,000	0	0	0	1,450,000
Totals	450,000	0	1,550,000	0	0	0	2,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	450,000	0	0	0	0	0	450,000
Sewer Infrastructure Fund	0	0	1,550,000	0	0	0	1,550,000
Totals	450,000	0	1,550,000	0	0	0	2,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Sewer Improvement	6130	Main Lift Station Odor Emissions Control	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

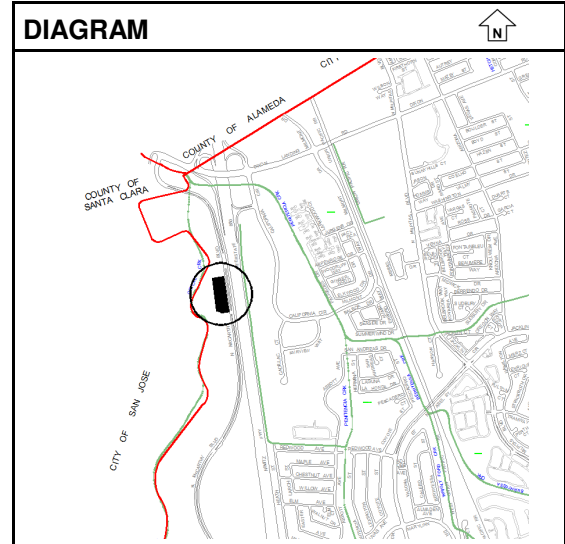
PRIORITY: Governance and Administration

DESCRIPTION

This project will construct odor emission control at the Main Lift Station to address concerns regarding elevated levels of hydrogen sulfide and other odorous compounds at the facility.

NOTES:

Design started in FY2018-19 and construction is anticipated for spring 2020.



Uncommitted Balance as of 3/31/2019: \$202,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	225,000	0	0	0	0	0	225,000
Administration	75,000	0	0	0	0	0	75,000
Improvements	0	1,950,000	0	0	0	0	1,950,000
Totals	300,000	1,950,000	0	0	0	0	2,250,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Treatment Fund	0	1,200,000	0	0	0	0	1,200,000
Sewer Infrastructure Fund	300,000	750,000	0	0	0	0	1,050,000
Totals	300,000	1,950,000	0	0	0	0	2,250,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Sewer Improvement	6131	Sanitary Sewer Cathodic Protection Imprv.	1

CONTACT: Steve Erickson [3301] / Lyhak Eam [3349]

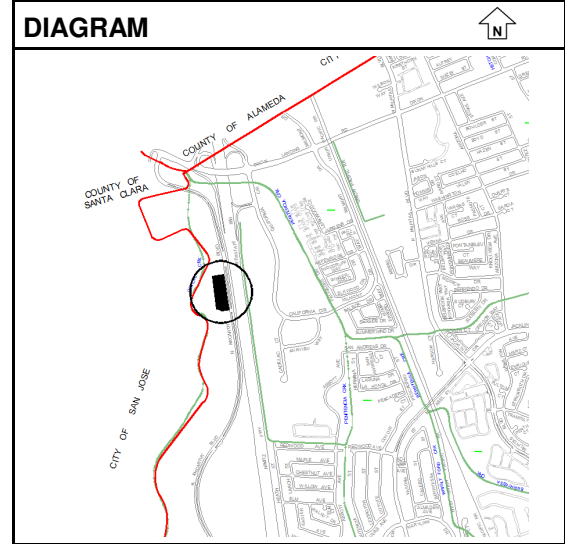
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the evaluation, study, and installation of corrosion monitoring stations and equipment to protect buried City metallic pipelines, and to provide recommendations for retrofit or anode replacement. The project will provide for upgrade and improvement of system deficiencies defined in the evaluation study. Soils within the City have been found to be highly corrosive and are detrimental to metallic pipelines. Cathodic protection systems use sacrificial anodes and other means to protect the metal pipeline.

NOTES:

Design to address missing pipeline cathodic test stations on Zanker Road for the City's main sewer pump station to start in FY2019-20. The condition of the existing metal force main pipeline to SJ Regional Wastewater Treatment Plant to be evaluated before removing the corroded diverter valve and its concrete vault within the Coyote Creek floodplain to improve continuous cathodic protection. Two magnetic flow meters at the main sewer pump station will to be replaced and isolated from cathodic protection to prevent reading interference.



Uncommitted Balance as of 3/31/2019:

\$593,947

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	150,000	350,000	0	0	0	0	500,000
Administration	25,000	100,000	0	0	0	0	125,000
Inspection	50,000	50,000	0	0	0	0	100,000
Improvements	400,000	400,000	0	0	0	0	800,000
Totals	625,000	900,000	0	0	0	0	1,525,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	625,000	0	0	0	0	0	625,000
Sewer Infrastructure Fund	0	900,000	0	0	0	0	900,000
Totals	625,000	900,000	0	0	0	0	1,525,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6132 Sewer Master Plan 2019	1

CONTACT: Tony Ndah [2602] / Harris Siddiqui [3358]

PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the update of the City's Sewer Master Plan document to incorporate miscellaneous general plan amendments, Transit Area Specific Plan (TASP) needs, and to provide CEQA environmental clearance. The update will identify deficiencies in the collection system and recommend corrective actions.

NOTES:

Funding is added to FY2019-20 to include assessment of City's main sewer pipes as part of the master plan study. Recommended improvements will be added to future projects.

Uncommitted Balance as of 3/31/2019: \$449,371

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	370,000	270,000	0	0	0	0	640,000
Administration	80,000	30,000	0	0	0	0	110,000
Totals	450,000	300,000	0	0	0	0	750,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	450,000	0	0	0	0	0	450,000
Sewer Infrastructure Fund	0	300,000	0	0	0	0	300,000
Totals	450,000	300,000	0	0	0	0	750,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	New Sewer Line Replacement at E. Curtis	1

CONTACT: Steve Erickson [3301] / WooJae Kim [3355]

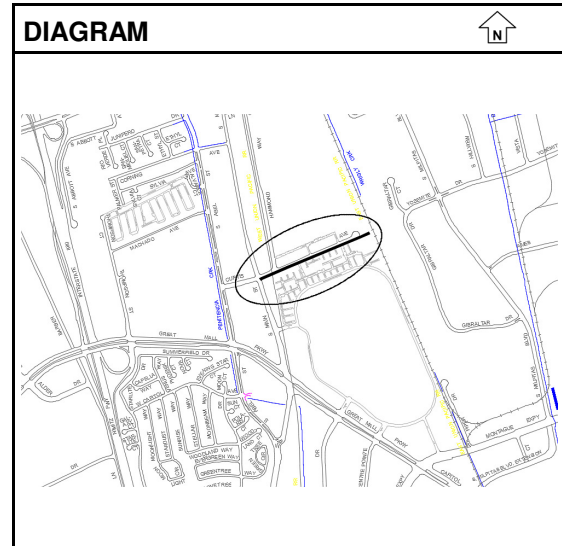
PRIORITY: Community Wellness and Open Space

DESCRIPTION

Design and construction of sanitary sewer main replacement/upgrade on E. Curtis Avenue from S. Main Street to the E. Curtis cul-de-sac (TASP ID #11E) as described in the 2009 Sewer Master Plan.

NOTES:

The City's sewer collection system is at full capacity within the Transit Area Specific Plan (TASP) area. The project will increase the size and capacity of the sanitary sewer main along E. Curtis Avenue.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	0	100,000	100,000
Administration	0	0	0	0	0	50,000	50,000
Inspection	0	0	0	0	0	50,000	50,000
Improvements	0	0	0	0	0	1,000,000	1,000,000
Totals	0	0	0	0	0	1,200,000	1,200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	0	0	0	0	0	1,200,000	1,200,000
Totals	0	0	0	0	0	1,200,000	1,200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
STORM DRAIN IMPROVEMENT PROJECTS SUMMARY

SUMMARY OF COSTS

PG. NO. PROJECT		TOTAL COST	PRIOR YEARS	2019-20	2020-21	2021-22	2022-23	2023-24
167	3700 Storm Drain System Rehabilitation	1,325,000	1,145,000	45,000	45,000	45,000	45,000	0
168	3709 Dempsey Road Storm Drain Replacement	3,090,000	2,830,000	260,000	0	0	0	0
169	3714 Flap Gate Replacement	550,000	175,000	0	125,000	125,000	125,000	0
170	3715 Storm Drain System Rehab 17-19	2,300,000	1,400,000	0	900,000	0	0	0
171	3717 Minor Storm Projects	400,000	100,000	0	100,000	100,000	100,000	0
172	Plan Channel and Lagoon Dredging	1,500,000	0	0	0	0	1,500,000	0
173	Plan Jurgens Pump Station	10,000,000	0	0	0	10,000,000	0	0
174	Plan Oak Creek Pump Station Upgrade	2,175,000	0	0	0	2,175,000	0	0
175	Plan Penitencia Pump Station Replacement	5,000,000	0	0	5,000,000	0	0	0
176	Plan Storm Supervisory Control & Data Acquisition	5,300,000	0	200,000	0	850,000	4,250,000	0
Defunding Subtotal								
Funding Subtotal								
TOTAL COST		\$31,640,000	\$5,650,000	\$505,000	\$6,170,000	\$13,295,000	\$6,020,000	0

SUMMARY OF AVAILABLE FINANCING

Storm Drain Fund	1,505,000	1,170,000	895,000	0	0
General Government CIP Fund	(1,000,000)	0	0	0	0
Unidentified Funding	0	5,000,000	12,400,000	6,020,000	0
TOTAL AVAILABLE	\$505,000	\$6,170,000	\$13,295,000	\$6,020,000	0

NOTES

- (1) "New" projects listed are new to CIP
(2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Storm Drain Improvement

			2019-20				
			Storm Drain Fund	General Government CIP Fund	Unidentified Funding	(n/a)	(n/a)
PG	PROJECT						
167	3700	Storm Drain System Rehabilitation	45,000	0	0		
168	3709	Dempsey Road Storm Drain Replacement	860,000	(600,000)	0		
169	3714	Flap Gate Replacement	0	0	0		
170	3715	Storm Drain System Rehab 17-19	400,000	(400,000)	0		
171	3717	Minor Storm Projects	0	0	0		
172	Plan	Channel and Lagoon Dredging	0	0	0		
173	Plan	Jurgens Pump Station	0	0	0		
174	Plan	Oak Creek Pump Station Upgrade	0	0	0		
175	Plan	Penitencia Pump Station Replacement	0	0	0		
176	Plan	Storm Supervisory Control & Data Acquisition	200,000	0	0		
Total Defunding by Funding Source			(0)	(1,000,000)	(0)		
Total Funding by Funding Source			1,505,000	0	0		
Subtotal by Funding Source			1,505,000	(1,000,000)	0		
Subtotal by Year			505,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
(2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Storm Drain Improvement

			2020-21				
			Storm Drain Fund	General Government CIP Fund	Unidentified Funding	(n/a)	(n/a)
PG	PROJECT						
167	3700	Storm Drain System Rehabilitation	45,000	0	0		
168	3709	Dempsey Road Storm Drain Replacement	0	0	0		
169	3714	Flap Gate Replacement	125,000	0	0		
170	3715	Storm Drain System Rehab 17-19	900,000	0	0		
171	3717	Minor Storm Projects	100,000	0	0		
172	Plan	Channel and Lagoon Dredging	0	0	0		
173	Plan	Jurgens Pump Station	0	0	0		
174	Plan	Oak Creek Pump Station Upgrade	0	0	0		
175	Plan	Penitencia Pump Station Replacement	0	0	5,000,000		
176	Plan	Storm Supervisory Control & Data Acquisition	0	0	0		
Total Defunding by Funding Source			(0)	(0)	(0)		
Total Funding by Funding Source			1,170,000	0	5,000,000		
Subtotal by Funding Source			1,170,000	0	5,000,000		
Subtotal by Year			6,170,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
 (2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Storm Drain Improvement

			2021-22				
			Storm Drain Fund	General Government CIP Fund	Unidentified Funding	(n/a)	(n/a)
PG	PROJECT						
167	3700	Storm Drain System Rehabilitation	45,000	0	0		
168	3709	Dempsey Road Storm Drain Replacement	0	0	0		
169	3714	Flap Gate Replacement	0	0	125,000		
170	3715	Storm Drain System Rehab 17-19	0	0	0		
171	3717	Minor Storm Projects	0	0	100,000		
172	Plan	Channel and Lagoon Dredging	0	0	0		
173	Plan	Jurgens Pump Station	0	0	10,000,000		
174	Plan	Oak Creek Pump Station Upgrade	0	0	2,175,000		
175	Plan	Penitencia Pump Station Replacement	0	0	0		
176	Plan	Storm Supervisory Control & Data Acquisition	850,000	0	0		
Total Defunding by Funding Source			(0)	(0)	(0)		
Total Funding by Funding Source			895,000	0	12,400,000		
Subtotal by Funding Source			895,000	0	12,400,000		
Subtotal by Year			13,295,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
 (2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Storm Drain Improvement

			2022-23				
			Storm Drain Fund	General Government CIP Fund	Unidentified Funding	(n/a)	(n/a)
PG	PROJECT						
167	3700	Storm Drain System Rehabilitation	0	0	45,000		
168	3709	Dempsey Road Storm Drain Replacement	0	0	0		
169	3714	Flap Gate Replacement	0	0	125,000		
170	3715	Storm Drain System Rehab 17-19	0	0	0		
171	3717	Minor Storm Projects	0	0	100,000		
172	Plan	Channel and Lagoon Dredging	0	0	1,500,000		
173	Plan	Jurgens Pump Station	0	0	0		
174	Plan	Oak Creek Pump Station Upgrade	0	0	0		
175	Plan	Penitencia Pump Station Replacement	0	0	0		
176	Plan	Storm Supervisory Control & Data Acquisition	0	0	4,250,000		
Total Defunding by Funding Source			(0)	(0)	(0)		
Total Funding by Funding Source			0	0	6,020,000		
Subtotal by Funding Source			0	0	6,020,000		
Subtotal by Year			6,020,000				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
(2) "Plan" are projects approved in prior CIP years

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

SUMMARY OF PROJECT FUNDING SOURCES

Storm Drain Improvement

			2023-24				
			Storm Drain Fund	General Government CIP Fund	Unidentified Funding	(n/a)	(n/a)
PG	PROJECT						
167	3700	Storm Drain System Rehabilitation	0	0	0		
168	3709	Dempsey Road Storm Drain Replacement	0	0	0		
169	3714	Flap Gate Replacement	0	0	0		
170	3715	Storm Drain System Rehab 17-19	0	0	0		
171	3717	Minor Storm Projects	0	0	0		
172	Plan	Channel and Lagoon Dredging	0	0	0		
173	Plan	Jurgens Pump Station	0	0	0		
174	Plan	Oak Creek Pump Station Upgrade	0	0	0		
175	Plan	Penitencia Pump Station Replacement	0	0	0		
176	Plan	Storm Supervisory Control & Data Acquisition	0	0	0		
Total Defunding by Funding Source			(0)	(0)	(0)		
Total Funding by Funding Source			0	0	0		
Subtotal by Funding Source			0	0	0		
Subtotal by Year			0				

NOTES

- (1) "New" projects listed in Bold Italics are new to CIP.
 (2) "Plan" are projects approved in prior CIP years

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Category	Project	Estimate Level
Storm Drain Improvement	3700 Storm Drain System Rehabilitation	1

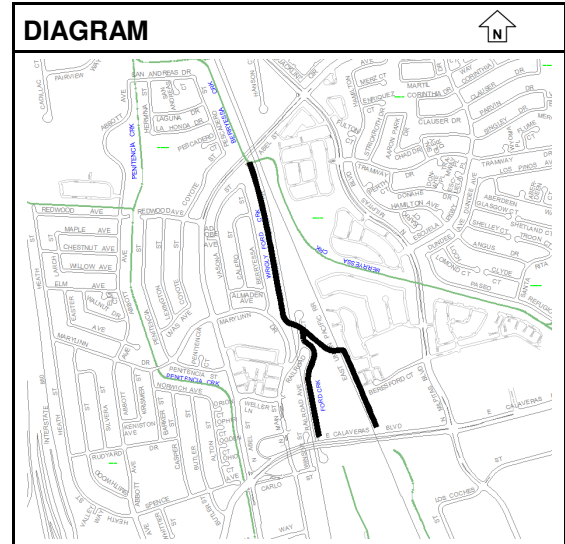
CONTACT: Steve Erickson [3301] / Julie Waldron [3314]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

Project provides for storm drain system repairs at various locations and wetland riparian mitigation and maintenance work at Wrigley-Ford and Ford Creeks. Remaining project funding will be used for annual inspections, maintenance, and submission of monitoring reports required by State permits.

NOTES:



Uncommitted Balance as of 3/31/2019:

\$269,252

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	200,000	0	0	0	0	0	200,000
Administration	70,000	5,000	5,000	5,000	5,000	0	90,000
Inspection	95,000	5,000	5,000	5,000	5,000	0	115,000
Improvements	780,000	35,000	35,000	35,000	35,000	0	920,000
Totals	1,145,000	45,000	45,000	45,000	45,000	0	1,325,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	45,000	0	45,000
Storm Drain Fund	1,145,000	45,000	45,000	45,000	0	0	1,280,000
Totals	1,145,000	45,000	45,000	45,000	45,000	0	1,325,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Storm Drain Improvement	3709	Dempsey Road Storm Drain Replacement	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

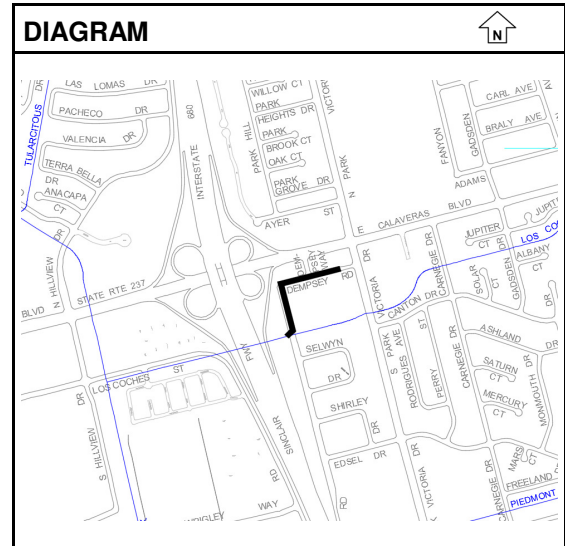
PRIORITY: Community Wellness and Open Space

DESCRIPTION

The work includes replacement of Dempsey Road storm drain pipelines and installation of two outfalls in Los Coches Creek at Dempsey Road. Project will construct a 36 inch diameter pipe within Dempsey Road between South Park Victoria and Los Coches Creek, approximately 1,100 linear feet.

NOTES:

This work is identified as high priority project #6 on Table 8-1 in the 2013 Storm Drain Master Plan. Funding added to FY2019-20 to account for escalation. Construction to start in fall 2020 with the Dempsey Road Water Line Replacement (Project #7118).



Uncommitted Balance as of 3/31/2019: \$2,528,071

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	300,000	30,000	0	0	0	0	330,000
Administration	150,000	0	0	0	0	0	150,000
Inspection	100,000	0	0	0	0	0	100,000
Improvements	2,280,000	230,000	0	0	0	0	2,510,000
Totals	2,830,000	260,000	0	0	0	0	3,090,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Storm Drain Fund	800,000	860,000	0	0	0	0	1,660,000
General Government CIP Fund	2,030,000	(600,000)	0	0	0	0	1,430,000
Totals	2,830,000	260,000	0	0	0	0	3,090,000

FINANCE NOTES

\$600k of prior year funding revised from General Government CIP Fund to Storm Drain Fund Fees in FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	3714 Flap Gate Replacement	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

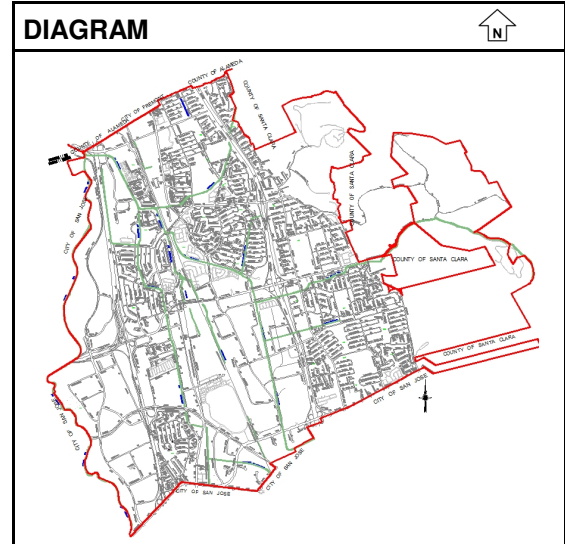
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides assessment and replaces and/or installs check valve assemblies at creek outfalls. The work also includes replacing deteriorated outfall piping and flap gates.

NOTES:

Public Works to purchase 30 flap gates to be installed in FY2018-19. Next 30 flap gates are to be installed in FY2020-21.



Uncommitted Balance as of 3/31/2019: \$175,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	45,000	0	45,000	45,000	45,000	0	180,000
Administration	60,000	0	10,000	10,000	10,000	0	90,000
Improvements	70,000	0	70,000	70,000	70,000	0	280,000
Totals	175,000	0	125,000	125,000	125,000	0	550,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Storm Drain Fund	175,000	0	125,000	0	0	0	300,000
Unidentified Funding	0	0	0	125,000	125,000	0	250,000
Totals	175,000	0	125,000	125,000	125,000	0	550,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Storm Drain Improvement	3715	Storm Drain System Rehab 17-19	1

CONTACT: Tony Ndah [2602]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design, construction, and repair of storm drain systems at various locations due to insufficient capacity and aging infrastructure. Work scope includes pump station rehabilitation work to correct electrical and mechanical systems. Additional projects and work scope will be programmed based on the new Storm Drain Master Plan and urban runoff program requirements.

NOTES:

FY2019-20, Public Works to replace controls at Oak Creek, Murphy, and McCarthy Pump Stations, and pumps at Jockey Pump Station.

FY2020-21, wet well sediment removals and concrete lining of drainage ditch behind Friendly Village Mobile home park.

Uncommitted Balance as of 3/31/2019: \$1,399,741

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	50,000	0	0	0	100,000
Administration	25,000	0	25,000	0	0	0	50,000
Inspection	25,000	0	25,000	0	0	0	50,000
Improvements	1,300,000	0	800,000	0	0	0	2,100,000
Totals	1,400,000	0	900,000	0	0	0	2,300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	400,000	(400,000)	0	0	0	0	0
Storm Drain Fund	1,000,000	400,000	900,000	0	0	0	2,300,000
Totals	1,400,000	0	900,000	0	0	0	2,300,000

FINANCE NOTES

\$400k of prior year funding revised from General Government CIP Fund to Storm Drain Fund in FY2019-20.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	3717 Minor Storm Projects	1

CONTACT: Tony Ndah [2602]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the ongoing analysis and implementation of various minor modifications and improvements to existing storm drain systems.

NOTES:

New storm water pump to be installed at Milpitas Materials Pump Station by summer 2019.

Uncommitted Balance as of 3/31/2019: \$21,650

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	40,000	0	40,000	40,000	40,000	0	160,000
Administration	10,000	0	10,000	10,000	10,000	0	40,000
Improvements	50,000	0	50,000	50,000	50,000	0	200,000
Totals	100,000	0	100,000	100,000	100,000	0	400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Storm Drain Fund	100,000	0	100,000	0	0	0	200,000
Unidentified Funding	0	0	0	100,000	100,000	0	200,000
Totals	100,000	0	100,000	100,000	100,000	0	400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	Plan Channel and Lagoon Dredging	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

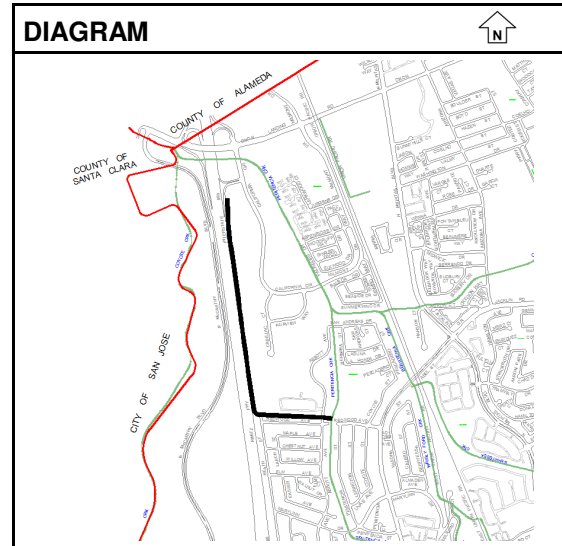
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project removes debris and deposited soil from channel and lagoon bottoms to improve flow. Dixon Landing/Hwy 880 channel is parallel to I-880 and runs approximately 4,800 linear feet (from Redwood Avenue to California Circle). The lagoons include Hidden Lake, Hall and California Circle.

NOTES:

Wrigley-Ford Creek was dredged as part of Project #3700. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	0	100,000	0	100,000
Administration	0	0	0	0	80,000	0	80,000
Inspection	0	0	0	0	70,000	0	70,000
Improvements	0	0	0	0	1,250,000	0	1,250,000
Totals	0	0	0	0	1,500,000	0	1,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	1,500,000	0	1,500,000
Totals	0	0	0	0	1,500,000	0	1,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	Plan Jurgens Pump Station	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

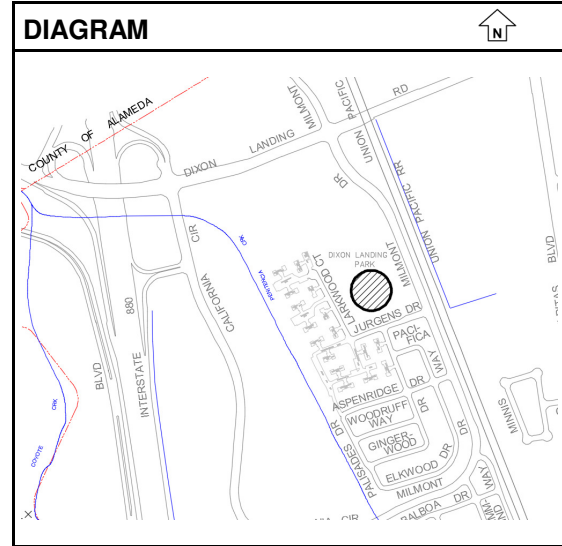
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for replacement of pumps station pumps, engines, and related controls that have reached the end of their service life. Work includes the conversion from diesel engines to electric motors. Work also would include elevating the new pump station to be above the FEMA Special Flood Hazard Area water surface elevation.

NOTES:

In 2018, Public Works staff assessed the equipment in Jurgens Pump Station. The station is in good condition. Equipment replacement/upgrade work to be reprioritized for FY2021-22. This project is only partially funded as a portion of the funding is unidentified.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	500,000	0	0	500,000
Administration	0	0	0	100,000	0	0	100,000
Inspection	0	0	0	100,000	0	0	100,000
Improvements	0	0	0	9,300,000	0	0	9,300,000
Totals	0	0	0	10,000,000	0	0	10,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	10,000,000	0	0	10,000,000
Totals	0	0	0	10,000,000	0	0	10,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	Plan Oak Creek Pump Station Upgrade	1

CONTACT: Tony Ndah [2602] / WooJae Kim [3355]

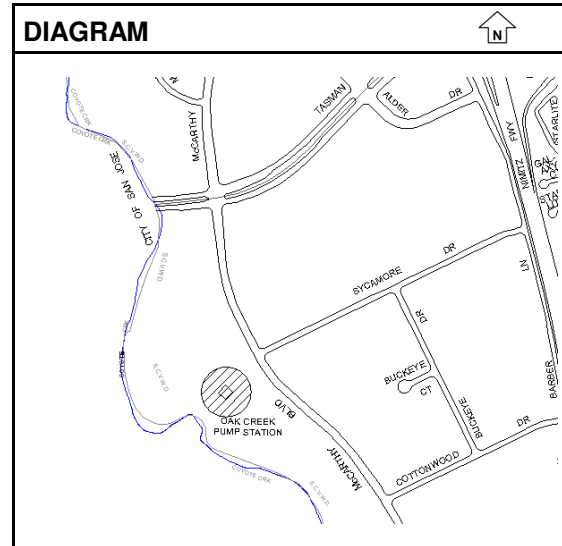
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the replacement of the diesel engines with electric motors. The work also includes wet well modifications and other minor work. The pump station is located near Sycamore Drive and McCarthy Boulevard.

NOTES:

This project is described in the 2013 Storm Drain Master Plan. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	0	200,000	0	0	200,000
Administration	0	0	0	150,000	0	0	150,000
Inspection	0	0	0	75,000	0	0	75,000
Improvements	0	0	0	1,750,000	0	0	1,750,000
Totals	0	0	0	2,175,000	0	0	2,175,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	2,175,000	0	0	2,175,000
Totals	0	0	0	2,175,000	0	0	2,175,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	Plan Penitencia Pump Station Replacement	1

CONTACT: Tony Ndah [2602] / Steve Erickson [3301]

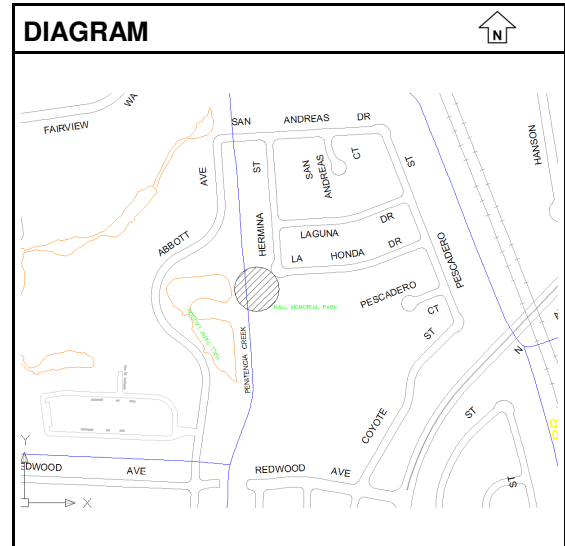
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the reconstruction of the entire pump station and wet well, and will replace the three diesel engines with electric motors to comply with Bay Area Air Quality Management District BAAQMD requirements.

NOTES:

This is the City's oldest storm pump station and was built in 1955. The station is located in Hall Park. The Bay Area Air Quality Management District (BAAQMD) will no longer permit diesel engines to be replaced in-kind. They will have to be replaced with electric motors with emergency power supplied by a backup generator. Estimated replacement cost is \$5M. 40-year Fiat diesel engines, pumps, impellers, and drives were rebuilt in January 2016. The project does not have an identified funding source and is not funded at this time.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	0	50,000	0	0	0	50,000
Administration	0	0	50,000	0	0	0	50,000
Improvements	0	0	4,900,000	0	0	0	4,900,000
Totals	0	0	5,000,000	0	0	0	5,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	5,000,000	0	0	0	5,000,000
Totals	0	0	5,000,000	0	0	0	5,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Storm Drain Improvement	Plan	Storm Supervisory Control & Data Acquisition	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Governance and Administration

DESCRIPTION

A Supervisory Control and Data Acquisition System (SCADA) provides real-time data, such as wet well level and pump operational status to utility systems operators. Currently operators rely on unsophisticated alarms and must drive to sites to evaluate the problem and implement corrective action, such as starting a back-up pump or generator, when the main pumps fail.

NOTES:

This project is only partially funded as a portion of the funding is unidentified.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	0	200,000	0	750,000	0	0	950,000
Administration	0	0	0	100,000	100,000	0	200,000
Improvements	0	0	0	0	4,150,000	0	4,150,000
Totals	0	200,000	0	850,000	4,250,000	0	5,300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Unidentified Funding	0	0	0	0	4,250,000	0	4,250,000
Storm Drain Fund	0	200,000	0	850,000	0	0	1,050,000
Totals	0	200,000	0	850,000	4,250,000	0	5,300,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM
Previously Funded Projects

			As Of 3/31/2019	
Page	Proj #	Project Name	Uncommitted Balance	Total Cost
179	2001	Light Rail Median Landscaping	1,978,187	6,005,000
180	2004	S. Milpitas Boulevard Extension	0	17,000,000
181	3414	City Buildings, Exterior Painting & Repairs	899,565	900,000
182	3423	Police Records Management System	165,312	700,000
183	3432	Police Department MedEvac Vehicle	20,702	406,465
184	3437	Midtown Specific Plan Update	359,487	510,000
185	3439	Fire Apparatus Replacement Plan	0	4,336,576
186	3441	Fire Department USAR Forklift	40,000	40,000
187	3442	Main Fire Station No. 1 Assessment	41,870	150,000
188	3443	Police/Fire Issued Equipment Procurement	196,596	250,000
189	3444	Police/Public Works Buildings Assessment	122,342	300,000
190	3446	South Bay Arrival Noise Study	57,111	60,000
191	3448	Trails and Bikeway Master Plan Update	206,401	210,000
192	3450	LAN/WAN Network Upgrade	0	952,245
193	3452	Lower Berryessa Crk. Ped. Trail and Bridge	1,500,000	1,500,000
194	3711	BART Project - Storm Improvements	33,000	33,000
195	3712	Minor Storm Drain Projects 2016	100,000	100,000
196	3713	Trash Removal Devices	427,702	600,000
197	4179	Montague Expwy Widening at Great Mall Pkwy	632,170	8,647,450
198	4253	Dixon Landing Road Plan Line	163,536	277,423
199	4258	Calaveras Blvd Widening Project	173,319	173,969
200	4265	Bart Extension Coordination and Planning	126,509	2,480,956
201	4266	Street Light LED Conversion Improvements	141,650	675,000
202	4269	Traffic Management Enhancements 2013	6,000	60,000
203	4273	Street Landscape Irrigation Repair 2014	164,411	500,000
204	4274	I 880 Interchange R/W Closeout	223,185	727,181
205	4279	Minor Traffic Improvements 2016	106,717	300,000
206	4284	Street Resurfacing Project 2017	118,015	4,600,000
207	4287	Street Resurfacing Project 2018	580,652	4,600,000
208	4288	Traffic Studies & Minor Improvements	196,132	200,000
209	4289	Green Infrastructure Plan	8,071	100,000
210	4292	McCarthy Blvd./Sandisk Dr. Traffic Signal	738,956	75,000
211	5055	Alviso Adobe Renovation	1,894,210	8,159,272
212	5098	Park Irrigation System Repair & Improvement	151,696	400,000
213	5102	McCandless Park	9,150,817	12,154,820
214	5109	Creighton Park Renovation	2,996,225	3,300,000
215	5111	Sports Center Skate Park	4,813,090	5,525,000
216	5114	MSC Master Plan Update	39,156	150,000
217	6115	Sewer System Replacement 11-12	190,645	1,450,000
218	6116	Sewer System Replacement 12-13	346,140	1,250,000
219	6117	(Rmb) TASP Sewer Line Replacement	2,499,871	2,500,000
220	6121	BART Project - Sewer Improvements	13,593	243,323
221	6125	Sewer Pump Station Improvement	208,573	550,000

Page	Proj #	Project Name	As Of	
			3/31/2019	
			Uncommitted Balance	Total Cost
222	6129	Sewer System Hydraulic Modeling 17-19	150,000	150,000
223	6133	Sewer System Replacement	498,887	500,000
224	7108	Water System Hydraulic Modeling	77,746	200,000
225	7115	Cathodic Protection Improvements	123,182	850,000
226	7125	BART Project - Water Improvements	683,677	2,503,920
227	7126	Water Conservation Program	518,026	1,400,000
228	7128	Recycled Water Pipeline Infill Project	228,786	300,000
229	7132	Annual Water Distribution Rehab. Program	952,764	1,200,000
Totals			35,064,682	100,256,600

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	2001 Light Rail Median Landscaping	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

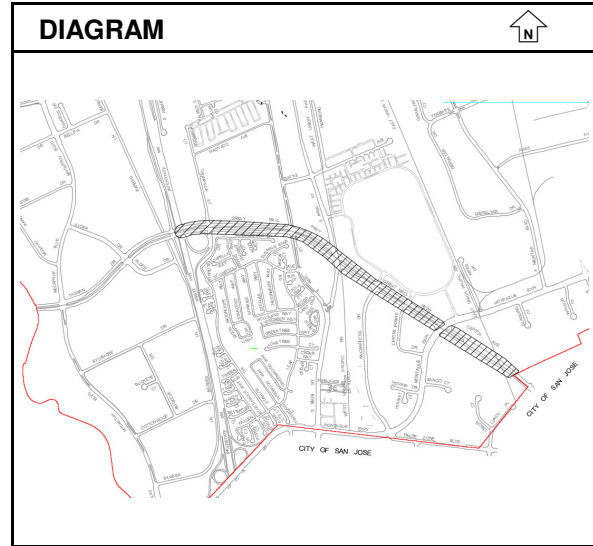
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project involves design and construction of median landscape improvements on Great Mall Parkway from I-880 to the southern City limits at Capitol Expressway. There are eight separate median islands under the LRT viaduct structure which will be landscaped. The scope also includes construction of a recycled water main line for this project and future Transit Area Specific Plan development project. All landscaping will be irrigated with recycled water. This work is included in the cooperative agreement with the Santa Clara Valley Transportation Authority.

COMMENTS:

Six out of eight medians north of Montague Expressway were completed in spring 2018. Remaining two medians on E. Capital Avenue south of Montague Expressway are within the BART/VTA improvement area. Landscaping and irrigation improvements for remaining two medians anticipated to start fall 2021 and completed by summer 2022. TASP ID: DB#5.



Uncommitted Balance as of 3/31/2019: \$1,978,187

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	150,000	0	0	0	0	0	150,000
Administration	100,000	0	0	0	0	0	100,000
Inspection	75,000	0	0	0	0	0	75,000
Improvements	5,680,000	0	0	0	0	0	5,680,000
Totals	6,005,000	0	0	0	0	0	6,005,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Recycled Water Fund	1,300,000	0	0	0	0	0	1,300,000
Grants/Reimb./Developer Fees	1,809,000	0	0	0	0	0	1,809,000
RDA Fund	341,000	0	0	0	0	0	341,000
TASP Impact Fees	2,550,000	0	0	0	0	0	2,550,000
Street Improvement Fund	5,000	0	0	0	0	0	5,000
Totals	6,005,000	0	0	0	0	0	6,005,000

FINANCE NOTES

Grant is from VTA (\$1,809,000) local funding. Previously this was STIP grant funding earmarked for 237/I-880 interchange landscaping. City Council 11/15/11 - Budget appropriation of \$5,000 from Street Fund.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	2004	S. Milpitas Boulevard Extension	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

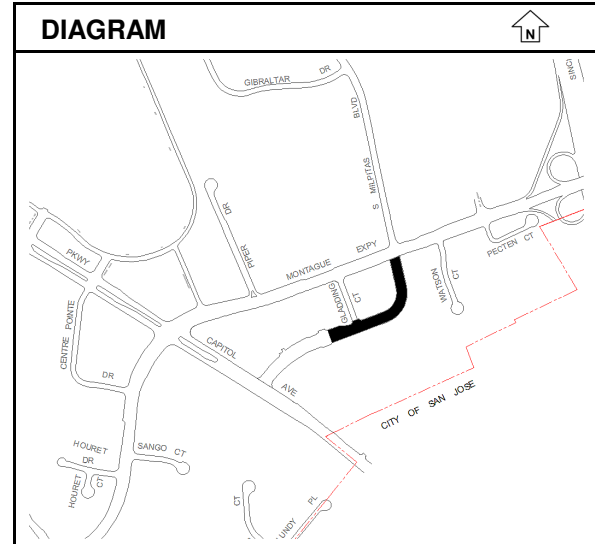
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the acquisition of land, design, construction, and administration for extension of S. Milpitas Boulevard including utilities from Montague Expressway to the edge of BART Station frontage. The City entered in to an agreement on August 3, 2010 with the Valley Transportation Agency (VTA) to construct the project for the City in conjunction with the BART project. The BART project will also be responsible for the construction of the remaining portion of the road from the BART Station to Capital Avenue.

COMMENTS:

VTA is completing construction of the extension and will invoice the City for improvements. City to work with VTA to acquire ROW and for the initial acceptance of the project, which is anticipated by end of 2019. TASP ID: DB#1.



Uncommitted Balance as of 3/31/2019:

\$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Other	17,000,000	0	0	0	0	0	17,000,000
Totals	17,000,000	0	0	0	0	0	17,000,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	17,000,000	0	0	0	0	0	17,000,000
Totals	17,000,000	0	0	0	0	0	17,000,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3414 City Buildings, Exterior Painting & Repairs	1

CONTACT: Tony Ndah [2602] / James Levers [2648]

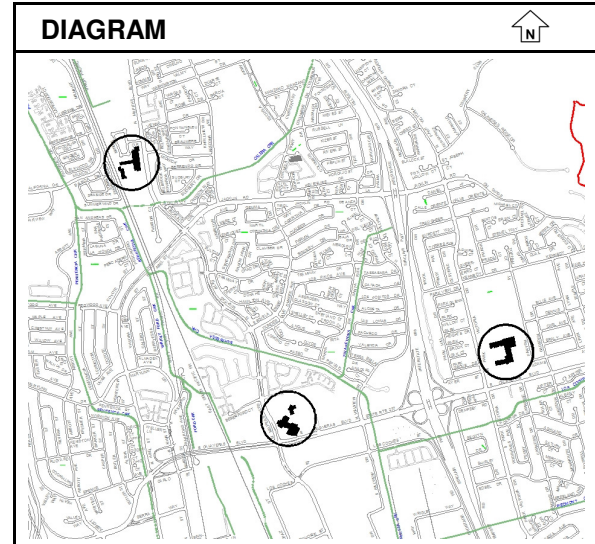
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for exterior repairs, patching and painting of City buildings. The exterior of buildings should be painted and sealed approximately every ten years to maintain the building appearance and to prevent damage caused by moisture infiltration.

COMMENTS:

Exterior painting and replacement of rotted wood at Police/Public Works Buildings and Sports Center are priorities due to observed damages. Community Center is planned to be painted in FY2019-20, and City Hall exterior marble will be sealed and caulked in FY2020-21 to maintain weather resistance. City Hall exterior marble work is anticipated to cost around \$200k.



Uncommitted Balance as of 3/31/2019: \$899,565

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	0	0	0	0	50,000
Administration	50,000	0	0	0	0	0	50,000
Improvements	800,000	0	0	0	0	0	800,000
Totals	900,000	0	0	0	0	0	900,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	900,000	0	0	0	0	0	900,000
Totals	900,000	0	0	0	0	0	900,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3432	Police Department MedEvac Vehicle	1

CONTACT: Armando Corpuz [2534] / Jared Hernandez [2406]

PRIORITY: Public Safety

DESCRIPTION

Project provides funding for the purchase of a tactical MedEvac vehicle/ambulance. The vehicle is hardened to protect passengers from high caliber ballistic projectiles allowing the City SWAT Team and trained medical professionals into safely travel into dangerous areas during an emergency. The project also includes \$25,000 for a storage enclosure for the vehicle.

COMMENTS:

MedEvac was delivered to the City in October 2018. Policies related to use and operation of MedEvac vehicle were finalized with feedback from the community. Optional equipment for MedEvac and vehicle storage to be finalized by FY2019-20.

Uncommitted Balance as of 3/31/2019: \$20,702

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	406,465	0	0	0	0	0	406,465
Totals	406,465	0	0	0	0	0	406,465

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	406,465	0	0	0	0	0	406,465
Totals	406,465	0	0	0	0	0	406,465

FINANCE NOTES

City Council 5/2/2017 - project and funding appropriation approved.
City Council 8/15/2017 - approved purchase of MedEvac vehicle.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3437 Midtown Specific Plan Update	1

CONTACT: Ned Thomas [3273] / Jessica Garner [3284]

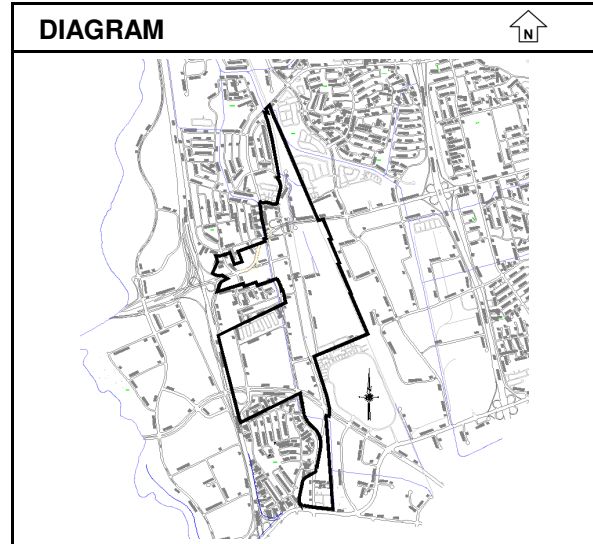
PRIORITY: Economic Development and Job Growth

DESCRIPTION

The Midtown Specific Plan was developed with the assumption that the Redevelopment Agency would be a major contributor to the area's development. Without this funding and development source, the plan is reliant solely on private investment. Consequently, the plan must be updated to reflect this situation. The Plan also needs to account for changing dynamics in residential, retail, and office development as well as new transportation and circulation needs relative to nearby public transits.

COMMENTS:

Updating this Midtown Specific Plan will: 1) update and clarify the goals and values of Milpitas Main Street and adjacent sub-areas in relation to the overall development of the City; 2) provide policy guidance and support for private investment in new development within the Specific Plan area; and 3) provide an effective tool for economic development within the historic heart of the City.



Uncommitted Balance as of 3/31/2019: \$359,487

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	10,000	0	0	0	0	0	10,000
Other	500,000	0	0	0	0	0	500,000
Totals	510,000	0	0	0	0	0	510,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	260,000	0	0	0	0	0	260,000
Community Planning Fees	250,000	0	0	0	0	0	250,000
Totals	510,000	0	0	0	0	0	510,000

FINANCE NOTES

City Council 2/26/2019 - Mid-year Budget Appropriation of \$250k from Community Planning Fund.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3439 Fire Apparatus Replacement Plan	1

CONTACT: Brian Sherrard [2811] / Richard Frawley [2824]

PRIORITY: Public Safety

DESCRIPTION

This project will replace aging fire engines, tiller truck, and would provide one new ambulance. The purchase of two \$700K fire engines and one \$660K ambulance is funded in FY17/18.

COMMENTS:

City Council approved the purchase of a velocity pump fire engine on 12/18/2018,.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	4,336,576	0	0	0	0	0	4,336,576
Totals	4,336,576	0	0	0	0	0	4,336,576

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment Replacement Fund	2,260,000	0	0	0	0	0	2,260,000
General Government CIP Fund	2,076,576	0	0	0	0	0	2,076,576
Totals	4,336,576	0	0	0	0	0	4,336,576

FINANCE NOTES

10/7/17, City Council approved the purchase of one Tiller Truck @ \$1.5M, and one Fire Truck @ \$700K. Equipment Replacement Fund breakdown:

FAS#	Equip #	Amount
31630	E-86	\$424,077
31629	E-186	\$335,219
31628	E-88	\$264,329
30538	E-187	\$449,090
31608	033F	\$355,784
31626	047F-1	\$363,346
31728		\$68,155
	Total	\$2,260,000

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3441 Fire Department USAR Forklift	1

CONTACT: Brian Sherrard [2811] / Richard Frawley [2824]

PRIORITY: Public Safety

DESCRIPTION

This project will provide for the purchase of one high capacity forklift for use in deploying Urban Search and Rescue (USAR) resources. The vehicle would be used for placement of rescue equipment, and development of training simulations.

COMMENTS:

Fire Department researching options.

Uncommitted Balance as of 3/31/2019: \$40,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment	40,000	0	0	0	0	0	40,000
Totals	40,000	0	0	0	0	0	40,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	40,000	0	0	0	0	0	40,000
Totals	40,000	0	0	0	0	0	40,000

FINANCE NOTES

City of Milpitas

Category	Project	Estimate Level
Community Improvement	3442 Main Fire Station No. 1 Assessment	1

CONTACT: Brian Sherrard [2811] / WooJae Kim [3355]

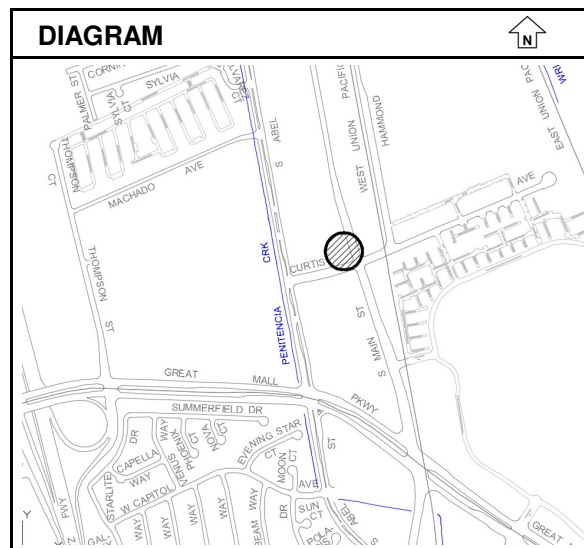
PRIORITY: Public Safety

DESCRIPTION

This project provides for the study and assessment of the Main Fire Station No. 1 located on South Main Street. The study will determine the feasibility of adding additional dorm rooms, adding additional height to the garage for maintenance of the engines, providing covered parking with photo voltaic energy panels for vehicles and equipment, and replacement of the pavement surface around the station yard.

COMMENTS:

Assessment started January 2019 and to be completed by fall 2019.



Uncommitted Balance as of 3/31/2019: \$41,870

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	130,000	0	0	0	0	0	130,000
Administration	20,000	0	0	0	0	0	20,000
Totals	150,000	0	0	0	0	0	150,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	150,000	0	0	0	0	0	150,000
Totals	150,000	0	0	0	0	0	150,000

FINANCE NOTES

City Council 12/4/2018 - Mid-year Budget Appropriation of \$50k from General Gov. CIP Fund for design services.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3443	Police/Fire Issued Equipment Procurement	1

CONTACT: Armando Corpuz [2534] / Richard Frawley [2824]

PRIORITY: Public Safety

DESCRIPTION

This project provides for the study, assessment, and procurement of equipment and assets used by the Police and Fire Departments for use as issued equipment to support the job duties of each department. The equipment to be acquired would support crime reduction, investigation, fire suppression, and to protect life and the environment. The project will be completed in phases with phase one to assess and determine equipment needs required for staff to complete their jobs safely and efficiently. Phase two will be for the procurement of equipment identified in phase one.

COMMENTS:

Police and Fire Departments are currently assessing equipment needs. Fire Department is investigating portable hazardous materials detectors for purchase in FY2019-20.

Uncommitted Balance as of 3/31/2019: \$196,596

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	240,000	0	0	0	0	0	240,000
Administration	10,000	0	0	0	0	0	10,000
Totals	250,000	0	0	0	0	0	250,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	250,000	0	0	0	0	0	250,000
Totals	250,000	0	0	0	0	0	250,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3444 Police/Public Works Buildings Assessment	1

CONTACT: Armando Corpuz [2534] / WooJae Kim [3355]

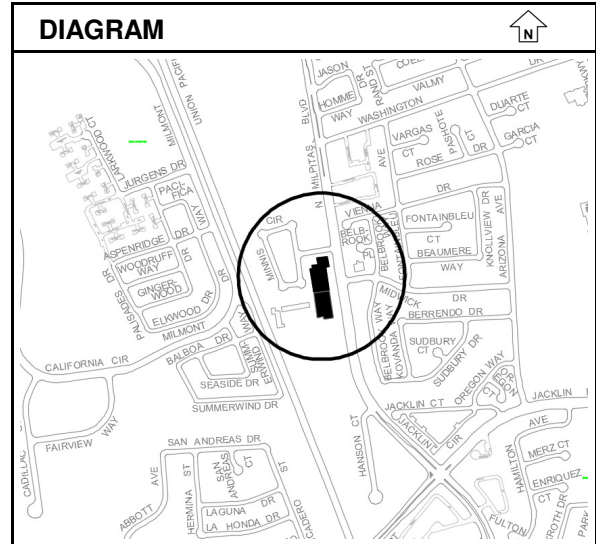
PRIORITY: Governance and Administration

DESCRIPTION

This project provides for the study and assessment of the Police Department and Public Works Buildings located at 1265 & 1275 North Milpitas Boulevard to address building safety and staff comfort and livability issues. The assessment study will review both the interior and exterior of the structures and provide recommendations for repairs and improvements to address structural problems; weather proofing; ADA access; electrical; plumbing; restroom and locker room improvements; mechanical and HVAC upgrades; security; parking; lighting; window treatments; furniture; fixtures; and equipment replacement; carpet replacement, desk and partition replacement.

COMMENTS:

The project will be completed in phases with phase one being the study and assessment. Future phases will be funded for the recommended repairs and improvements. Funding left over from phase one completion will offset needed funds for the repairs and improvement. Assessment started January 2019 and to be completed by fall 2019.



Uncommitted Balance as of 3/31/2019:

\$122,342

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	270,000	0	0	0	0	0	270,000
Administration	30,000	0	0	0	0	0	30,000
Totals	300,000	0	0	0	0	0	300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	300,000	0	0	0	0	0	300,000
Totals	300,000	0	0	0	0	0	300,000

FINANCE NOTES

City Council 12/4/2018 - Mid-year Budget Appropriation of \$50k from General Gov. CIP Fund for design services.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3446 South Bay Arrival Noise Study	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the monitoring and documentation of jet noise related to South Bay arrival flights to the Mineta San Jose International Airport that pass over the City of Milpitas.

COMMENTS:

Study to start spring 2019 and completed by end of 2019.

Uncommitted Balance as of 3/31/2019: \$57,111

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	0	0	0	0	50,000
Administration	10,000	0	0	0	0	0	10,000
Totals	60,000	0	0	0	0	0	60,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	60,000	0	0	0	0	0	60,000
Totals	60,000	0	0	0	0	0	60,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	3448 Trails and Bikeway Master Plan Update	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project will provide an update to the City's trails master plan and City's bikeway master plan. An update of the trails master plan aims to improve connectivity to local destinations, such as BART. The plan will identify gaps in the trail system, and provide recommendations to increase safety and accessibility for all trail users, support economic development, and enhance the quality of life for area residents. An update of bikeway master plan would identify ways to enhance and expand the existing bikeway network. Improvements would be construction in phases and could include the installation of new green bike lanes; buffered/separated bike lanes; bike trail opportunities to address the needs for commuter and recreational bicyclists to access transit hubs; work; recreational; and retail destinations. The project will also evaluate bicycle/scooter share programs and recommend/establish related policies. The plan update will also identify needs and challenging areas in order to upgrade or construct new, safe, and efficient bicycle facilities, and to encourage and increase bicycle ridership.

COMMENTS:

Santa Clara Valley Water District (SCVWD) is a willing partner in the City's plan to expand its recreational levee trail system. A Trail Master Plan will help the City and SCVWD plan their respective improvement projects to incorporate City trail expansion and connectivity projects. The project to be coordinated with the Shuttle Study (Project #3428) and completed by spring 2020.

Uncommitted Balance as of 3/31/2019: \$206,401

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	200,000	0	0	0	0	0	200,000
Administration	10,000	0	0	0	0	0	10,000
Totals	210,000	0	0	0	0	0	210,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	210,000	0	0	0	0	0	210,000
Totals	210,000	0	0	0	0	0	210,000

FINANCE NOTES

City Council 2/26/2019 - Mid-year Budget Appropriation of \$110k from General Gov. CIP Fund.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Community Improvement	3450 LAN/WAN Network Upgrade	1

CONTACT: Mike Luu [2706]

PRIORITY: Governance and Administration

DESCRIPTION

The project provides for local area network/wide area network (LAN/WAN) upgrades at major City facilities which includes the telecommunication network and telephone system hardware. The City's existing Cisco Systems telecommunications network was installed 2009. The network has now been in operation for over 9 years while the planned life of this type of equipment is generally 5 years. The equipment is prone to failure while systems are no longer supported by the manufacturer.

COMMENTS:

Network upgrade is anticipated to start in spring 2019. Network shutdowns to be coordinated after regular business hours.

Uncommitted Balance as of 3/31/2019: \$0

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	952,245	0	0	0	0	0	952,245
Totals	952,245	0	0	0	0	0	952,245

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Equipment Replacement Fund	98,000	0	0	0	0	0	98,000
General Government CIP Fund	854,245	0	0	0	0	0	854,245
Totals	952,245	0	0	0	0	0	952,245

FINANCE NOTES

City Council 12/4/2018 - Mid-year Budget Appropriation of \$854,245 from General Government CIP Fund and \$98k transfer from Fund 505.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Community Improvement	3452	Lower Berryessa Crk. Ped. Trail and Bridge	1

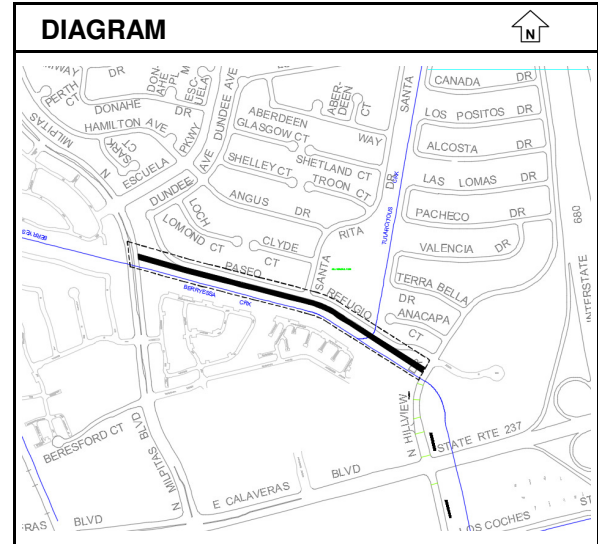
CONTACT: Steve Erickson [3301]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the reimbursement to the Santa Clara Valley Water District (SCVWD) for levee pedestrian trail improvements constructed on behalf of the City along portions of the Districts Lower Berryessa Creek levee between North Milpitas Boulevard and North Hillview Drive.

COMMENTS:



Uncommitted Balance as of 3/31/2019: \$1,500,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	1,500,000	0	0	0	0	0	1,500,000
Totals	1,500,000	0	0	0	0	0	1,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	1,500,000	0	0	0	0	0	1,500,000
Totals	1,500,000	0	0	0	0	0	1,500,000

FINANCE NOTES

City Council 2/26/2019 - Mid-year Budget Appropriation of \$1.5M from General Gov. CIP Fund.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	3711 BART Project - Storm Improvements	

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

The project will provide for the relocation of existing storm drain utilities along the BART corridor at BART's own expense. The City has identified additional storm drain improvements which should be completed as part of the BART utility relocation effort which the City needs to fund. These include rerouting storm drain lines on Capitol Avenue to eliminate localized annual flooding and other enhancements.

COMMENTS:

VTa's contractor has completed the construction work associated with this project and will submit invoices to the City for payment.

Uncommitted Balance as of 3/31/2019: \$33,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	33,000	0	0	0	0	0	33,000
Totals	33,000	0	0	0	0	0	33,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Storm Drain Fund	33,000	0	0	0	0	0	33,000
Totals	33,000	0	0	0	0	0	33,000

FINANCE NOTES

Construction is complete and City reimbursement cost are not anticipated to exceed \$33,000 for Storm Drain improvements.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Storm Drain Improvement	3712	Minor Storm Drain Projects 2016	1

CONTACT: Tony Ndah [2602]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project involves the ongoing analysis and implementation of various minor modifications and improvements to the existing storm drain systems.

COMMENTS:

Repair storm water pump at Oak Creek Pump Station by summer 2019.

Uncommitted Balance as of 3/31/2019: \$100,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	40,000	0	0	0	0	0	40,000
Administration	10,000	0	0	0	0	0	10,000
Improvements	50,000	0	0	0	0	0	50,000
Totals	100,000	0	0	0	0	0	100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Storm Drain Fund	100,000	0	0	0	0	0	100,000
Totals	100,000	0	0	0	0	0	100,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Storm Drain Improvement	3713 Trash Removal Devices	1

CONTACT: Steve Erickson [3301] / Julie Waldron [3314]

PRIORITY: Environment

DESCRIPTION

This project evaluates locations for trash removal devices within the City's storm water collection system. Proposed work includes design and installation of two devices.

COMMENTS:

The State Regional Water Quality Control Board included trash removal requirements from storm water collection systems in the Municipal Regional Permit (MRP) issued to Bay Area cities, including Milpitas. Installation of trash removal device is one way to meet the implementation requirements of the MRP. Installation to be completed by summer 2019.

Uncommitted Balance as of 3/31/2019: \$427,702

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	100,000	0	0	0	0	0	100,000
Administration	50,000	0	0	0	0	0	50,000
Surveying	20,000	0	0	0	0	0	20,000
Inspection	30,000	0	0	0	0	0	30,000
Improvements	400,000	0	0	0	0	0	400,000
Totals	600,000	0	0	0	0	0	600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	250,000	0	0	0	0	0	250,000
Storm Drain Fund	350,000	0	0	0	0	0	350,000
Totals	600,000	0	0	0	0	0	600,000

FINANCE NOTES

City Council 12/4/2018 - Mid-year Budget Appropriation of \$250K from General Government CIP Funds.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4179 Montague Expwy Widening at Great Mall Pkwy	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

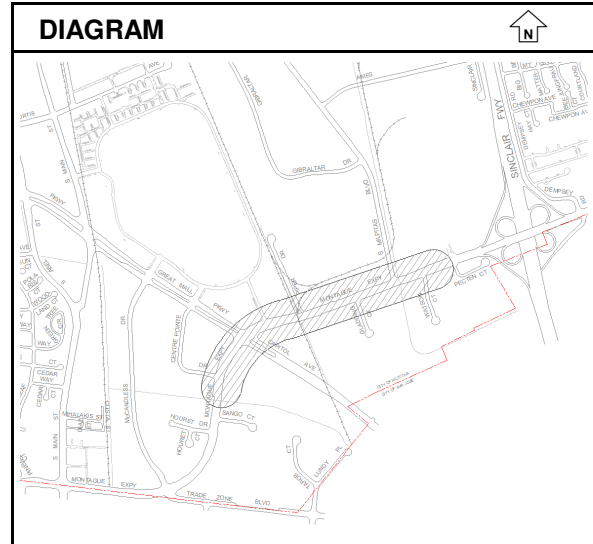
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides a fourth through lane in each direction on Montague Expressway at Great Mall Parkway. It also includes adding one westbound lane on Montague Expressway from Pecton Court to UPRR rails.

COMMENTS:

Construction of the widening project was completed by VTA as part of the BART Extension project. Construction is completed and initial acceptance is anticipated by fall 2019. TASP ID: DB#2.



Uncommitted Balance as of 3/31/2019: \$632,170

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	560,500	0	0	0	0	0	560,500
Administration	145,000	0	0	0	0	0	145,000
Surveying	30,000	0	0	0	0	0	30,000
Inspection	270,000	0	0	0	0	0	270,000
Land	1,020,000	0	0	0	0	0	1,020,000
Improvements	6,621,950	0	0	0	0	0	6,621,950
Totals	8,647,450	0	0	0	0	0	8,647,450

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
TASP Impact Fees	1,300,000	0	0	0	0	0	1,300,000
RDA Fund	3,300,000	0	0	0	0	0	3,300,000
Street Improvement Fund	30,500	0	0	0	0	0	30,500
Grants/Reimb./Developer Fees	2,755,111	0	0	0	0	0	2,755,111
Traffic Impact Fees	1,261,839	0	0	0	0	0	1,261,839
Totals	8,647,450	0	0	0	0	0	8,647,450

FINANCE NOTES

Developer Contributions: Cisco - \$1,125,000+\$62,111 (FY05 Year End Adjustment) + City of San Jose (3Com): \$1,568,000 = \$2,755,111
 Prior Year Other Sources: \$585,000+\$58,596+\$329,713 = \$973,309.
 City Council - FY 11 Midyear appropriation \$288,530 from Traffic Impact Fee Prior Year.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4253 Dixon Landing Road Plan Line	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

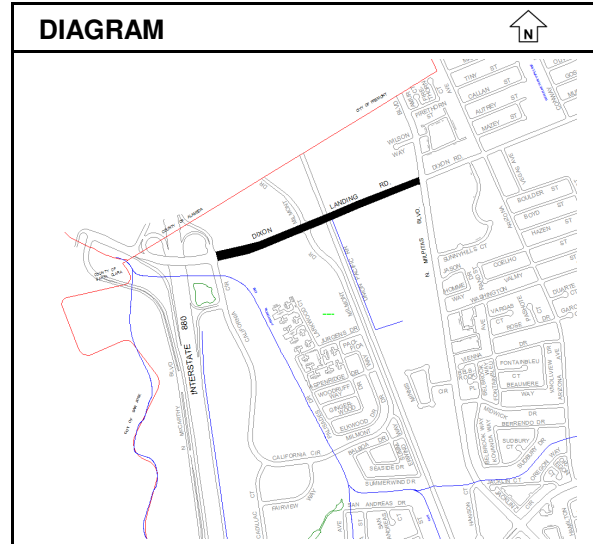
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the preparation of a Plan Line Study to evaluate the widening of Dixon Landing Road from N. Milpitas Boulevard to I-880 from 2 lanes to 3 lanes in each direction. The study will evaluate the right-of-way needed and feasibility of relocating sidewalks, street lighting, adding bicycle lanes and streetscape in medians and planter strips. This project will also include 35% level design in order to develop an Engineer's Estimate for design and construction of improvements.

COMMENTS:

Plan Line Study will also be coordinated with the BART roadway/bridge improvements, where BART crosses Dixon Landing Road. Plan Line Study is anticipated to be completed by fall 2019.



Uncommitted Balance as of 3/31/2019: \$163,536

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	152,152	0	0	0	0	0	152,152
Administration	30,000	0	0	0	0	0	30,000
Surveying	40,000	0	0	0	0	0	40,000
Improvements	55,271	0	0	0	0	0	55,271
Totals	277,423	0	0	0	0	0	277,423

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Street Improvement Fund	25,000	0	0	0	0	0	25,000
Traffic Impact Fees	252,423	0	0	0	0	0	252,423
Totals	277,423	0	0	0	0	0	277,423

FINANCE NOTES

City Council 3/16/2010 - approval to apply for Grant: \$150,000, Caltrans Community Base Transportation Planning (CBTP)

Traffic Impact Fees: \$50,000 Walmart and Jose McCarthy Development.

City Council - Midyear appropriation \$105,271 from Traffic Impact Fees.

3/11:Defund \$150,000 since Caltrans Community Base Transportation Planning (CBTP) was not received.

City did not receive \$150K grant in 2010-11.

City Council 2/7/12 - Midyear Budget Appropriation of \$115,192 from Traffic Impact Fee interest.

Traffic Impact Fee: \$31,960 - Walmart.

\$50,000 in prior year Traffic Impact Fees defunded in FY2017-18 due to fees not being available in FY 16/17 (Walmart-Joe McCarthy Development).

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4258 Calaveras Blvd Widening Project	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

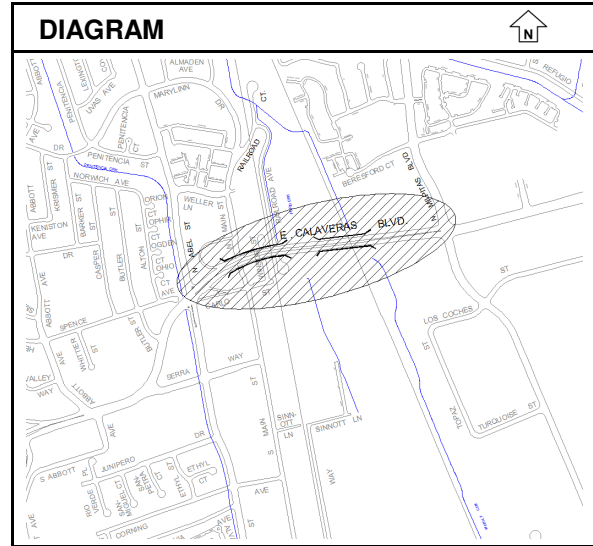
PRIORITY: Transportation and Transit

DESCRIPTION

This project will replace the existing roadway bridges between Milpitas Boulevard and Abel Street. These bridge structures were constructed over 40 years ago are reaching their design life. In addition these structures do not have adequate bicycle and pedestrian facilities. The replacement bridge structures will be wider to include 3-lanes, 10 foot sidewalks and 6 foot bike lanes in each direction.

COMMENTS:

Calaveras Boulevard is a State Route. City to collaborate with Caltrans who will administer the project. City would be the local sponsor of this project and provide a local funding match generated through Traffic and TASP Impact Fees. The total cost estimate of the project to be implemented in FY2024-25 is \$80 Million. City to accumulate minimum local match of 11.47% of the project, which is approximately \$9.2M. Out of \$9.2M, a fair share goal from TASP Impact Fee is \$6.8M. TASP ID: DB#2 (\$6.8M).



Uncommitted Balance as of 3/31/2019: \$173,319

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	173,969	0	0	0	0	0	173,969
Totals	173,969	0	0	0	0	0	173,969

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Traffic Impact Fees	173,092	0	0	0	0	0	173,092
Grants/Reimb./Developer Fees	877	0	0	0	0	0	877
Totals	173,969	0	0	0	0	0	173,969

FINANCE NOTES

City Council 2/1/2011 - Midyear Budget Appropriation \$173,092 from TIF.

City Council 2/7/2012 - Midyear Budget Appropriation of \$877 from Developer Contribution "D.R. Horton".

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4265 Bart Extension Coordination and Planning	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

The Bart extension from Fremont to San Jose will pass through Milpitas and include a BART station in Milpitas. This project includes the coordination and engineering analysis of utilities, Right of Way and other BART design impacts on the City's infrastructure.

COMMENTS:

Coordination with VTA for design of future Bart Extension will require substantial resources from the City. Most of the work involves review of proposals, plans, identifying infrastructure improvements and engineering analysis and development of alternatives to BART proposed improvements.

Uncommitted Balance as of 3/31/2019: \$126,509

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	0	0	0	0	50,000
Administration	2,430,956	0	0	0	0	0	2,430,956
Totals	2,480,956	0	0	0	0	0	2,480,956

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
RDA Fund	53,065	0	0	0	0	0	53,065
Sewer Fund	8,591	0	0	0	0	0	8,591
Street Improvement Fund	8,702	0	0	0	0	0	8,702
Water Fund	8,702	0	0	0	0	0	8,702
Grants/Reimb./Developer Fees	2,401,896	0	0	0	0	0	2,401,896
Totals	2,480,956	0	0	0	0	0	2,480,956

FINANCE NOTES

City Council 2/7/2012 - Midyear Budget Appropriation of \$50,000 from the VTA reimbursement agreement.
City Council 2/21/2012 - Midyear Budget Appropriation of \$233,296 from the VTA reimbursement agreement.
City Council 9/18/2012 - Budget appropriation of \$393,600 from the VTA reimbursement agreement.
City Council 10/15/2013 - Budget appropriation of \$500,000 from the VTA reimbursement agreement.
City Council 6/17/2014 - Budget appropriation of \$650,000 from the VTA reimbursement agreement.
City Council 9/15/2015 - Budget appropriation of \$300,000 from the VTA reimbursement agreement.
City Council 12/6/2016 - Budget appropriation of \$150,000 from VTA reimbursement agreement.
City Council 8/17/2017 - Budget appropriation of \$125,000 from VTA reimbursement agreement.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	4266	Street Light LED Conversion Improvements	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Environment

DESCRIPTION

This project will provide for the conversion of City street lights to energy efficient Light Emitting Diode (LED) including related wiring and control systems.

COMMENTS:

The City owns approximately 4,600 street light fixtures of various types including standard cobra head, Midtown and TASP standard decorative fixtures. LED fixture installation is being completed in phases. Phase 1 completed in FY 15/16 installed 1,000 LED fixtures. For Phase 2, additional 1,500 LED fixtures are anticipated to be installed by summer 2019. Additional funding will be programed for future phases of the conversion work.

Uncommitted Balance as of 3/31/2019: \$141,650

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	0	0	0	0	50,000
Administration	40,000	0	0	0	0	0	40,000
Inspection	30,000	0	0	0	0	0	30,000
Improvements	555,000	0	0	0	0	0	555,000
Totals	675,000	0	0	0	0	0	675,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Street Improvement Fund	75,000	0	0	0	0	0	75,000
Gas Tax Fund	600,000	0	0	0	0	0	600,000
Totals	675,000	0	0	0	0	0	675,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	4269	Traffic Management Enhancements 2013	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the software upgrade and deployment of traffic management equipment used to monitor and control the City's roadway network. Typical improvements include the deployment of traffic signal control equipment and upgrades to the traffic operations center's video monitoring equipment.

COMMENTS:

This project also provides resources to pursue grant funding to augment traffic management projects.

Uncommitted Balance as of 3/31/2019: \$6,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	10,000	0	0	0	0	0	10,000
Improvements	50,000	0	0	0	0	0	50,000
Totals	60,000	0	0	0	0	0	60,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Street Improvement Fund	60,000	0	0	0	0	0	60,000
Totals	60,000	0	0	0	0	0	60,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	4273	Street Landscape Irrigation Repair 2014	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the repair and replacement of streetscape, median irrigation systems, and related equipment on City streets.

COMMENTS:

The City has many miles of landscaped street medians and curb planter areas in the City. The older irrigation systems are inefficient, leaking, not well documented, and do not provide suitable irrigation to support healthy landscape. The project would also provide for restoration of existing landscaping within medians and curb planters.

Uncommitted Balance as of 3/31/2019: \$164,411

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	45,000	0	0	0	0	0	45,000
Administration	25,000	0	0	0	0	0	25,000
Inspection	15,000	0	0	0	0	0	15,000
Improvements	415,000	0	0	0	0	0	415,000
Totals	500,000	0	0	0	0	0	500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	150,000	0	0	0	0	0	150,000
Street Improvement Fund	150,000	0	0	0	0	0	150,000
General Government CIP Fund	200,000	0	0	0	0	0	200,000
Totals	500,000	0	0	0	0	0	500,000

FINANCE NOTES

City Council 5/2/2017 - Midyear Appropriation of \$200,000 from General Government CIP funding for FY2016/17.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Street Improvement	4274	I 880 Interchange R/W Closeout	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

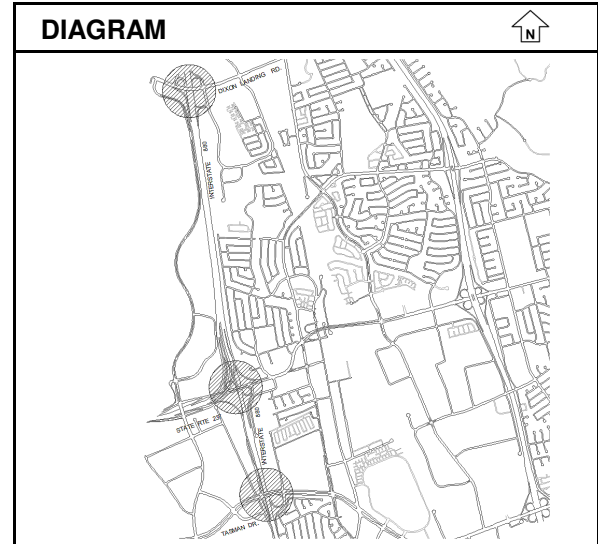
PRIORITY: Transportation and Transit

DESCRIPTION

This project will provide final closeout documentation and Right of Way transfer for the three interchanges constructed along I-880 and Dixon Landing Road, State Route 237, and Tasman Drive.

COMMENTS:

The interchanges were constructed under three separate CIP projects. The City is working with Caltrans and VTA through a cooperative cost share agreement to closeout these projects and ultimately transfer R/W and ownership to Caltrans.



Uncommitted Balance as of 3/31/2019: \$223,185

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	727,181	0	0	0	0	0	727,181
Totals	727,181	0	0	0	0	0	727,181

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Developer Contributions	148,119	0	0	0	0	0	148,119
Street Improvement Fund	579,062	0	0	0	0	0	579,062
Totals	727,181	0	0	0	0	0	727,181

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4279 Minor Traffic Improvements 2016	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for traffic studies, speed surveys, and traffic counts. This project also includes minor traffic improvements that result from community service requests. Typical improvements include roadway markings/signage improvements and the installation of roadway undulators.

COMMENTS:

Uncommitted Balance as of 3/31/2019: \$106,717

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	90,000	0	0	0	0	0	90,000
Administration	20,000	0	0	0	0	0	20,000
Improvements	190,000	0	0	0	0	0	190,000
Totals	300,000	0	0	0	0	0	300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	300,000	0	0	0	0	0	300,000
Totals	300,000	0	0	0	0	0	300,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4284 Street Resurfacing Project 2017	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

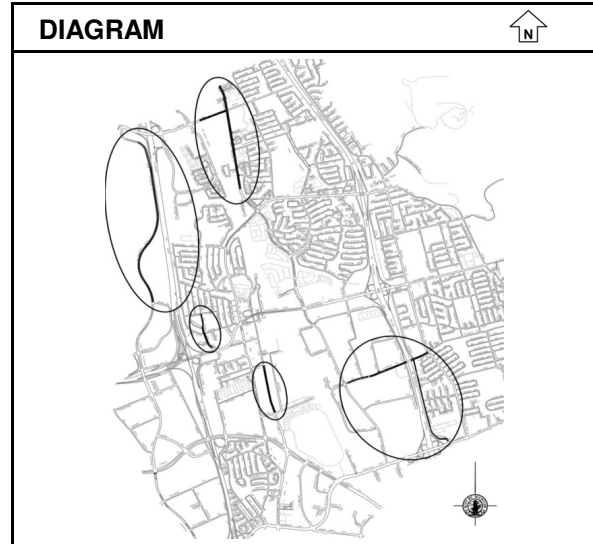
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

COMMENTS:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update.



Uncommitted Balance as of 3/31/2019: \$118,015

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	100,000	0	0	0	0	0	100,000
Administration	50,000	0	0	0	0	0	50,000
Inspection	50,000	0	0	0	0	0	50,000
Improvements	4,400,000	0	0	0	0	0	4,400,000
Totals	4,600,000	0	0	0	0	0	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Fund	250,000	0	0	0	0	0	250,000
Vehicle Registration Fee	450,000	0	0	0	0	0	450,000
Transient Occupancy Tax (TOT)	2,150,000	0	0	0	0	0	2,150,000
Gas Tax Fund	1,500,000	0	0	0	0	0	1,500,000
Sewer Fund	250,000	0	0	0	0	0	250,000
Totals	4,600,000	0	0	0	0	0	4,600,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4287 Street Resurfacing Project 2018	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for roadway pavement repair including overlay and reconstruction. Streets are selected for improvement based on the City's Pavement Management System to optimize the pavement condition rating and use of funding.

COMMENTS:

There are currently over 129 center lane miles of streets that are owned by the City. The project will also include replacement and upgrade of curb, gutter, driveway, sidewalk, installation of ADA ramps, implementation of Class II bike lanes, and Class III bike route facilities as described in the City's 2009 Bikeway Master Plan Update. In 2018, street resurfacing started in July and two phases of street resurfacing were completed and accepted by the end of the year. Design and construction documents were prepared by staff. Funding for this project also provides for design services for the Street Resurfacing Project 2018-19.

Uncommitted Balance as of 3/31/2019: \$580,652

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	100,000	0	0	0	0	0	100,000
Administration	50,000	0	0	0	0	0	50,000
Inspection	50,000	0	0	0	0	0	50,000
Improvements	4,400,000	0	0	0	0	0	4,400,000
Totals	4,600,000	0	0	0	0	0	4,600,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Transient Occupancy Tax (TOT)	1,600,000	0	0	0	0	0	1,600,000
Gas Tax Fund	1,300,000	0	0	0	0	0	1,300,000
Grants/Reimb./Developer Fees	108,083	0	0	0	0	0	108,083
General Government CIP Fund	991,917	0	0	0	0	0	991,917
Sewer Fund	100,000	0	0	0	0	0	100,000
Vehicle Registration Fee	500,000	0	0	0	0	0	500,000
Totals	4,600,000	0	0	0	0	0	4,600,000

FINANCE NOTES

3/17/2017, City received \$108,083 in MTC (TDA) funds allocated to the City.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4288 Traffic Studies & Minor Improvements	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for traffic studies, speed surveys, and traffic counts. This project also includes minor traffic improvements that result from community service requests. Typical improvements include roadway markings/signage improvements and the installation of roadway undulators.

COMMENTS:

Uncommitted Balance as of 3/31/2019: \$196,132

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	40,000	0	0	0	0	0	40,000
Administration	20,000	0	0	0	0	0	20,000
Improvements	140,000	0	0	0	0	0	140,000
Totals	200,000	0	0	0	0	0	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Gas Tax Fund	200,000	0	0	0	0	0	200,000
Totals	200,000	0	0	0	0	0	200,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4289 Green Infrastructure Plan	1

CONTACT: Tony Ndah [2602] / Kan Xu [3253]

PRIORITY: Environment

DESCRIPTION

This project will fulfill the planning requirements for the National Pollution Discharge Elimination System (NPDES) Municipal Regional Stormwater Permit Section C.3.j (Green Infrastructure Planning and Implementation). The funding will be used to develop and implement a long-term Green Infrastructure Plan for use on City CIP projects for Streets, Buildings, and Park projects. The Plan would be utilized to assist in the design of low impact drainage infrastructure for City projects including bio-swales, detention systems, and other drainage improvements meeting the States C3 requirements.

COMMENTS:

Plan to be completed by fall 2019.

Uncommitted Balance as of 3/31/2019: \$8,071

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	80,000	0	0	0	0	0	80,000
Administration	20,000	0	0	0	0	0	20,000
Totals	100,000	0	0	0	0	0	100,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Street Improvement Fund	50,000	0	0	0	0	0	50,000
Midtown Park Fund	50,000	0	0	0	0	0	50,000
Totals	100,000	0	0	0	0	0	100,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Street Improvement	4292 McCarthy Blvd./Sandisk Dr. Traffic Signal	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

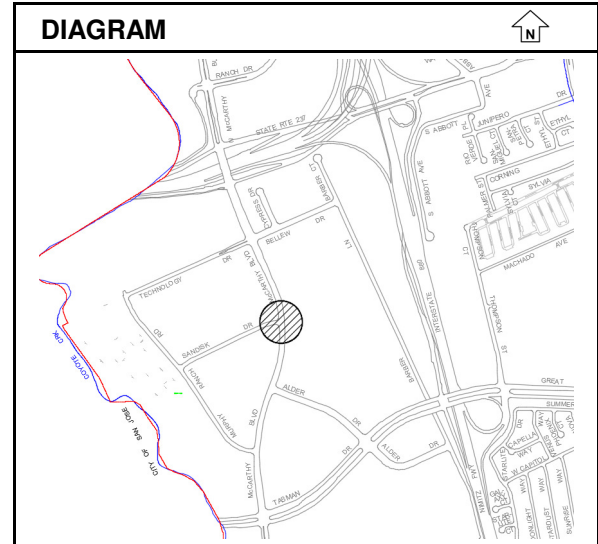
PRIORITY: Transportation and Transit

DESCRIPTION

This project provides for the installation of a new traffic signal at McCarthy Blvd/Sandisk Drive to facilitate safe and orderly movement of traffic to address increased vehicular and pedestrian crossing activities at the intersection. The scope includes installation of poles, conduits, boxes, cabinets, intersection safety lighting, communication equipment, signage, detection equipment, and related traffic signal equipment.

COMMENTS:

Design for the traffic signal has been completed. This project provides for the construction anticipated to be completed by spring 2020.



Uncommitted Balance as of 3/31/2019: \$738,956

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	75,000	0	0	0	0	0	75,000
Inspection	0	0	0	0	0	0	0
Improvements	0	0	0	0	0	0	0
Totals	75,000	0	0	0	0	0	75,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	750,000	0	0	0	0	0	750,000
Totals	750,000	0	0	0	0	0	750,000

FINANCE NOTES

City Council 2/19/2019 - project created and budget appropriation of \$750k from McCarthy Business Park Traffic Impact Fee.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5055 Alviso Adobe Renovation	1

CONTACT: Steve Erickson [3301] / Julie Waldron [3314]

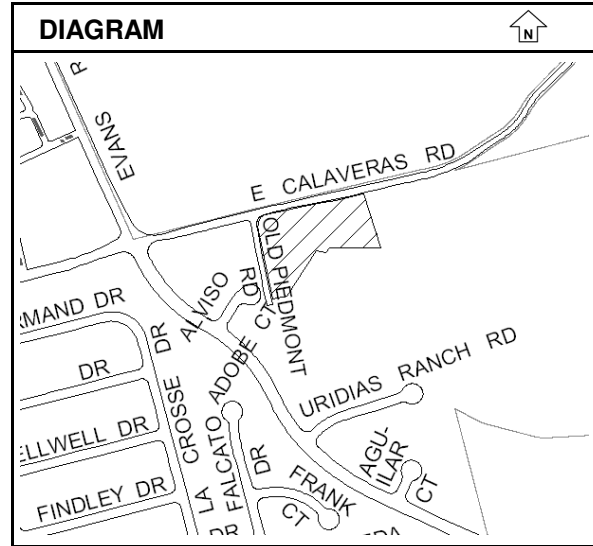
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project is being completed in phases and provides for new park improvements and restoration of the historic Alviso Adobe building. Phases 1 thru 4 completed exterior restoration of the building and park improvements, ADA access improvements, and seismic and exterior renovation of the historic adobe building. The final Phase 5 provides for the interior restoration of the 1st floor including period furnishing, decorations and exhibits.

COMMENTS:

Historic preservation architect was retained to complete the final assessment, design, and construction drawings for Phase 5. Construction for the interior restoration is anticipated to start fall 2019. Interior restoration and historical exhibits will take approximately 18 months to complete.



Uncommitted Balance as of 3/31/2019: \$1,894,210

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	494,000	0	0	0	0	0	494,000
Administration	295,000	0	0	0	0	0	295,000
Inspection	336,000	0	0	0	0	0	336,000
Improvements	6,977,972	0	0	0	0	0	6,977,972
Other	56,300	0	0	0	0	0	56,300
Totals	8,159,272	0	0	0	0	0	8,159,272

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Midtown Park Fund	262,042	0	0	0	0	0	262,042
General Government CIP Fund	1,360,000	0	0	0	0	0	1,360,000
Grants/Reimb./Developer Fees	848,868	0	0	0	0	0	848,868
Park Fund	5,688,362	0	0	0	0	0	5,688,362
Totals	8,159,272	0	0	0	0	0	8,159,272

FINANCE NOTES

Grants/Reimbursement/Developer Fees/Others: Received on 5/08 - SCC Historical Heritage \$60,138 + \$59,000 + \$54,000.
 SCC Open Space Authority Grant \$356,837. FY09-10 SCC Open Space Authority Grant: \$170,000. Piedmont 237 Limited Liability Corporation (LLC) development fees \$3,935
 Received 08/08 - \$13,607 Milpitas Historical Society; \$83,393 remains to be reimbursed, not included in budget yet.
 FY 10-11 Park Fund \$2,500,000.
 FY 11-12 SCC Historical & Heritage Grant \$85,000
 City Council 2/7/12 - Midyear Budget Appropriation of \$70,000 from SCVWD Open Space "Trails& Open Spaces Grant"
 City Council 2/7/12 - Midyear Budget Appropriation of \$83,393 from Milpitas Historical Society
 The City was unable to obtain the \$170,000 grant from the SCC Open Space Authority and \$170,000 will be removed from the project.
 Staff will pursue grants to fund the proposed interior improvements to the adobe building for final phase 5.
 Santa Clara County Historical Heritage Grant: \$62,958 to be awarded April 2017.
 City Council 12/4/18 - Mid-year Budget Appropriation of \$300K from General Government CIP Funds.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Park Improvement	5098	Park Irrigation System Repair & Improvement	1

CONTACT: Tony Ndah [2602] / Daniel Lopez [2647]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the repair and replacement of park irrigation systems and related equipment in City parks.

COMMENTS:

The City has over 25 parks, and many of these have irrigation systems that are over 40 years old. These older systems are not well documented, and are problematic to locate for repair. The systems are inefficient and leak, and some are no longer operational. Irrigation systems that do operate require a significant amount of maintenance. The project would also provide for restoration of existing landscaping within the park.

Uncommitted Balance as of 3/31/2019: \$151,696

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	50,000	0	0	0	0	0	50,000
Administration	40,000	0	0	0	0	0	40,000
Inspection	20,000	0	0	0	0	0	20,000
Improvements	290,000	0	0	0	0	0	290,000
Totals	400,000	0	0	0	0	0	400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Park Fund	400,000	0	0	0	0	0	400,000
Totals	400,000	0	0	0	0	0	400,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5102 McCandless Park	1

CONTACT: Steve Erickson [3301] / Maren Schram [3315]

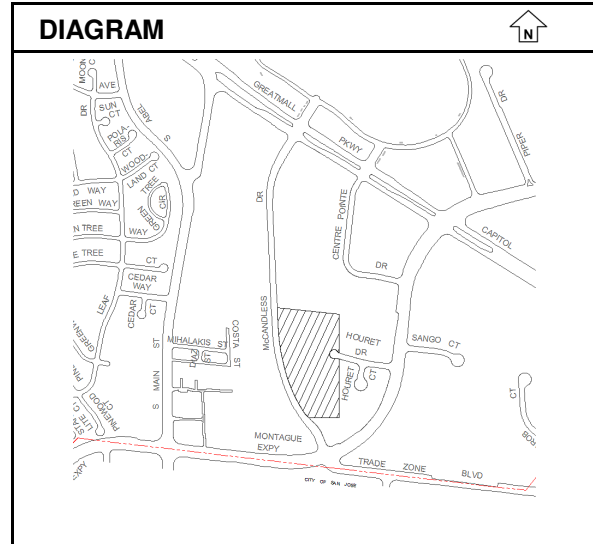
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for a new public park adjacent to a new MUSD elementary school located on McCandless Drive in the Transit Area. The park will provide a four-acre City park and will include play field, athletic courts, picnic area, all-inclusive play areas, and restrooms.

COMMENTS:

Design of the park is underway. The project includes reimbursement funding to MUSD for installation of park utilities and amenities in joint use areas with construction of the elementary school. Coordination required with Lower Penitencia Creek Pedestrian Bridge (Project #2005) and McCandless Well Upgrade (Project #7076) within the McCandless Park project site. Santa Clara County's Safe All-Access Playground Grant approved for the project. Construction is anticipated to start fall 2020 and completed by end of 2021. TASP ID: DB#22.



Uncommitted Balance as of 3/31/2019:

\$9,150,817

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	1,275,000	0	0	0	0	0	1,275,000
Administration	200,000	0	0	0	0	0	200,000
Inspection	200,000	0	0	0	0	0	200,000
Improvements	10,479,820	0	0	0	0	0	10,479,820
Totals	12,154,820	0	0	0	0	0	12,154,820

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Grants/Reimb./Developer Fees	779,820	0	0	0	0	0	779,820
TASP Impact Fees	10,375,000	0	0	0	0	0	10,375,000
General Government CIP Fund	1,000,000	0	0	0	0	0	1,000,000
Totals	12,154,820	0	0	0	0	0	12,154,820

FINANCE NOTES

City Council 4/7/15 - project created.
City Council 2/21/17 - \$400K Budget Appropriation from TASP Impact Fee
City Council 9/18/18 - \$779,820 County Safe All-Access Playground Grant approved.
City Council 12/4/18 - Mid-year Budget Appropriation of \$1M from General Government CIP Funds.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5109 Creighton Park Renovation	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

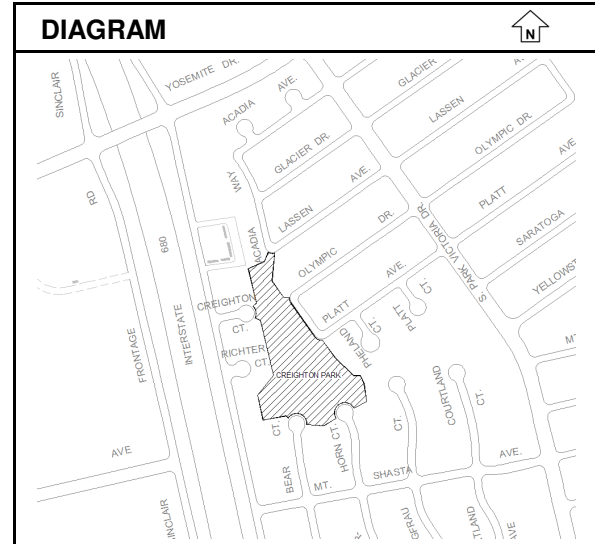
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of improvements at Creighton Park. Improvements include picnic and playground area renovation, ADA access and path improvement, and renovation of lighting, irrigation, and landscaping.

COMMENTS:

Creighton Park is a 5 acres neighborhood park. It was constructed in 1968 and last renovated in 1981. Play structures were installed in 1991. Construction for the renovation to start summer 2019 and take one year to complete.



Uncommitted Balance as of 3/31/2019: \$2,996,225

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	200,000	0	0	0	0	0	200,000
Administration	150,000	0	0	0	0	0	150,000
Inspection	50,000	0	0	0	0	0	50,000
Improvements	2,900,000	0	0	0	0	0	2,900,000
Totals	3,300,000	0	0	0	0	0	3,300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Park Fund	2,900,000	0	0	0	0	0	2,900,000
General Government CIP Fund	400,000	0	0	0	0	0	400,000
Totals	3,300,000	0	0	0	0	0	3,300,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5111 Sports Center Skate Park	1

CONTACT: Steve Erickson [3301] / Julie Waldron [3314]

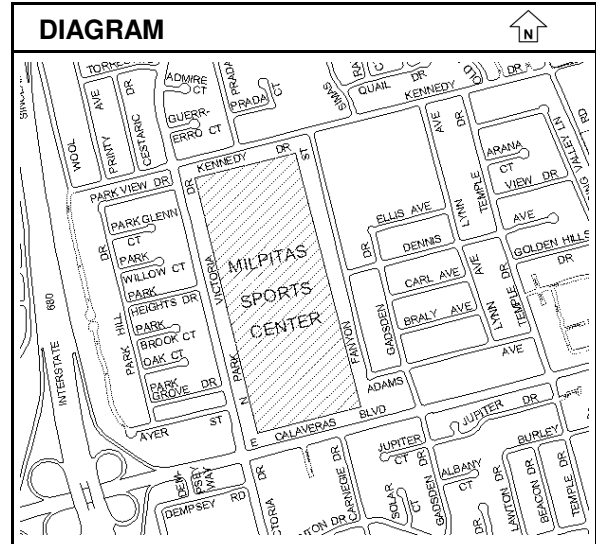
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the design and construction of a new skate park to be located at the Milpitas Sports Complex between the parking lot and the newly renovated fields. The 20,000 sq.ft. skate park will include hardscape skate structures, lighting, irrigation, landscaping, drainage, and amenities. The project will also renovate the restroom/snack shack building. Snack shack/restroom building improvements may include electrical, mechanical, and plumbing replacements and upgrades, interior/exterior building repairs and upgrades, and ADA and Code related improvements. Being as the snack shack include food warming/preparation, a permit from the County Health Department for the facility is also required.

COMMENTS:

Undocumented sanitary sewer and storm drain main utilities were discovered during construction of the Sports Field in 2016. These utilities will need to be relocated to construct the skate park. Improvement funding has been increased to account for the utility relocation. Construction anticipated to start summer 2019 and completed by fall 2020.



Uncommitted Balance as of 3/31/2019: \$4,813,090

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	600,000	0	0	0	0	0	600,000
Administration	190,000	0	0	0	0	0	190,000
Inspection	75,000	0	0	0	0	0	75,000
Improvements	4,660,000	0	0	0	0	0	4,660,000
Totals	5,525,000	0	0	0	0	0	5,525,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
General Government CIP Fund	3,375,000	0	0	0	0	0	3,375,000
Midtown Park Fund	900,000	0	0	0	0	0	900,000
Park Fund	750,000	0	0	0	0	0	750,000
Sewer Fund	500,000	0	0	0	0	0	500,000
Totals	5,525,000	0	0	0	0	0	5,525,000

FINANCE NOTES

City Council 12/4/2018 - Mid-year Budget Appropriation of \$1.5M from General Government CIP Funds.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Park Improvement	5114 MSC Master Plan Update	1

CONTACT: Steve Erickson [3301] / Lyhak Eam [3349]

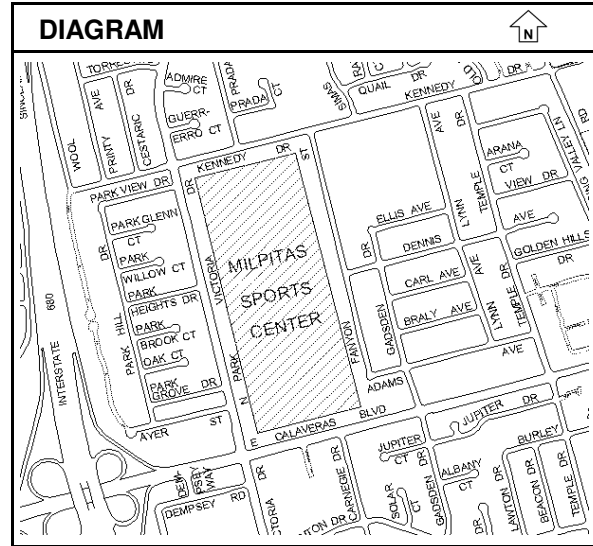
PRIORITY: Community Wellness and Open Space

DESCRIPTION

The Milpitas Sports Center (MSC) Master Plan Update will focus on revising several elements of the existing Plan, due to several physical changes due to currently added and planned amenities implemented since the completion of the current Plan, including vehicular, bicycle and pedestrian circulation. The Master Plan Update will also look at the current Sports Center Baseball Fields and asses needed improvements including ADA access improvements, drainage, irrigation, as well as the existing snack shack and restroom building located adjacent to the fields, as this structure has reached the end of its service life and requires restoration or replacement.

COMMENTS:

MSC Master Plan Update anticipated to be completed by fall 2019.



Uncommitted Balance as of 3/31/2019: \$39,156

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	140,000	0	0	0	0	0	140,000
Administration	10,000	0	0	0	0	0	10,000
Totals	150,000	0	0	0	0	0	150,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Park Fund	150,000	0	0	0	0	0	150,000
Totals	150,000	0	0	0	0	0	150,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6115 Sewer System Replacement 11-12	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

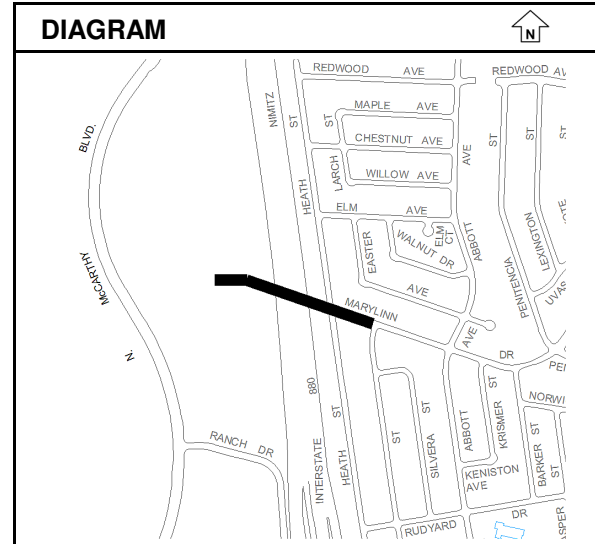
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the replacement of the highest priority facilities, including upgrades to the Sewer Pump Stations, force main, and seismic retrofit work. The replacement prioritization is based on factors including age, type of pipe material, soil conditions and the physical evaluation based on video camera observations.

COMMENTS:

This project is in combination with Project #6116. Rehabilitation of existing 27" sewer main that extends along Marylinn Drive and under I-880 was completed in 2018.



Uncommitted Balance as of 3/31/2019: \$190,645

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	260,000	0	0	0	0	0	260,000
Administration	95,000	0	0	0	0	0	95,000
Surveying	20,000	0	0	0	0	0	20,000
Inspection	40,000	0	0	0	0	0	40,000
Improvements	1,035,000	0	0	0	0	0	1,035,000
Totals	1,450,000	0	0	0	0	0	1,450,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	1,450,000	0	0	0	0	0	1,450,000
Totals	1,450,000	0	0	0	0	0	1,450,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6116 Sewer System Replacement 12-13	1

CONTACT: Steve Erickson [3301] / Michael Silveira [3303]

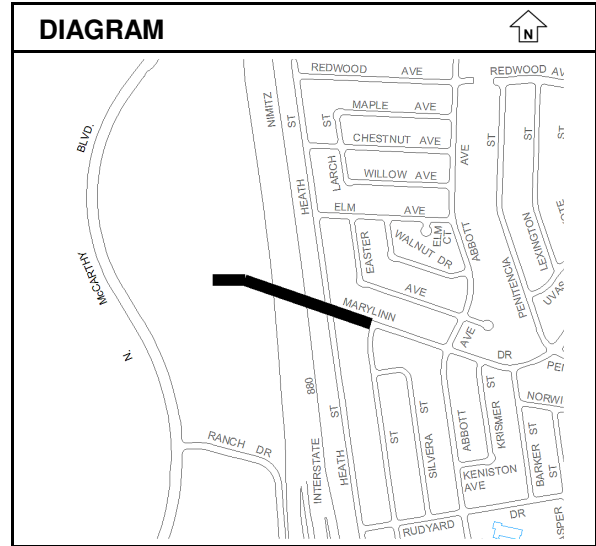
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the replacement of the highest priority facilities, including upgrades to the Sewer Pump Stations, force mains and seismic retrofit work. The replacement prioritization is based on factors including age, type of pipe material, soil conditions, and physical evaluation based on video camera observations.

COMMENTS:

This project is in combination with Project #6115. Rehabilitation of existing 27" sewer main that extends along Marylinn Drive and under I-880 was completed in 2018.



Uncommitted Balance as of 3/31/2019: \$346,140

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	260,000	0	0	0	0	0	260,000
Administration	95,000	0	0	0	0	0	95,000
Surveying	20,000	0	0	0	0	0	20,000
Inspection	40,000	0	0	0	0	0	40,000
Improvements	835,000	0	0	0	0	0	835,000
Totals	1,250,000	0	0	0	0	0	1,250,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	1,250,000	0	0	0	0	0	1,250,000
Totals	1,250,000	0	0	0	0	0	1,250,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6117 (Rmb) TASP Sewer Line Replacement	1

CONTACT: Steve Erickson [3301] / Kan Xu [3253]

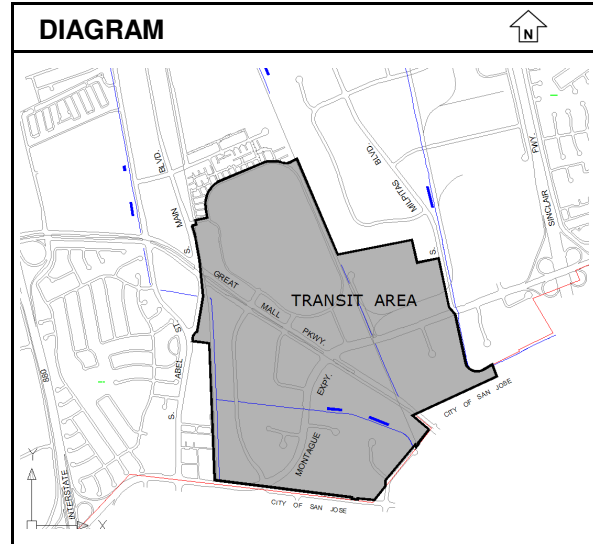
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project constructs sewer pipeline upgrade projects 11A-D as described in the 2009 Sewer Master Plan: Project 11A - South Main, North of Great Mall Parkway; Project 11B - Great Mall Parkway between South Main and Montague Expressway; Project 11C - Montague Expressway; and Project 11D - South Main Street, South of Great Mall Parkway. The City's sewer collection system is at full capacity within the Transit Area Specific Plan (TASP) area. Construction of these sewer pipeline upgrades provide sufficient capacity for planned development.

COMMENTS:

Most of 11A to 11D sewer pipeline segments are completed except for a segment in 11D for Senior Lifestyles project anticipated to be completed by end of 2019. TASP ID: DB#11-14.



Uncommitted Balance as of 3/31/2019: \$2,499,871

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	500,000	0	0	0	0	0	500,000
Administration	25,000	0	0	0	0	0	25,000
Inspection	25,000	0	0	0	0	0	25,000
Improvements	1,950,000	0	0	0	0	0	1,950,000
Totals	2,500,000	0	0	0	0	0	2,500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	2,500,000	0	0	0	0	0	2,500,000
Totals	2,500,000	0	0	0	0	0	2,500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Sewer Improvement	6121	BART Project - Sewer Improvements	

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

The BART project will cause the relocation of existing sewer pipelines and utilities along the BART corridor at its own expense. The City has identified sewer pipeline improvements which should be completed as part of the BART utility relocation effort. These include rerouting and upsizing based on the City's Sewer Master Plan. These additional sewer system improvements are outside of the BART project scope and are to be paid for by the City.

COMMENTS:

UTA's contractor has completed the construction work associated with this project and will submit invoices to the City for payment. Reimbursement to UTA per the master agreement to occur once the project is accepted by the City, which is anticipated in 2019.

Uncommitted Balance as of 3/31/2019: \$13,593

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	243,323	0	0	0	0	0	243,323
Totals	243,323	0	0	0	0	0	243,323

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	243,323	0	0	0	0	0	243,323
Totals	243,323	0	0	0	0	0	243,323

FINANCE NOTES

Construction is complete and City reimbursement cost are not anticipated to exceed \$13,850 for Sewer improvements.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Sewer Improvement	6125	Sewer Pump Station Improvement	1

CONTACT: Tony Ndah [2602]

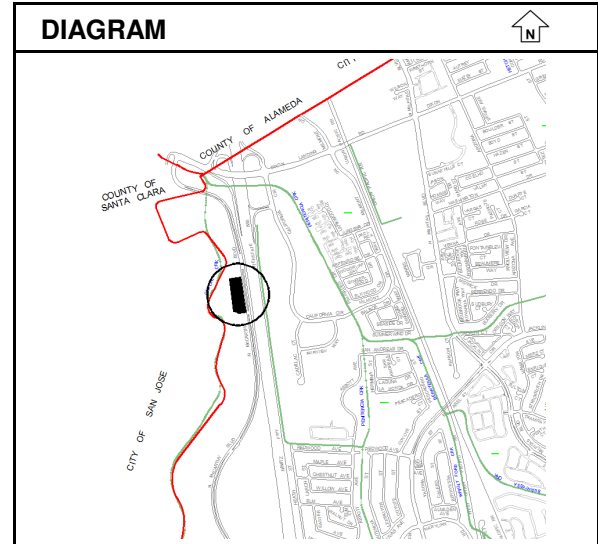
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project will provide for the modernization of equipment at the City's Main Sewer Pump Station. The updated equipment will allow for continued safe discharge of effluent from the Main Sewer Pump Station to the San Jose/Santa Clara Regional Waste Water Facility for treatment..

COMMENTS:

Grinders #2 & #3 at the Main Sewer Pump Station to be replaced summer 2019.



Uncommitted Balance as of 3/31/2019: \$208,573

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Administration	40,000	0	0	0	0	0	40,000
Improvements	200,000	0	0	0	0	0	200,000
Equipment	310,000	0	0	0	0	0	310,000
Totals	550,000	0	0	0	0	0	550,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	550,000	0	0	0	0	0	550,000
Totals	550,000	0	0	0	0	0	550,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Sewer Improvement	6129	Sewer System Hydraulic Modeling 17-19	1

CONTACT: Tony Ndah [2602] / Harris Siddiqui [3358]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for ongoing hydraulic modeling of the sanitary sewer system as needed for Public Works operations and capacity impacts from new development.

COMMENTS:

Modeling allows verification of existing and future pipe capacity and capacity reduction due to pipe settlements. Modeling analysis is reimbursed by developers when analysis is performed to determine new project impacts to sewer collection system.

Uncommitted Balance as of 3/31/2019: \$150,000

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	150,000	0	0	0	0	0	150,000
Totals	150,000	0	0	0	0	0	150,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	150,000	0	0	0	0	0	150,000
Totals	150,000	0	0	0	0	0	150,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Sewer Improvement	6133 Sewer System Replacement	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the replacement of the highest priority facilities, including upgrades to the Sewer Pump Stations, force main, and seismic retrofit work. The replacement prioritization is based on several factors including age, type of pipe material, soil conditions and physical evaluation based on video camera observations.

COMMENTS:

Project to provide funding for damaged sewer service line repair (350-feet) at the Milpitas Sports Center as part of the Sports Center Skate Park Project (#5111).

Uncommitted Balance as of 3/31/2019: \$498,887

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	500,000	0	0	0	0	0	500,000
Totals	500,000	0	0	0	0	0	500,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Sewer Fund	500,000	0	0	0	0	0	500,000
Totals	500,000	0	0	0	0	0	500,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Water Improvement	7108	Water System Hydraulic Modeling	1

CONTACT: Tony Ndah [2602]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for miscellaneous hydraulic modeling of the water system, including impacts from new developments. The project also creates the City's first hydraulic model for the recycled water system. This computer model can be used in order to handle and direct field water system operations during an emergency.

COMMENTS:

Modeling is also necessary to verify pipe capacity, system pressure analysis, and in analyzing fire flow pressure with planned water line shut offs. Hydraulic modeling to be requested through developers.

Uncommitted Balance as of 3/31/2019: \$77,746

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	200,000	0	0	0	0	0	200,000
Totals	200,000	0	0	0	0	0	200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Recycled Water Fund	100,000	0	0	0	0	0	100,000
Water Fund	100,000	0	0	0	0	0	100,000
Totals	200,000	0	0	0	0	0	200,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7115 Cathodic Protection Improvements	1

CONTACT: Steve Erickson [3301] / Maren Schram [3315]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the evaluation, study, and installation of corrosion monitoring stations and equipment to protect buried City metallic pipelines, and to provide recommendations for retrofit or anode replacement. The project will provide for upgrade and improvement of system deficiencies defined in the evaluation study.

COMMENTS:

Soils within the City have been found to be highly corrosive and are detrimental to metallic pipelines. Cathodic protection systems use sacrificial anodes and other means to protect the metal pipeline. Additional funding provides for repair work at the City's main sewage pump station to address missing pipeline cathodic test stations on Zanker Road and to remove a vault and diverter valve that are within the Coyote Creek floodplain.

Uncommitted Balance as of 3/31/2019: \$123,182

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	125,000	0	0	0	0	0	125,000
Administration	60,000	0	0	0	0	0	60,000
Inspection	60,000	0	0	0	0	0	60,000
Improvements	605,000	0	0	0	0	0	605,000
Totals	850,000	0	0	0	0	0	850,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Fund	725,000	0	0	0	0	0	725,000
Sewer Fund	125,000	0	0	0	0	0	125,000
Totals	850,000	0	0	0	0	0	850,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7125 BART Project - Water Improvements	1

CONTACT: Steve Erickson [3301] / Steve Chan [3324]

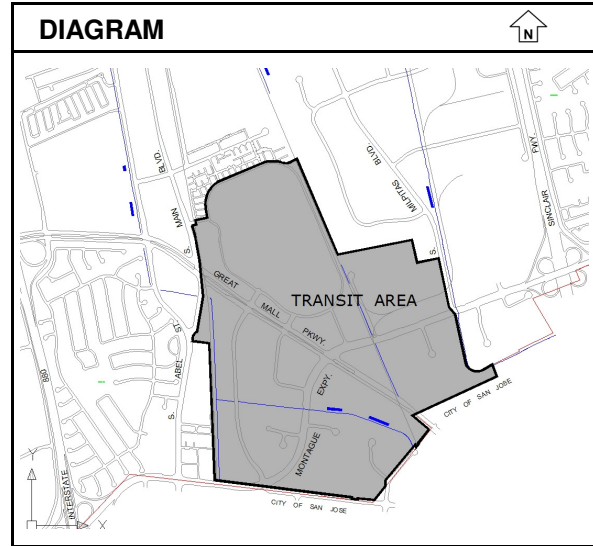
PRIORITY: Community Wellness and Open Space

DESCRIPTION

The BART project will cause the relocation of existing utilities along the BART corridor at its own expense. In addition, there are other related water system improvements which have been identified by the City, to be completed as part of the BART utility relocation effort. The City is required to cost share for these enhancements. Water projects include: the upsize of existing water crossing at Montague and Capitol, installation of 2 new water crossings south of Montague, and possible upsizing of pipelines in the area of Piper Drive. This work also includes water system upgrades and new recycled water pipelines to be completed as part of the adjacent Montague Widening Project.

COMMENTS:

VTa's contractor has completed the construction work associated with this project and will submit invoices to the City for payment. Full reimbursement to VTA per the master agreement to occur once the project is accepted by the City, which is anticipated in 2019.



Uncommitted Balance as of 3/31/2019:

\$683,677

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	2,503,920	0	0	0	0	0	2,503,920
Totals	2,503,920	0	0	0	0	0	2,503,920

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Fund	1,600,000	0	0	0	0	0	1,600,000
Grants/Reimb./Developer Fees	184,563	0	0	0	0	0	184,563
TASP Impact Fees	719,357	0	0	0	0	0	719,357
Totals	2,503,920	0	0	0	0	0	2,503,920

FINANCE NOTES

City Council 12/6/2016 - Midyear Budget Appropriation of \$2,984,563 (\$1,200,000 from TADIF, \$184,563 from Developers, and \$1,600,000 from Water Fund).

Construction is complete and City reimbursement cost are not anticipated to exceed \$684,000 for Water System improvements.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7126 Water Conservation Program	1

CONTACT: Tony Ndah [2602] / Elaine Marshall [2603]

PRIORITY: Environment

DESCRIPTION

This project provides for a Water Conservation Program including development, implementation, and management of a new City wide water rationing and conservation plan including community outreach and education. The program includes staff response to water waste complaints and the implementation of new State mandated water conservation programs. This project will begin the conversion of City and private owned irrigation facilities from potable to recycled water where they are adjacent to recycled water pipelines.

COMMENTS:

The State Water Resources Control Board has extended water retailer conservation enforcement and reporting due to ongoing drought. Public Works is managing and researching water conservation programs including rebates and public outreach/education.

Uncommitted Balance as of 3/31/2019: \$518,026

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	360,000	0	0	0	0	0	360,000
Administration	830,000	0	0	0	0	0	830,000
Inspection	50,000	0	0	0	0	0	50,000
Improvements	160,000	0	0	0	0	0	160,000
Totals	1,400,000	0	0	0	0	0	1,400,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Park Fund	400,000	0	0	0	0	0	400,000
Water Fund	1,000,000	0	0	0	0	0	1,000,000
Totals	1,400,000	0	0	0	0	0	1,400,000

FINANCE NOTES

City Council 6/16/2015 - project created with budget appropriation.

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project	Estimate Level
Water Improvement	7128 Recycled Water Pipeline Infill Project	1

CONTACT: Tony Ndah [2602] / Harris Siddiqui [3358]

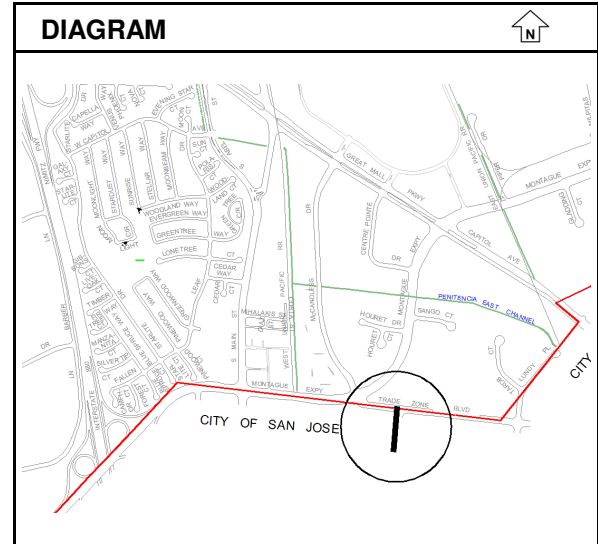
PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides miscellaneous recycled water line extensions to sites that currently use potable water for non-domestic uses and three potential interties with San Jose Water Company. This project would allow the use of recycled water and replace the use of potable water.

COMMENTS:

The cost to design and construct the recycled water intertie is shared with San Jose Water Company (SJWC) per the agreement of September 1, 2016. The City's share of the project is \$300,000. Design has been completed. Coordinating the construction schedule with SJWC.



Uncommitted Balance as of 3/31/2019: \$228,786

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Design	25,000	0	0	0	0	0	25,000
Administration	25,000	0	0	0	0	0	25,000
Improvements	250,000	0	0	0	0	0	250,000
Totals	300,000	0	0	0	0	0	300,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Line Extension Fund	300,000	0	0	0	0	0	300,000
Totals	300,000	0	0	0	0	0	300,000

FINANCE NOTES

City of Milpitas
2019-24 CAPITAL IMPROVEMENT PROGRAM

Category	Project		Estimate Level
Water Improvement	7132	Annual Water Distribution Rehab. Program	1

CONTACT: Tony Ndah [2602] / Glen Campi [2643]

PRIORITY: Community Wellness and Open Space

DESCRIPTION

This project provides for the replacement of water mains, valves, and other appurtenances on the water system. Annual ongoing main replacements and repairs including valve replacement are an important element of the improvement of an aging infrastructure, and allows the system to be isolated during emergency or planned work on the water system.

COMMENTS:

New water pumps to be installed at Tularcito and Country Club pump stations by end of 2019.

Uncommitted Balance as of 3/31/2019: \$952,764

ESTIMATED COST	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Improvements	1,200,000	0	0	0	0	0	1,200,000
Totals	1,200,000	0	0	0	0	0	1,200,000

FINANCING	Prior Year	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Water Line Extension Fund	600,000	0	0	0	0	0	600,000
Water Capital Surcharge	600,000	0	0	0	0	0	600,000
Totals	1,200,000	0	0	0	0	0	1,200,000

FINANCE NOTES

Close at the end of fiscal year, June 30, 2019.

APPENDIX A

ESTIMATE LEVEL DESCRIPTIONS

The following are detailed descriptions for each of the three estimate levels used in this document:

Estimate Level 1 – Conceptual Estimate

This level of estimating is at the conceptual program or plan stage without refined scope of work and details. Level 1 estimates are most common when establishing the initial project budget with assumptions and forecasts. Projects requiring right-of-way or land acquisition are estimated at Level 1 due to unknown market factors, unless current appraisals are available. Level 1 estimates often need to be adjusted with escalation factors annually.

Estimate Level 2 – Refined Estimate

This level of estimating is based on developed or refined design or conceptual plans with some level of assurance that planned items are acceptable to the approving agency. Examples of this category are most street projects where City staff has prepared estimates based on typical street structural and geometric details and past bid prices. Other examples are water or sanitary sewer pipeline rehabilitation projects that have been assessed and identified with specific improvements needed.

Estimate Level 3 – Design Estimate

This is the highest level of estimating and is based on a completed set of design drawings and specifications ready for bidding. This level is what could be referred to as the bid or engineer's estimate.

APPENDIX B

ABBREVIATIONS - DEFINITIONS

ABAG	Association of Bay Area Governments
AC	Asphalt Concrete
ADA	Americans with Disabilities Act.
ALPRs	Automated License Plate Readers
BART	Bay Area Rapid Transit
BID	Business Improvement District
CAD	Computer Aided Dispatch
CADD	Computer Aided Design and Drafting
CAP	Climate Action Plan
CCTV	Closed-Circuit Television
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CIP	Capital Improvement Program
CMMS	Computerized Maintenance Management System
CRK	Creek
DB	Database
DG	Decomposed Granite
DGS	California Department of General Services
DOHS	Department of Health Service
DSA	Division of the State Architect
EOC	Emergency Operating Center
ERP	Enterprise Resource Planning
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FSAS	Fire Station Alert System
FY	Fiscal Year
GHG	Greenhouse Gas
GIS	Geographic Information System
HVAC	Heating, Ventilation, and Air Conditioning
K	Thousand
LLMD	Lighting and Landscaping Maintenance District
LRT	Light Rail Transit
M	Million
MSC	Milpitas Sports Center
MUSD	Milpitas Unified School District
NFPA	National Fire Protection Association
O&M	Operations and Maintenance
PD	Police Department
PED	Pedestrian
PG&E	Pacific Gas and Electric
PMS	Pavement Management System
POC	Pedestrian Overcrossing
PRV	Pressure reducing valve
PW	Public Works Department
RMS	Records Management System
ROW	Right-of-Way
RWQCB	Regional Water Quality Control Board
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SCVWD	Santa Clara Valley Water District
SF	Square Foot
TASP	Transit Area Specific Plan
UPRR	Union Pacific Railroad
UUD	Underground Utility District
VTA	Santa Clara Valley Transportation Authority
UPS	Uninterrupted Power Supply