

## Study Session Follow Up

**1. Provide the cost per square footage for the Historical Society Space at the Quinlan Community Center.**

Below is the monthly and yearly lease costs for the historical society space at the Quinlan Community Center. Two price points are listed below, the gross starting price and the gross asking price.

GROSS STARTING PRICE		GROSS ASKING PRICE	
Historical Society Sq. Ft.	1062	Historical Society Sq. Ft.	1062
Gross Starting Rent per Sq. Ft.	\$2.70	Gross Asking Rent per Sq. Ft.	\$3.08
<b>Total Monthly</b>	<b>\$2,867.40</b>	<b>Total Monthly</b>	<b>\$3,270.96</b>
<b>Total Annual</b>	<b>\$34,408.80</b>	<b>Total Annual</b>	<b>\$39,251.52</b>

**2. Provide data regarding Deer Hollow programs including the number of attendees and the number of Cupertino residents served by Deer Hollow.**

Attendance data provided by Deer Hollow is listed below:

General Public:

- Based on four quarterly surveys of Farm visitors by zip code in 2013-14, Bay Area citizens visit the Farm more than 100,000 times each year, and there are about 11,800 visits to the Farm by Cupertino residents each year.
- Deer Hollow feels there is no reason to believe that these numbers have changed materially since the survey was taken.

Environmental education classes for the 2017-18 school year:

- In total, 4991 students were registered in 209 classes.
- Elementary schools located in Cupertino registered 553 students in 22 Deer Hollow Farm field trip classes for the 2017-18 school year.

**3. Provide information on the two new organizations that applied for community funding (The Bay Shore Lyric Opera and Korean American Community Services). Specifically, information on where they are based.**

According to their application, Korean American Community Services is based in San Jose and is the only non-profit organization in Santa Clara County that provides a wide range of social services to Korean-Americans including seniors and youth. Services include social services, transportation, translation and interpretation services, community education, and advocacy work to improve the status of Korean American immigrants.

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According to their application, the Bay Shore Lyric Opera is based in Saratoga and is a non-profit that performs free, family friendly, fully staged productions of operas in outdoor unique venues, adding English dialogues to make them accessible to young and non-opera audiences.

**4. Provide metrics for community funding requests. Include the cost per attendee.**  
**Provide a professional recommendation from Recreation and Community Services.**

The Budget Team collaborated with Recreation and Community Services to evaluate Community Funding applications for FY 2019. Based on direction from City Council, staff reached out to all of the organizations that submitted Community Funding applications to obtain additional information regarding the use of prior funds, funding sources, the number of people served, and the number of Cupertino residents served. All of the organizations, except for the Iranian Federated Women's Club, submitted the requested information by the Thursday, May 24th deadline. This information is presented in Attachment D1.

City Council also requested that metrics be part of the evaluation. Based on the funding requests and data provided by the organizations, staff calculated the estimated cost per Cupertino attendee for each of these applications. In the table below, the applications are sorted in order from lowest to highest cost per Cupertino attendee. If estimated attendees were provided as a range, the average of the lowest and highest estimates was used.

Non-Profit Organization	FY 2018 Request (1)	FY 2019 Request (2)	Difference (2)-(1)	Anticipated Funding from Other Sources	Anticipated Cupertino Attendees (3)	Anticipated Total Attendees (4)	Anticipated Cost Per Cupertino Attendee (2)/(3)
Friends of Deer Hollow Farm	\$ 15,000	\$ 15,000	\$ -	\$ 147,700	11,800	100,000	\$ 1.27
Cupertino Rotary *	\$ 12,000	\$ 12,000	\$ -	\$ 56,600	Rotary Est. 9,000 Staff Est. 4,000	9,000 4,000	\$ 1.33 \$ 3.00
Euphrat Museum of Art	\$ 10,000	\$ 15,000	\$ 5,000	\$ 215,500	10,200	18,800	\$ 1.47
Cupertino Historical Society	\$ 15,000	\$ 20,000	\$ 5,000	\$ 70,000	5,500	5,500	\$ 3.64
Bay Shore Lyric Opera	\$ -	\$ 3,750	\$ 3,750	\$ 19,500	315	450	\$ 11.90
Korean American Community Services	\$ -	\$ 5,000	\$ 5,000	\$ 334,203	80	2,850	\$ 62.50
Iranian Federated Women's Club	\$ 400	\$ 5,000	\$ 4,600				

\*Cupertino Rotary reported an estimated attendee count of 8,000-10,000 and the City's Recreation and

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Community Services staff estimated 3,000-5,000 attendees. Staff will look further into the underlying methods for both estimations to explain for the June 5<sup>th</sup> Council presentation.

In addition, Cupertino Rotary has requested \$15,746 in festival fee waivers. The two requests from Cupertino Rotary total to \$27,746, resulting in a cost per attendee of \$3.08 (assuming 9,000 attendees) or \$6.94 (assuming 4,000 attendees).

City Council requested that the Recreation and Community Services Department provide a professional recommendation on the community funding applications. The Recreation and Community Services Department recommends that:

- Grant the same amount of funding as FY 2018 to all organizations and grant no funding to new organizations while the program is being updated.
- Create criteria/more thorough application for next year (# of Cupertino residents served, questions about how the policy is achieved, free and open to the public, etc. Staff to develop criteria and update application).
- Require a brief report on the impact of the funding (# of people served, etc.).
- Require marketing/publicity/branding/City logo on program/event materials to recognize the City sponsorship.
- Publicize the Community Funding Program so other groups are aware of the opportunity.
- Form a committee to evaluate applications and make recommendations.
- Allocate a maximum total funding amount and maximum funding amount per organization.

Going forward, staff proposes to maintain the Community Funding Program and the festival fee waivers separately. This is primarily due to the fact that the festival fee waivers are specific to community special events in Memorial Park with general liability insurance requirements. The festival fee waivers are also generally waived fees or costs covered by the City while the Community Funding Program provides direct funding to the organizations for social services, fine arts, and other programs for the general public.

Staff conducted an analysis of community funding programs in other cities and this information is presented in Attachment D2. While community funding programs varied greatly between cities, the research found that Campbell, Los Gatos, Menlo Park, Redwood City, and Saratoga implement maximum funding levels. Also, most other cities had their funding proposals evaluated by a subcommittee of council or a commission, with final approval determined by the full council. Additionally, other cities conduct outreach through social media, press releases, and local newsletters.

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Currently, Cupertino's Community Funding application is posted on the City website and past recipients receive an email reminder when applications are opened. Staff proposes to update the Community Funding program by developing an updated application process, assigning a committee or commission to evaluate the applications, increasing outreach, allocating a maximum total funding amount, and allocating a maximum funding amount per organization.

**5. Provide estimated cost per attendee for festivals. Can sheriff's costs for Tournament of Bands be waived like other festivals?**

Please find the updated festival table below with the estimated cost per attendee. We have also added an estimated \$3,500 in sheriff costs for the Tournament of Bands to the table. If Council wishes for the City to pay for the sheriff costs for the Tournament of Bands, an appropriation of \$3,500 in the Law Enforcement budget is necessary as this cost was not included in the original proposed budget.

Festival	Date	Festival Producer	Approximate Attendance	Waived Fees			City Expenses		Total	Est. Cost Per Attendee
				Recreation	Facility/ Park/Road Permits	Public Works	Sheriff	Materials		
Kids 'N Fun Festival	Aug. 11, 2018	Taiwanese Cultural and Sports Association	5,000	\$ 1,598	\$ 7,440	\$ 2,803	\$ 5,289	\$ -	\$ 17,129	\$ 3.43
Fall Festival	Sept. 15, 2018	Cupertino Rotary	Rotary Est. 9,000* Staff Est. 4,000	\$ 1,512	\$ 5,938	\$ 3,008	\$ 5,289	\$ -	\$ 15,746	\$ 1.75 \$ 3.94
Diwali	October 13, 2018	Cupertino Chamber of Commerce	5,000	\$ 1,564	\$ 6,710	\$ 3,031	\$ 5,264	\$ -	\$ 16,569	\$ 3.31
Veteran's Day	Nov. 11, 2018	Cupertino Veteran's Memorial	350	\$ 642	\$ 1,000	\$ 18	N/A	\$ 1,593	\$ 3,253	\$ 9.29
Egg Hunt	April 13, 2019	Home of Christ Church	500	\$ 861	\$ 1,000	\$ 38	N/A	\$ -	\$ 1,900	\$ 3.80
Holi	April 7, 2019	Cupertino Chamber of Commerce	750	\$ 984	\$ 3,000	\$ 18	\$ 871	\$ -	\$ 4,874	\$ 6.50
Cherry Blossom	April 27-28, 2019	Toyokawa Sister City	10,000	\$ 4,007	\$ 17,466	\$ 5,801	\$ 4,356	\$ -	\$ 31,629	\$ 3.16
World Journal	May 11, 2019	World Journal/Cupertino Chinese School	3,000	\$ 2,065	\$ 4,960	\$ 3,004	\$ 4,356	\$ -	\$ 14,385	\$ 4.80
Tournament of Bands	October 13, 2018	Cupertino Tournament of Bands	4,625	\$ -	\$ 3,150	\$ 185	\$ 3,500	\$ -	\$ 6,835	\$ 1.48
Heroes Run	November 3, 2018	County of Santa Clara	1,000	\$ -	\$ 4,326	\$ 3,200**	N/A	\$ -	\$ 4,326	\$ 4.33
Costs for FY 18-19 Events				\$ 13,234	\$ 54,990	\$ 17,907	\$ 28,925	\$ 1,593	\$ 116,647	

\*Cupertino Rotary reported an estimated attendee count of 8,000-10,000 and the City's Recreation and Community Services staff estimated 3,000-5,000 attendees. Staff will look further into the underlying methods for both estimations to explain for the June 5<sup>th</sup> Council presentation.

\*\*Costs for Public Works for the Heroes Run was updated to more accurately reflect staff time.

**6. Provide an assessment of the proposed Risk Manager position versus the other cities and how they handle their City Attorney Office services.**

Staff conducted an analysis comparing city attorney office operations and cost in Cupertino to other local agencies, as well as where risk management duties are located. This information is provided in Attachment D3. While city attorney staffing varied greatly between cities, the research found that most city attorney offices are staffed in-

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house, while smaller cities tend to use contract attorneys. As requested, staff compared the ratio of CAO staffing to total FTEs in each city. The research shows a wide range of attorney staff per total staff ratios ranging from 1:46 to 1:184.

When comparing the percentage of each FY18 CAO budget to a city's total FY18 budget, the research shows much more consistency. CAO budgets across the cities range from 0.2% to 1.5% with Santa Clara having the lowest percentage, to Cupertino having the highest percentage. However, most cities fell near the median and average rate of 0.6% of total budget.

Additionally, the research shows that the majority of cities have Risk Managers that are either in Finance or Human Resources. The remaining cities have either their Attorney, Assistant City Manager, or Recreation Director serve as their Risk Managers.

**7. Provide an analysis of the Associate Civil Engineer Limited-Term position to permanent in Public Works.**

The City Council asked for an analysis of the request to convert a Limited Term Associate Civil Engineer to permanent. Attachment D4 provides a comparison of Cupertino's current Transportation staffing and scope with five other local agencies. This comparison shows that Cupertino's current bicycle and pedestrian related workload is uniquely large for the City's size, whereas the current staffing, even with the current Limited Term Associate Civil Engineer, is near the average.

With the 2015-16 Budget, a 2 year limited term Associate Engineer position was created to manage and assist with various new active transportation efforts included in the adopted work plan, the Traffic Impact Fee development, and the Bicycle Transportation Plan implementation. With the adoption of the 2017-18 Budget, the City Council added additional funding of \$3 million to an already aggressive implementation schedule for the 2016 Bicycle Transportation Plan. This includes implementation of notable projects such as the McClellan Avenue Protected Bike Lanes, the Junipero Serra Trail, the UPRR Trail, the Regnart Trail, and the Bike Boulevard network. In the fall of 2017, a donation of an additional \$1.8 million was made for the implementation of the first phase of the Stevens Creek Boulevard Protected Bike Lanes. With the mid-year 2017-18 budget, another feasibility study was funded for the Carmen Road bicycle/pedestrian bridge over Stevens Creek Boulevard. Additionally, with the completion of the Pedestrian Master Plan and follow-on projects, and the eventual programming of revenues generated from the Transportation Impact Fee, SB1 and Santa Clara County Measure B, this position is necessary and sustainable within the organization for the foreseeable

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future. The Transportation Impact Fee, SB1 and Santa Clara County Measure B are all new project revenue streams approved after the Limited Term Associate Civil Engineer was hired.

#### 8. Provide data on consolidating the Public Safety, Library, and Parks and Recreation Commissions.

The information below is a preliminary analysis on consolidating the commissions. A more in-depth analysis will be conducted as part of the FY 18-19 approved Council Work Program.

##### Background:

- Each Commission meets once a month.
- Each Commission has 5 members who serve 4 year overlapping terms
- Each Commission has a staff liaison who spends an average of 8.2 hours a month on prep, follow-up, and attendance at the meetings.

##### Advisory Roles:

<b>Library Commission</b>	<b>Public Safety Commission</b>	<b>Parks and Recreation</b>
The Commission advises the City Council on the adequacy of library service within the community and such other matters relating to library service as specified by the city council, and serves as liaison between the city and the Santa Clara County library system.	The Commission advises the City Council on all areas relating to public safety, traffic, and police, fire and other matters relating to the foregoing.	The Commission advises the City Council on municipal activities in relation to parks and recreation, including park site acquisition and development, recreation program policy, and expansion of the park program as development occurs.

The following chart shows the proposed budget requested for each commission in FY 2018-19. The far right column shows the projected costs of a consolidated budget for a single commission and the projected savings. Each expense category was reviewed and the highest amount of the three commissions was used to estimate the budget for the consolidated commission. The consolidated budget has the potential to differ based on the priorities established by a single commission.

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<b>FY 2018-19 PROPOSED BUDGET</b>	<b>Library Commission</b>	<b>Public Safety Comm.</b>	<b>Parks &amp; Recreation</b>	<b>CONSOLIDATED BUDGET</b>			
Salary and Benefits	\$ 11,810	\$ 11,254	\$ 20,403	\$ 20,403			
<b>Materials and Supplies</b>							
Office Supplies	\$ 200	\$ 5,000	\$ 56	\$ 5,000			
Meeting Expenses	\$ -	\$ -	\$ 2,400	\$ 2,400			
General Supplies	\$ 300	\$ -	\$ 525	\$ 525			
Conference and Meeting	\$ 200	\$ -	\$ 7,000	\$ 7,000			
Contract Services	\$ 4,700	\$ 10,000	\$ 500	\$ 10,000			
Cost Allocation	\$ 9,870	\$ 1,941	\$ 9,282	\$ 9,870			
Contingencies	\$ 270	\$ 750	\$ 524	\$ 1,246	5% of Materials and Contracts		
<b>TOTALS</b>	<b>\$ 27,350</b>	<b>\$ 28,945</b>	<b>\$ 40,690</b>	<b>\$ 56,444</b>	Total Consolidated		
				\$ (96,985)	Less Total of all Commissions		
		<b>GRAND TOTAL</b>	<b>\$ 96,985</b>	<b>\$ (40,541)</b>	Total Projected Savings		

**9. Add \$25,000 as a placeholder for the aircraft noise ad hoc committee.**

The appropriation of \$25,000 in Administration was included in the recommended actions to serve as a placeholder for the aircraft noise ad hoc committee.

**10. Provide data on the Ryde Program and request a presentation from West Valley Community Services to provide an update.**

Subsequent to the FY 2018-19 Proposed Budget Study Session, the City's Deputy City Manager provided a presentation to City Council Members with data on the program's progress. Additionally, West Valley Community Services has been asked to prepare a short presentation for Council to specifically address the requested items.

**11. Provide additional information on the \$82,000 additional request for performing arts.**

Per the Mayor's request, City staff proposed an additional appropriation for performing arts. Staff proposed a new SF Shakespeare program which will produce a community theatre Shakespeare production in the late fall that will involve the casting of local community members. The show will play over two weekends at a cost of \$45,000 to SF Shakespeare and an additional \$12,000 in facility rental costs for the De Anza Visual Performing Arts Center. The City will assume a cost of \$10,000 in part time staffing to liaison and coordinate logistics and marketing the production. An additional \$15,000 may be used for potential, additional facility rental hours for youth and teen program use of the performing arts center in FY 2018-19.

Subsequent to the FY 2018-19 Proposed Budget Study Session, City staff reduced the proposed appropriation amount by \$15,000, the amount for additional facility rental hours and performed a cost analysis. Staff estimated a total cost of \$67,000, estimated revenues of \$8,500 (\$4,000 registration fees and \$4,500 event ticket sales), and sixteen program participants, resulting in an estimated average cost of \$3,656 per participant.

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**12. Provide additional information on how the City supports performing arts.**

Council asked staff to provide information on how the City supports performing arts. The Recreation and Community Services Department supports performing arts in the following ways:

## A) San Francisco Shakespeare Festival – Performance

- City funds the free program - \$30,000
- Free Shakespeare in the Park at Memorial Park Amphitheatre
- 2017: Hamlet July 22-August 6, 2017 (8 performances)
  - 300 attendees x 8 shows = 2,400 attendees
  - @ \$30,000/2,400 people = \$12.50 per attendee
- 2018 Plan: A Midsummer Night's Dream. July 21 - August 5, 2018 (10 performances)

## B) San Francisco Shakespeare Festival – Programming/Youth Theatre

- 2017 Youth Summer Camp (doing again for 2018)
  - Dates: July 24 – August 4, 2017, 9am-3pm
  - Enrollment: Max enrollment at 15 participants
  - Ages 12-18
  - Play – Julius Cesar
- Ramayana – Youth Theatre Production in partnership with enActe Arts
  - 16 participants
  - Ages 12-18
  - Three Performances at Quinlan Center: October 13-15, 2017 with ~135 attending each performance

## C) Summer Camps:

- CLAP Arts – 84 participants over summer 2017. Camps include
  - Center Stage Camp
  - Get Up and Dance Camp
  - Hogwarts Camp
  - Hip Hop Camp