



CITY OF SAN MATEO

Adopted 2018-20 Business Plan



Mateo
Hall

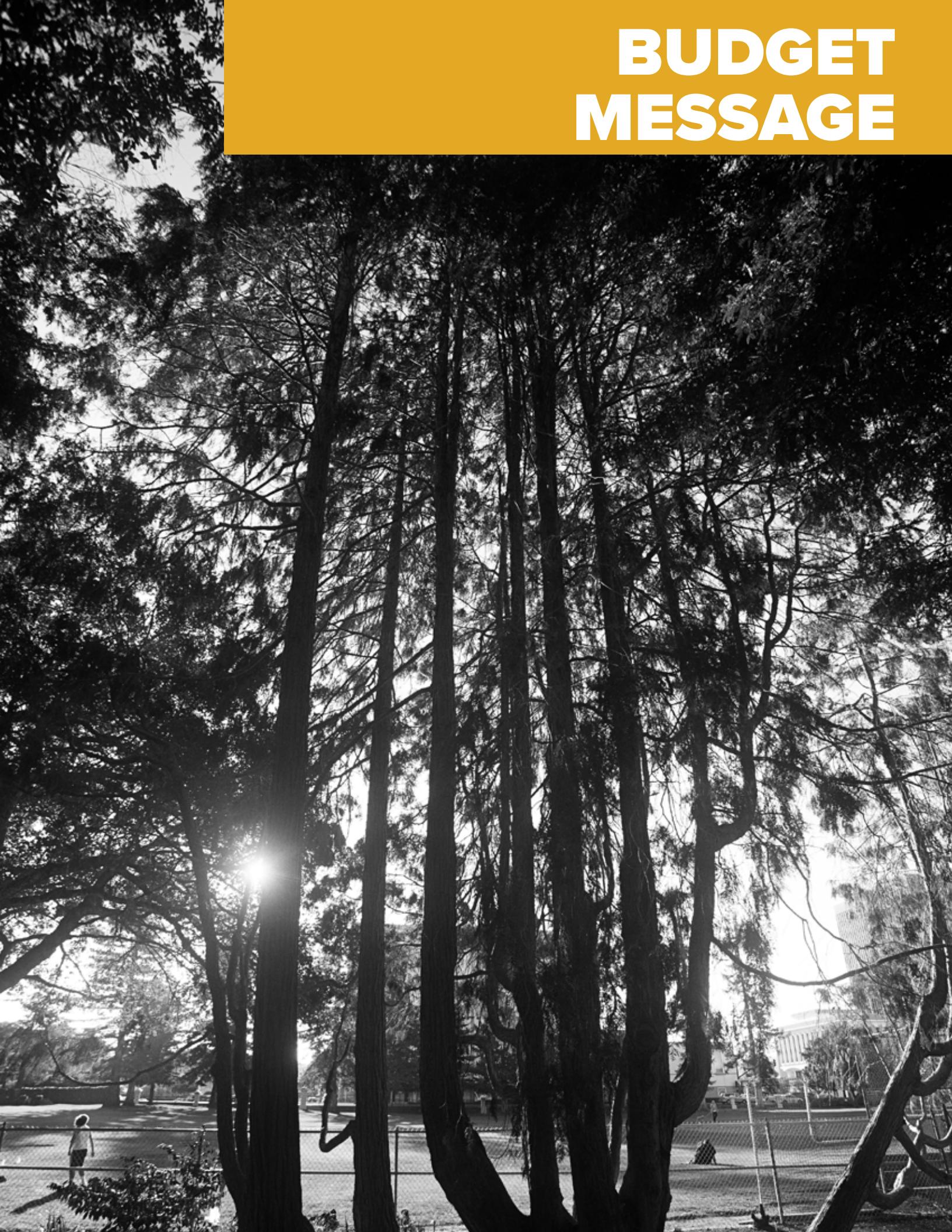
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BUDGET MESSAGE



Adopted Budget Message

Office of the City Manager



330 West 20th Avenue
San Mateo, California 94403
Telephone: (650) 522-7000
FAX: (650) 522-7001

CITY MANAGER'S ADOPTED BUDGET MESSAGE

I am pleased to present the adopted fiscal year 2018-19 operating and capital budgets, as well as the accompanying five-year Capital Improvement Program and General Fund long-term financial plan. In adopting this budget, which is the first year of a two-year operating budget and was unchanged from the original budget proposal, the City Council continues to provide funding for core services, Measure S initiatives, and Council priorities, while also making a substantial investment in our capital and infrastructure needs. The process to develop the 2018-19 budget focused on the sustainability of our ongoing spending commitments, and as such, service level increases were limited and only made in targeted areas. And while we would have liked to have done more to enhance services, remaining prudent as we consider ongoing spending commitments is imperative given the sharp increase in our pension costs that we will face over the next decade. As noted in my budget transmittal letter, as well as in recent budget presentations to Council, General Fund pension expenditures will nearly double over the next eleven years, consuming approximately 19 percent of total General Fund operations by 2024-25. With revenue growth not projected to keep up with these increases, difficult choices will have to be made regarding how to allocate our resources amongst a number of competing demands.

As we move into the new fiscal year and begin considering the development of the second-year of the two-year operating budget, our financial focus will turn to prioritizing our competing resource demands and identifying potential revenue enhancement options. As our current long-term financial plan demonstrates, all of our known resource demands, including assumed salary increases, capital and infrastructure needs, and discretionary pension funding, to name a few, cannot be accommodated in a sustainable manner. As such, expenditure reductions and/or revenue enhancements will be required in the near future. To that end, staff will be returning to Council during the first quarter of the fiscal year with revenue enhancement options for consideration.

And finally, I'd like to close my last Adopted Budget Message as City Manager with a word of thanks to Council, City staff, and the community. It has been an absolute pleasure to have served this great City over the past 18 years, and I am tremendously proud of what we have accomplished. Even with the financial challenges in front of us, I believe the City of San Mateo remains well positioned to continue to provide an excellent level of service to residents and businesses and to reinvest in our infrastructure. Our ability to do that is a testament to the strength of this community, and I am grateful to have been able to contribute to it over the years.

Respectfully,

A handwritten signature in black ink that reads "Larry A. Patterson".

Larry A. Patterson
City Manager

LETTER OF TRANSMITTAL



Transmittal of Proposed Budget

CITY MANAGER'S LETTER OF TRANSMITTAL

Honorable Mayor Bonilla and Members of the City Council:

I am pleased to present for your review and consideration the 2018-20 business plan, which includes the 2018-19 budget for appropriation. Overall, the proposed citywide budget, including both operating and capital, is \$752 million for fiscal year 2018-19 and \$245.2 million for fiscal year 2019-20. This budget continues to provide funding for core services, Measure S initiatives, and Council priorities, while also making a substantial investment in our capital and infrastructure needs. We've also made some modest increases to the operating budget to enhance services levels in targeted areas. And while we'd like to have added more, especially in light of the current economic climate, it is more important that we maintain the right balance between leveraging the good economy to optimize service levels while not committing resources in the short term that cannot be maintained in the long term. To that point, the second year of the two-year business plan is projected to require net reductions in expenditures and the use of unassigned fund balance in order to fund everything currently programmed in the plan. And even though what is currently programmed includes discretionary items such as an additional contribution to CalPERS and the housing set aside, the fact remains that we'll need to begin prioritizing amongst many competing resource demands over the next fiscal year to ensure we remain in a good financial position.

While my introductory remarks urge a certain degree of caution as we move into the next fiscal year, it is important that we recognize the strength of the City's current financial position and what it is enabling us to do with this business plan. Despite the fiscal challenges that we will face going forward, much of which can be attributed to the significant increase in pension-related expenditures that I will discuss in more detail later, we are able to make a tremendous investment in our community with this business plan. This is an investment both in providing an excellent level of City services and putting resources into capital and infrastructure. And despite the need to prioritize our many competing resource demands and make some compromises going forward, I do not want to lose sight of everything we are able to provide funding for in the 2018-20 business plan.

2018-20 Business Plan

The table below summarizes the proposed spending plans for operating and capital expenditures for the City for 2018-19 and 2019-20.

2018-20 BUSINESS PLAN	2018-19 PROPOSED	2019-20 PROJECTED
Citywide Operations		
General Fund	\$119.4	\$124.5
Special Revenue / Debt Service Funds	\$23.7	\$23.8
Enterprise Fund	\$27.8	\$28.6
Total	\$170.9	\$176.9
Capital Improvement Program	\$581.1	\$68.4
Total	\$752.0	\$245.2

In millions. Operating costs include debt service payments.

The total City operating budget for 2018-19 is \$170.9 million and is up approximately 7.4% over the adopted 2017-18 budget. This predominantly reflects the general increase in the cost of operating the City at existing service levels.

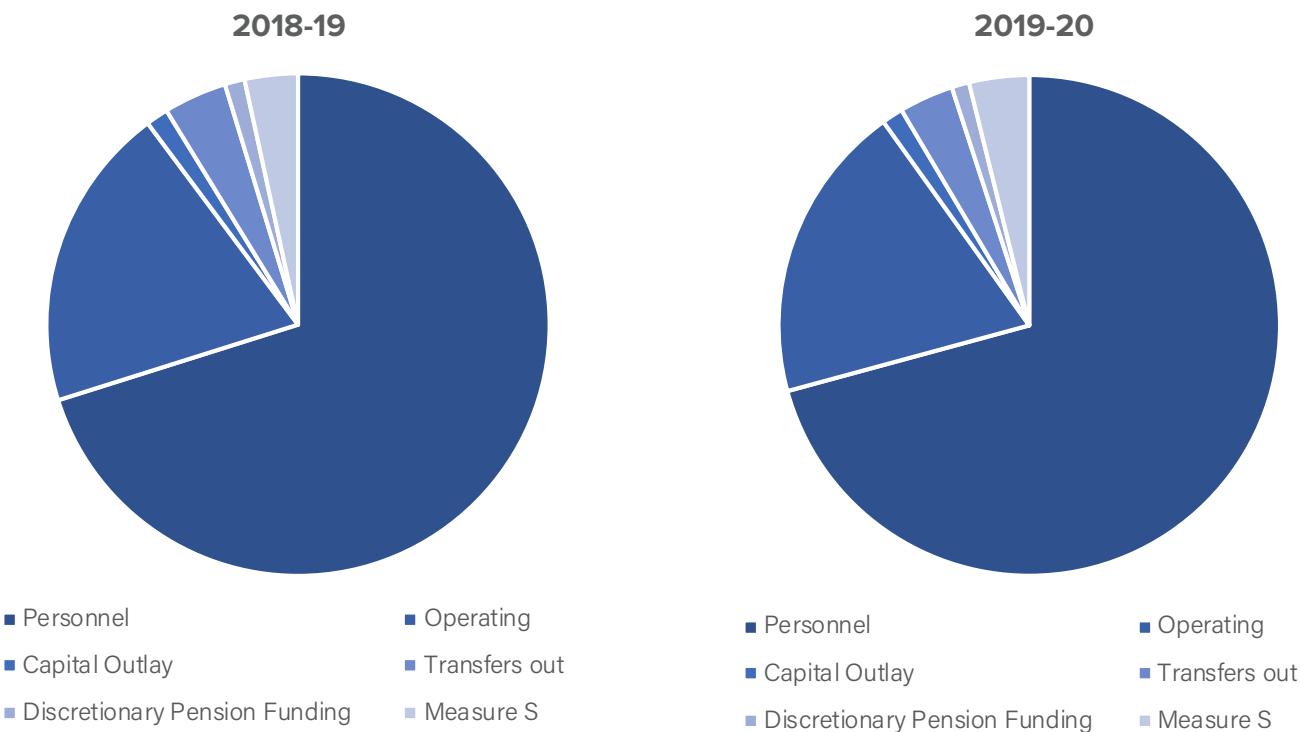
The Capital Improvement Program (CIP) for 2018-19, totaling \$581 million, is up significantly in comparison to the 2017-18 CIP, which is primarily the result of Clean Water Program projects. Other significant capital includes street rehabilitation

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and reconstruction and grade separation along the rail corridor. These priority projects, along with other major capital investments, are discussed in detail in the Capital Improvement Program section of this budget document.

General Fund

The General Fund is the primary funding source for the vast majority of core City services. The total spending plan for the General Fund for the two-year business plan, including the transfers to the Capital Improvement Projects Fund, is outlined in the chart below. The overall proposed budget for 2018-19 is \$127.3 million and is an increase of 7.8% over the adopted 2017-18 budget of \$118.1 million. This increase is the result of a number of factors, including rising personnel costs, especially pension-related costs, and the incorporation of the golf operation into the General Fund.



Budget Development Priorities

With 2018-20 being the start of a new two-year operating cycle, the primary focus of budget development was a comprehensive review of the City's operating budget to ensure operational priorities aligned with Council priorities, which were established at the Council's strategic planning workshop. Overall, the operating budget reflects the maintenance of existing service levels, with Council's top priorities funded. The additions to the budget focus on the highest priority service areas, and pursuant to my opening remarks, were limited due to concerns about the sustainability of additions to the budget. Some of the key additions that I'd like to highlight include:

- A Downtown Program Coordinator position to enhance the overall experience in the downtown
- Increased support for our Office of Emergency Services to continue to improve upon our preparedness efforts
- An additional Dispatcher for the Police Department to address service demand
- Two additional Maintenance Workers to address street maintenance services
- Enhanced Library and Recreation operational oversight

A summary of all positions added to the budget, as well as all other operational increases to the budget, are included in the

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Appendix section of this document.

Opportunities and Challenges

In my over 18 years with the City, including the last four as your City Manager, I cannot remember a time when we have had more major initiatives occurring simultaneously. From the \$900 million Clean Water Program to flood control infrastructure in North Shoreview to accelerated street rehabilitation and reconstruction to the development of the former Redevelopment Agency site downtown to the General Plan and Downtown Specific Plan updates, we've got more than enough to keep us fully occupied and engaged for years to come. One of the more gratifying aspects of having so many major initiatives occurring right now is that they are the result of the confidence that our community has shown in the City's ability to deliver on the commitments it has made. Measure S, the one-quarter cent sales tax extension that was approved by 70% of our voters in late 2015, is the reason we are able to plan for major street rehabilitation and reconstruction, as well as for the flood control infrastructure in North Shoreview. The Clean Water Program would not be possible without the Council's support and the community's support of the significant service rate increases that are required to appropriately fund this program. And while the confidence our community has shown in us has presented us with an incredible opportunity to invest right back into the community, it also creates the challenge and the expectation of delivering upon those commitments. There's much to do, but I am highly confident our talented City staff is up to both the opportunities and the challenges in front of us.



Opportunities

CAPITAL AND INFRASTRUCTURE INVESTMENTS

We are investing in our community across the board right now. In addition to the major initiatives discussed in the previous section, we have a number of other important capital and infrastructure projects programmed in the budget for 2018-19. Some of the notable projects include the rail corridor grade separation, high voltage streetlight conversion, construction of a new Fire Station #25, implementation of master plan elements at Central Park, and installation of synthetic turf at the King Center athletic fields. Some of these investments in our community are the result of dedicated funding attached to major development projects, but others are the result of a renewed focus in ensuring that we comprehensively identify our capital and infrastructure needs and allow those needs to compete for funding with all other resource demands. As a result, the 2018-19 budget funds a total of \$5.7 million in capital projects with General Fund monies, whether through a direct transfer from the General Fund or through the utilization of available fund balance in the General Capital Projects Fund.

GAS TAX FUNDING

In April 2017, the State Legislature approved the Road Repair and Accountability Act, which increased the tax on gasoline and is expected to significantly increase revenues available for road and street repair and rehabilitation. These additional funds will provide for two additional positions in the street maintenance operation and will also provide additional

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capacity to fund street-related capital projects. This increased funding could allow some Measure S funds that had previously been earmarked for street rehabilitation and reconstruction to be shifted to other Measure S-related priorities. It is important to note, however, that this funding is at risk of repeal by the voters on the November 2018 ballot. As such, only a portion of the expected 2018-19 revenues have been programmed for utilization, with the remaining amount available for appropriation should the repeal measure fail.

MEASURE S

Fiscal year 2018-19 will be the first year of full Measure S funding; however, we've already started a number of Measure S-related initiatives beginning in 2016-17. These initiatives were advance funded by the General Fund and include additional police officers, restored hours at the Library, mobile recreation, senior transportation, and neighborhood traffic improvements. While these items will continue to be funded by Measure S in 2018-19, Measure S funds will also be utilized to implement priority components of the Central Park Master Plan and to cover the debt service payments on bonds that are expected to be issued for the flood control improvements in North Shoreview. Once that debt is issued and the potential repeal of the Gas Tax increase is resolved, we will have a much better idea about the remaining capacity of Measure S revenues that can be programmed for other priority initiatives. That information should be available for Council's 2019 strategic planning meeting and in preparation for the development of the 2019-20 budget.

Challenges

PENSION COSTS

The City's cost for its contribution to CalPERS for employee pension benefits continues to increase significantly, putting pressure on General Fund operations. Due to a number of factors, including lower-than-expected investment returns in 2015 and 2016 and the decision by the CalPERS Board of Administration to reduce the discount rate from 7.5% to 7.0%, the General Fund's contribution rates for pension expenditures are projected to nearly double over the next eleven years, increasing from \$15.7 million in 2018-19 to \$29.2 million in 2028-29. To demonstrate the impact of these increases on General Fund operations, the table below compares expected pension expenditures over the next eleven years with our projected sales tax revenue, which is the second largest General Fund revenue source. As the table indicates, within four years, our entire local 1% sales tax will not be sufficient to cover the General Fund's share of the annual pension expenditure. This example demonstrates the type of pressure the increase in pension expenditures will put on General Fund operations, as these expenditures are consuming an increasing share of our overall operating revenues and limiting our ability to make new service-level commitments.

FISCAL YEAR	GENERAL FUND PENSION EXPENDITURE (in millions)	PROJECTED LOCAL 1% SALES TAX REVENUE (in millions)	PENSION AS A PERCENTAGE OF SALES TAX
2018-19	\$15.7	\$19.6	80%
2019-20	\$18.1	\$19.9	91%
2020-21	\$19.3	\$20.2	96%
2021-22	\$21.2	\$20.5	103%
2022-23	\$22.9	\$20.8	110%
2023-24	\$24.3	\$21.1	115%
2024-25	\$25.8	\$21.4	121%
2025-26	\$26.2	\$21.7	121%
2026-27	\$27.4	\$22.0	125%
2027-28	\$28.2	\$22.4	126%
2028-29	\$29.2	\$22.7	129%

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SALES TAX

Part of the reason the pension expenditure is taking up a greater-and-greater share of the local 1% sales tax is because the City's sales tax revenues have not even kept up with the increase in the Bay Area consumer price index (CPI) over the last 13 years. Using 2004-05 revenue, which was \$15.5 million, as the baseline, 2016-17 sales tax revenue would have been nearly \$21 million had it just experienced CPI growth over that time period. Actual sales tax for 2016-17, however, taking into account only the local 1% amount and not the impact of the triple flip, was \$18.3 million. With more money being spent on non-taxable services as opposed to taxable goods; changing delivery models for things that were formerly taxable, such as purchasing a book to download and read on a tablet, which is not taxable; and more goods being sold online, which drives sales tax into the county pool versus directly to the City, the trend of sales tax not even keeping up with CPI is expected to continue. As such, only modest growth is projected in the long-term forecast, and this growth does not keep pace with the expected growth in expenditures.



WASTEWATER TREATMENT PLANT OPERATIONS

Staffing at the Wastewater Treatment Plant (WWTP) has been a concern for a number of years, but over the past year, it has become a much bigger issue that threatens our ability to safely operate the plant. With an already tight local labor market, competing for qualified employees to staff the plant was already difficult. With many plants operating as special districts that have fewer compensation constraints than we have as a city, attracting and retaining employees has become very challenging. The City is currently evaluating options for treatment plant operations, including the possibility of contracting operations to a third-party. A long-term solution to this challenge is expected by the end of calendar year 2018.

ORGANIZATIONAL DEVELOPMENT AND THE NEXT GENERATION

As I write my final budget transmittal letter as City Manager, I would be remiss if I failed to discuss an important issue facing the City of San Mateo and other local agencies throughout the Bay Area, as well as throughout California. As I make preparations for my own retirement later this calendar year, I reflect on the state of our organization with both pride and consternation. On one hand, I am tremendously proud of our efforts to strengthen our organizational fabric during my time as City Manager and am incredibly pleased with the progress we have made. Our goal when we started our organizational development initiative was to create a high-performance mentality and culture throughout the City, and I think we have largely achieved that. City staff continue to impress me with their efforts to provide high-quality services to our residents and businesses.

My consternation, however, stems from the wave of retirements going on in San Mateo and throughout the public sector. While these retirements are not a surprise, as an organization we are certainly feeling the effects in a couple of key ways. First is the loss of institutional knowledge, as we simply can't replace the experience and organizational knowledge and savvy that our long-term employees leave with when they retire. With that said, retirements are a part of ongoing organizational change, and as an organization, we are prepared, as best as possible, to adjust to the loss of that institutional knowledge. My second, and larger, concern is the challenge in finding new

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talent to replace those leaving the organization. There are many factors contributing to this challenge right now, including a very strong economy that has created a very tight job market, a difficult housing market limiting our pool of applicants, and seemingly fewer in the next generation wanting to enter the public sector. As a service organization, we are only as strong as our people, so it is imperative that we continue to find creative ways to attract and retain a talented and dedicated workforce to serve our community.

General Fund Long-Term Financial Plan

Over the last several years, we have become increasingly focused on the financial sustainability of the ongoing service commitments that we make. We have also been tremendously disciplined in making new service-level commitments as we remain vigilant in focusing on the long-term sustainability of those new service levels. There is always pressure to do more in the face of a strong economy that has driven up revenues and the overall balance in the General Fund, and I appreciate Council for its support of our effort to be prudent in adding ongoing commitments. I strongly believe that this prudence during the good economic times will serve us well as we move into more challenging times. Even with an economy that remains relatively strong, the sharp increase in annual pension costs will very likely result in some compromises once we get past the 2018-19 fiscal year. As was the case for the long-term plan presented in the 2017-18 adopted budget, this long-term plan includes all of our known or assumed resource demands for the General Fund, including:

- Assumed salary increases for employees in the amount of 2% annually
- CalPERS contribution rate increases being predominantly absorbed by the City
- Assumed increases in medical and other benefits costs
- An additional \$20 million over the long-term plan to fund capital and infrastructure
- 50% of the Excess ERAF revenue going towards an additional payment to CalPERS against our unfunded liability, for a total of \$14 million over the long-term plan
- Fully funding the housing set aside
- Fully funding the 25% operating reserve

Unfortunately, loading all of these competing resource demands into the long-term financial plan results in a



structural imbalance in future years, as the forecast has expenditures exceeding revenues on an ongoing basis, which results in the depletion of our fund balance over time. In fact, in order to maintain our two policy reserves, the 25% operating reserve and the housing set aside, we will be required to make net reductions in the amount of \$2.3 million to \$2.9 million annually, starting in 2019-20, and even doing that depletes our unassigned fund balance over the ten-year forecast period if we take no further action. This highlights the need for the City to prioritize amongst these competing resource demands as we move forward to ensure we remain strong financially. Difficult choices will need to be made, as all of these funding needs are important priorities for the City. With that said, this is the time to be setting these priorities, as our strong financial position allows us to do this prioritization in a strategic manner as opposed to being forced into action during difficult economic times.

Concluding Remarks

Ever since I announced my retirement in March, I have had to confront a number of things I will be doing for the last time in my role as City Manager. The presentation of the 2018-20 business plan represents another one of these "last time" moments for me. This business plan represents not only my

Transmittal of Proposed Budget

last, but also my best, that I have proposed to Council during my time as City Manager. I don't say that because the financial outlook for the City is as good as it has ever been, nor do I say it because we are able to fund everything we'd like to fund. The fact is that the financial future of the City is filled with challenges that will require some difficult choices, so I simply can't point to a bright and clear future as the reason why I contend this is the best business plan that I have submitted. No, the reason I believe it to be the best is that we have worked each year during my time as City Manager to produce a more thoughtful, more strategic, and more informative business plan than the one before it; a business plan that articulates both the short- and long-term financial position of the City and provides Council with a comprehensive framework with which to make decisions. I'm also tremendously proud of the work we have done to prudently utilize our resources to provide a great level of service to our community while building a level of resiliency to withstand the challenges we will face in future years, and I am grateful for Council's support as we have opted to restrain spending commitments in the short term to create better sustainability in the long term.

And finally, I'd like to close this transmittal memo with a few words of gratitude and acknowledgement. The development and delivery of the proposed budget to Council is the culmination of months of work from staff throughout the organization, and it is a true team effort. First and foremost, I would like to thank the Council for articulating a vision and setting priorities that helped us develop the budget. I would also like to thank my executive team, along with their respective staff members, for their efforts in supporting the budget development process. And finally, I'd like to thank the members of the Finance Department, who drove the process to develop the budget and prepare this budget document.

Respectfully submitted,



Larry A. Patterson
City Manager





CITY OVERVIEW



Mission

Serving the San Mateo community through collaboration, innovation, and professionalism

Values

Respect, Creativity, Integrity,
Transparency, Inclusivity

Organizational Principles

Engaged and accountable workforce

Working as one organization

Maintaining long-term perspective

Seeking constant improvement

Leading through informed risk-taking

**CITY OF SAN MATEO
ORGANIZATIONAL VISION**

City Council Vision and Direction

CITY COUNCIL VISION

San Mateo

- Is a pre-eminent City between San Francisco and San Jose.
- Has strong, attractive commercial areas and viable, wholesome neighborhoods.
- Has a solid, healthy economic and financial base that cultivates innovation and technology.
- Includes its diverse population in all facets of community life and is a nurturing place for youth.
- Is safe and has well-maintained infrastructure.
- Is the cultural center of the County.
- Is increasingly sustainable and a leader in reduced carbon emissions.

To achieve this vision, the San Mateo City Government will:

- Facilitate the effective functioning and development of the community and its citizens.
- Ensure all elements of the community are well represented in the government process.
- Serve as both a facilitator and a provider in seeing that community needs and desires are addressed through the most appropriate, effective delivery system whether it is public, non-public or public/private partnership.
- Serve as a consensus builder in the community and articulate collective direction.
- Maintain a responsive, capable staff dedicated to serving the community in a non-bureaucratic manner and provide high value for the expenditure of public funds.
- Look to the long-term future of the community and seek constant improvement, including increasing sustainability and reducing the community's carbon footprint.
- Be a full partner in the sharing of common services and regional affairs that affect the City.

CITY COUNCIL STRATEGIC DIRECTION

The strategic directions express the Council's vision in terms of key targets that must be accomplished to achieve its vision. These strategic directions are:

Safe, Clean, and Attractive Neighborhoods

- Ensure higher levels of public safety, especially in

neighborhoods under the most stress.

- Enhance the quality of residential neighborhoods by encouraging improved appearance and more community involvement.

Successful Businesses and a Solid Tax Base

- Increase the economic vitality of the City with strengthened ties between business and the general community.

A Community Where Residents Can Flourish and Youth are Nurtured

- Continue to encourage involvement of youth in our community by improving programs for children, pre-teens, and teens.

Orderly Planning, Development, and Functioning of the Community

- Support future growth and redevelopment in Downtown, other commercial areas, and along the transportation corridor to ensure a well-planned environment and promote a high quality of life.
- Continue efforts to increase entry-level housing, strive for a balance between jobs and housing, and provide incentives for City employees to live in San Mateo.
- Continue to invest in the long-term infrastructure needs of the City and create an identity for San Mateo that generates civic pride and responsibility.

An Open, Participative, and Effective City Government

- Continue to provide cost-effective and quality services that are accessible to all segments of the San Mateo community.
- Maintain City finances where expenses do not exceed ongoing revenues.
- Expand community outreach and participation opportunities for all who live and/or work in San Mateo.
- Continue to cooperate with schools and other agencies to improve services, strengthen partnerships, avoid duplication and decrease costs.
- Develop and maintain an organization that values employee participation and a sense of ownership.

City Council Priorities



STEWARDSHIP OF INFRASTRUCTURE

- Reconstruct all failed streets in San Mateo by 2024 using Measure S sales tax, Countywide Measure A funding, grants, General Fund and other available funding.
- Replace all remaining high voltage circuits to improve safety and reliability of the street light system.
- Remove North Shoreview from FEMA Flood Assessment.
- Strengthen City's voice relative to regional infrastructure and traffic.
- Fund and deliver the Clean Water Program.
- Meet the 100% trash reduction mandate by 2022.
- Identify ways to reduce inflow and infiltration into sanitary sewer system from sewer laterals.

QUALITY OF LIFE

- Expedite traffic management improvements based on public input received from Neighborhood Traffic Forums, Neighborhood Traffic Management Program, and best practices. Enhance transparency of outcomes and frequency of Council status reports.
- Minimize impacts to residents from train horn noise at City at-grade crossings.
- Minimize parking impacts throughout the City.
- Identify streets and intersections experiencing major congestion due to regional traffic and identify effective measures to mitigate the impact on traffic flow and the

adjacent neighborhoods.

- Explore options for improved senior mobility.
- Consider methods to increase the supply of childcare and preschool options in the City, including examining incentives for the inclusion of childcare facilities in new developments.
- Implement Library Space Master Plan.
- Enhance emergency response times during peak traffic conditions.
- Implement the Safe and Secure Neighborhoods Initiative.
- Explore banning smoking in commercial areas.

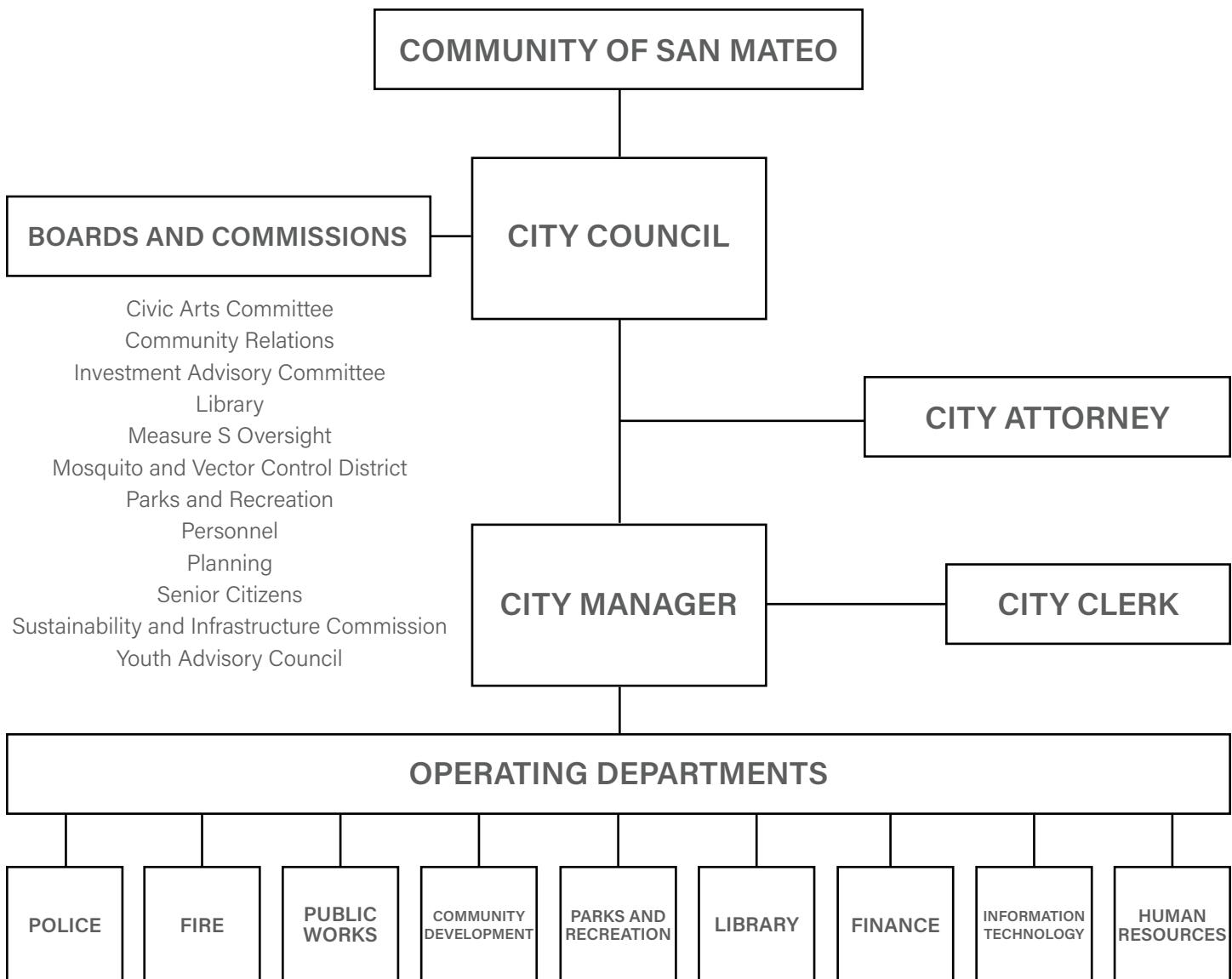
FRAMING THE FUTURE

- Consider the adoption of wage theft protections and study other wage related topics including living wages and expanding prevailing wage requirements.
- Pursue development of additional housing including affordable and workforce housing.
- Review the findings of the 2016 Housing Task Force and revisit any unresolved recommendations related to rental protections and affordable housing.
- Develop the Recreation Facilities Strategic Plan.
- Implement the Central Park Master Plan.
- Update the General Plan.

ECONOMIC VITALITY

- Update the Downtown Area Plan.
- Create additional parking supply for Downtown San Mateo.
- Enhance the customer experience Downtown and in other commercial districts.
- Establish City Council subcommittee for the attraction and retention of commercial and retail businesses.
- Explore the establishment of Property-Based Improvement Districts (PBIDs).
- Eliminate the City's unfunded pension and Other Public Employee Benefits (OPEB) liabilities by no later than 2050.
- Establish City Council subcommittee to explore public/private partnerships.
- Develop portfolio options for sustained enhanced revenues.

City Organizational Chart



City Council

Mayor	Rick Bonilla
Deputy Mayor	Diane Papan
Council Member	Maureen Freschet
Council Member	Joe Goethals
Council Member	Eric Rodriguez
City Manager	Larry A. Patterson
City Attorney	Shawn Mason

Department Heads

Assistant City Manager / Finance Director	Drew Corbett
City Clerk	Patrice Olds
City Librarian	Ben Ocon
Community Development Director	George White
Fire Chief	John Healy
Human Resources Director	Casey Echarte
Information Technology Director	Pete Owen
Parks and Recreation Director	Sheila Canzian
Police Chief	Susan E. Manheimer
Public Works Director	Brad Underwood

City Profile

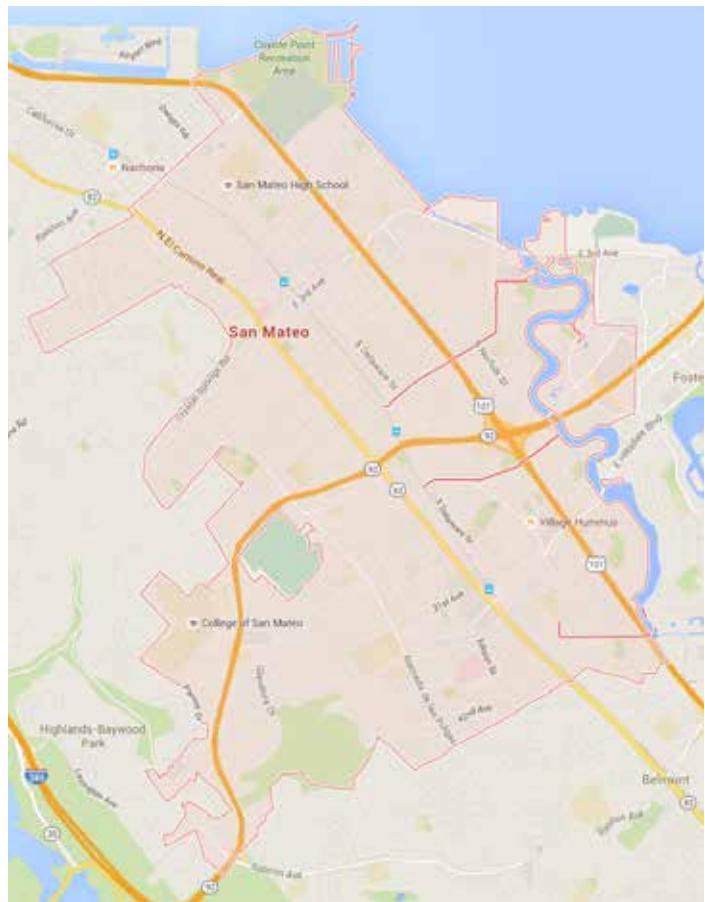
PROFILE OF SAN MATEO

Location

The City of San Mateo is located in San Mateo County, on the Peninsula in the San Francisco Bay Area. It is bordered by Burlingame to the north, Foster City to the east, Belmont to the south, and Hillsborough to the west. The City is conveniently situated 19 miles south of San Francisco and 30 miles north of San Jose. It covers an area of 14.6 square miles, including 3.87 square miles of tidelands from the San Francisco Bay to the east and a range of coastal mountains to the west.

The City

The City was incorporated in 1894 and was originally chartered in 1922. The current charter was adopted in 1971 and revised in 2002. San Mateo has a Council-Manager form of government. The five Council members serve at-large for four-year terms. The Council selects a Mayor from among its members each December for a one-year term. The Mayor and City Council serve as the legislative and policy making body of the City. The City Manager, appointed by the Council, serves as chief executive officer and is responsible for the day-to-day administration of City affairs. The City Council also appoints a City Attorney. There are twelve Advisory Boards and Commissions.



Services

The City provides a full range of municipal services. These include police and fire protection, planning, building, sewer, street maintenance, and general administrative services. Water is provided to the residents of the City of San Mateo by California Water Services, a private company. The City operates and maintains facilities for wastewater treatment. In addition, the City offers thirty-five parks, six recreation centers, three libraries, and an 18-hole golf course. The San Mateo Performing Arts Center hosts productions by numerous local, regional, and international artistic enterprises, including the Peninsula Ballet Theatre, the Peninsula Civic Light Opera, and the Peninsula Symphony. San Mateo has abundant shopping areas, including two major regional shopping centers, Hillsdale Shopping Mall and Bridgepointe.

Population and Demographic Characteristics

Based on the U.S. Census, the City's population as of 2016 was nearly 104,000, which represents about 13.5 percent of the countywide population. Also based on the most recent



U.S. Census data, per capita personal income for San Mateo residents was \$52,643. The City's unemployment rate is 2.9%, and this is slightly below the County's unemployment rate at 3%.

Local Economy

San Mateo is located in the central Bay Area and has direct access to interstate highways, rail lines, a trans-bay bridge, public transit routes, and the San Francisco International Airport. San Mateo serves as a center of commercial and residential activity. The Transit Center is a multi-modal transportation hub allowing people to board Caltrain to destinations as far north as San Francisco and as far south as Gilroy.

The community is comprised of residences of all types and at a range of costs, major retail and commercial establishments, a downtown transit center, a community college, and two major medical centers. It is also the home of the San Mateo County Events Center. The robust economy has renewed interest in the downtown area, which continues to attract quality small- to medium-sized businesses. The main City Library, completed in 2006, is the cultural center of the City and benefits many local and regional patrons. The Police Station, completed in 2009, serves as the headquarters to protect and serve the residents in the City.

CITY STATISTICAL DATA

Miscellaneous statistical data for the City of San Mateo is as follows:

Date of Incorporation

1894

Form of Government

Council-Manager

Area in Square Miles

14.6

Capital Assets

6 Community Centers

3 Libraries

35 Parks

1 Golf Course

6 Fire Stations

1 Police Station

204 miles of streets / 7,500 street lights

260 miles of sanitary sewers

148 miles of storm drains

Median Age of Residents

39.1

Public School Enrollment

21,074

Top Employers

County of San Mateo Medical Center

San Mateo-Foster City Unified

Sony Interactive Entertainment

San Mateo Union High School District

Basis of Budgeting

FUND ACCOUNTING BUDGET SYSTEM

The City of San Mateo's budget is organized on the basis of the fund accounting system, in which each fund is considered a separate budgeting entity. Government resources are allocated to and expenses accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. All operating funds' budgets lapse at the end of the adoption cycle. The capital project fund appropriations are valid for the life of the projects. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts in the operating budget lapse one year after the end of the fiscal year. There is no formal provision in departmental budgets for depreciation and compensated absences (i.e. accrued vacation and sick leave time), but they are budgeted as internal services fund charges. The following fund types are used by the City:

Governmental Fund Types

All governmental fund budgets are accounted for using a current financial resources measurement focus and a modified accrual basis.

GENERAL FUND - This fund accounts for all financial resources not required to be accounted for in other funds, and is the general operating fund of the City. The General Fund has three sub-funds: the Measure S Tracking sub-fund, the Recreation Services sub-fund, and the Golf sub-fund.



SPECIAL REVENUE FUNDS - These funds account for the City's revenues from sources which, by law or administrative action, are designated to finance particular functions or activities other than capital projects or expendable trusts.

DEBT SERVICE FUNDS - These funds account for the accumulation of financial resources for and the payment of principal, interest, and related costs on general long-term debt.

CAPITAL PROJECTS FUNDS - These funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types).

Proprietary Fund Types

All proprietary fund budgets are accounted for on a flow of economic resources measurement focus and a full accrual basis.

ENTERPRISE FUNDS - These funds account for operations of the City that are financed and operated in a manner similar to private business enterprises.

INTERNAL SERVICE FUNDS - These funds account for the financing of services provided by one department to other departments on a cost-reimbursement basis.

BUDGETARY CONTROLS

Effective July 1, 1986, the City implemented a two-year budget cycle. The two-year budget process requires that each department submit two one-year expenditure plans and revenue estimates to the City Council for approval. Only the first of the two years' budget will be adopted. In each alternate year, City staff makes recommendations to the City Council for amending the second-year plan. The Department Heads are responsible for containing expenditures within their budgeted appropriations as approved by the City Council. Subsequent to the adoption of the budget, all additional changes to the budget require City Council approval.

Activities of the General Fund, Special Revenue Funds, Debt Service Funds, Proprietary and Capital Funds are included in the annual budget. The level of budgetary control is the department within each fund.

Budget Preparation Process

2018-20 Business Plan Development Process

The development of the 2018-20 business plan began in the second half of calendar year 2017, with the department heads having scoping meetings with the City Manager to discuss their plans, at a high level, for operating budget increases for the upcoming business plan. Once these scoping meetings concluded, initial baseline budgets were entered into the budget system and requests for service level adds were submitted to the City Manager. As 2018 got underway, the focus shifted to operating budget reviews, evaluation of service level add requests, and identification of available capacity for service level adds. In mid-January, Council held its strategic planning workshop, which provided direction on priorities for new initiatives in the operating budget. In early February, Finance staff provided a comprehensive fiscal update to Council to set expectations on capacity for service level increases.

With the revenue picture generally positive and direction from Council on budget-related priorities, the City Manager completed his review of the departments' prioritized list of budget add requests and provided final direction on which service level addition requests could be accommodated. With both department baseline budgets completed and the final list of service level adds to the budget established, the Finance Department began finalizing its work on the City's other funds. Finance completed five- and ten-year financial plans for each of the applicable funds, including finalizing revenue estimates for both the current fiscal year and the plan years, as well as ensuring all expenditures were accounted for in each financial plan.

In mid-April, staff presented City Council with a preview of the recommended budget. This presentation focused on the development of the two-year business plan, including highlighting the service level increases being proposed; however, it also focused on the long-term financial plan and the impending structural deficit due to the significant rise in pension-related costs. This was intended to give Council advance notice that adjustments to planned General Fund expenditures, particularly the discretionary ones, would likely be necessary as early as 2019-20. This will allow for a thoughtful and strategic process to determine how to adjust future expenditures based on Council's priorities.

As staff finalized the numbers in April, attention turned towards the design and creation of the budget document. The 2018-20 business plan is the second two-year operating budget that has been delivered in the enhanced format. Initially implemented for the 2016-18 business plan, the goal of the changes to the budget document was to improve the document's ease of use, as well as to better showcase our community. Some of the new aspects included in the document were consolidated five- or ten-year financial plans for the majority of City funds, enhanced historical trend information on major revenue and expenditure components, and more graphics and photos to augment the financial information being presented. The new budget format also met the criteria and was awarded in 2016, for the first time in the City's history, the Government Finance Officers Association Distinguished Budget Presentation Award.



Business Plan Preparation Timeline

ANNUAL BUDGET CALENDAR

Like any large, complex organization, the process to develop and produce the budget is continuous throughout the fiscal year, which runs from July 1 to June 30. The specific components of the budget development calendar will vary depending on whether that particular year's focus is on the operating budget (even numbered years) or the capital budget (odd numbered years). The major activities and milestones, which would be applicable to either the operating or capital budget cycle, are as follows:

July Through September

- Departments report out on performance and workload indicators from the previous fiscal year.
- Encumbrances and capital project carryovers are incorporated into department budgets and long-term financial plans of each applicable fund.
- Preliminary financial results from the previous fiscal year are reported to Council.
- Initial scoping meetings are held between Department Heads and the City Manager to discuss any significant changes to the departmental operating or capital budget that will be proposed for the upcoming cycle.

October Through December

- Schedule for the development of the following fiscal year's budget is established and distributed to departments.
- Final financial results from the previous fiscal year, in the form of the Comprehensive Annual Financial Report (CAFR), are presented to Council.
- Development of internal service charges and cost allocations begins.
- Budget direction and guidance are provided to departments.

January Through March

- City Council holds its annual goal setting session to identify budget priorities.
- Annual mid-year financial report is delivered to Council.
- Departmental operating and/or capital budget requests are received and evaluated by Finance and the City Manager's Office.
- Revenue projections for major General Fund tax revenues are finalized.

April Through June

- City Council approves Master Fee Schedule during a public hearing.
- Long-term financial plans for applicable funds are finalized.
- Study session is held with Council to introduce major components of the budget and receive final feedback and guidance prior to the delivery of the recommended budget.
- City Council holds a public hearing on the recommended budget.
- Final budget adopted by the City Council.





Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting

Presented to

**City of San Mateo
California**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2017

Christopher P. Morill

Executive Director/CEO

GFOA Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of San Mateo
California**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read "Jeffrey R. Evans".

Executive Director

CSMFO Budget Award

California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award ***Fiscal Year 2016-2017***

Presented to the

City of San Mateo

For meeting the criteria established to achieve the Operating Budget Excellence Award.

January 31, 2017



Dedicated Excellence in Municipal Financial Reporting

John Adams

CSMFO President

Craig Boyer

Craig Boyer, Chair
Professional Standards and
Recognition Committee

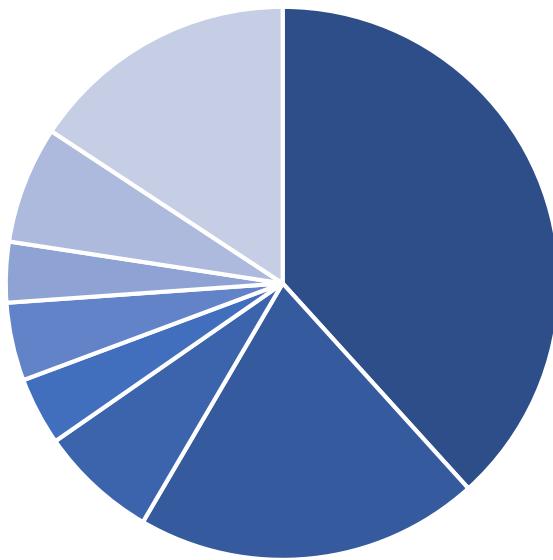




FINANCIAL TRENDS

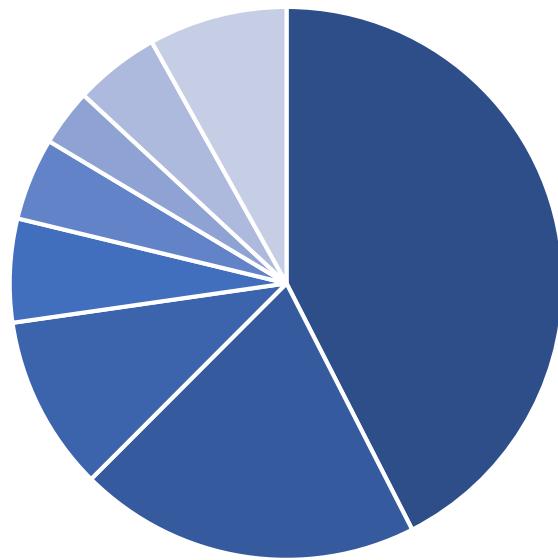
General Fund Resources

GENERAL FUND RESOURCES
2007-08, \$83 Million



- Property tax
- Sales tax
- Property transfer tax
- Transient occupancy tax
- Business license tax
- Recreation service charges
- Franchises, permits, fees and fines
- Other revenues/transfers

GENERAL FUND RESOURCES
2016-17, \$119 Million



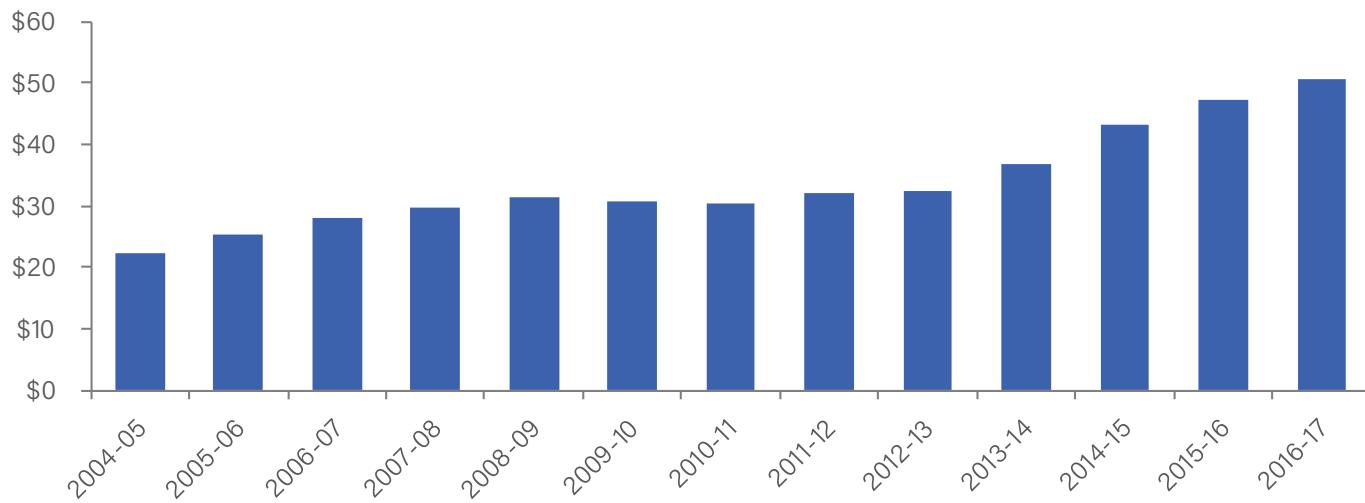
- Property tax
- Sales tax
- Property transfer tax
- Transient occupancy tax
- Business license tax
- Recreation service charges
- Franchises, permits, fees and fines
- Other revenues/transfers

GENERAL FUND RESOURCES

These two pie charts depict total General Fund resources in 2007-08 and in 2016-17. Property tax continues to be the largest General Fund revenue source, constituting 38% of the total in 2007-08 and increasing to 43% in 2016-17. While sales tax remains at 20% of the total, it is important to note that sales tax revenues in 2007-08 consisted of the local 1% amount, whereas in 2016-17, sales tax was made up of the local 1% plus the 0.25% Measure L addition, which was approved by voters in 2009. The other significant shift is that a much larger proportionate share of revenue is coming from the transient occupancy tax. This is largely due to the increase in the tax rate attributable to the General Fund from 8% to 10%, which was also voter approved in 2009. It is also the result of the economic recovery and favorable business conditions that are driving up room rates and occupancy rates at local hotels.

Major General Fund Tax Revenues

PROPERTY TAX (IN MILLIONS)



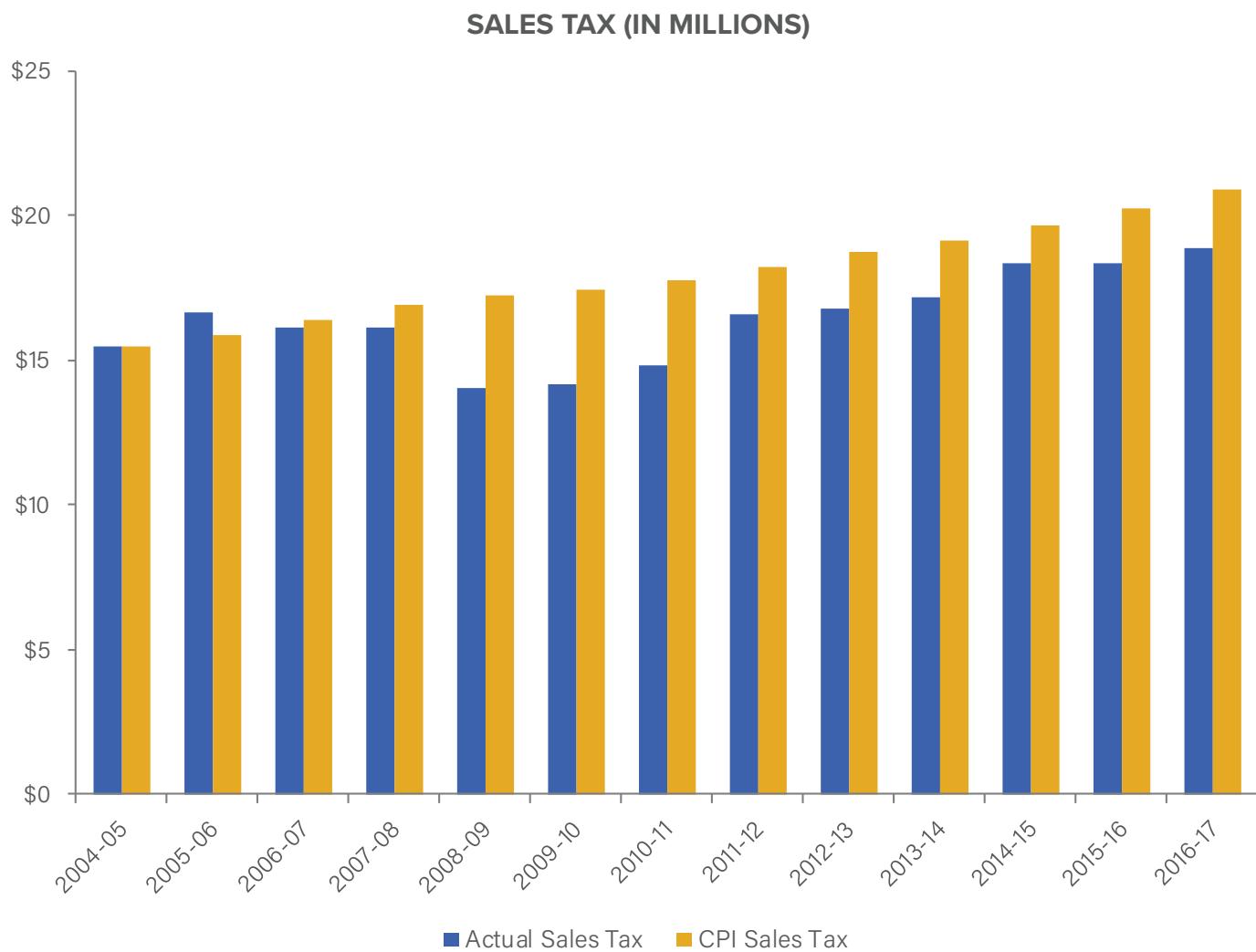
MAJOR GENERAL FUND TAX REVENUES: PROPERTY TAX

Property tax is the General Fund's largest and most stable revenue source. Revenues have grown from just over \$22 million in 2004-05 to over \$50 million in 2016-17. While some of this is attributable to the General Fund receiving residual revenue related to the dissolution of redevelopment agencies, as well as the continued receipt of Excess ERAF, strong growth in assessed valuations has been the driving force for revenue increases. As demonstrated in the table, over the past ten years, assessed valuations in the City have increased an average of 4.8% annually. This includes two years during the great recession where assessed valuations decreased slightly, as well as the first year of the recovery, where the increase was less than 2%. The assessed valuation attributable to the General Fund is heavily weighted toward residential (81%), and with a significant number of residential properties that have not changed hands in the last 15 years, the expectation going forward is for solid growth for this revenue source.

CHANGES IN ASSESSED VALUATIONS

FISCAL YEAR END JUNE 30	% CHANGE FROM PRIOR YEAR
2008	8.3%
2009	7.7%
2010	(0.6%)
2011	(1.9%)
2012	1.0%
2013	2.6%
2014	7.0%
2015	7.4%
2016	8.5%
2017	7.7%
Average	4.8%

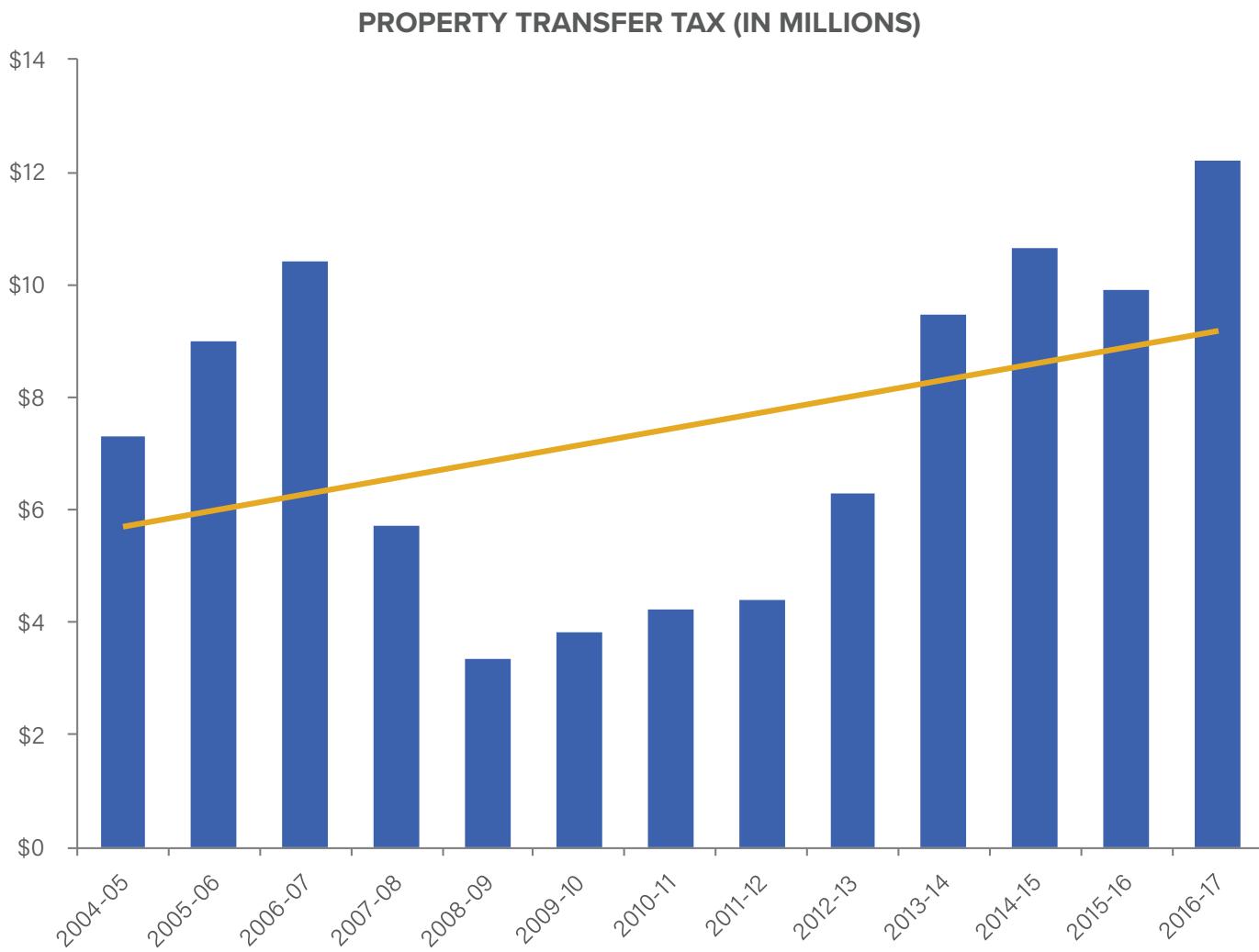
Major General Fund Tax Revenues



MAJOR GENERAL FUND TAX REVENUES: SALES TAX

This chart shows sales tax revenues over the last 13 years. The blue bar is actual sales tax received, while the yellow bar is the sales tax base in 2005 increased by Bay Area CPI. As demonstrated by the chart, sales tax has not even kept up with local inflation during this time period. This is for a variety of reasons; however, two of the most prominent reasons are the shifting landscape of how people are spending their money, with more going towards non-taxable services in comparison to taxable goods, and the rise of internet-based sales, which impact the City's traditional point-of-sale retail sales tax. Given the trend, only modest increases that are lower than expected inflation have been projected for sales tax in the 10-year financial plan.

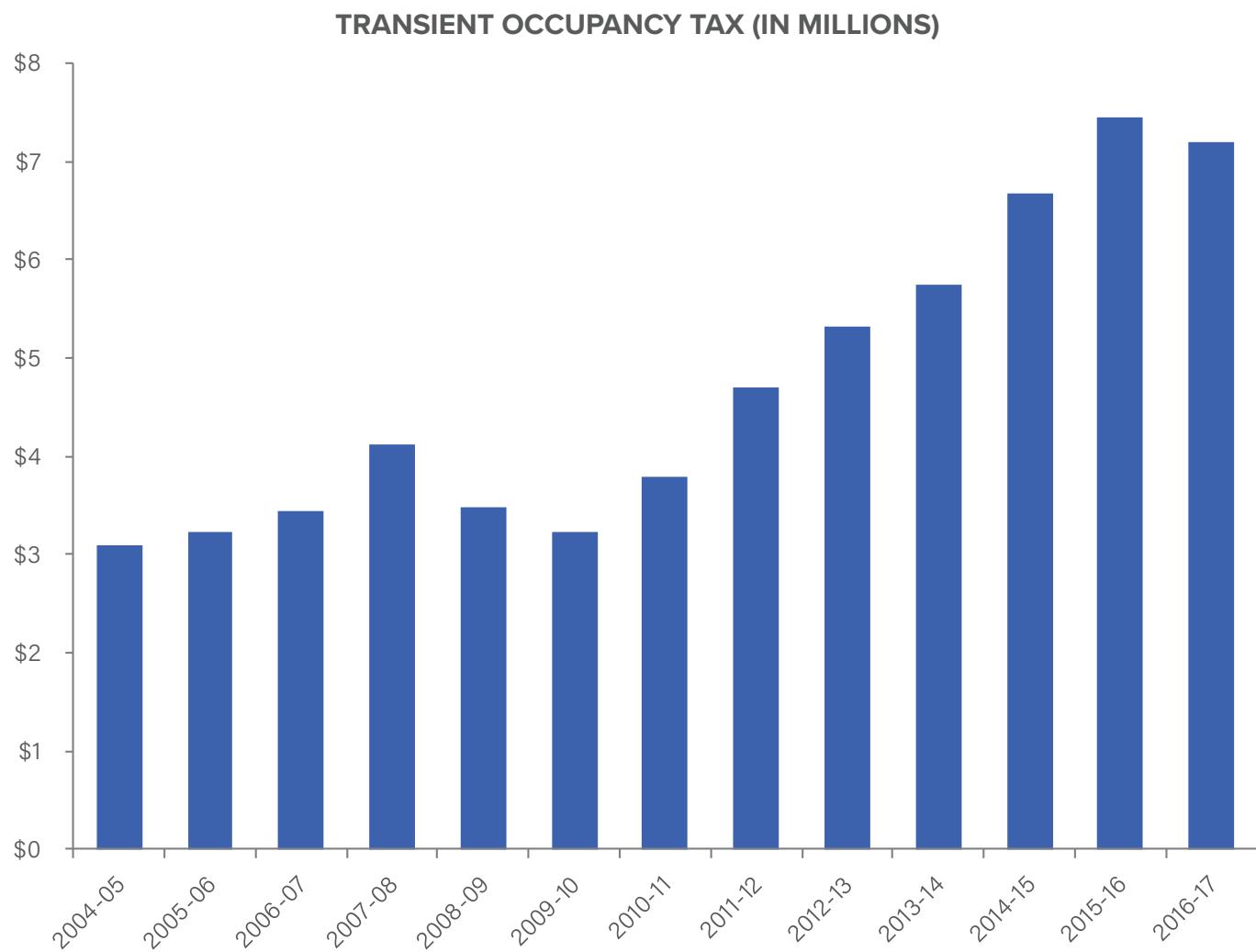
Major General Fund Tax Revenues



MAJOR GENERAL FUND TAX REVENUES: PROPERTY TRANSFER TAX

The real property transfer tax is a tax on the transfer of ownership in real estate and can be imposed by charter cities such as San Mateo. The real property tax transfer rate is 0.5% of the sale value, and as demonstrated by the chart, can fluctuate significantly year over year. With volume of transactions and sale prices both impacting the amount of revenue received by the General Fund, this revenue source is difficult to project. The Great Recession impacted both the volume of transactions and the sale prices of those transactions, significantly impacting revenues between 2009 and 2012. A strong recovery in the real estate market, coupled with increasing development activity, has returned revenues to amounts over \$9 million annually over the last four fiscal years, including a record \$12.2 million in 2016-17. This level of activity is not expected to be sustainable over the long term, and as such projections going forward reflect a reduction in activity to a more sustainable baseline amount.

Major General Fund Tax Revenues

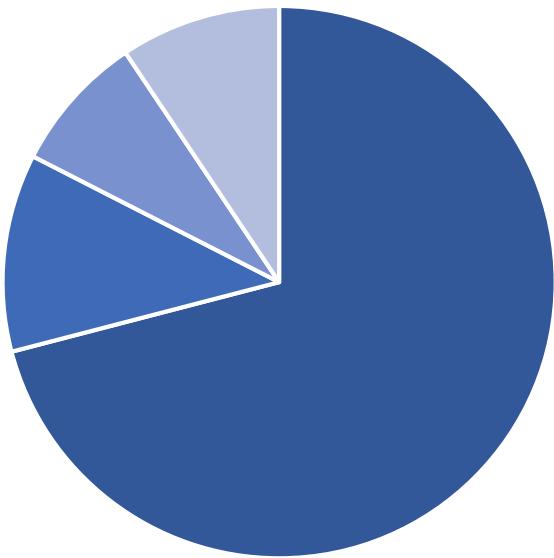


MAJOR GENERAL FUND TAX REVENUES: TRANSIENT OCCUPANCY TAX

Transient occupancy tax is a tax on hotel or other short-term rental occupants whose stays are 30 consecutive nights or less. This revenue is largely dependent on the overall health of the economy. As demonstrated by this table, revenues were impacted at the onset of the Great Recession, with declines between 2007-08 and 2009-10. Recovery, however, has been swift and emphatic, with 2016-17 revenues up 125% over the recession low of \$3.2 million. Going forward, revenue projections will temper growth to more modest levels to reflect the expectation that continued rapid growth for this revenue source is not sustainable as room rates and occupancy rates flatten out.

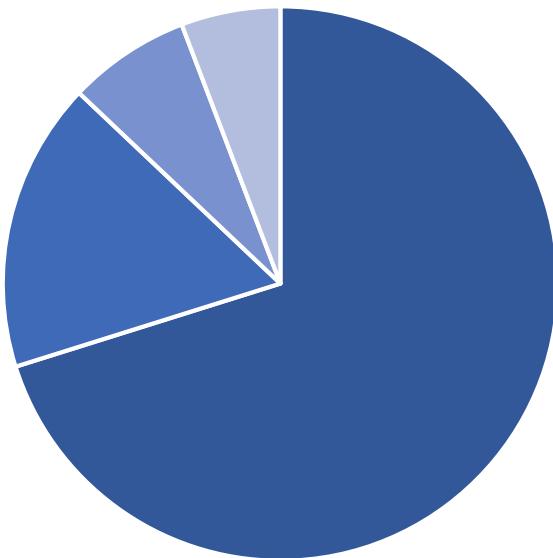
General Fund Requirements

GENERAL FUND EXPENDITURES
2007-08, \$87 Million



- Personnel
- Operating expenses
- Services
- Transfers to other funds

GENERAL FUND EXPENDITURES
2016-17, \$110 Million



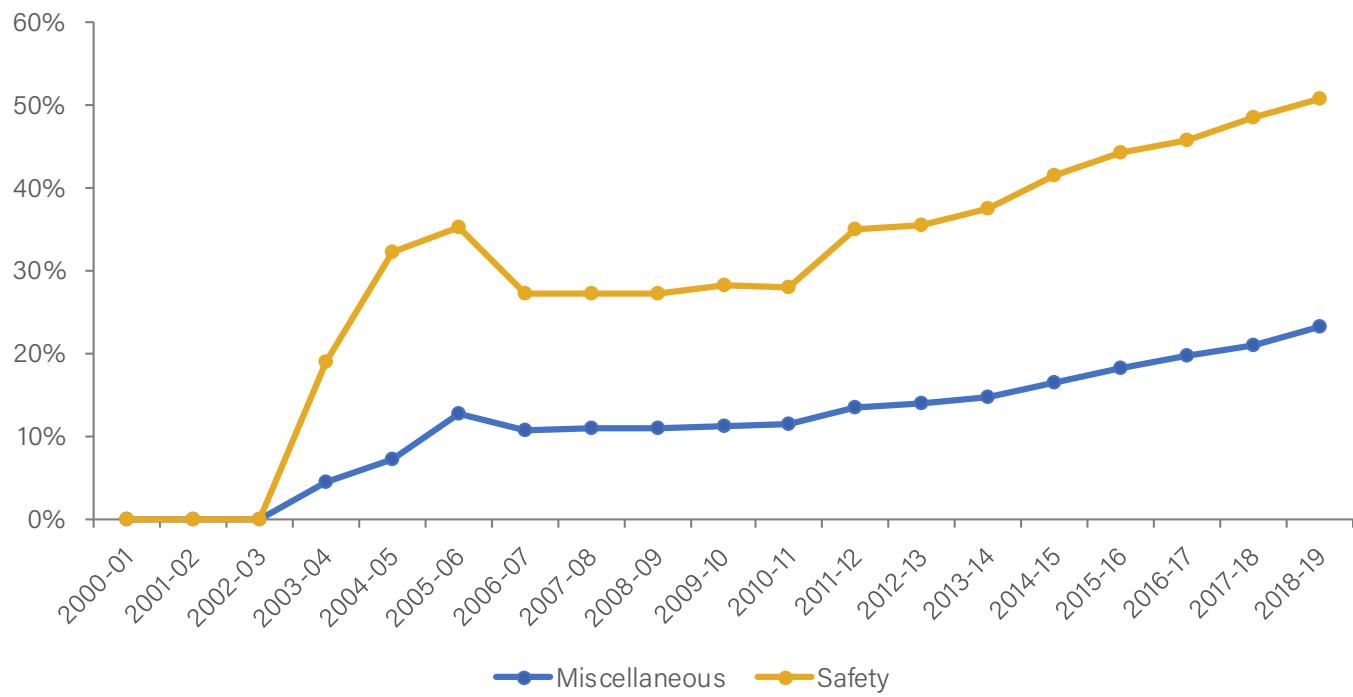
- Personnel
- Operating expenses
- Services
- Transfers to other funds

GENERAL FUND REQUIREMENTS

These two pie charts show the different categories of General Fund expenditures and their proportionate share of total General Fund expenditures in 2007-08 and 2016-17. These charts demonstrate an interesting trend in how the City spends its General Fund resources. Personnel costs as a percentage of the total are actually slightly lower in 2016-17 than it was in 2007-08, while expenditures on other operating expenses have become a larger percentage of the total. As personnel costs have increased over the years, the City has looked to mitigate these increases by adopting alternative service deliveries where possible. As these graphs indicate, this strategy has worked to limit the impact of compensation increases on the City's ability to provide services.

Employer Pension Contribution Rates

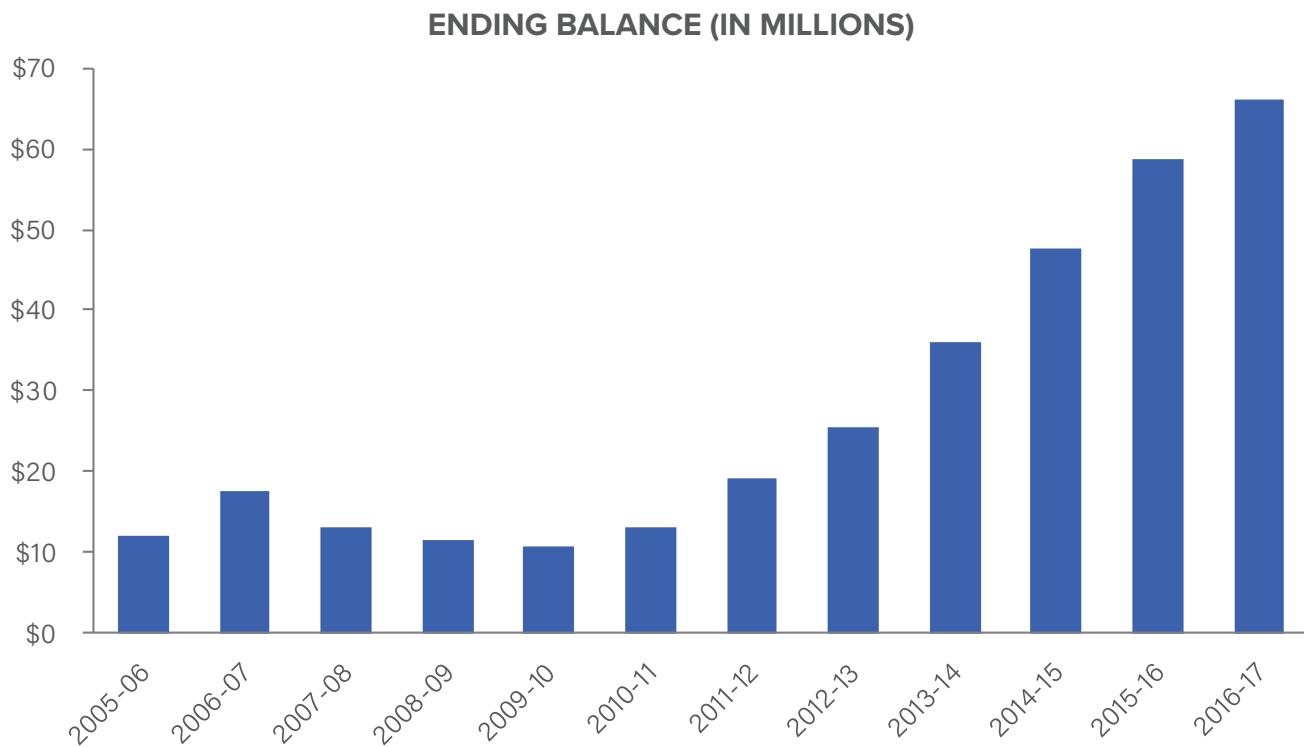
PENSION CONTRIBUTION RATES



EMPLOYER PENSION CONTRIBUTION RATES

As this chart demonstrates, pension expenditures have become an increasing part of the City's annual budget over the past 15 years. In the early 2000s, investment returns at the California Public Employees Retirement System (CalPERS) were sufficient to fund pensions without an employer contribution; however, investment losses and enhanced benefits created an unfunded liability and have required significant increases to employer contribution rates over the years.

General Fund Ending Balance



GENERAL FUND ENDING BALANCE

This graph depicts the ending fund balance for the General Fund over the past 12 years. As evidenced by the low level of reserves between 2007-08 and 2010-11, the Great Recession had a significant impact on the health of the General Fund. With economic recovery came a replenishment of fund balance, as reserves equivalent to 25% of General Fund operating expenditures, which is Council's policy goal, hit that mark in 2012-13 and has remained above that amount since then. Going forward, maintaining a fund balance at the 25% level will remain a priority, and the strong existing fund balance will be utilized strategically for one-time needs and to provide service-level stability through the next downturn.

Citywide Employees

The below table shows Citywide staffing over the past three years by department. Staffing is listed by "Full Time Equivalents" (FTE) and considers merit and per diem employees. The fiscal year 2017-18 value represents the headcount included in the budget as adjusted.

DEPARTMENT	2015-16	2016-17	2017-18
City Attorney	6.00	6.00	6.00
City Clerk	4.00	4.14	4.14
City Council	5.00	5.00	5.00
City Manager	9.01	7.46	7.46
Community Development	47.35	48.94	49.94
Finance	18.25	17.25	18.00
Fire	87.98	92.43	92.43
Human Resources	9.15	10.44	11.20
Information Technology	15.00	15.29	15.29
Library	49.35	50.59	52.48
Parks & Recreation	112.68	113.84	114.98
Police	168.55	175.68	173.67
Public Works	123.98	138.45	139.60
Total City	656.30	685.51	690.19







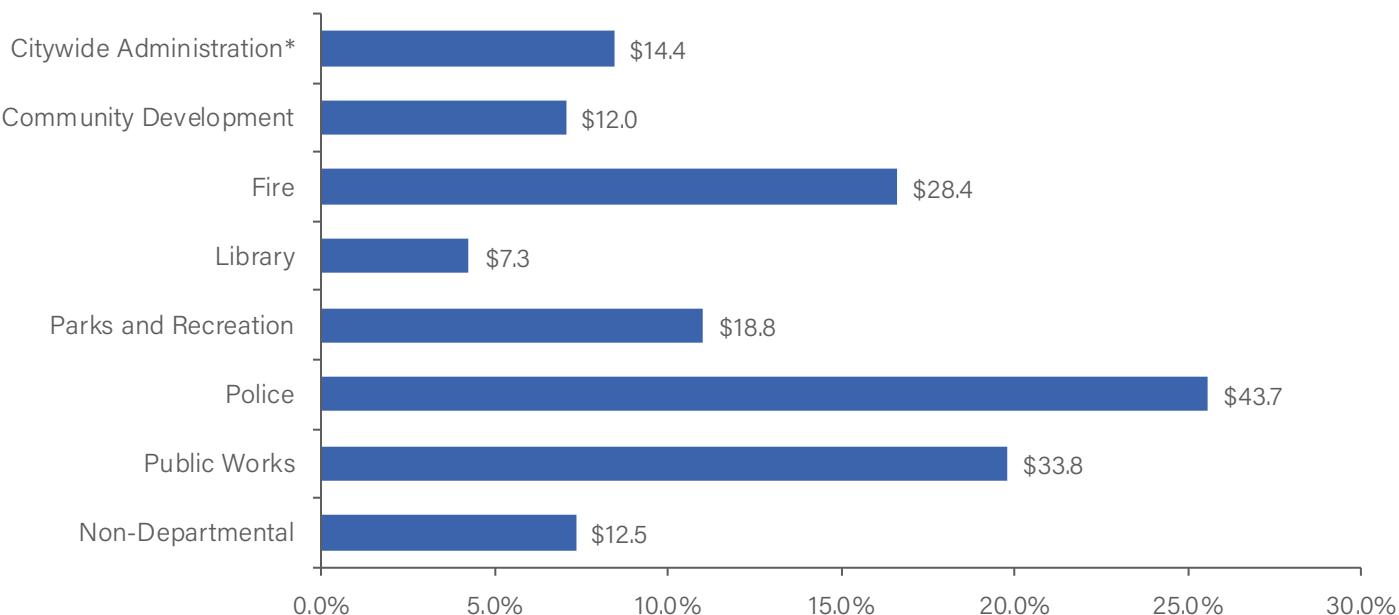
BUDGET OVERVIEW

City Operating Budget

DEPARTMENT	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
City Attorney	1,289,688	1,525,732	1,405,313	1,446,027
City Clerk	828,095	1,049,053	922,057	967,089
City Council	274,342	396,737	346,706	352,001
City Manager	1,804,605	2,373,444	2,234,385	2,323,332
Community Development	8,382,087	10,892,465	12,026,345	12,099,086
Finance	2,902,587	3,527,784	3,579,937	3,761,404
Fire	25,406,168	27,879,084	28,355,589	29,703,508
Human Resources	1,441,873	1,761,229	1,980,899	2,043,928
Information Technology	3,288,577	3,890,831	3,944,495	4,087,442
Library	6,499,486	6,860,853	7,276,806	7,491,732
Parks and Recreation	16,661,594	17,400,580	18,830,271	19,317,278
Police	38,432,276	40,889,257	43,709,721	45,266,601
Public Works	28,050,778	33,407,131	33,752,349	34,899,622
Non-Departmental	15,028,716	20,193,981	12,516,671	13,097,474
Total City Operating Budget	150,290,872	172,048,161	170,881,544	176,856,524

Totals do not include internal services.

CITYWIDE OPERATIONS BY DEPARTMENT 2018-19 (\$170.9 MILLION)

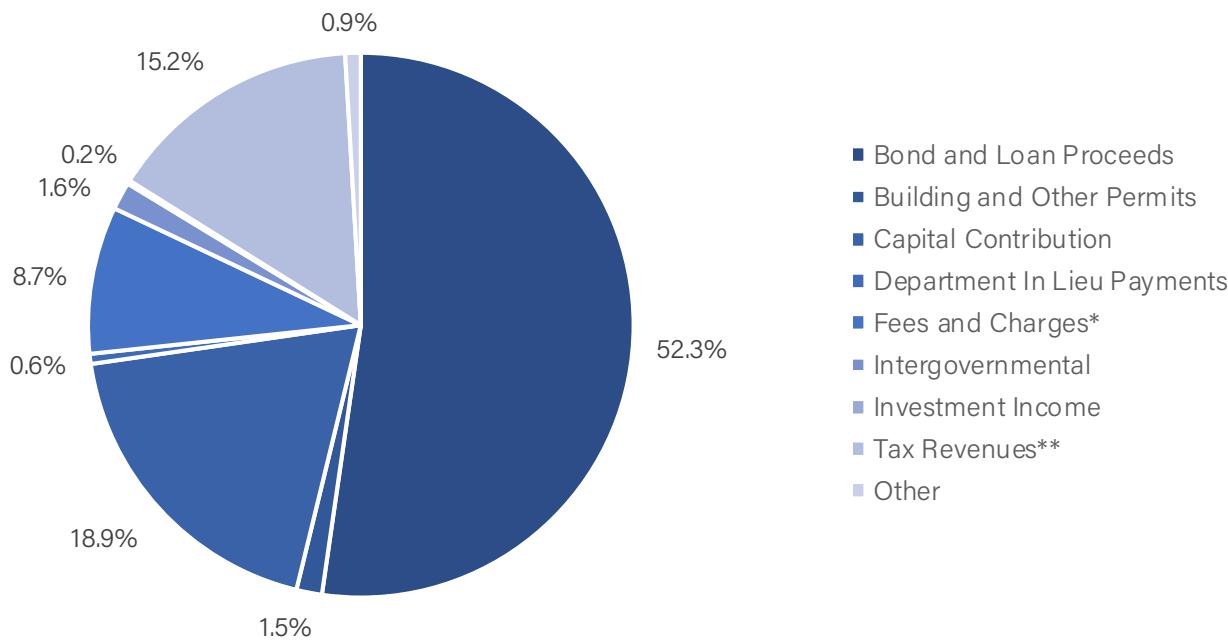


* Citywide Administration includes these departments: City Attorney, City Clerk, City Council, City Manager, Finance, Human Resources, Information Technology.

Citywide Sources of Funding

Category	2016-17 Actuals	2017-18 Adjusted Budget	2018-19 Adopted Budget	2019-20 Projected Budget
Property Tax	52,989,556	54,728,004	59,995,861	62,625,368
Sales Tax	26,001,428	27,182,031	27,394,185	27,533,573
Property Transfer Tax	12,179,016	8,500,000	9,250,000	8,500,000
Transient Occupancy Tax	8,636,992	8,723,819	8,530,169	8,410,026
Business License Tax	5,729,470	5,765,263	5,851,742	5,939,518
Franchises	3,142,369	3,225,440	3,289,948	3,355,747
Building and Other Permits	13,979,708	8,184,615	11,075,342	11,226,142
Fines, Forfeitures, and Penalties	2,347,506	1,581,395	1,877,000	1,632,000
Intergovernmental	10,514,080	16,769,637	12,026,107	10,932,109
Charges for Services	41,494,737	41,083,456	51,523,698	60,870,194
Special Assessments	2,827,532	3,808,775	2,934,021	3,590,000
Investment Income	677,439	1,519,506	1,513,569	1,524,988
Impact Fees	3,940,720	1,480,000	4,300,528	6,555,496
Capital Contribution	2,903,377	6,162,697	138,461,826	6,041,416
Bond and Loan Proceeds	746,896	90,860,000	382,505,000	22,575,000
Department In Lieu Payments	4,183,518	4,285,722	4,357,120	4,433,838
Other	5,734,990	5,282,364	6,730,857	5,261,544
Total Citywide Sources of Funding	198,029,334	289,142,724	731,616,973	251,006,959

**CITYWIDE SOURCES OF FUNDING
2018-19 (\$731.6 MILLION)**



* Fees and Charges include charges for services; fines, forfeitures, and penalties; franchises; impact fees; special assessments.

** Tax Revenues include property tax, sales tax, property transfer tax, transient occupancy tax, business license tax.

City Operating Budget

FUND		2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Fund #	General Funds				
10	General	95,302,418	104,111,855	106,925,232	111,179,234
11	Measure S Tracking	1,001,478	1,279,673	1,601,634	1,660,244
18	Recreation Services	7,688,223	7,651,692	8,587,457	8,750,458
19	Golf	-	-	2,300,745	2,914,885
General Funds Total		103,992,119	113,043,220	119,415,068	124,504,821
Special Revenue Funds					
20	Police Grants and Safety	268,832	345,923	592,651	254,332
21	Solid Waste	1,209,347	1,513,992	1,683,972	1,742,112
22	HOME	3,896	20,464	10,000	10,000
23	Community Development Block Grant	233,930	245,067	224,008	219,192
24	Fire Protection and Life Safety	2,818,982	2,963,605	3,375,763	3,567,363
25	Advance Planning	291,549	1,100,252	1,742,190	1,763,427
26	Construction Services	5,577,332	6,969,617	7,779,263	7,789,755
28	Downtown Parking and Security	2,176,961	2,644,651	2,843,996	2,909,483
30	City Housing	51,152	51,000	47,000	47,000
31	Low and Moderate Income Housing Asset	90,835	144,711	163,249	137,138
Special Revenue Funds Total		12,722,816	15,999,282	18,462,092	18,439,802
Debt Service Funds					
41	Landfill Bonds	558,282	6,311,807	431,440	432,639
48	General Obligation Bonds	2,093,275	4,341,275	4,097,326	4,106,700
Debt Service Funds Total		2,651,557	10,653,082	4,528,766	4,539,339
Capital Projects Funds					
56	2% Hotel Tax	573,586	702,887	733,459	789,613
Capital Projects Funds Total		573,586	702,887	733,459	789,613
Enterprise Funds					
72	Sewer	27,650,902	28,597,583	27,742,159	28,582,949
79	Golf	2,699,892	3,052,107	-	-
Enterprise Funds Total		30,350,794	31,649,690	27,742,159	28,582,949
Total City Operating Budget		150,290,872	172,048,161	170,881,544	176,856,524
Internal Service Funds*					
81	Vehicle and Equipment Replacement	1,949,364	12,053,996	12,505,569	2,221,937
82	Fleet and Building Maintenance	4,430,289	4,681,433	4,749,754	4,850,743
83	Benefits	24,599,387	33,303,256	36,611,016	40,413,599
86	Dental	821,108	922,476	958,480	986,841
87	Workers' Compensation	4,624,269	2,115,035	3,520,762	3,735,001
88	Comprehensive Liability	1,265,303	1,635,856	1,703,353	1,734,330
Internal Service Funds Total		37,689,720	54,712,052	60,048,934	53,942,451

* Informational figures only. Not included in totals since they are already included in departmental budgets.

Citywide Sources of Funding

FUND		2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Fund #	General Funds				
10	General	113,434,291	113,172,168	113,810,880	115,985,856
11	Measure S Tracking	-	-	5,393,242	5,474,141
18	Recreation Services	3,932,260	3,774,760	4,109,807	4,191,971
19	Golf	-	-	2,337,000	2,391,250
General Funds Total		117,366,551	116,946,928	125,650,929	128,043,218
Special Revenue Funds					
20	Police Grants and Safety	268,832	266,104	238,052	238,052
21	Solid Waste	2,294,751	1,474,404	2,840,000	2,635,000
22	HOME	27,629	20,000	10,000	10,000
23	Community Development Block Grant	600,872	655,000	759,000	704,500
24	Fire Protection and Life Safety	3,017,670	2,511,830	2,823,342	2,821,342
25	Advance Planning	1,395,322	610,404	1,263,000	1,138,000
26	Construction Services	12,432,004	6,589,558	8,659,400	8,712,320
27	Gas Tax	2,018,382	2,878,779	4,393,845	4,389,200
28	Downtown Parking and Security	3,133,347	3,396,603	3,293,315	20,863,533
30	City Housing	177,439	56,000	50,000	50,000
31	Low and Moderate Income Housing Asset	411,486	90,404	80,000	80,000
32	Parks and Recreation Revenue	-	1,159,672	420,865	4,562,083
33	Traffic Impact Fee	-	1,160,483	716,011	1,830,979
34	Commercial Linkage Fee	-	-	1,009,000	1,010,000
Special Revenue Funds Total		25,777,734	20,869,241	26,555,830	49,045,009
Debt Service Funds					
41	Landfill Bonds	1,019,276	1,002,762	713,000	606,000
48	General Obligation Bonds	2,477,106	2,046,556	2,042,550	2,049,950
Debt Service Funds Total		3,496,382	3,049,318	2,755,550	2,655,950
Capital Projects Funds					
56	2% Hotel Tax	1,455,633	1,472,016	1,463,007	1,442,401
59	Capital Improvement Projects	12,842,945	43,570,523	12,365,000	11,205,000
Capital Projects Funds Total		14,298,578	45,042,539	13,828,007	12,647,401
Enterprise Funds					
72	Sewer	34,835,363	100,799,333	562,683,394	58,469,996
79	Golf	2,155,826	2,294,911	-	-
Enterprise Funds Total		36,991,189	103,094,244	562,683,394	58,469,996
Internal Service Funds*					
81	Vehicle and Equipment Replacement	2,704,315	2,736,663	2,226,099	2,215,098
82	Fleet and Building Maintenance	3,696,363	3,868,506	4,636,390	4,636,390
83	Benefits	24,972,345	33,938,132	37,193,725	41,099,581
86	Dental	902,686	927,362	966,039	966,039
87	Workers' Compensation	2,704,147	2,723,935	3,962,683	4,085,443
88	Comprehensive Liability	1,951,570	1,605,202	1,203,306	1,302,746
Internal Service Funds Total		36,931,426	45,799,800	50,188,242	54,305,297
Total Citywide Sources of Funding		198,029,334	289,142,724	731,616,973	251,006,959

* Only investment income is included in totals.

Schedule of Interfund Transfers

FUND	2018-19 ADOPTED BUDGET		2019-20 PROJECTED BUDGET	
	Transfer		Transfer	
	In	Out	In	Out
General Fund				
From Gas Tax Fund	1,747,500	-	1,747,500	-
To Recreation Services Fund	-	4,477,650	-	4,558,487
To Capital Improvement Projects Fund	-	4,250,000	-	4,250,000
To Golf Fund	-	479,745	-	523,635
To Vehicle and Equipment Replacement Fund	-	410,000	-	410,000
Total	1,747,500	9,617,395	1,747,500	9,742,122
Measure S Tracking Fund				
To General Obligation Bond Fund	-	2,000,000	-	2,000,000
To Capital Improvement Projects Fund	-	750,000	-	250,000
Total	-	2,750,000	-	2,250,000
Recreation Services Fund				
From General Fund	4,477,650	-	4,558,487	-
Total	4,477,650	-	4,558,487	-
Golf Fund				
From General Fund	479,745	-	523,635	-
To Capital Improvement Projects Fund	-	516,000	-	-
Total	479,745	516,000	523,635	-
Police Grants and Safety Fund				
From Capital Improvement Projects Fund	351,978	-	-	-
Total	351,978	-	-	-
Solid Waste Fund				
To Capital Improvement Projects Fund	-	1,125,000	-	750,000
Total	-	1,125,000	-	750,000
Community Development Block Grant Fund				
To Capital Improvement Projects Fund	-	535,000	-	485,000
Total	-	535,000	-	485,000
Construction Services Fund				
To Capital Improvement Projects Fund	-	1,000,000	-	1,000,000
Total	-	1,000,000	-	1,000,000
Gas Tax Fund				
To General Fund	-	1,747,500	-	1,747,500
To Capital Improvement Projects Fund	-	2,156,500	-	1,200,000
Total	-	3,904,000	-	2,947,500
Downtown Parking and Security Fund				
To Capital Improvement Projects Fund	-	(1,375,000)	-	17,570,000
Total	-	(1,375,000)	-	17,570,000
Parks and Recreation Revenue Fund				
To Capital Improvement Projects Fund	-	3,775,000	-	575,000
Total	-	3,775,000	-	575,000

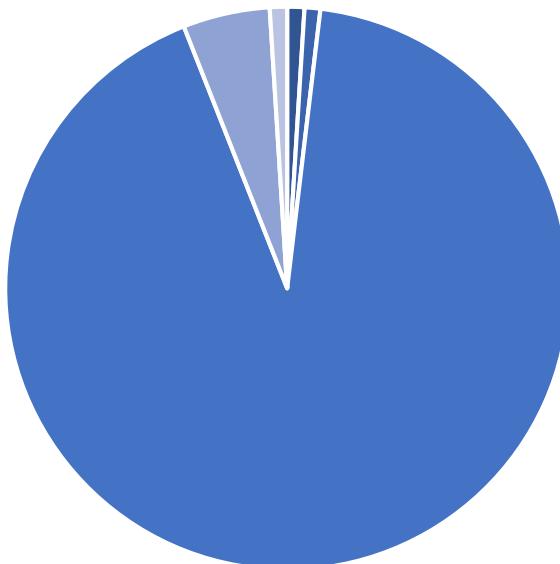
Schedule of Interfund Transfers

FUND	2018-19 ADOPTED BUDGET		2019-20 PROJECTED BUDGET	
	Transfer		Transfer	
	In	Out	In	Out
Traffic Impact Fee Fund				
To Capital Improvement Projects Fund	-	6,150,000	-	150,000
Total	-	6,150,000	-	150,000
General Obligation Bond Fund				
From Measure S Tracking Fund	2,000,000	-	2,000,000	-
Total	2,000,000	-	2,000,000	-
2% Hotel Tax Fund				
To Capital Improvement Projects Fund	-	5,000,000	-	609,000
Total	-	5,000,000	-	609,000
Sewer Fund				
To Capital Improvement Projects Fund	-	535,390,488	-	28,845,467
Total	-	535,390,488	-	28,845,467
Vehicle and Equipment Replacement Fund				
From General Fund	410,000	-	410,000	-
Total	410,000	-	410,000	-
Capital Improvement Projects Fund				
From General Fund	4,250,000	-	4,250,000	-
From Measure S Tracking Fund	750,000	-	250,000	-
From Golf Fund	516,000	-	-	-
From Solid Waste Fund	1,125,000	-	750,000	-
From Community Development Block Grant Fund	535,000	-	485,000	-
From Construction Services Fund	1,000,000	-	1,000,000	-
From Gas Tax Fund	2,156,500	-	1,200,000	-
From Downtown Parking and Security Fund	(1,375,000)	-	17,570,000	-
From Parks and Recreation Revenue Fund	3,775,000	-	575,000	-
From Traffic Impact Fee Fund	6,150,000	-	150,000	-
From 2% Hotel Tax Fund	5,000,000	-	609,000	-
From Sewer Fund	535,390,488	-	28,845,467	-
To Police Grants and Safety Fund	-	351,978	-	-
Total	559,272,988	351,978	55,684,467	-
Total City Transfers	568,739,861	568,739,861	64,924,089	64,924,089

Capital Improvement Program (CIP) Budget

CIP BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Total City Transfers	568,739,861	64,924,089
Less Capital Improvement Projects Transfers	559,272,988	55,684,467
Total Operating Transfers	9,466,873	9,239,622
Total Capital Improvement Projects Transfers	559,272,988	55,684,467
Add Capital Improvement Projects Revenue & Fund Balance	21,810,958	12,697,350
Total Capital Improvement Projects Budget	581,083,946	68,381,817

CAPITAL IMPROVEMENT PROGRAM 2018-19 (\$581.1 MILLION)



- General Fund
- Measure S
- Sewer Fund (Clean Water Program)
- Taxes, Fees, and Charges
- Other Sources



All Funds Budget Summary

ADOPTED 2018-19		BEGINNING FUND BALANCE	REVENUES	INTERFUND TRANSFERS IN
Fund #	General Funds			
10	General	75,846,004	113,810,880	1,747,500
11	Measure S Tracking	(4,752,766)	5,393,242	-
18	Recreation Services	-	4,109,807	4,477,650
19	Golf	-	2,337,000	479,745
General Funds Total		71,093,238	125,650,929	6,704,895
Special Revenue Funds				
20	Police Grants and Safety	39,054	238,052	351,978
21	Solid Waste	2,899,232	2,840,000	-
22	HOME	115,327	10,000	-
23	Community Development Block Grant	131	759,000	-
24	Fire Prevention and Life Safety	3,493,016	2,823,342	-
25	Advance Planning	4,248,481	1,263,000	-
26	Construction Services	35,379,800	8,659,400	-
27	Gas Tax	229,513	4,393,845	-
28	Downtown Parking and Security	(770,472)	3,293,315	-
30	City Housing	600,453	50,000	-
31	Low and Moderate Income Housing Asset	5,008,371	80,000	-
32	Parks and Recreation Revenue	3,507,736	420,865	-
33	Traffic Impact Fee	1,425,917	716,011	-
34	Commercial Linkage Fee	2,794,000	1,009,000	-
Special Revenue Funds Total		58,970,559	26,555,830	351,978
Debt Service Funds				
41	Landfill Bonds	1,699,316	713,000	-
48	General Obligation Bonds	4,554,725	2,042,550	2,000,000
Debt Service Funds Total		6,254,041	2,755,550	2,000,000
Capital Projects Funds				
56	2% Hotel Tax	3,793,299	1,463,007	-
59	Capital Improvement Projects	15,902,076	12,365,000	-
Capital Projects Funds Total		19,695,375	13,828,007	-
Enterprise Fund				
72	Sewer	1,303,111	562,683,394	-
Enterprise Fund Total		1,303,111	562,683,394	-
Internal Service Funds*				
81	Vehicle and Equipment Replacement	22,445,343	2,226,099	410,000
82	Fleet and Building Maintenance	(136,304)	4,636,390	-
83	Benefits	1,447,412	37,193,725	-
86	Dental	435,165	966,039	-
87	Workers' Compensation	(1,423,995)	3,962,683	-
88	Comprehensive Liability	2,287,036	1,203,306	-
Internal Service Funds Total		25,054,657	50,188,242	410,000
Total City		157,316,324	731,616,973	9,466,873

Note: Governmental Funds are presented using a modified accrual basis and Proprietary Funds are presented using a full accrual basis.

* For Internal Service Funds, only transfers and investment income are included in totals.

All Funds Budget Summary

INTERFUND TRANSFERS OUT	EXPENDITURES			ENDING FUND BALANCE
	Operating	Transfer to CIP	Additional CIP / (Net Reduction)	
5,367,395	106,925,232	4,250,000	-	74,861,757
2,000,000	1,601,634	750,000	-	(3,711,158)
-	8,587,457	-	-	-
-	2,300,745	516,000	-	-
7,367,395	119,415,068	5,516,000	-	71,150,599
-	592,651	-	-	36,433
-	1,683,972	1,125,000	-	2,930,260
-	10,000	-	-	115,327
-	224,008	535,000	-	123
-	3,375,763	-	-	2,940,595
-	1,742,190	-	-	3,769,291
-	7,779,263	1,000,000	-	35,259,937
1,747,500	-	2,156,500	719,358**	-
-	2,843,996	(1,375,000)	-	1,053,847
-	47,000	-	-	603,453
-	163,249	-	-	4,925,122
-	-	3,775,000	-	153,601
-	-	6,150,000	-	(4,008,072)
-	-	-	-	3,803,000
1,747,500	18,462,092	13,366,500	719,358	51,582,917
-	431,440	-	-	1,980,876
-	4,097,326	-	-	4,499,949
-	4,528,766	-	-	6,480,825
-	733,459	5,000,000	-	(477,153)
351,978	-	21,810,958	-	6,104,140
351,978	733,459	26,810,958	-	5,626,987
	27,742,159	535,390,488	-	853,858
-	27,742,159	535,390,488	-	853,858
-	12,505,569	-	-	12,575,873
-	4,749,754	-	-	(249,668)
-	36,611,016	-	-	2,030,121
-	958,480	-	-	442,724
-	3,520,762	-	-	(982,074)
-	1,703,353	-	-	1,786,989
-	60,048,934	-	-	15,603,965
9,466,873	170,881,544	581,083,946	719,358	135,695,186

** These are planned expenditures that are not being appropriated pending the outcome of the SB 1 repeal initiative.

All Funds Budget Summary

PROJECTED 2019-20		BEGINNING FUND BALANCE	REVENUES	INTERFUND TRANSFERS IN
Fund #	General Funds			
10	General	74,861,757	115,985,856	1,747,500
11	Measure S Tracking	(3,711,158)	5,474,141	-
18	Recreation Services	-	4,191,971	4,558,487
19	Golf	-	2,391,250	523,635
General Funds Total		71,150,599	128,043,218	6,829,622
Special Revenue Funds				
20	Police Grants and Safety	36,433	238,052	-
21	Solid Waste	2,930,260	2,635,000	-
22	HOME	115,327	10,000	-
23	Community Development Block Grant	123	704,500	-
24	Fire Prevention and Life Safety	2,940,595	2,821,342	-
25	Advance Planning	3,769,291	1,138,000	-
26	Construction Services	35,259,937	8,712,320	-
27	Gas Tax	-	4,389,200	-
28	Downtown Parking and Security	1,053,847	20,863,533	-
30	City Housing	603,453	50,000	-
31	Low and Moderate Income Housing Asset	4,925,122	80,000	-
32	Parks and Recreation Revenue	153,601	4,562,083	-
33	Traffic Impact Fee	(4,008,072)	1,830,979	-
34	Commercial Linkage Fee	3,803,000	1,010,000	-
Special Revenue Funds Total		51,582,917	49,045,009	-
Debt Service Funds				
41	Landfill Bonds	1,980,876	606,000	-
48	General Obligation Bonds	4,499,949	2,049,950	2,000,000
Debt Service Funds Total		6,480,825	2,655,950	2,000,000
Capital Projects Funds				
56	2% Hotel Tax	(477,153)	1,442,401	-
59	Capital Improvement Projects	6,104,140	11,205,000	-
Capital Projects Funds Total		5,626,987	12,647,401	-
Enterprise Fund				
72	Sewer	853,858	58,469,996	-
Enterprise Fund Total		853,858	58,469,996	-
Internal Service Funds*				
81	Vehicle and Equipment Replacement	12,575,873	2,215,098	410,000
82	Fleet and Building Maintenance	(249,668)	4,636,390	-
83	Benefits	2,030,121	41,099,581	-
86	Dental	442,724	966,039	-
87	Workers' Compensation	(982,074)	4,085,443	-
88	Comprehensive Liability	1,786,989	1,302,746	-
Internal Service Funds Total		15,603,965	54,305,297	410,000
Total City		135,695,186	251,006,959	9,239,622

Note: Governmental Funds are presented using a modified accrual basis and Proprietary Funds are presented using a full accrual basis.

* For Internal Service Funds, only transfers and investment income are included in totals.

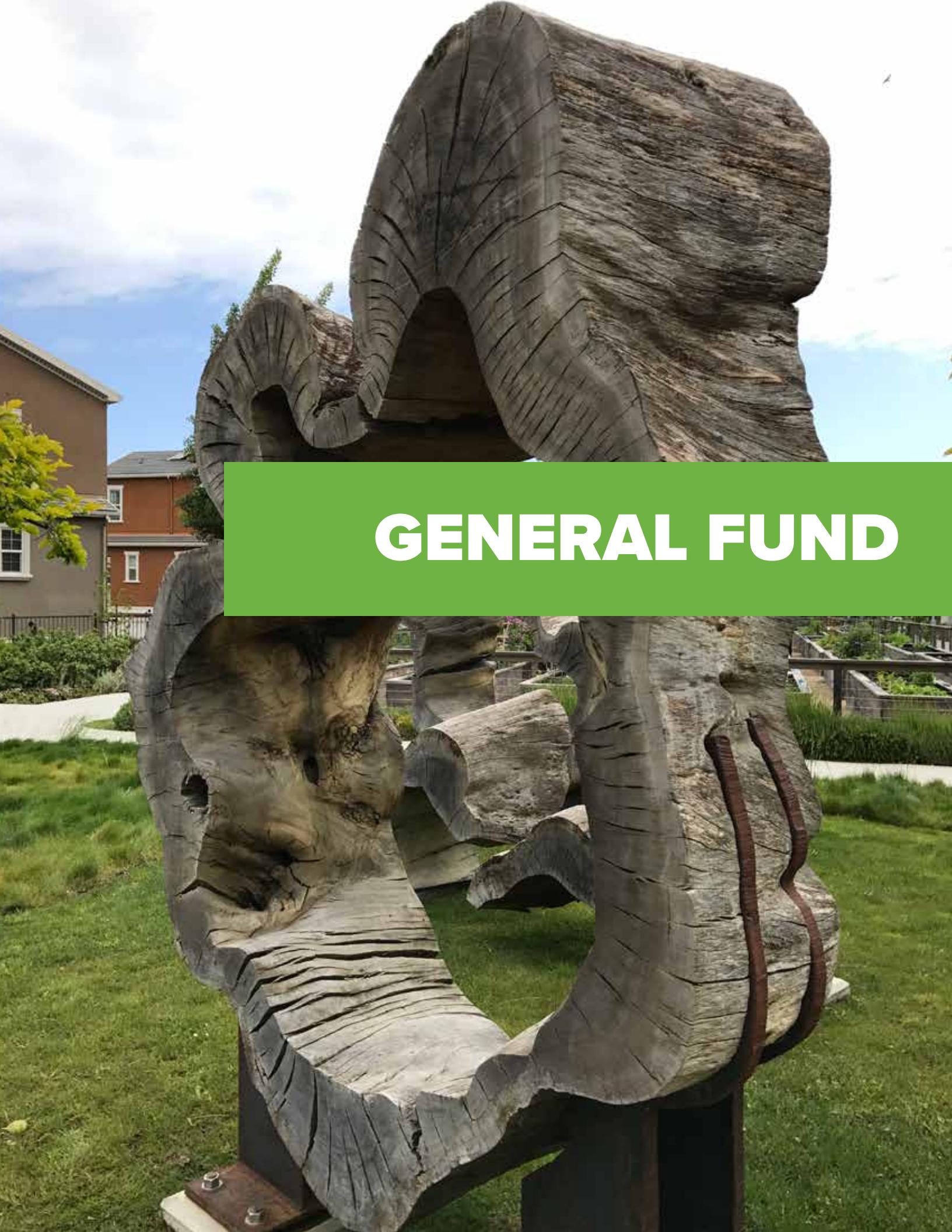
All Funds Budget Summary

INTERFUND TRANSFERS OUT	EXPENDITURES			ENDING FUND BALANCE
	Operating	Transfer to CIP	Additional CIP / (Net Reduction)**	
5,492,122	111,179,234	4,250,000	(2,318,595)	73,992,352
2,000,000	1,660,244	250,000	1,222,330	(3,369,591)
-	8,750,458	-	-	-
-	2,914,885	-	-	-
7,492,122	124,504,821	4,500,000	(1,096,265)	70,622,761
-	254,332	-	-	20,153
-	1,742,112	750,000	-	3,073,148
-	10,000	-	-	115,327
-	219,192	485,000	-	431
-	3,567,363	-	-	2,194,574
-	1,763,427	-	-	3,143,864
-	7,789,755	1,000,000	-	35,182,502
1,747,500	-	1,200,000	1,441,700	-
-	2,909,483	17,570,000	-	1,437,897
-	47,000	-	-	606,453
-	137,138	-	-	4,867,984
-	-	575,000	-	4,140,684
-	-	150,000	-	(2,327,093)
-	-	-	-	4,813,000
1,747,500	18,439,802	21,730,000	1,441,700	57,268,924
-	432,639	-	-	2,154,237
-	4,106,700	-	-	4,443,199
-	4,539,339	-	-	6,597,436
-	789,613	609,000	-	(433,365)
-	-	12,697,350	-	4,611,790
-	789,613	13,306,350	-	4,178,425
-	28,582,949	28,845,467	-	1,895,438
-	28,582,949	28,845,467	-	1,895,438
-	2,221,937	-	-	12,979,034
-	4,850,743	-	-	(464,021)
-	40,413,599	-	-	2,716,103
-	986,841	-	-	421,922
-	3,735,001	-	-	(631,632)
-	1,734,330	-	-	1,355,405
-	53,942,451	-	-	16,376,811
9,239,622	176,856,524	68,381,817	345,435	140,562,984

** These are planned expenditures or net reductions that are not yet identified but will be appropriated in the 2019-20 Budget.

Full Time Equivalent (FTE) Personnel

FTEs BY DEPARTMENT	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET		2019-20 PROJECTED BUDGET	
	All Funds	All Funds	General Fund	All Funds	General Fund	All Funds
City Attorney	6.00	6.00	5.00	6.00	5.00	6.00
City Clerk	4.14	4.14	4.40	4.40	4.40	4.40
City Council	5.00	5.00	5.00	5.00	5.00	5.00
City Manager	7.46	7.46	6.75	8.00	6.75	8.00
Community Development	48.94	49.94	13.80	49.72	13.80	49.72
Finance	17.25	18.00	17.25	18.00	17.25	18.00
Fire	92.43	92.43	81.88	94.86	81.88	94.86
Human Resources	10.44	11.20	8.00	10.20	8.00	10.20
Information Technology	15.29	15.29	15.05	15.05	15.05	15.05
Library	50.59	52.48	53.36	53.36	53.36	53.36
Parks and Recreation	113.84	114.98	120.18	120.28	120.18	120.28
Police	175.68	173.67	164.03	176.14	164.03	176.14
Public Works	138.45	139.60	36.75	146.09	36.75	146.09
Total City	685.51	690.19	531.45	707.10	531.45	707.10



GENERAL FUND

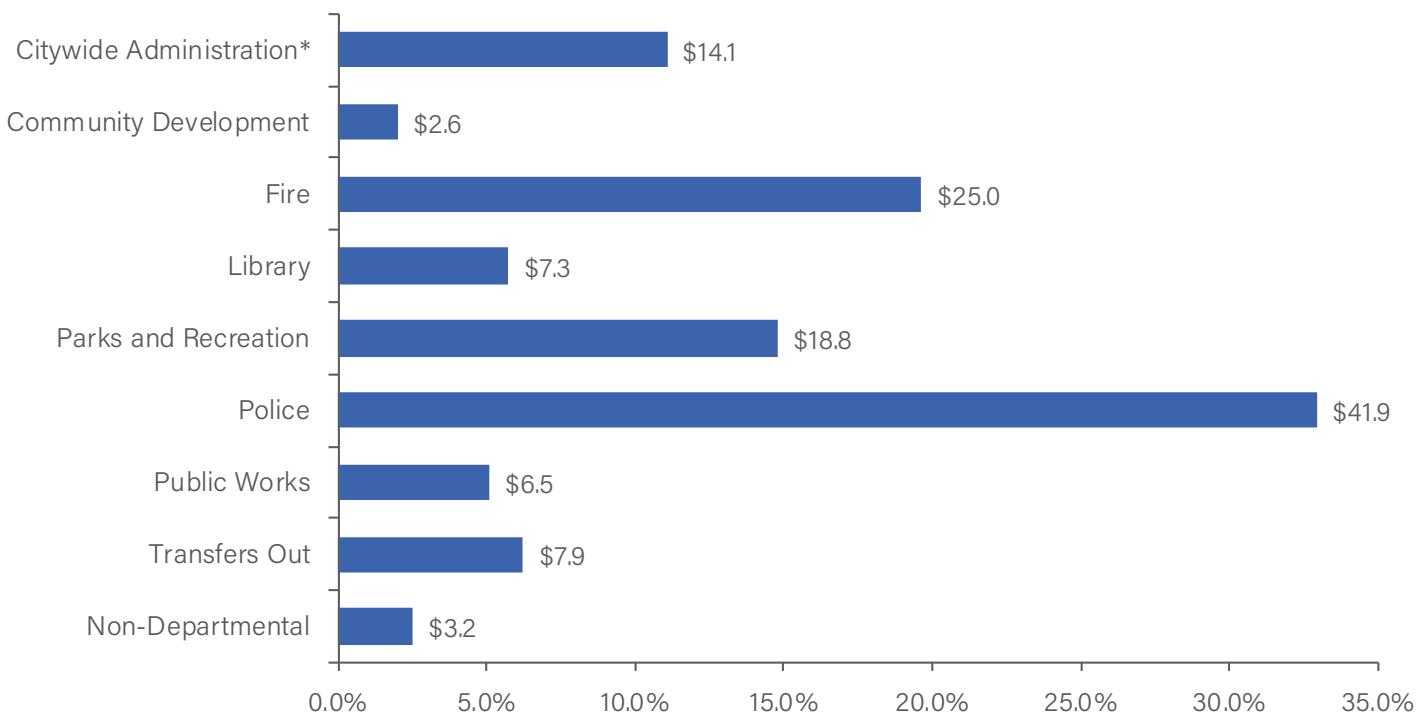
General Fund Summary

GENERAL FUND	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Revenues		
Property Tax	57,965,311	60,587,418
Sales Tax - Local 1%	19,565,943	19,859,432
Sales Tax - 1/4% Measure S	5,393,242	5,474,141
Property Transfer Tax	9,250,000	8,500,000
Transient Occupancy Tax	7,067,162	6,967,625
Business License Tax	5,851,742	5,939,518
Franchises	3,289,948	3,355,747
Golf Fees	2,337,000	2,391,250
Recreation Service Charges	4,127,040	4,208,707
Permits, Fees, and Fines	2,476,337	2,476,337
Intergovernmental	2,003,310	1,875,559
Interest and Miscellaneous	1,966,774	1,973,646
Transfers In - In Lieu Charges	4,357,120	4,433,838
Transfers In - Gas Tax	1,747,500	1,747,500
Total Revenues	127,398,429	129,790,718
Expenditures		
City Attorney	1,405,313	1,446,027
City Clerk	922,057	967,089
City Council	346,706	352,001
City Manager	2,060,684	2,137,661
Community Development	2,584,746	2,689,490
Finance	3,451,861	3,627,106
Fire	24,979,826	26,136,145
Human Resources	1,980,899	2,043,928
Information Technology	3,944,495	4,087,442
Library	7,276,806	7,491,732
Parks and Recreation	18,816,325	19,302,247
Police	41,922,463	43,782,864
Public Works	6,504,944	6,701,147
Transfers Out	7,926,000	6,910,000
Non-Departmental	3,217,943	3,739,942
Additional Capacity / (Net Reduction)*	-	(1,096,265)
Total Expenditures	127,341,068	130,318,556
Revenues Over / (Under) Expenditures	57,361	(527,838)

* These are planned expenditures or net reductions that are not yet identified but will be appropriated in the 2019-20 Budget.

General Fund Summary

GENERAL FUND OPERATIONS BY DEPARTMENT 2018-19 (\$127.3 MILLION)



* Citywide Administration includes these departments: City Attorney, City Clerk, City Council, City Manager, Finance, Human Resources, Information Technology.

General Fund Long-Term Financial Plan

10-YEAR FORECAST	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST
Beginning Fund Balance	58,598,010	67,105,512	71,093,238	71,150,599	70,622,761	69,180,945
Current Resources						
Property Tax	50,521,687	55,149,968	57,965,311	60,587,418	62,558,131	64,866,737
Sales Tax - Local 1%	18,620,710	19,276,791	19,565,943	19,859,432	20,157,323	20,459,683
Sales Tax - 1/4% Measure L/S	5,133,515	5,313,539	5,393,242	5,474,141	5,556,253	5,639,597
Property Transfer Tax	12,179,016	11,000,000	9,250,000	8,500,000	8,000,000	8,160,000
Transient Occupancy Tax	7,200,337	7,067,162	7,067,162	6,967,625	6,936,768	7,006,136
Business License Tax	5,727,209	5,765,263	5,851,742	5,939,518	6,028,611	6,119,040
Franchises	3,142,369	3,225,440	3,289,948	3,355,747	3,422,862	3,491,319
Golf Fees	-	-	2,337,000	2,391,250	2,439,075	2,487,857
Recreation Service Charges	3,950,141	4,118,444	4,127,040	4,208,707	4,292,881	4,378,739
Permits, Fees, and Fines	2,788,709	2,697,896	2,476,337	2,476,337	2,525,864	2,576,381
Intergovernmental	2,514,790	2,086,047	2,003,310	1,875,559	1,914,410	1,604,878
Interest and Miscellaneous	1,404,549	1,794,406	1,966,774	1,973,646	2,032,855	2,093,841
Transfers In - In Lieu Charges	4,183,518	4,285,722	4,357,120	4,433,838	4,522,515	4,612,965
Transfers In - Gas Tax	1,517,500	1,517,500	1,747,500	1,747,500	1,747,500	1,747,500
Total Current Resources	118,884,050	123,298,178	127,398,429	129,790,718	132,135,049	135,244,673
Current Requirements						
Salaries and Wages	52,927,481	55,915,391	57,753,113	59,437,874	60,542,785	61,669,795
Benefits	15,399,839	19,576,564	21,284,904	22,569,081	23,572,275	24,326,833
Pension Unfunded Liability	9,105,083	9,146,382	10,270,499	11,860,627	12,829,834	14,669,543
Operating	24,183,242	24,911,286	26,879,918	27,476,994	27,768,776	28,066,751
Transfers Out	3,984,425	7,034,000	5,176,000	4,660,000	4,660,000	4,660,000
Discretionary Pension Funding	1,375,000	1,400,000	1,625,000	1,500,000	1,375,000	1,375,000
Measure S	3,401,478	1,326,829	4,351,634	5,132,574	5,204,760	5,287,477
Net Reduction	-	-	-	(2,318,595)	(2,376,566)	(2,448,272)
Total Current Requirements	110,376,548	119,310,452	127,341,068	130,318,556	133,576,865	137,607,127
Resources Over / (Under) Requirements	8,507,502	3,987,726	57,361	(527,838)	(1,441,816)	(2,362,454)
Total Reserves / Fund Balance	67,105,512	71,093,238	71,150,599	70,622,761	69,180,945	66,818,491
25% Operating Reserve	25,064,461	27,166,985	28,990,044	29,717,241	30,556,957	31,558,289
Housing Reserve	3,041,553	3,861,553	4,738,953	5,664,610	6,627,293	7,628,484
Remaining Fund Balance	38,999,498	40,064,700	37,421,602	35,240,909	31,996,695	27,631,718

General Fund Long-Term Financial Plan

2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST	2028-29 FORECAST
66,818,491	63,934,595	60,613,134	57,396,153	55,374,038	53,960,231	53,308,677
67,266,728	69,761,736	72,355,539	75,052,062	77,855,390	80,769,769	83,799,615
20,766,579	21,078,077	21,394,248	21,715,162	22,040,890	22,371,503	22,707,075
5,724,191	5,810,053	5,897,204	5,985,662	6,075,447	6,166,579	6,259,078
8,323,200	8,489,664	8,659,457	8,832,646	9,009,299	9,189,485	9,373,275
7,076,197	7,146,959	7,218,429	7,290,613	7,363,519	7,437,154	7,511,526
6,210,826	6,303,988	6,398,548	6,494,526	6,591,944	6,690,823	6,791,185
3,561,146	3,632,368	3,705,016	3,779,116	3,854,698	3,931,792	4,010,428
2,537,614	2,588,366	2,640,133	2,692,936	2,746,795	2,801,730	2,857,765
4,466,314	4,555,640	4,646,753	4,739,688	4,834,481	4,931,171	5,029,794
2,627,909	2,680,467	2,734,076	2,788,758	2,844,533	2,901,423	2,959,452
1,636,976	1,669,715	1,703,110	1,737,172	1,771,915	1,807,354	1,843,501
2,156,656	2,221,356	2,287,997	2,356,637	2,427,336	2,500,156	2,575,160
4,705,224	4,799,329	4,895,315	4,993,222	5,093,086	5,194,948	5,298,847
1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500
138,807,058	142,485,219	146,283,325	150,205,700	154,256,834	158,441,389	162,764,202
63,028,960	64,201,501	65,397,492	66,617,403	67,861,713	69,351,005	70,645,585
25,136,639	26,040,532	26,809,898	27,597,046	28,386,896	29,201,870	30,046,997
16,263,255	17,381,044	18,760,439	19,113,408	20,158,655	20,898,364	21,797,348
28,371,050	29,289,136	29,624,848	29,967,485	30,317,191	30,674,118	31,038,418
4,660,000	4,660,000	4,660,000	4,660,000	4,660,000	4,660,000	4,660,000
1,375,000	1,375,000	1,375,000	1,375,000	1,375,000	1,375,000	1,375,000
5,376,979	5,453,624	5,532,501	5,605,871	5,680,838	5,763,127	5,839,296
(2,520,930)	(2,594,156)	(2,659,872)	(2,708,399)	(2,769,653)	(2,830,542)	(2,891,360)
141,690,953	145,806,681	149,500,306	152,227,814	155,670,640	159,092,943	162,511,282
(2,883,895)	(3,321,462)	(3,216,981)	(2,022,115)	(1,413,806)	(651,555)	252,920
63,934,595	60,613,134	57,396,153	55,374,038	53,960,231	53,308,677	53,561,597
32,572,887	33,590,790	34,502,992	35,173,487	36,022,630	36,866,458	37,709,107
8,669,722	9,752,610	10,878,813	12,050,064	13,268,166	14,534,991	15,852,490
22,691,987	17,269,734	12,014,348	8,150,487	4,669,436	1,907,228	0

Revenue and Expenditure Assumptions

Revenues and expenditures in the fiscal year 2018-20 business plan and corresponding long-term financial plan are based on assumptions about the factors impacting each major revenue and expenditure category. For revenues, assumptions are largely based on economic or other conditions outside the City's control. Assumptions for expenditures differ, however, in that in many cases the assumptions are predominantly under the City's control. A detailed discussion of the projection methodologies and major assumptions made for the fiscal year 2018-20 business plan and corresponding long-term financial plan are discussed in detail below.

GENERAL FUND REVENUES

Revenue Estimation Methodology

All revenue assumptions and projections are reviewed and revised each fiscal year. Considerable analysis identifying the key elements impacting major revenue sources ensures the projection methodology is as reliable as possible over the long term. Historical data demonstrate that significant swings in revenues can occur due to economic cycles, as these cycles have produced very different revenues in a number of major categories. Projecting revenues based on the high point of the economic cycle overstates the City's financial position significantly for future years and could result in spending patterns that cannot be sustained. Conversely, projecting revenues from the lowest point of the economic cycle understates the long-term financial position of the City and can cause unnecessary service reductions.

Property Taxes

Property Tax is the largest source of General Fund revenue, comprising approximately 45% of the total anticipated revenue for FY 2018-19. The property tax base in San Mateo has been very stable, declining only slightly during the height of the Great Recession and growing significantly in periods of economic growth. Overall, the outlook for property tax is very positive, with expectations of increased growth continuing over the next 10 years. Total property tax revenue is projected to be \$58 million in 2018-19.

The City's property tax revenue includes several main categories:

Secured Property Tax is the tax on real property and the

structures on that real property.

AB 26 Redevelopment Residual Revenues represent the City's designated share of tax increment from the former redevelopment project areas that are in excess of the Successor Agency's required obligated payments. These revenues are primarily from the secured tax base in the former redevelopment project areas.

AB 1290 Redevelopment Pass-through funds represent the City of San Mateo's General Fund share of the AB 1290 pass-through payments made to taxing entities based on the tax increment funds used by Successor Agency to pay remaining debt obligations. Similar to the AB 26 funds, these revenues are primarily from the secured tax base in the former redevelopment project areas.

Educational Revenue Augmentation Fund (ERAF) is a mechanism used by the State to shift funding from local property tax dollars to schools. When local property tax dollars shifted into ERAF exceed what is necessary to fund the schools, those excess funds are returned to the local taxing entities via Excess ERAF revenue.

Unsecured Property Tax represents the tax on appurtenances such as furniture, machinery, and equipment.

Supplemental Property Tax is the result of reassessing the value of real property when there is a change of ownership or new construction is completed after the official lien date.

Unitary Property Tax is assessed on property owned by utilities, such as power lines, cable, etc.

Homeowners' Property Tax Relief revenues are reimbursements from the State for revenues lost due to the homeowners' property tax exemption on the first \$7,000 of assessed value of their principal place of residence.

Secured property tax, including the applicable portions of AB 26, AB 1290, and Excess ERAF revenues, represents roughly 95% the overall property tax revenue base for the City. Approximately 80% of the secured property tax base is from residential property. Proposition 13 limits the percentage increase of a residential property tax value to 2% per year or the rate of inflation, whichever is lower. However, the base

Revenue and Expenditure Assumptions

value is adjusted upon transfer of property to reflect the sales price. The average annual growth in secured property tax over the past 10 years, including both recession and recovery years, has been 4.8%.

Secured property tax revenues, excluding those that are remitted as part of the redevelopment residual and pass-through funds, are estimated to increase 7% in 2018-19. This estimate is based on the County Assessor's Office estimated property tax roll as of April 2018. With development activity still robust and the expectation that additions to the property tax assessment roll will continue to be above historical averages in the short term, the 2019-20 growth is projected at 5.5%. Starting with the 2020-21 revenue projection, a

more conservative growth estimate of 4% is utilized through the remainder of the forecast. This factors in historic growth rates and the current economic environment, which is not expected to continue indefinitely.

After several years of fluctuating AB 26 redevelopment residual revenues due to the wind down of the former Redevelopment Agency, this revenue source is expected to stabilize and provide a significant supplement to the City's existing tax base going forward. The baseline revenue amount is projected to be \$4.4 million in 2018-19 and grow at the same rate annually as the secured tax projection. Per Council policy, 20% of this residual revenue is reserved in a housing set-aside in the General Fund.

AB 1290 redevelopment pass-through funds are expected to remain fairly constant since the portion of the tax increment that is collected by the Successor Agency to pay continuing obligations has stabilized. Revenues are projected to be approximately \$900,000 annually over the next 10 years.

Excess ERAF Funds continue to be a steady, yet somewhat uncertain, revenue source for the General Fund. The long-term plan anticipates the continued receipt of Excess ERAF revenues annually; however, the baseline amount is reduced to \$2.75 million by fiscal year 2020-21 to reflect the projected increase in State allocations to schools, which will require a greater share of the ERAF shift funds. A growth rate of 3% is assumed for supplemental and unitary property tax revenues, while Homeowners' Property Tax Relief revenues are expected to remain flat due to the nature of that revenue source. Unsecured taxes are projected to increase at a more modest 2% rate to reflect the impact of depreciating values of unsecured property.

Sales Tax

Since 2004-05, sales tax revenues have not kept up with the increase in the Bay Area consumer price index (CPI), which is the result of several factors. The two most significant factors are the increasing trend of disposable income being utilized for services (non-taxable) instead of goods (taxable) and internet sales. For the latter, sales tax is allocated to the County pool and distributed to local agencies based on agencies' proportionate share of their locally-generated sales tax. So while a point of sale purchase at the Hillsdale Mall generates the local 1% sales tax plus the 0.25% Measure S



Revenue and Expenditure Assumptions

sales tax, an online purchase from a retailer at Hillsdale Mall, as an example, that is delivered to a San Mateo address generates the 0.25% Measure S sales tax, but the 1% local amount goes into the County pool for distribution. This trend not only makes sales tax revenue increasingly difficult to project, but it also means that a larger part of this significant revenue source has little to do with activity within the City of San Mateo.

Sales tax, both the local 1% and the Measure S 0.25%, are projected to grow modestly at 1.5% annually over the next ten years. This modest growth projection takes into account the overall lack of real growth in sales tax over the past decade and the expectation that this trend will continue into the future barring changes in sales-tax related legislation (i.e. applying sales tax to services). Sales tax is projected to be \$19.6 million in 2018-19.

Measure S Sales Tax

In November 2015, the voters approved the passage of Measure S, which continues the ¼ cent local sales tax from 2018 through to 2048 to provide an ongoing funding source for specific public service and infrastructure needs. Measure S revenues align with the general sales tax funds and are therefore projected to grow at 1.5% annually over the next ten years. The Measure S revenues are projected to be \$5.4 million in 2018-19.

Property Transfer Tax

The City of San Mateo collects a property transfer tax upon the transfer of any property within the City boundaries. The tax rate is 0.5% of the sales value. This revenue source is extremely volatile since it is driven by both property values and transaction volume, which can vary significantly, even during periods of relatively stable economic growth. In fact, this revenue source is so volatile that it experienced a \$7 million drop over a two-year period during the Great Recession, only to then return to the \$10-million dollar level six years later.

With such significant volatility and the high level of transaction volume presently, projecting revenues based on the current situation would overstate the long-term forecast. As such, revenues are projected to drop over the next three years to a more sustainable baseline level, and then grow modestly from there. Revenues are projected to be \$9.25

million in 2018-19 and \$8.5 million in 2019-20. The forecast itself does not try to project the volatility of this revenue source, as it instead projects the long term based on average revenues over an extended period, not just based on one year. So while revenues may fluctuate significantly, utilizing a long-term sustainable baseline projection of around \$8 million annually helps prevent projecting from too high or too low of a baseline and should keep total revenues close to projected amounts over the long term.

Transient Occupancy Tax

Transient occupancy tax (TOT) is dependent on both the occupancy levels and room rates of the City's hotel stock. TOT revenue is very sensitive to broader economic trends. In good economic times both occupancy rates and room rates increase, but during recessionary periods, both go down, which can result in a significant reduction in TOT revenue. In the City of San Mateo, the existing hotel stock primarily serves business travelers flying into and out of the San Francisco International Airport. There are currently no new hotels slated for development within the City that would add to the overall hotel stock. In 2017-18, occupancy rates remained high due to the robust economy; however, revenues slowed in the second half of the fiscal year and are expected to be below final 2016-17 amounts. Final projections for 2017-18 estimated revenues are nearly \$7.1 million. Projections for 2018-19 are flat to final 2017-18 estimates, and projections for 2019-20 assume a slight reduction in occupancy rates and flat room rates, resulting in a slight overall revenue reduction. Occupancy is dropped another percentage point in 2020-21 and then held flat going forward, with room rates increasing slightly on an annual basis.

Business License Tax

The City of San Mateo Municipal Code requires all persons or businesses doing business in the City of San Mateo to pay an annual business tax (also referred to as a business license). The payment of this tax is required prior to the commencement of business in San Mateo. Depending on the type of business, the business license tax is either a flat fee or is based on gross receipts. Business license tax revenues have seen steady growth over the past decade, and that growth is expected to continue into the future, albeit at a more modest rate. For the purpose of the long-term financial plan, a 2% annual growth factor was used to project

Revenue and Expenditure Assumptions

revenues, which are anticipated to be nearly \$5.9 million in 2018-19.

Franchise Fees

The City receives franchise payments from companies providing garbage, electricity, gas, and cable television services. In total, franchise revenue from the cable service providers is approximately 50% of the total franchise revenue. Only modest growth is expected from this revenue source, 2% annually in the forecast, with an acknowledgement that the continued growth in people getting entertainment-related content from internet sources as opposed to the cable television providers threatens future growth projections for this revenue source. While revenues have continued to grow for cable-related franchise fees, that has been a function of fewer subscribers paying higher fees. It is not likely that trend will continue indefinitely. This revenue source will continue to be carefully monitored, with future growth projections adjusted accordingly. Overall, franchise fee revenues are projected to be \$3.3 million in 2018-19.

Golf Fees

Golf operations have been moved into the General Fund starting in 2018-19. Golf fee revenues primarily come from rounds of golf played, but other sources include driving range revenue and merchandise sales. For 2018-19, golf revenues have been projected based on current trends in rounds played, and beyond 2018-19, revenues have been increased by 2% annually. This increase reflects the assumption that there will not be a significant increase in rounds played in the future given current industry trends, but that fees will need to increase to keep up with rising operating costs.

Recreation Service Charges

Recreation service charges include the revenue collected from the various recreation programs that are run by the Parks and Recreation Department, including camps, youth and adult programs, picnic and recreation center rentals, and lagoon use fees. Revenue growth in this area over the past several years is a function of the popularity of recreation programming. 2018-19 revenues are expected to be approximately \$4.1 million, and are expected to grow 2% annually in the forecast.

Permits, Fees, and Fines

The City receives permit, fee, and fine revenues from a number of sources across departments, including parking and traffic-related citations (Police) and encroachment permits (Public Works). A lower baseline is projected in 2018-19 to better reflect the trends in this revenue source over the past couple years, as citation and encroachment permit revenues that were originally projected did not fully materialize. In total, permit, fee, and fine revenues are projected to be \$2.5 million in 2018-19, and are projected to grow 2% annually in the forecast.

Intergovernmental

Intergovernmental revenues are predominantly grants or reimbursements from governmental agencies, including cities, the county, the state, and the federal government. Because this revenue category consists predominantly of grants and reimbursements, many of which are one-time funds, revenues can fluctuate annually. For instance, 2018-19 revenues contain limited-term reimbursements from the County that are not expected to continue into 2019-20. Additionally, starting in 2018-19 and for a period of three years, roughly \$333,000 has been projected each year into this revenue source from the City's Landfill Bonds Fund. This is for a principal loan repayment from a \$1 million loan that the General Fund made to the Landfill Bonds Fund in 2017-18 to redeem landfill revenue bonds. In total and based on known grants and reimbursements, revenues are projected to be \$2 million in 2018-19. Revenues drop in 2021-22 after the loan repayment is completed, then are projected to grow modestly from there throughout the remainder of the forecast.

Interest and Miscellaneous

This category of revenues includes interest earnings on the City's investment portfolio and other smaller revenues not attached to other categories. Through the latest reporting period, the City's investment portfolio is earning approximately 1.7 percent. Projections going forward for investment earnings reflect the expectation that the City will begin to earn more on its portfolio through gradually higher interest rates and potentially investing in some longer-term securities without sacrificing required liquidity. In total, this category of revenues is expected to generate approximately \$2 million in 2018-19.

Revenue and Expenditure Assumptions

In-Lieu Charges

In-lieu charges are funds transferred into the General Fund from other funds to cover the cost of City-wide administration. These costs include covering a portion of expenditures related to the operation of the City Manager's Office, City Attorney's Office, City Clerk, Finance, Human Resources, and Information Technology. It also covers costs such as the other funds' share of general liability expenses. A total of approximately \$4.4 million is projected in 2018-19. In-lieu charges are set to grow at a rate of 2% annually in the 10-year forecast, and it is expected that the cost allocation study will be maintained and updated on a regular basis to ensure alignment with the cost of providing administrative services throughout the City.

Transfers In – Gas Tax

For a number of years, the Gas Tax Fund has transferred \$1.5 million annually to the General Fund to cover a portion of street maintenance costs within the Public Works Department. This transfer has been set at a flat amount annually, which means over time it has provided less and less funding in terms of real dollars. In April 2017, the State Legislature approved the Road Repair and Accountability Act, which will significantly increase Gas Tax revenues,

assuming it is not repealed by the voters. These additional funds will be put towards increased street reconstruction and rehabilitation, funded out of the Capital Improvement Projects Fund, as well as increased service levels for maintenance. For the increased maintenance service levels, the transfer from the Gas Tax Fund to the General Fund has been increased starting in 2018-19 to \$1.7 million annually. This reflects additional staffing dedicated to street maintenance.

GENERAL FUND EXPENDITURES

Expenditure Estimation Methodology

Similar to the revenue assumptions, expenditure assumptions and projections are reviewed and revised each fiscal year. Unlike revenues, especially tax revenues, General Fund expenditures are largely under the control of the City. Because of that, assumptions for expenditure growth are generally able to be aligned with revenue growth where possible. In cases where an expenditure category is not under control of the City, as is the case for CalPERS pension costs, the projected increases are treated as nondiscretionary and take precedence in terms of the allocation of resources, limiting the City's flexibility to



Revenue and Expenditure Assumptions

prioritize where funds are expended. Assumptions for each of the General Fund's expenditure categories are discussed in detail below.

Personnel Costs

Personnel costs represent approximately 70% of total General Fund expenditures, and total \$89.3 million for fiscal year 2018-19. To best reflect the cost of this significant expenditure category, the 10-year forecast splits personnel costs into three categories: salaries, benefits, and payment on the unfunded pension liability. This allows assumptions for cost increases in the three categories to move independently from one another, as well as highlight the significant cost to the General Fund of the unfunded pension liability. Assumptions for the major categories of personnel expenditures are discussed in the detail below.

Increases for salaries and salary-related costs, such as overtime, are initially based on existing contractual agreements or assumptions about the outcome of ongoing and future negotiations. Beyond those contractual assumptions, salary increases were set in the 10-year forecast based on projected modest salary increases, 2% annually, throughout the forecast. It is important to note that these are only projections of possible salary increases and do not reflect the actual salary adjustments that will be made in the future. There are a number of factors that have to be considered related to salary increases in the future, including the City's economic condition, the amount of unassigned fund balance in the General Fund, labor negotiations, and our ability to compete in the market for employees.

As previously discussed, the cost of CalPERS pension expenditures is not something the City has control over the way it does over many other expenditures. As a result, the 10-year forecast contains projected increases in the City's contribution rates that were developed by a consulting actuary. These contribution rates, which have been adjusted to consider the employees' share of the City's contribution to CalPERS, factor in assumptions related to turnover of City employees and the fact that new employees will come in under lower pension formulas. The rates also factor in the most up-to-date information available about the economic and actuarial changes CalPERS has recently implemented, as well as updated investment return results. A couple of the significant factors include:

- The reduction of the discount rate from 7.5% to 7.0% over a three-year period that will first impact contribution rates starting in the upcoming fiscal year (2018-19), with the full impact incorporated in 2024-25.
- The 2.4% actual return on the CalPERS investment portfolio for June 30, 2015, and the 0.6% actual return for June 30, 2016.

These factors have a significant impact on the City's cost for employee pension benefits, and continue to put significant pressure on General Fund operations. The table below illustrates the City's pension cost in the General Fund, which is projected to nearly double from \$15.7 million in 2018-19 to \$29.2 million in 2028-29, and the percentage of total operations year-over-year that is dedicated to pension benefits.

FISCAL YEAR	GENERAL FUND NORMAL COST (in millions)	GENERAL FUND PAYMENT ON THE UNFUNDED LIABILITY (in millions)	GENERAL FUND TOTAL (in millions)	PERCENTAGE OF TOTAL OPERATIONS
2018-19	\$5.4	\$10.3	\$15.7	14%
2019-20	\$6.2	\$11.9	\$18.1	15%
2020-21	\$6.5	\$12.8	\$19.3	16%
2021-22	\$6.6	\$14.7	\$21.3	17%
2022-23	\$6.7	\$16.3	\$23.0	18%
2023-24	\$6.9	\$17.4	\$24.3	18%
2024-25	\$7.0	\$18.8	\$25.8	19%
2025-26	\$7.1	\$19.1	\$26.2	19%
2026-27	\$7.2	\$20.2	\$27.4	19%
2027-28	\$7.3	\$20.9	\$28.2	19%
2028-29	\$7.4	\$21.8	\$29.2	19%

Revenue and Expenditure Assumptions

Overall, the pension cost in the General Fund makes up approximately 50% of the total cost of employee fringe benefits. Other major costs in this category include medical, dental, and vision premiums paid by the City; Medicare and Social Security taxes; workers' compensation; and deferred compensation. Medical insurance, which is the second-largest cost in this category, is set in the forecast to increase at 6% in 2018-19 and then taper off to a 4.5% annual increase starting in 2024-25 and remain flat for the duration of the long-term plan. These assumptions are based on historical trends and assumptions used by the consulting actuary in the valuation of the City's retiree medical plan. For other benefit costs that move with salary increases, such as Medicare and Social Security taxes, those are set to increase at the same rate as salaries in the 10-year financial plan.

Non-Personnel Costs

The remaining 30% of the General Fund's expenditures consists of non-personnel costs. For the purpose of the 10-year forecast, non-personnel expenditures were broken down into a number of distinct categories: operating, transfers out, discretionary pension funding, Measure S, and net reduction. A brief description of the types of expenditures in each category is provided below.

OPERATING

Operating expenditures, which total \$26.9 million in fiscal year 2018-19, include spending on a wide variety of expenditure categories related to the operation of the City. Some of the major expenditure categories include nearly \$12 million in professional and contract services, \$2.8 million in utilities costs, and \$1.8 million in capital outlay.

Professional and contract services include service areas like engineering and legal services, the annual financial audit, consultants for special studies, animal control, and the maintenance of street and park trees. Because expenditures in this category are largely within the City's control, the long-term forecast holds the total budget in this category flat for four years before increasing the budget by 5% in year five. The remaining forecast years are then held flat.

Utilities costs cover the gas, electricity, water, and telecommunications costs required to operate City facilities. Of the total, 53% goes toward gas and electricity, 29% goes toward water, and the remaining 18% is for

telecommunications. For the 10-year forecast, the annual inflationary increase is set at 2.5%. These increases consider expected growth in costs, which are largely beyond the City's control, although increased conservation efforts can help control expenditure growth in this area.

And finally, the capital outlay expenditures consist of the "rental rate" the departments are charged to cover the cost of funding equipment replacement from the Vehicle and Equipment Replacement Fund. Funds are collected for replacement while the vehicle/equipment is still in use so that adequate funds are available at the time when replacement is necessary. The budget for this expenditure category is \$1.8 million in 2018-19. Additional detail about the Vehicle and Equipment Replacement Fund and its long-term financial plan can be found in the Fund Information of this budget document.

TRANSFERS OUT

This category of funding includes the transfers the General Fund makes to the Capital Improvement Projects Fund to fund ongoing and one-time needs. Ongoing items in the 2018-19 transfer include \$2 million for street rehabilitation, \$410,000 for building component replacement, and \$250,000 for sidewalk repair. All of these expenditures are funded annually throughout the forecast. Other items of note with capital funding in 2018-19 are the high voltage streetlight conversion (\$1.5 million) and upgrades at the golf course (\$516,000). Starting in 2019-20 and through the duration of the forecast, an additional \$2 million is included each year to fund capital and infrastructure needs. In 2019-20, those funds are programmed for several projects, including high voltage streetlight conversions and the development of



Revenue and Expenditure Assumptions

Borel Park. Beyond 2019-20, the funds are included in the transfer amount from the General Fund but have not been programmed for a specific purpose.

DISCRETIONARY PENSION FUNDING

As noted earlier, the City's cost for employee pension benefits is expected to increase significantly during the forecast period. This budget includes discretionary pension funding that goes towards making an additional payment to CalPERS against the City's unfunded liability. \$1.625 million is programmed in 2018-19 for this purpose, with an additional \$14 million programmed over the long-term forecast. This amount is based on utilizing half of the projected Excess ERAF revenue. If Excess ERAF does not come in as expected, the funding amount can be reduced or even eliminated if necessary. Should Council approve the budget with this planned expenditure and Excess ERAF revenue be less than anticipated in 2018-19, staff will return to Council with a recommendation as to the amount of additional payment to CalPERS that should be made.

MEASURE S

The projects and operations funded by Measure S are included as a separate line item in the long-term financial plan and are in a separate sub-fund of the General Fund for tracking purposes. The inception of Measure S was April 1, 2018; however, Measure S priorities began being funded in 2016-17. Additional police officers, accelerated street repair and reconstruction, restoration of hours at the Library, and mobile recreation were amongst the Measure S priorities that were advance funded by the General Fund prior to actually receiving Measure S revenues. The long-term financial plan assumes that the General Fund will be "repaid" from future Measure S revenues over a ten-year period (approximately \$4.8 million). For 2018-19, all of the ongoing commitments previously earmarked as Measure S priorities will continue to be funded by this new revenue source. Additionally, there is a \$2 million placeholder for debt service related to an expected debt issuance during the fiscal year for the levee work in North Shoreview. Once the debt service amount is established, staff will identify the remaining capacity of Measure S revenues that can be used for future programming.

NET REDUCTION

This amount represents the annual expenditure reductions

and/or revenues exceeding expectations that are required to maintain both the 25% operating reserve and the housing set aside at Council policy levels throughout the long-term financial plan. This includes drawing unassigned fund balance down entirely over the long-term plan. These net reductions begin in 2019-20 and must be maintained throughout the long-term plan in order to keep reserves at policy levels. Should future revenues exceed expectations, it is possible that expenditure reductions will not be required. However, if revenues meet expectations, or if they come in below expectations, expenditure cuts will be required to maintain reserves at policy levels over the course of the financial plan.

Surplus/(Deficit) and Fund Balance

The long-term financial forecast includes all known and assumed resource demands. This provides a comprehensive view of the demand for the City's resources and allows Council to prioritize how those resources should be allocated. As the long-term plan illustrates, funding for all the resource demands is not entirely sustainable, as even with the net reduction discussed above, the spending plan currently calls for the depletion of unassigned fund balance over the ten-year plan. And while the long-term plan does maintain the two reserves, the 25% operating reserve and the housing set aside, at policy levels, this depletion of the remainder of unassigned fund balance will have to be monitored closely. The current long-term plan utilizes this unassigned fund balance to maintain services during the forecast period while the City absorbs the significant increase in pension expenditures. The planned use of unassigned fund balance peaks in fiscal year 2023-24 and then reduces annually from there as annual expenditure growth slows and eventually aligns with annual revenue growth. Should the General Fund's actual experience track to the forecast, the City will have absorbed the significant increase in annual pension costs, from \$15.7 million in 2018-19 to \$29.2 million in 2028-29, while minimizing the impact on services in the community. The cost, however, will be the depletion of our unassigned fund balance, leaving the General Fund with only its policy-level reserves funded and no additional financial flexibility. Moving forward, the City will need to monitor this situation closely to determine if it wants to continue with this plan or if it wants to make additional net reductions and rely less on utilizing unassigned fund balance.





DEPARTMENTS

CITY ATTORNEY



CITY OF SAN MATEO
City Hall

MISSION STATEMENT

The mission of the City Attorney's Office is to provide excellent, clear legal advice and zealous, ethical legal representation for the City Council, City officers, and City staff to support them in their efforts to make San Mateo a community of the highest quality. The Office staff will be accessible to those they serve and respond to requests for service in a timely manner.

SERVICES AND STRUCTURE

Legal Counsel

The City Attorney's Office is responsible for providing legal advice to the City Council, City staff, and City boards or commissions on matters that affect the conduct of City business; and for preparing contracts, ordinances, resolutions, and related legal documents to implement adopted City policy. The City Attorney's Office also provides, either directly or through outside counsel, for the representation of the City in administrative proceedings and in court proceedings initiated by the City.

Litigation Defense

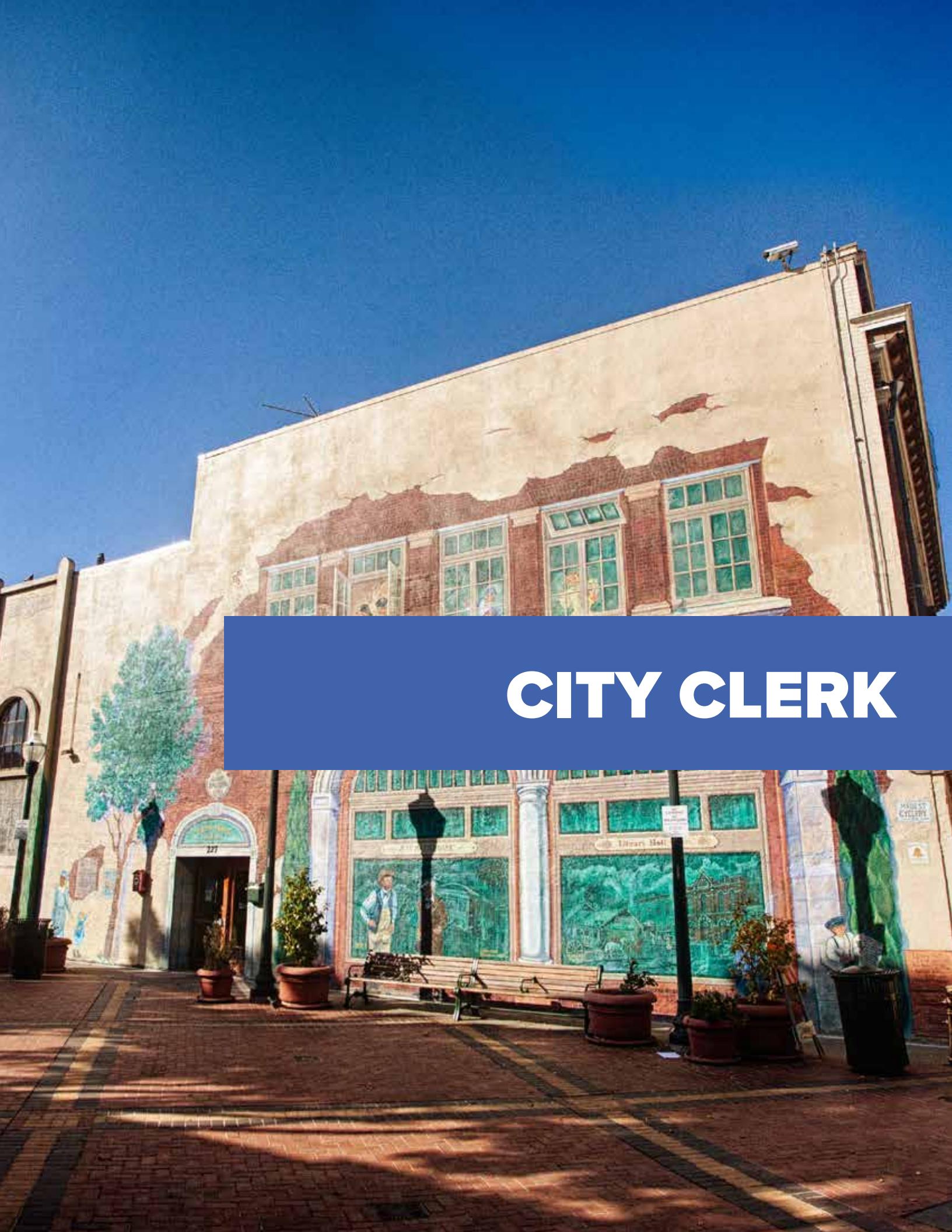
The City Attorney's Office is responsible for providing, either directly or through outside counsel, for the defense of the City, its officers, and its employees against lawsuits and claims. The Office procures property and general liability insurance, contracts for claims adjusting services, and oversees the handling of Tort Claims. The City receives approximately 80 claims yearly, including claims for personal injury and property damage.

SUMMARY	2018-19
FTEs	6.00
Total budget	\$3.1 million
Funding source(s)	General Fund Internal Service Fund

City Attorney

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	1,077,336	1,218,035	1,266,383	1,297,199	1,346,413
Operating	1,174,551	1,259,421	1,838,670	1,809,942	1,813,427
Capital Outlay	2,238	2,535	2,535	1,525	1,517
Total Expenditures	2,254,125	2,479,991	3,107,588	3,108,666	3,161,357
Funding Sources					
General Fund	1,154,197	1,289,688	1,525,732	1,405,313	1,446,027
Internal Service Fund	1,099,928	1,190,303	1,581,856	1,703,353	1,715,330
Total Funding Sources	2,254,125	2,479,991	3,107,588	3,108,666	3,161,357

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
City Attorney	1.00	1.00
Administrative Assistant	1.00	1.00
Assistant City Attorney	3.00	3.00
Executive Secretary to City Attorney	1.00	1.00
Total Merit	6.00	6.00
Total Per Diem	-	-
Total Positions	6.00	6.00



CITY CLERK

City Clerk

MISSION STATEMENT

The office of the City Clerk assists residents in navigating the City's governance structure; provides access to local government decision-makers; serves as the political reform act filing officer; and ensures transparent processes and access to the City's records.

SERVICES AND STRUCTURE

The Clerk's office provides the following services:

- Oversight of all of the City Council legislative processes, including compliance with the Brown Act.
- Coordination of recruitments for the City's Boards and Commissions.
- Preservation of the City's official records and oversight of the City's records management program.
- Research and retrieval of records for the public and staff.
- Maintenance of the City Charter and codification of the Municipal Code.
- Management of agreements, contracts, and deeds.
- Coordination and execution of municipal elections.
- Act as the City's compliance filing officer for the Political Reform Act and Public Records Act.
- Administrative support to the City Council.
- Manages special relationships such as Sister City and Adopted Unit.

SUMMARY	2018-19
FTEs	4.40
Total budget	\$922,000
Funding source(s)	General Fund

2016-18 HIGHLIGHTS

- Implemented electronic tracking citywide of Public Records Act requests with GovQA.
- Launched electronic signatures pilot program with two departments.
- Completed the update of the City's internal operating policies.
- Brought three more departments onto the Granicus agenda platform.
- Provided training to all departments on agenda processes and public records act.
- Redesigned Clerk website pages.
- 100% on time filing for 700 forms with new electronic filing.
- Managed a citizen initiative measure and three other measures on the ballot in two elections.
- Hosted special events including: two formal visits from Sister City Toyonaka, Japan; visit from soldiers from adopt-a-unit; facilitated the City being named an Honorary Member of the Regiment of the 101st Airborne Division, first Brigade, 327th regiment due to support;



and held two commissioner recognition events and reorganization events.

- Planned and executed the 50th Anniversary celebration weekend of the City's adoption of the 101st Airborne Division 1/327 A Company in collaboration with eight other San Mateo county cities that included a gala banquet, community parade and festival in the park, and other special events to commemorate this milestone.

2018-20 BUSINESS PLAN

The department's budget has changed in four key areas:

- Budget was revised to remove program subdivisions to simplify tracking and reporting.
- New funding for software for the addition of campaign statement electronic filing, which represents an increase in service levels.
- Additional hours allocated from 0.20 to 0.40 per diem FTE to assist with managing cyclical needs for filing and imaging records.
- Planned investigation of Granicus agenda management replacement from PEG funding.

KEY DEPARTMENT INITIATIVES

- Continue to build upon technology enhancements for meeting management citywide.
- Focus on records management initiatives with an emphasis on consistency citywide through policy development, as well as by providing more training for the Records Coordinator group.
- In partnership with IT, research and replace the City's official records repository.
- Audit the Clerk's offsite records stored at Corodata to find missing records and build digital records inventory versus paper inventory.
- Provide additional training opportunities for the Boards and Commission members on running meetings.

City Clerk

METRICS

Public Transparency and Compliance

We provide public access to legislative decision-making and government records.

Number of Public Records Act (PRA) requests received

% of PRA responses responded to within prescribed timelines

% of Fair Political Practices Commission (FPPC) compliance documents filed on time

Legislative Process

We ensure that the City's legislative decisions are smoothly and timely completed.

Number of contracts processed annually

Number of agendas developed for public meetings

% of public meeting videos posted within 24 hours of meeting

Records Management

We are committed to protecting the City's official public records.

Number of official records added to City's electronic document management system

Informational Metrics

Views per meetings (median / range)

Number of City Council/Clerk website hits

Number of Statement of Economic Interest Forms filed

City Clerk

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Workload	New	480 ¹	1,000	1,200	1,200
Performance	New	85%	97%	97%	97%
Performance	90%	100%	100%	100%	100%
Workload	123	91	100	100	100
Workload	52	53	50	50	50
Performance	95%	97%	97%	95%	95%
Workload	744	744	700	700	700
Informational	284	284	250	250	250
Informational	40,241	N/A	40,000	40,000	40,000
Workload	167	208	194	190	190

¹ Data for the full year is not available as the tracking of PRA requests started during 2016-17.

City Clerk

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	566,706	600,999	665,167	736,519	764,140
Operating	121,356	225,243	382,033	178,288	195,744
Capital Outlay	3,344	1,853	1,853	7,250	7,205
Total Expenditures	691,406	828,095	1,049,053	922,057	967,089
Funding Sources					
General Fund	691,406	828,095	1,049,053	922,057	967,089
Total Funding Sources	691,406	828,095	1,049,053	922,057	967,089

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
City Clerk	1.00	1.00
Assistant to the City Clerk	1.00	1.00
Deputy City Clerk	1.00	1.00
Management Analyst I/II	1.00	1.00
Total Merit	4.00	4.00
Total Per Diem	0.40	0.40
Total Positions	4.40	4.40



CITY COUNCIL

City Council

MISSION STATEMENT

The City Council's mission is to protect, maintain, and improve the quality of life for San Mateo residents and visitors by adopting legislation, providing policy direction for the City's administration, and by promoting the best interests of the community locally and with other governmental agencies.

SERVICES AND STRUCTURE

The City Council is composed of five members elected at large by the voters. As called for in the City Charter, effective with the passage of ballot measure B in November 2017, general municipal elections are now held every even numbered year, with two Council Members elected the year preceding Leap Year and three elected the year after Leap Year. Council Members hold office for four year terms commencing the first regular council meeting in December following the November election, except that currently seated Council members have one five-year term to effect the change from odd to even year elections. The next scheduled Council member election is November 2020. The Council Members select from among themselves a Mayor



SUMMARY	2018-19
FTEs	5.00
Total budget	\$347,000
Funding source(s)	General Fund

and Deputy Mayor to serve for one-year terms. The Council enacts ordinances and resolutions, and approves the budget and City expenditures.

The Office of the City Council focuses on the following areas: the formulation of City policies which reflect the needs, wishes, and priorities of the residents of San Mateo; the promotion of economic, cultural, and governmental well-being of the community as well as assure that residents and visitors are kept informed on municipal activities and events; and to establish and maintain cooperative, effective relationships and communications with local, state, and federal agencies to influence policy decisions, legislation, and services that affect the City of San Mateo.

PRIORITIES 2018

Stewardship of Infrastructure

- Reconstruct all failed streets in San Mateo by 2024 using Measure S sales tax, Countywide Measure A funding, grants, General Fund and other available funding.
- Replace all remaining high voltage circuits to improve safety and reliability of the street light system.
- Remove North Shoreview from FEMA Flood Assessment.
- Strengthen City's voice relative to regional infrastructure and traffic.
- Fund and deliver the Clean Water Program.
- Meet the 100% trash reduction mandate by 2022.
- Identify ways to reduce inflow and infiltration into sanitary sewer system from sewer laterals.

Quality of Life

- Expedite traffic management improvements based on public input received from Neighborhood Traffic Forums, Neighborhood Traffic Management Program, and best practices. Enhance transparency of outcomes and frequency of Council status reports.
- Minimize impacts to residents from train horn noise at City at-grade crossings.

City Council

- Minimize parking impacts throughout the City.
- Identify streets and intersection experiencing major congestion due to regional traffic and identify effective measures to mitigate the impact on traffic flow and the adjacent neighborhoods.
- Explore options for improved senior mobility.
- Consider methods to increase the supply of childcare and preschool options in the City, including examining incentives for the inclusion of childcare facilities in new developments.
- Implement Library Space Master Plan.
- Enhance emergency response times during peak traffic conditions.
- Implement the Safe and Secure Neighborhoods Initiative.
- Explore banning smoking in commercial areas.

Framing the Future

- Consider the adoption of wage theft protections and study other wage-related topics including living wages and expanding prevailing wage requirements.
- Pursue development of additional housing including affordable and workforce housing.
- Review the findings of the 2016 Housing Task Force and revisit any unresolved recommendations related to rental protections and affordable housing.
- Develop the Recreation Facilities Strategic Plan.
- Implement the Central Park Master Plan.
- Update the General Plan.

Economic Vitality

- Update the Downtown Area Plan.
- Create additional parking supply for Downtown San Mateo.
- Enhance the customer experience Downtown and in other commercial districts.
- Establish City Council subcommittee for the attraction and retention of commercial and retail businesses.
- Explore the establishment of Property-Based Improvement Districts (PBIDs).
- Eliminate the City's unfunded pension and Other Post-Employment Benefits (OPEB) liabilities by no later than 2050.
- Establish City Council subcommittee to explore public/private partnerships.
- Develop portfolio options for sustained enhanced revenues.

2018-20 BUSINESS PLAN

The Council's operating budget had four noteworthy changes:

- The program subdivisions were reconstituted into one program to simplify tracking and reporting of the City Council budget.
- Membership dues reflect a substantial increase of \$12,973, primarily due to passing the 100,000 population mark which reflects higher assessments for League of California Cities, ABAG and LAFCO, as well as CPI increases.
- The City Council budget has historically underwritten the annual employee recognition luncheon at \$2,100. This budget line has been permanently moved to the Human Resources budget.
- Created a new budget line item to track separately Council's three annual events, Council Reorganization, Boards and Commission Appreciation Dinner, and Council's goal setting meeting.



City Council

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	103,205	105,969	102,570	103,488	105,434
Operating	278,389	163,672	289,466	220,198	223,690
Capital Outlay	40,000	4,701	4,701	23,020	22,877
Total Expenditures	421,594	274,342	396,737	346,706	352,001
Funding Sources					
General Fund	421,594	274,342	396,737	346,706	352,001
Total Funding Sources	421,594	274,342	396,737	346,706	352,001

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
City Council Member	5.00	5.00
Total Merit	5.00	5.00
Total Per Diem	-	-
Total Positions	5.00	5.00



CITY MANAGER'S OFFICE

City Manager's Office

MISSION STATEMENT

The City Manager's Office provides leadership, support, and coordination for City departments; provides policy recommendations to the City Council and implements Council policies and actions; represents City interests in local and regional issues; and oversees key program areas of a Citywide nature.

SERVICES AND STRUCTURE

The City Manager's Office includes the following program areas:

City Management

Providing Citywide leadership and coordination to the organization and policy development support for the City Council. Representing the City's interests in local and regional issues.

Economic Development

Supporting the economic vitality of the City through development opportunities, permitting support, business outreach and retention, marketing, and liaison work with economic development stakeholders and partner organizations.

Communications

Developing and implementing Citywide communications



SUMMARY	2018-19
FTEs	8.00
Total budget	\$2.2 million
Funding source(s)	General Fund Special Revenue Fund

activities and tools and serving as a resource for other departments. Managing the content, navigation, and design of the City's website.

Sustainability

Developing and implementing Citywide sustainability activities in support of Climate Action Plan and serving as a liaison to the Sustainability Commission.

Volunteer Engagement

Coordinating volunteer engagement opportunities with City departments and encouraging greater community involvement with special events and neighborhood activities.

2016-18 HIGHLIGHTS

- Provided Citywide leadership to organizational improvement initiatives, including updating the City Council Goal Setting process.
- Oversaw the remodel of the City Hall Atrium and customer service counter.
- Launched an updated City website design with improved navigation features to enhance customer access to key services.
- Adopted and implemented a Citywide minimum wage ordinance that increases the minimum wage to \$15 per hour by 2019.
- Adopted Building Code amendments consistent with Climate Action Plan recommendations related to electric vehicle charging readiness and mandatory solar installations.
- Worked with the County of San Mateo on the adoption and implementation of Peninsula Clean Energy to provide renewable and more affordable sources of electricity to City residents.
- Launched an Adopt-A-Drain program to encourage community participation in managing storm water and preventing flooding.
- Piloted a bike share program and carpool incentives

City Manager's Office

- within the City to incentivize alternative modes of transportation.
- Managed a Request for Proposals process to select a development team for the former Redevelopment Agency properties in the Downtown.

2018-20 BUSINESS PLAN

The City Manager's Office budget contains some adjustments from the prior business plan. A new Downtown Program Coordinator position has been created to coordinate oversight of services and infrastructure within the Downtown. With this new position, the merit staffing level is increasing from 7.0 FTE to 8.0 FTE. A portion of the funding for Sustainability Analyst position and the funding for the planned Climate Action Plan Update will be covered by the Construction Services Fund. Other non-personnel expenditures were adjusted to reflect current needs for service provision.

KEY DEPARTMENT INITIATIVES

- Enhance customer service in the Downtown by providing a dedicated staff person to oversee cleaning, business outreach, and operational issues.
- Reconfigure the structure of the Downtown San Mateo Association to allow for a higher proportion of the assessments to go towards on-the-ground services to support the business community.
- Work with the selected development team to obtain entitlements for a project on the former Redevelopment Agency sites in the Downtown.
- Update the Climate Action Plan to develop an emission reduction target for 2030 and implementation measures to achieve the targets.
- Expand electric vehicle charging infrastructure within the City to support growth in electric vehicle ownership for both residents and employees.
- Develop and implement a business outreach strategy to foster relationships with major employers and growing companies.
- Develop and implement a Citywide communications strategy to create a framework for communication and engagement activities.

City Manager's Office

METRICS

City Management

Number and percent of Council Priorities meeting implementation target

Economic Development

Number of business visits

Communications

Number of users for Facebook

Number of users for Twitter

Percent of San Mateo households who are Nextdoor members

Sustainability

Number of community events held

Volunteer Engagement

Number of volunteers and volunteer hours

Service value of volunteer work

City Manager's Office

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Performance	70%	90%	90%	90%	90%
Workload	0	6	10	12	12
Performance	1,184	1,919	2,300	2,500	2,700
Performance	2,420	3,410	3,800	3,900	4,000
Performance	25%	35%	40%	43%	45%
Workload	9	15	10	10	10
Workload	1,793 vols 86,597 hrs	1,882 vols 82,503 hrs	1,700 vols 83,000 hrs	1,700 vols 83,000 hrs	1,700 vols 83,000 hrs
Performance	\$2.0 M	\$2.0 M	\$1.9 M	\$2.0 M	\$2.0 M

City Manager's Office

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	1,425,065	1,187,624	1,474,435	1,605,087	1,693,048
Operating	2,011,205	612,782	894,810	627,100	628,100
Capital Outlay	3,528	4,199	4,199	2,198	2,184
Total Expenditures	3,439,798	1,804,605	2,373,444	2,234,385	2,323,332
Funding Sources					
General Fund	2,067,645	1,803,033	2,373,444	2,060,684	2,137,661
Special Revenue Fund	1,372,153	1,572	-	173,701	185,671
Total Funding Sources	3,439,798	1,804,605	2,373,444	2,234,385	2,323,332

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
City Manager	1.00	1.00
Communications and Public Relations Analyst	1.00	1.00
Community Services Coordinator	1.00	1.00
Deputy City Manager	1.00	1.00
Downtown Program Coordinator	1.00	1.00
Economic Development Manager	1.00	1.00
Executive Secretary to City Manager	1.00	1.00
Sustainability Analyst	1.00	1.00
Total Merit	8.00	8.00
Total Per Diem	-	-
Total Positions	8.00	8.00



COMMUNITY DEVELOPMENT

Housing Leadership Council

Community Development

MISSION STATEMENT

To ensure a quality-built environment and healthy neighborhoods that contribute to a strong economic base in the City of San Mateo; to be responsive to the community and respected by it; and to provide outstanding customer service.

SERVICES AND STRUCTURE

The Community Development Department has broad responsibilities including long-range planning, review of applications for new development, implementation of the City's housing programs, and maintenance of neighborhoods. Four divisions work together to accomplish these goals: Building, Code Enforcement, Housing, and Planning. The department provides staff support and services to three standing commissions and committees, including the Planning Commission, Community Relations Commission, and Civic Arts Committee; and works with numerous community groups and homeowner associations.

Building Division

The Building Division manages programs and services related to building permit plan review and inspection of buildings and structures to ensure a safe, accessible, sustainable, and energy-efficient environment throughout our community. The division regulates local and state laws related to building construction, maintenance, use, repair, and habitation. This includes the enforcement of the established building codes and standards.



SUMMARY	2018-19
FTEs	49.72
Total budget	\$12.0 million
Funding source(s)	General Fund Special Revenue Fund

The division is organized into three work units (public counter, plan review, and construction inspection), which offer customers permit and property information, technical code review and approval, permit issuance, and inspection services.

Its mission includes customer service and public education to enhance the safety of existing buildings and to provide more public awareness of codes. In the event of an emergency or disaster, it is the division's responsibility to perform damage assessments for all structures.

Code Enforcement

The Code Enforcement Division enforces the City's municipal codes related to property maintenance, zoning, and nuisances on private properties to promote, preserve, and maintain attractive and safe neighborhoods and commercial areas.

Housing

The Housing Division manages programs and services that increase and preserve affordable housing, improve and preserve at-risk target neighborhoods, and financially assist social service agencies providing services that benefit low-income households. It also manages grants from federal Community Development Block Grant (CDBG) and HOME Investment Partnership Program through the San Mateo County HOME Consortium, as well as provides funding and ongoing monitoring of affordable housing, including administration of the City's Below Market Rate inclusionary program.

Planning

The Planning Division plans for the physical, social, and economic development of the City and ensures compliance with the California Environmental Quality Act (CEQA) for both public and private projects. Together with the Building and Safety Division, the Planning Division reviews private development projects to achieve high-quality and long-term

Community Development

economic growth.

The division has two functions. Advanced Planning prepares long-range plans and policy documents for the physical and economic development of the City, and it ensures that the General Plan, Specific Plans, Zoning Code, and other policy documents comply with state law and reflect community needs and desires. Current Planning provides public information and review of development applications to ensure that development within the City is consistent with long-range plans, community needs, and development laws and statutes.

2016-18 HIGHLIGHTS

- Completed customer service counter and office remodel.
- Established a Development Review Task Group.
- Established CRAFT (Celebration, Recognition, Achievement, Fun, Team), a department-wide staff team to facilitate employee engagement and management communication.
- Completed fee study and implemented revised fee structure.
- Completed the implementation of the management audit by addressing over 90% of the recommendations.
- Filled Deputy Department Director and key

administrative staff positions to facilitate a fully functional administration and support team.

- Continued implementation of EnerGov; including the launch of the public portal, email automated notification, and continued training for all staff users.
- Executed contract for Gateway Park public art installation and approved and completed of several art installations related to private development projects.
- Code Enforcement transitioned to a single division and hired employees to fully staff the division with 4 officers and 1 manager and administrative support.
- Adopted the International Property Maintenance Code and the California Health and Safety Code, which provides Code Enforcement with the necessary tools to enforce all dilapidated and unsafe structures and substandard housing (commercial and residential).
- Completed construction of the 60 new moderate-income family rental units at 2000 S. Delaware Street.
- Prepared 5-year Consolidated Plan and Assessment of Fair Housing Plan.
- Conducted nexus study and adopted the Commercial Linkage Fee.
- Convened a Housing Task Force, who submitted a final report on strategies to address housing affordability.
- Provided financial assistance to 76 affordable housing units.



Community Development

- Selected BRIDGE Housing as developer for the one-acre site at Bay Meadows and obtained planning approvals for 68 affordable family rental units.
- Adopted Accessory Dwelling Unit and Junior Accessory Dwelling Unit regulations consistent with the provisions of state law.
- Conducted public outreach and "Taste and Talk" series for the Downtown Plan. Held workshops, which will be used in developing a preferred alternative for the Downtown Plan update.
- Provided support for Downtown initiatives including the implementation of the Downtown Parking Management Plan.
- Developed a program for a comprehensive land use data base for the City.
- Executed contract for new consulting City Arborist.
- Participated in the planning and implementation of the new City website.
- Adopted the 2016 California Building Codes.
- Division's positions and implement recommendations for reorganization.
- Implement E-Review and Customer Self Service Portal as a part of the permitting software.
- Establish Administrative Hearing Officer for Code Enforcement.
- Complete Policy and Procedure Guidelines for Code Enforcement.
- Identify priorities for use of local housing funds.
- Continue processing Zoning Code amendments, including Nonconforming Uses.
- Continue Planning Commissioner Training.
- Evaluate effectiveness of San Mateo Rail Corridor Transit-Oriented Development goals and policies.
- Determine processes and procedures to comply with new state housing laws.

KEY DEPARTMENT INITIATIVES

- Continue work on General Plan Update.
- Continue work on Downtown Plan Update.
- Evaluate Measure P options.
- Pursue Development of additional housing including affordable and workforce housing.
- Review the findings of the 2016 Housing Task Force and revisit any unresolved recommendations related to rental protections and affordable housing.
- Consider methods to increase the supply of childcare and preschool options in the City, including examining incentives for the inclusion of childcare facilities in new developments.
- Continue the Development Review Task Group to review business processes and recommend changes resulting in better efficiency and permit streamlining.
- Initiate department branding for public documents and forms.
- Enhance the Art in Public Places Program.
- Implement reorganization of administrative staff.
- Implement digitizing of records, including microfiche and paper documents.
- Identify and implement new kiosk software.
- Update CDD website.
- Work with HR and consultant to analyze the Building



Community Development

METRICS

Building

Number of building permit plan check cycles and percent completed within target time periods ¹

Number of fire permit plan check cycles and percent completed within target time periods ²

Number of planning application reviews and percent completed within 10 business days

Number of building inspections and percent of time that building inspector arrives to inspection within scheduled two-hour time window

Number of building development review counter customers and percent of building development review counter customers waiting 20 minutes or less for service

Number of express permit customers and percent of building customers waiting 10 minutes or less for service

Code Enforcement

Number of nuisance violations and percent of violations investigated within 48 hours

Number and percent of nuisance violations abated within 30 days

Number of building code violations and percent of violations investigated within 48 hours

Percentage of customer service survey responses answered “strongly agree” or “agree” on questions about service and responsiveness

Housing

Total number of housing units repaired/improved through minor home repair, accessibility modifications, free paint, and Rebuilding Together grants

Percentage of time sellers of First Time Buyer and Below Market Rate units are provided offer letters within timelines established in loan documents

Percent of workers using Workers Resource Center per day and percent placed in jobs per day

Planning

Number and percent of single family applications processed from complete date to approval within 15-day Zoning Administrator timeline

Number and percent of planning applications processed from complete date to decision within 20-day Zoning Administrator timeline

Number and percent of planning applications processed from complete date to decision within 35-day Planning Commission/Categorical Exemption timeline

Number and percent of planning applications processed from complete date to decision within 55-day Planning Commission/Negative Declaration timeline.

Number and percent of planning applications processed from complete date to decision within 80-day City Council timeline

Number and percentage of building permits processed within 10 working days after assignment to planner

¹ Target time period changed in FY 2017-18 from 15 business days to 20 business days for new construction and 10 business days for tenant improvements in existing buildings.

² Target time period changed in FY 2017-18 from 10 business days to 20 business days for new construction and 10 business days for tenant improvements in existing buildings.

Community Development

Type	2015-16 Results	2016-17 Results	2017-18 Estimate	2018-19 Target	2019-20 Target
Workload	2,339	2,591	2,000	3,100	3,300
Performance	97%	89%	90%	90%	90%
Workload	805	912	800	1,000	1,050
Performance	99%	99%	90%	90%	90%
Workload	151	120	140	120	120
Performance	N/A	81%	90%	90%	90%
Workload	16,718	18,309	17,000	20,000	20,000
Performance	N/A	N/A ³	95%	90%	90%
Workload	13,066	17,009	14,000	19,000	19,000
Performance	77%	80%	90%	90%	90%
Workload	New	New	New	800	800
Performance				90%	90%
Workload	203	533	450	450	450
Performance	89%	65%	85%	90%	90%
Workload	440	473	700	600	600
Performance	87%	75%	85%	85%	85%
Workload	New	New	New	150	150
Performance				90%	90%
Performance	97%	98%	90%	90%	90%
Performance	53	35	45	45	45
Performance	100%	100%	95%	95%	95%
Performance	71%	60%	60%	60%	60%
Performance	44%	44%	20%	20%	20%
Workload	New	New	New	44	44
Performance				100%	100%
Workload	63	57	60	65	65
Performance	90%	98%	100%	90%	90%
Workload	3	10	5	5	5
Performance	100%	100%	100%	100%	100%
Workload	1	2	3	3	3
Performance	100%	100%	100%	100%	100%
Workload	4	4	4	4	4
Performance	75%	100%	100%	100%	100%
Workload	677	776	850	900	950
Performance	80%	89%	80%	80%	80%

³ Two-hour window performance tracking was not yet available in EnerGov.

Community Development

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	5,374,248	5,894,346	7,379,175	7,720,518	8,105,435
Operating	1,790,512	2,369,220	3,397,232	4,184,227	3,897,650
Capital Outlay	118,685	118,521	116,058	121,600	96,001
Total Expenditures	7,283,445	8,382,087	10,892,465	12,026,345	12,099,086
Expenditures by Program					
Advanced Planning	150,536	291,549	1,100,252	1,742,190	1,763,427
Building Permits	3,846,036	4,192,540	5,483,684	5,746,253	5,779,431
Code Enforcement	527,416	638,763	790,174	849,216	900,106
Current Planning	1,354,403	1,741,851	1,738,444	1,994,988	1,959,590
Economic Development	309	-	-	-	-
Housing	984,430	1,026,832	1,132,151	1,070,944	1,060,488
Program Support	420,315	490,552	647,760	622,754	636,044
Total Expenditures	7,283,445	8,382,087	10,892,465	12,026,345	12,099,086
Funding Sources					
General Fund	2,025,872	2,307,356	2,537,878	2,584,746	2,689,490
Special Revenue Fund	5,257,573	6,074,731	8,354,587	9,441,599	9,409,596
Total Funding Sources	7,283,445	8,382,087	10,892,465	12,026,345	12,099,086

Community Development

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Community Development Director	1.00	1.00
Administrative Assistant	3.00	3.00
Administrative Technician	1.00	1.00
Associate Planner	5.00	5.00
Building Inspector I/II	6.00	6.00
Building Official	1.00	1.00
Business Systems Analyst I/II	1.00	1.00
Chief Planner	1.00	1.00
Code Enforcement Manager	1.00	1.00
Code Enforcement Officer I/II	3.00	3.00
Database Specialist	0.25	0.25
Deputy Building Official	1.00	1.00
Deputy Community Development Director	1.00	1.00
Development Review Supervisor	1.00	1.00
Development Review Technician	5.00	5.00
Executive Assistant	1.00	1.00
Fire Plan Checker	1.00	1.00
Housing Specialist I/II	1.00	1.00
Housing Supervisor	1.00	1.00
Office Assistant I/II	2.00	2.00
Plan Check Engineer	2.00	2.00
Plan Check Supervisor	1.00	1.00
Plan Checker I/II	1.00	1.00
Principal Planner	2.00	2.00
Senior Building Inspector	2.00	2.00
Senior Code Enforcement Officer	1.00	1.00
Senior Management Analyst	1.00	1.00
Senior Planner	1.00	1.00
Total Merit	48.25	48.25
Total Per Diem	1.47	1.47
Total Positions	49.72	49.72

FINANCE



MISSION STATEMENT

The Finance Department is responsible for the overall financial management of the City. The Department's core function is to maintain a strong and secure financial position for the City by providing comprehensive financial and analytical services to the City Council, City management and staff, and the public.

SERVICES AND STRUCTURE

Operationally, the Finance Department provides the following services:

Accounting and Financial Reporting

Performing the accounting for all of the City's financial transactions and preparing the annual Comprehensive Annual Financial Report and all other required annual financial statements.

Budget

Managing the annual operating and capital budget development process, and providing departments with reports and analysis to ensure expenditures are maintained within budgeted appropriations.

Treasury and Revenue Management

Managing the City's cash and investments to ensure cash requirements are met and return on invested funds is aligned with the City's investment policy. Administering the business license tax program, monitoring and enforcing collections of other revenue sources, and coordinating the development of the annual fee schedule update.



SUMMARY	2018-19
FTEs	18.00
Total budget	\$3.6 million
Funding source(s)	General Fund Special Revenue Fund

Purchasing and Accounts Payable

Administering the purchasing program to ensure purchases are made in compliance with City policy and vendors are paid on time and accurately. Filing all required regulatory and tax-related documentation in a timely manner.

Payroll

Processing bi-weekly payroll for all of the City's merit and per diem employees, reporting and paying tax obligations, and completing all regulatory reporting requirements.

Debt Service

Managing the City's debt portfolio to ensure adequate funds are available to make principal, interest, and other debt-related payments in a timely manner; ensuring all continuing disclosure requirements are met; issuing new debt to meet City capital and infrastructure needs; and refunding existing bonds to achieve debt service savings.

2016-18 HIGHLIGHTS

- Finance operations annually averaged issuing over 20,000 paychecks/direct deposits, 10,000 business licenses (new and renewals), and 19,000 vendor payments.
- The City's Comprehensive Annual Financial Reports (CAFR) for the years 2015-16 and 2016-17 received the Certificate of Excellence from the Government Finance Officers Association. The award received for the 2016-17 CAFR was the 28th consecutive time the City has received this award.
- The City's 2016-18 business plan received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This was the first time the City received this prestigious award for its budget document.
- The City refinanced its outstanding debt obligations for its former Redevelopment Agency, saving applicable taxing entities a total of \$2.8 million over the remaining

Finance

term of the debt.

- The City redeemed its outstanding Landfill Bonds, utilizing available balance in the Landfill Bonds Fund and a three-year loan from the General Fund. This transaction saved rate payers over \$850,000 and avoided approximately \$175,000 in issuance costs.
- The City refinanced its Golf Revenue Bonds, which achieved debt service savings of approximately \$500,000, and transitioned the golf operation from an enterprise fund into the General Fund, effective July 1, 2018.
- Contracted for the administration of a program to collect transient occupancy tax from short-term rentals.
- Provided support and consultation services on major City-wide initiatives such as the Clean Water Program and the Fire Joint Powers Authority.
- Implemented a number of budget initiatives to create better linkage between short- and long-term resources and to ensure the sustainability of service provision for new initiatives.

2018-20 BUSINESS PLAN

The department's budget remains largely unchanged from last year, as there are no substantial service-level modifications from the previous business plan. Staffing remains unchanged at 18 FTE, and non-personnel expenditures were adjusted to align with historical actuals and/or reflect current needs for service provision.

KEY DEPARTMENT INITIATIVES

- Continue to effectively and efficiently execute the day-to-day "keep the business running" operation of the department.
- Evaluate options for a replacement of the existing EDEN financial system and enter a contract for system replacement.
- Develop comprehensive cash flow model to ensure short- and long-term balance in the City's investment portfolio.
- Continue to refine financial models and revenue forecasting in General Fund to support strategic resource allocation and long-term planning.
- Issue debt as required to support City-wide capital and infrastructure efforts such as the Clean Water Program,

flood control, and street reconstruction.

- Implement new Government Accounting Standards Board (GASB) standards, including those related to reporting for other post-employment benefits (retiree medical) and fiduciary activities.
- Issue Requests for Proposal (RFP) for contracted services, including sales and use tax audit and recovery, business license tax audit and recovery (including online renewals), consulting actuary, and external audit.
- Continue employee development and succession planning initiatives.
- Finalize evaluation of Payment Card Industry (PCI) compliance initiative and implement new standards as feasible.



Finance

METRICS

The City's annual financial statements receive an unmodified opinion from the external auditors

The City's Comprehensive Annual Finance Report receives the Government Finance Officers Association Award for Excellence

The City's Comprehensive Annual Finance Report is approved by Council by December 31st

Number of business license renewals processed

Number of new business licenses issued

Number of employee paychecks issued

Percentage of paychecks issued with no customer-facing errors

Number of invoices received

Percentage of vendor payments made with no errors

Percentage of months City's investment portfolio complies with investment policy

Average duration of City's investment portfolio

Percentage of months yield on the City's investment portfolio meets benchmark performance targets

Percentage variance between final estimated revenues and actual revenues for major General Fund taxes

Percentage of purchase orders processed within 1 business day

Number of change orders processed in Purchasing

Number of new credit cards issued

The City's budget is adopted by June 30th each year

Percentage variance between budget and actual General Fund expenditures

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Performance	Yes	Yes	Yes	Yes	Yes
Performance	Yes	Yes	Yes	Yes	Yes
Performance	Yes	Yes	Yes	Yes	Yes
Workload	8,179	7,406	6,800	7,000	7,100
Workload	1,295	1,390	1,200	1,200	1,200
Workload	20,141	20,001	21,200	21,500	21,500
Performance	>99%	>99%	100%	100%	100%
Workload	17,791	18,069	19,000	19,190	19,382
Performance	>99%	>99%	99%	99%	99%
Performance	100%	89%	100%	100%	100%
Other	727 days	321 days	360 days	730 days	730 days
Performance	100%	100%	25%	100%	100%
Performance	2%	1%	3%	4%	4%
Performance	98%	99%	98%	98%	98%
Workload	187	168	200	210	220
Workload	33	32	44	46	48
Performance	Yes	Yes	Yes	Yes	Yes
Performance	2%	4%	2%	5%	5%

Finance

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	2,129,336	2,053,570	2,558,748	2,721,698	2,877,749
Operating	731,531	731,177	851,196	787,191	813,048
Capital Outlay	177,958	117,840	117,840	71,048	70,607
Total Expenditures	3,038,825	2,902,587	3,527,784	3,579,937	3,761,404
Funding Sources					
General Fund	3,038,825	2,902,587	3,411,534	3,451,861	3,627,106
Special Revenue Fund	-	-	116,250	128,076	134,298
Total Funding Sources	3,038,825	2,902,587	3,527,784	3,579,937	3,761,404

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Assistant City Manager / Finance Director	1.00	1.00
Accountant I/II	1.00	1.00
Accounting Assistant I/II	5.00	5.00
Accounting Manager	1.00	1.00
Budget Manager	1.00	1.00
Management Analyst I/II	2.00	2.00
Payroll Supervisor	1.00	1.00
Payroll Technician I/II	1.00	1.00
Purchasing Coordinator	1.00	1.00
Senior Accountant	2.00	2.00
Senior Accounting Assistant	1.00	1.00
Treasury and Debt Manager	1.00	1.00
Total Merit	18.00	18.00
Total Per Diem	-	-
Total Positions	18.00	18.00



FIRE



MISSION STATEMENT

The Fire Department's mission is to enrich the community and ensure the quality of life by providing excellence through:

- Emergency response
- Customer service
- Fire prevention
- Community/disaster preparedness
- Public fire education

SERVICES AND STRUCTURE

Administration

The Administration Division provides leadership and direction for the Fire Department consistent with expectations of the community and the industry's long tradition of trust and reliability. The administrative function of this division includes personnel management, labor relations, Fire Action Consensus Team (FACT) oversight, budget development, payroll and purchasing, clerical support, facilities and equipment management, safety, and maintenance of department procedures. In addition to internal responsibilities, this division fosters intergovernmental relationships to constantly seek opportunities for providing services more efficiently through partnerships and collaboration. The division also is responsible for ensuring effective and efficient basic and advanced life support emergency medical services (EMS). Lastly, the division encourages personnel to actively participate in the civic activities throughout the City.

Field Operations

Personnel assigned to the Operations Division respond to emergency and non-emergency incidents, provide incident scene management, and mitigate problems. Safety and ethical behavior are top priorities for the division, which focuses on providing exceptional customer service throughout all interactions with the community. Responses are "all risk" in nature, including fires and explosions, emergency medical incidents, hazardous materials releases, natural and man-made disasters, weapons of mass destruction (WMD), extrication of trapped victims, water rescue, and service calls of all types and manner. This division responds to all types of non-emergency calls for service to assist citizens including water removal from

SUMMARY	2018-19
FTEs	94.86
Total budget	\$28.4 million
Funding source(s)	General Fund Special Revenue Fund

flooded basements, providing lift assistance to the elderly, and investigating unknown types of odors or gas. Key responsibilities of the division include:

- Ensuring that fire suppression personnel are physically and mentally prepared to safely carry out their responsibilities.
- Utilizing Incident Command System (ICS) to effectively and safely manage and mitigate all emergency incidents.
- Participating in the development of countywide operational deployment and training objectives through the San Mateo County Operations Chiefs Section and Training Chiefs Section.
- Responding to issues brought forward by the department's Safety Committee within 14 days, 100% of the time.
- Monitoring all San Mateo fire apparatus "out of chute" times annually for appropriate response times when dispatched by San Mateo County Public Safety Communications.
- Ensuring each fire apparatus is fully equipped and mechanically operational for reliable response.
- Coordinating and integrating with other City departments such as Police and Public Works and external agencies such as PG&E, Red Cross, Chamber of Commerce, DMSA, and neighborhood/homeowners groups as needed.
- Maintaining computer technology with Computer-Aided Dispatch and pre-plans in all front-line fire apparatus.

Training

The Training Division delivers programs that develop multiple manipulative skills for response personnel and also strives to enhance the leadership capability of the department. Emergency Medical Services (EMS) and fire suppression/rescue training is provided for in a "task force" configuration in conjunction with Burlingame, Millbrae, Hillsborough, San Bruno, Foster City and Belmont fire departments. The division investigates all accidents and reviews all injuries

to provide training to reduce risks of future accidents and injuries.

The Training Division, through its Emergency Medical Services (EMS) section, provides basic and advanced life support (ALS) emergency medical training to our emergency medical technicians (EMT's) and paramedics. The EMS section delivers the State-mandated continuing educational (CE) requirements for our EMT's and Paramedics. This EMS section works closely with Field Operations for training, certification, and licensing to operate effectively at all times following best practices and leading-edge training standards. Key responsibilities of the division include:

- Making safety and ethical behavior a top priority for all participating agencies.
- Ensuring that fire suppression personnel are physically and mentally prepared to safely carry out their responsibilities.
- Participating in development of countywide operational deployment and training objectives through the San Mateo County Operations Chiefs Section and Training Chiefs Section.
- Providing a training program for all members of the department that meets local, state, and federally mandated training requirements, including probationary training to provide consistent, quality customer service.

Emergency Preparedness and Planning

The mission of this division is to provide an effective emergency management system before, during, and after a disaster or significant event. This is achieved by maintaining the City's Emergency Operations Plan (EOP), Continuity of Operations/ Continuity of Government (COOOP/COG) plan, and Incident Action Plans (IAP); providing training and education to City employees, businesses, and residents to be better prepared for response to all natural and man-made disasters; managing the City's Community Emergency Response Team (CERT) members; and maintaining readiness of the Emergency Operations Center (EOC) with current equipment and communication infrastructure to ensure redundancy and reliability. This division works in conjunction with San Mateo County Office of Emergency Services, the California Governor's Office of Emergency Services, the Department of Homeland Security, and other agencies to obtain additional resources and/or to mitigate a significant incident.



Bureau of Fire Protection and Life Safety

The primary mission of the Bureau of Fire Protection and Life Safety Division is to provide a reasonable level of safety to the residents and visitors of San Mateo by reducing the probability of injury and loss of life from the effects of fire and other emergencies or events. Key responsibilities include:

- Providing a comprehensive fire and life safety inspection program.
- Ensuring all legally mandated inspections are completed within specified timeframes.
- Reviewing all construction project plans within Fire Department's authority, focusing on fire and life safety issues.
- Maintaining the ability to investigate all fires that occur.
- Ensuring fire investigation coverage is maintained and opportunities for up-to-date fire investigation training are made available.

2016-18 HIGHLIGHTS

- Apparatus purchase(s) and outfitting for Engine (2).
- Continue to house shared Truck 23 at Station 23, which provides additional coverage truck company coverage to the south end of San Mateo.
- Contract renewal/implementation for shared services between San Mateo, Foster City, and Belmont Fire Prevention District.
- Continuing to provide shared Fire Prevention Bureau with Foster City and Belmont for Fire Prevention

Fire

Services for Belmont; promotional exams conducted for Captain and Firefighter.

- Station 25 project got underway with selection of architect and conceptual drawing. Held public meeting and began pre-application work.
- Use of mobile apps/technology in field fire inspections.
- Completed update of Fire Station Alerting Systems.
- Implementation of DASHBOARD software for response data collection and utilization.
- CERT recruitment and training.
- Emergency preparedness training and drills.
- Recruitment and selection of an Administrative Assistant in Fire Prevention.
- Finalized San Mateo's Local Hazard Mitigation Plan (LHMP) and was adopted by City Council on June 5, 2017.
- Participated in the Bay Area Urban Area Security Initiative (BAUASI) Yellow Command Table Top exercise on June 29, 2017 focusing on Mass Care Services.
- Implementation of Streamline software.
- Implementation of The Compliance Engine software.
- Updated Strategic Plan.
- Partnered with the American Red Cross in delivery of a Home Fire Preparedness Campaign, installing 115 smoke detectors in 30 households serving 68 residents.

KEY DEPARTMENT INITIATIVES

Administration

- Continue professional development and mentoring for personnel in preparation for significant turnover of personnel within five years.
- Analyze additional opportunities to combine fire department functions or create shared resources with other San Mateo County Fire agencies during business plan period.

Operations

- Hire and promote personnel who are committed to serve and have high ethical and moral standards.
- Respond to all emergency medical calls in six minutes and fifty-nine seconds (6:59) or less, 95% of the time.
- Enhance tactical capability of chief officers through routine training/table top simulations.
- Update strategic plan to include manageable number of priorities for each of next two years.
- Continue enhancing water rescue capability with partner agencies (Foster City and Sheriffs' office).
- Constantly seek shared services opportunities.
- Look for grant opportunities in traffic reduction projects with SamTrans.





- Conduct a minimum of three (3) All Officer meetings throughout the year.

Training

- Monitor San Mateo probationary firefighters ongoing testing.
- Deliver training of recruit firefighters.
- Provide officer development training for succession planning.
- Provide Apparatus Operator 1A training as required by the DMV.
- Provide (new and refresher) truck operations training to personnel.
- Continue to provide new and relevant training focusing on best practices in order to promote safety of personnel.

Emergency Preparedness

- Continue integrating CERT program into community utilizing volunteers through training and exercises.
- Continue to implement emergency preparedness program through planning efforts to include updating the Emergency Operations Plan (EOP), supporting Operational Area planning activities, and establishing

relationships with various segments of the San Mateo community.

- Continue to implement emergency preparedness program through organizing and equipping activities to include standardization of Emergency Operations Center (EOC) with shared services partners, assessing status of the back-up EOC, and developing an emergency shelter program.
- Continue to implement emergency preparedness program through training and exercises to include meeting FEMA training requirements; providing EOC section specific, WebEOC, and activity based training; and holding exercises for Emergency Operations Center staff.

Prevention

- Complete all state mandated/regulated occupancy fire/life safety inspections annually.
- Monitor success of cost recovery fund. Evaluate costs, fees and other funding potential, when possible. Make changes to provide for more efficiency whenever possible.
- Complete 95% of preliminary fire investigations within 10 days.
- Complete all development review, new construction, and tenant improvement plan reviews within 15 working days.
- Complete a comprehensive cost allocation plan and fee study.

Fire

METRICS

Operations

We respond to emergency requests for assistance within the standard response times.

Total number of calls responded to

Monitor fire department response times to meet ALS/JPA standard response time of 6 minutes and 59 seconds

Fire Protection and Life Safety

We provide San Mateo with fire and life safety in compliance with the State law.

Number of fire/life safety inspections of State regulated occupancies completed annually

Number of State Health and Safety Code required fire/life safety inspections of multi-residential occupancies (MRIP) and High-Rise Buildings completed annually

Number of commercial occupancy inspections (CIP) completed annually

Complete all development reviews, new construction plan reviews, and tenant improvement plan reviews within 15 working days of submittal, 90% of the time

Office of Emergency Services

We educate our community and employees by providing Public Education, CERT courses and various EOC trainings.

Number of City employees that received training (of one or more types) developed, organized or delivered by Office of Emergency Services

Number of community members that received training and events hosted through the CERT program, classes, public education, tours, etc.

Percent of CERT and Get Ready customers rating department wide customer service as good or better

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Workload	9,613	9,292	N/A	N/A	N/A
Performance	99%	99%	95%	95%	95%
Workload	362	372	332	332	332
Workload	1,457	1,248	1,502	1,584	1,584
Workload	893	884	900	1,000	1,200
Performance	92%	91%	90%	90%	95%
Workload	129	244	60	60	60
Workload	349	>144	60	60	60
Performance	100%	99%	95%	95%	95%

Fire

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	20,792,858	22,324,366	25,139,228	25,352,193	26,680,362
Operating	2,089,771	2,614,719	2,272,773	2,553,052	2,575,591
Capital Outlay	315,850	467,083	467,083	450,344	447,555
Total Expenditures	23,198,479	25,406,168	27,879,084	28,355,589	29,703,508
Expenditures by Program					
Administration	839,455	1,163,280	1,128,597	1,211,885	1,272,817
Emergency Planning	367,376	356,916	435,765	544,050	563,224
Fire Protection and Life Safety	2,206,201	2,928,955	3,165,348	3,499,323	3,698,824
Operations	19,396,718	20,536,501	22,672,364	22,305,252	23,335,890
Training	388,729	420,516	477,010	795,079	832,753
Total Expenditures	23,198,479	25,406,168	27,879,084	28,355,589	29,703,508
Funding Sources					
General Fund	20,994,805	22,587,186	24,915,479	24,979,826	26,136,145
Special Revenue Fund	2,203,674	2,818,982	2,963,605	3,375,763	3,567,363
Total Funding Sources	23,198,479	25,406,168	27,879,084	28,355,589	29,703,508

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Fire Chief	1.00	1.00
Administrative Assistant	3.00	3.00
Administrative Technician	1.00	1.00
Deputy Fire Chief	2.00	2.00
Deputy Fire Marshal	1.00	1.00
Emergency Preparedness Coordinator	1.00	1.00
Fire Battalion Chief	4.00	4.00
Fire Captain	21.00	21.00
Fire Marshal	1.00	1.00
Fire Prevention Inspector I/II	4.00	4.00
Firefighter	51.00	51.00
Office Assistant I/II	2.00	2.00
Total Merit	92.00	92.00
Total Per Diem	2.86	2.86
Total Positions	94.86	94.86



HUMAN RESOURCES

Human Resources

MISSION STATEMENT

The Human Resources Department is responsible for programs in personnel recruitment and selection, classification and position control, labor and employee relations, performance management, employee training and development, salary and benefit administration, workers' compensation, employment related policies, safety programs, and employee service awards.

SERVICES AND STRUCTURE

The Human Resources Department focuses on the following areas that support the City's departments and workforce:

Recruitment, Selection, and Classification/Compensation

Directs the City's recruitment, selection, and retention program, ensuring it meets legal requirements and civil service expectations; oversees the City's position and vacancy control systems; determines appropriate classifications and compensation for positions; and monitors employee retention for the City.

Employee and Labor Relations

Coordinates the collective bargaining process; ensures contractual changes are implemented; guides performance management, grievance resolution, employee conflict resolution, and administration of the City's discipline process; and schedules matters before the Personnel Board.

Employee Services/Benefits

Manages the City's benefit programs, leave of absence, and bilingual program; and directs the City's automated personnel record keeping system.

Employee Services/Employee Development and Workforce Planning

Oversees the Citywide training programs, new hire orientation, and employee recognition program. Provides resources and expertise in support of departmental workforce planning efforts. Administers the tuition reimbursement program.

Workers' Compensation

Provides oversight for the third party administrator's management of all claims; monitors compliance with

SUMMARY	2018-19
FTEs	10.20
Total budget	\$5.3 million
Funding source(s)	General Fund Internal Service Fund

the Americans with Disabilities Act (ADA); oversees administration of the Department of Transportation (DOT) regulations, the City's safety program, and modified duty program.

2016-18 HIGHLIGHTS

- Revamped the City's recruiting, hiring, and new employee onboarding processes to provide a more streamlined and welcoming experience.
- Coordinated the hiring process for a new Deputy City Librarian and Deputy City Manager.
- Conducted over 100 recruitments across all 12 departments.
- Created or updated 58 classification/job specifications for City Council adoption.
- Began moving to a core competency-based model for employee hiring, expectation setting, performance evaluation, and professional development.
- Led or participated in six Citywide Task Groups involving a total of 55 City employees to improve communication, training, and other processes.
- Created a Citywide Talent Exchange Program.
- Collaborated with the Fire Department, the City of Foster City, and the City of Belmont on shared Fire services.
- Bargained five labor agreements and implemented three new or revised HR policies.
- Developed the Human Resources Department's Strategic Plan to identify key strategies, initiatives, and projects.

2018-20 BUSINESS PLAN

The department's budget reflects adjustments to non-personnel expenditures to align with historical actuals and/or to reflect current needs for service provision.

KEY DEPARTMENT INITIATIVES

- Integrate the adopted core competencies into all related systems.
- Oversee the City's High Performance Orientation Steering Committee, which is focused on keeping our City employees' mission, values and organizational principles involved in all practices.
- Champion workforce planning and development efforts throughout the City.
- Improve knowledge and usage of resources for benefits and retirement planning.
- Complete and upload informational videos on key benefits related topics and processes.
- Participate in the Deferred Compensation Committee to ensure the plan is meeting investment and education expectations.
- Publicize wellness-related initiatives, trainings, and incentives offered by the City's Employee Assistance Program, health insurance providers, and community organizations.
- Work with departmental safety committees to ensure accident prevention programs are fully utilized on an ongoing basis.
- Employ improved mechanisms for electronic workflow of Personnel Action Forms and Recruitment Requisitions.

Human Resources

METRICS

Recruitment, Selection, and Classification

Number of recruitments conducted

Length of time from signed Recruitment Plan to Eligibility List

Hiring departments rating recruitment as good or better

Annual employee turnover rate

Employee and Labor Relations

Employee performance evaluations completed on time

Disciplinary actions determined within 60 days from completion of the investigation

Grievances and disciplinary actions resolved within the agency

Number of labor contracts negotiated

Employee Services/Benefits

Employee attendance at benefits seminars (e.g., EAP, deferred comp, CalPERS)

Employees voluntarily participating in a deferred compensation plan

Number of Benefits Orientations conducted

Number of leave requests processed

Employee Services/Employee Development and Workforce Planning

Attendance at training courses

Training participants who were satisfied with the course taken

Number of employees participating in the Citywide Talent Exchange

Percentage of departing merit employees who have an exit interview

Workers' Compensation and Safety

Number of claims opened during the fiscal year

Total cost of incurred claims

Number of employees who received injury prevention training

Human Resources

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Workload	44	53	50	30	30
Performance	10.3 weeks	9.7 weeks	10.5 weeks	10.5 weeks	10.5 weeks
Performance	100%	96%	97%	90%	90%
Performance	12%	11%	12%	<10%	<10%
Performance	82%	81%	85%	90%	90%
Performance	100%	100%	95%	90%	90%
Performance	88%	100%	95%	90%	90%
Workload	4	3	2	4	3
Performance	New	New	150	110	110
Performance	57%	62%	65%	68%	72%
Workload	New	New	45	40	40
Workload	55	60	70	60	60
Workload	1,159	1,038	950	800	800
Performance	95%	100%	95%	90%	90%
Performance	New	New	2	5	8
Performance	New	New	85%	75%	75%
Workload	76	60	62	<80	<80
Performance	\$2.4 M	\$3.5 M	\$3.0 M	<\$3.3 M	<\$3.5 M
Performance	110	37	50	55	55

Human Resources

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	1,353,251	1,517,909	1,733,039	1,766,074	1,844,689
Operating	1,947,544	3,119,872	2,109,864	3,483,488	3,574,247
Capital Outlay	29,172	4,361	4,361	17,099	16,993
Total Expenditures	3,329,967	4,642,142	3,847,264	5,266,661	5,435,929
Funding Sources					
General Fund	1,253,613	1,441,873	1,761,229	1,980,899	2,043,928
Internal Service Fund	2,076,354	3,200,269	2,086,035	3,285,762	3,392,001
Total Funding Sources	3,329,967	4,642,142	3,847,264	5,266,661	5,435,929

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Human Resources Director	1.00	1.00
Human Resources Technician	4.00	4.00
Senior Human Resources Analyst	4.00	4.00
Senior Human Resources Analyst Risk Manager	1.00	1.00
Total Merit	10.00	10.00
Total Per Diem	0.20	0.20
Total Positions	10.20	10.20

A photograph of a classroom or computer lab. Several rows of desks are arranged, each equipped with a computer monitor, keyboard, and mouse. The monitors display a blue screen with the text 'INFORMATION TECHNOLOGY'. In the background, there is a whiteboard on an easel and a small wooden podium. Vertical blinds are partially open on the windows behind the desks.

INFORMATION TECHNOLOGY

Information Technology

MISSION STATEMENT

The Department of Information Technology (DoIT) works collaboratively with all City departments to deliver the highest quality IT services, infrastructure, and technology consulting possible. DoIT ensures the technologies we employ serve business needs, helps staff to be effective and efficient, and can be maintained long term.

SERVICES AND STRUCTURE

Operationally, DoIT provides the following services:

Applications and Consulting

We work collaboratively with departments to explore evolving business needs, define requirements, and build solutions. DoIT acts as internal IT consultants, partnering with departments to explore departmental, multi-departmental, and Citywide business needs as they relate to technology. Collaboratively with our departmental partners, we explore business requirements, evaluate technology alternatives, and then implement or develop appropriate solutions. We then support and maintain applications and systems once they are put into production.

Intranet and Internet

DoIT provides and supports the City's Intranet and Internet within the Applications and Consulting team. This includes administering the City's Internet web presence. We also administer, maintain, and support the City's Intranet platform as a collaborative work space that serves Citywide and individual department operational business needs.

Geographic Information Systems (GIS)

We support and maintain all GIS systems Citywide and create GIS and mapping products, including emergency services, 'pre-plan' maps, and fire 'run-books'.

Systems and Networks

We manage the operation, maintenance, and support of all City technology infrastructure and technology assets. Technology infrastructure includes all server-based systems (email, file/data storage, backup), VoIP telephone, Local Area Network/Wide Area Network (LAN/WAN), and Internet connectivity, including security functions for the City.

SUMMARY	2018-19
FTEs	15.05
Total budget	\$3.9 million
Funding source(s)	General Fund

Customer Support / Help Desk

DoIT provides end user technology support through our Help Desk and online support and training resources.

Citywide Software and Systems Maintenance

DoIT manages contracts and controls costs and expenses associated with all enterprise systems and software used by the City. This includes technology systems shared by multiple departments.

2016-18 HIGHLIGHTS

- Handled upwards of 4,000 help desk cases per year.
- Supported the implementation of a cloud-based Public Works CRM / work order system.
- Completed the full implementation of Office 365 and a SharePoint-based Intranet for City employees.
- Supported the upgrade of the City's public Internet site.
- Completed updates to all IT policies.
- Developed and adopted a strategic plan to guide 2018-20 work planning.
- Performed a city-wide replacement and upgrade of the City's network switching equipment, including improved firewall and security protections.
- Upgraded City Hall Wi-Fi capacity and security.
- Initiated the design phase of a replacement for our virtual server environment.
- Renewed our Microsoft Enterprise Agreement, including Office 365 for all City end users.
- Completed Phase I of downtown garage video security project, and initiated Phase II, to include the Transit Center and Main Street garage locations.
- Implemented several GIS applications, including Adopt a Drain, MyStreet, and GIS storymaps for the smooth streets initiative.
- Continued a comprehensive end user technology training program.
- Upgraded all City PCs to Windows 10, and deployed approximately 124 new PCs as part of our PC replacement program.

Information Technology

2018-20 BUSINESS PLAN

The department's budget remains largely unchanged from last year, with no substantial service-level changes from the previous business plan. Expenditures were adjusted to align with historical actuals and current needs for service provision.

KEY DEPARTMENT INITIATIVES

- Continue to effectively and efficiently execute the day-to-day operations of the department.
- Develop DoIT's organizational influence through end-user outreach, a well-defined training schedule, and providing technology orientation as part of the new employee onboarding program.
- Improve our IT workforce skills through training and managerial focus on the role of IT as consultant to other City departments.
- Keep abreast of emerging technology, including the development of an applications succession plan, and updates to systems support documentation.
- Fully implement the land use database (LUDB).

Information Technology

METRICS

Percentage of uptime for databases and applications during business hours

Percentage of Help Desk calls completed within 48 hours or less

Total number of Help Desk calls annually

Percentage of GIS requests completed within agreed upon time and scope

Total number of GIS requests annually

Percentage of web support requests completed within agreed upon time and scope

Total number of web support requests annually

Composite Score, technology infrastructure reliability

Annual Customer Satisfaction Survey rating

Information Technology

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Performance	100%	100%	>99%	>99%	>99%
Performance	95%	82%	93%	90%	90%
Workload	1,227	3,969	4,200	4,000	4,000
Performance	98%	99%	98%	90%	90%
Workload	269	261	300	300	300
Performance	98%	95%	70%	90%	90%
Workload	289	286	175	175	150
Performance	>99%	N/A ¹	>99%	>99%	>99%
Performance	90%	92%	90%	90%	90%

¹ Due to network replacement work, full year service levels could not be calculated.

Information Technology

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	2,216,254	2,102,327	2,537,657	2,683,132	2,827,471
Operating	519,796	784,444	941,787	1,020,325	1,020,325
Capital Outlay	654,496	401,806	411,387	241,038	239,646
Total Expenditures	3,390,546	3,288,577	3,890,831	3,944,495	4,087,442
Funding Sources					
General Fund	3,390,546	3,288,577	3,890,831	3,944,495	4,087,442
Total Funding Sources	3,390,546	3,288,577	3,890,831	3,944,495	4,087,442

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Information Technology Director	1.00	1.00
Consulting and Applications Manager	1.00	1.00
Database Specialist	0.75	0.75
GIS Coordinator	1.00	1.00
IS Support Technician I/II	2.00	2.00
Network Analyst	1.00	1.00
Senior IS Support Technician	1.00	1.00
Senior Systems Analyst	1.00	1.00
Systems Analyst I/II	2.00	2.00
Systems and Network Manager	1.00	1.00
Systems Specialist	1.00	1.00
Technical Support Supervisor	1.00	1.00
Web Specialist	1.00	1.00
Total Merit	14.75	14.75
Total Per Diem	0.30	0.30
Total Positions	15.05	15.05



LIBRARY

Library

VISION

San Mateo is a resilient, innovative, and inclusive community that is knowledgeable and empowered, embracing the future while honoring its history.

MISSION STATEMENT

San Mateo Public Library builds community by inspiring imagination, discovery and learning.

SERVICES AND STRUCTURE

The Library Department is organized in the following divisions:

Administrative Services

Oversees the administrative services of the Library including fiscal operations (budget, payroll, accounting); business contracts; facilities and safety; personnel processes and recordkeeping; meeting room rentals; the Passport Acceptance Office; technology support; volunteer program; and supports the City Librarian's work with the Library Board of Trustees.

Adult-Teen / Information Services

Adult-Teen and Information Services coordinates the delivery of information services; develops collections and programs to meet the needs of a diverse community; cultivates partnerships to leverage the effort to reach a wider audience; instructs library customers on the use of electronic resources and tools; and promotes reading and literacy.

Children's / Literacy Services

Children's Services provides library and literacy services to children (infants-8th grade), caregivers, and parents; develops resources that meet diverse needs; provides reader's advisory service appropriate for reading interests and abilities; and assists students to succeed in school and meet personal learning goals.

Adult Literacy Services (Project Read) provides free, confidential, and goal-directed literacy instruction in small groups or one-on-one tutoring to adults over 16 years of age so that learners can meet their literacy goals and fulfill important roles as family members, workers, and community

SUMMARY	2018-19
FTEs	53.36
Total budget	\$7.3 million
Funding source(s)	General Fund

members.

Circulation / Technical Services

Circulation Services maintains the database of registered users; issues library cards; oversees the lending, maintenance and return of library materials including the technology device lending collection; bills and collects on accounts; oversees operations at Accounts Desks and self-checkout stations; upkeeps the library's collections; manages reserve/holds operations; maintains and troubleshoots library technologies and systems; and assists with outreach in the community through mobile circulation technology.

Technical Services oversees the acquisition, cataloging, and processing of all library materials (print, media, and periodicals) for all three locations; maintains the library's collection through repair, preservation, and deaccessioning of library materials that are dated or in poor condition. The division also provides oversight and processing responsibilities of the LINK+ interlibrary loan system.

2016-18 HIGHLIGHTS

- Library hours were restored at all San Mateo libraries to the level that was in place in 2004 before the budget reductions.
- 10th anniversary of the grand opening of the Main Library and renovated Branches was celebrated with special activities and events for the community.
- New materials handling system was installed in the Main Library; and improved checkout stations were added at all San Mateo libraries.
- Summer Learning Program participation increased by 22% (2016) and 53% (2017).
- Community responses to the annual Customer Satisfaction Survey rated the Library's overall services at a combined 95.7% of "excellent" or "good" ratings.
- Library and Library Foundation jointly hosted "The

Role of the Library in the Digital Age", a technology symposium that engaged the high-tech community with the Library (April 27, 2017).

- A space modification road map was developed in collaboration with EHDD Architects to identify possible space enhancements in San Mateo's libraries in the next 10 years.
- A strategic plan for the Library was drafted for the five-year period 2018-23.
- A community outreach vehicle was acquired to enhance the Library's outreach efforts in the community.
- San Mateo Public Library Foundation awarded annual grants of \$300K to the Library in support of services and programs.
- Friends of the Library volunteers raised \$85K annually in support of the Library's collections.

2018-20 BUSINESS PLAN

Key changes in the Library's 2018-20 plan include the addition of a Supervising Librarian to provide on-site oversight of Branch Library operations and needed managerial depth, and the conversion of a .875 FTE merit Library Asst. I/II to a .625 FTE Literacy Specialist to better meet future needs of the Project Read literacy program with more specialized staffing. Other changes include the addition of new vehicle accounts for maintenance and replacement of the new Library outreach van. The Library's operating budget was also "right sized", which involved an analysis of historical and future trends, and determination of costs to maintain and provide services at current service levels. An allocation from Measure S funds to support the cost of library hours that were restored during the 2016-18 Business Plan is again budgeted.

KEY DEPARTMENT INITIATIVES

- Integrate the goals and objectives of the first and second years of the Library's Strategic Plan for 2018-23 into the Work Plans of fiscal year 2018-19 and fiscal year 2019-20.
- Initiate the enhancement of space in the Children's Library and the two Branches as delineated in the Space Modification Project road map booklet to improve the customer's experience.
- Implement a reservation system for equitably regulating access to the small rooms of the Library.

- Improve the marketing of the Library's services through effective utilization of marketing and public information tools complemented by ongoing community outreach and use of the community outreach van.
- Support the early literacy initiative of stakeholders in San Mateo County to improve the reading proficiency of children by 3rd grade through reading programs, collections and community outreach.
- Coordinate the Library's participation in the Student Success Initiative program that will register all City of San Mateo students in the San Mateo Union High School District and the San Mateo-Foster City Elementary School District for a library card.
- Improve the customer's experience associated with the circulation of library materials through enhanced self-checkout stations, the automated materials handling (AMH) return system and enhanced customer experience at the accounts desk.
- Assess the Technology Lending Service to determine future directions for the Library in bridging the digital divide in the community.
- Enhance the adult literacy program by instituting a new literacy assessment system for incoming learners, new programming for students, and training for tutors.
- Invest in the effort to create opportunities for all staff to succeed in meeting the core competencies of their position; and create opportunities for professional growth that will fulfill career aspirations.

Library

METRICS

Circulation of library materials (non-digital formats)

Circulation of digital formats

Percentage of self-checkout transactions

Number of library patrons receiving technology assistance/instruction

Number of participants in library's reading programs

Percentage of respondents to Customer Satisfaction Survey who rate library service as excellent or good

Total annual visits by library patrons

Number of patrons served through outreach

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Workload	883,114	905,238	882,000	885,000	885,000
Workload	63,145	76,274	96,000	100,000	100,000
Performance	56%	53%	85% ¹	85% ¹	85% ¹
Workload	16,504	16,329	15,200	16,000	16,000
Workload	5,527	5,989	8,130	9,000	9,000
Performance	96%	96%	95%	95%	95%
Workload	555,008	603,760	605,000	625,000	625,000
Workload	New	New	New	New	New

¹ Estimate for 2017-18 and targets for 2018-19 and 2019-20 are much higher than previous years due to change in methodology that more accurately measures the use of the self-serve checkout option inside library facilities.

Library

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	4,234,558	4,423,998	4,821,629	5,153,955	5,362,037
Operating	1,641,669	1,751,127	1,670,037	1,935,865	1,943,866
Capital Outlay	223,477	324,361	369,187	186,986	185,829
Total Expenditures	6,099,704	6,499,486	6,860,853	7,276,806	7,491,732
Funding Sources					
General Fund	6,099,704	6,499,486	6,860,853	7,276,806	7,491,732
Total Funding Sources	6,099,704	6,499,486	6,860,853	7,276,806	7,491,732

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
City Librarian	1.00	1.00
Accounting Assistant I/II	1.00	1.00
Community Services Coordinator	0.50	0.50
Deputy City Librarian	1.00	1.00
Executive Assistant	1.00	1.00
Librarian I/II	9.63	9.63
Library Assistant I/II	8.75	8.75
Library Technology Specialist	1.00	1.00
Literacy Program Coordinator	1.00	1.00
Literacy Specialist	0.62	0.62
Senior Library Assistant	3.00	3.00
Senior Management Analyst	1.00	1.00
Supervising Librarian	3.00	3.00
Supervising Library Assistant	1.00	1.00
Total Merit	33.50	33.50
Total Per Diem	19.86	19.86
Total Positions	53.36	53.36



PARKS AND RECREATION

Parks and Recreation

MISSION STATEMENT

The Parks and Recreation Department's mission is to enhance the quality of life and strengthen the bonds of community by providing an appropriate mix of safe, well-maintained and well-designed parks, open spaces, and community center facilities that are accessible for all residents; provide enriching leisure opportunities for all age groups; and to preserve and protect the City's natural resources including its urban forest, public open spaces, and landscaped medians and islands.

SERVICES AND STRUCTURE

Operationally, the Parks and Recreation Department provides the following services:

Landscape Resources

Provides for the maintenance and conservation of all parks, open spaces, and public medians and right of ways and ensures the long-term protection of the City's urban forest through scheduled maintenance activities and enforcement of City ordinances.

Golf and Visitor Services

Operates Poplar Creek Golf Course and driving range through concessionaire agreements, pro shop services, and food and beverage services. Visitor services provides park ranger presence in parks to promote and support positive user experiences.

Park Planning and Development

Provides for park planning, capital improvement program management, project design, and construction management services through the use of both in-house and professional consultant resources.

Administrative Services

Coordinates the department's administrative and business services that support operational units, thereby maximizing our efficiency and effectiveness in areas such as internal work-flow, customer service, marketing, and budget management.

Recreation and Community Services

Provides a comprehensive program of recreational,

SUMMARY	2018-19
FTEs	120.28
Total budget	\$18.8 million
Funding source(s)	General Fund Special Revenue Fund

instructional, and community-building activities for all age groups utilizing community centers, aquatic facilities, numerous parks and school sites, as well as various private venues.

2016-18 HIGHLIGHTS

- Completed adoption of the Central Park Master Plan.
- Completed improvements to Laurie Meadows Park Playground and adjacent picnic areas.
- Completed the Alternative Use Study for Poplar Creek Golf Course with direction by the City Council to continue to operate Poplar Creek as a full service golf course.
- Advanced progress on the Recreation Facilities Strategic Plan by gathering community feedback, prioritizing programmatic goals and developing various site options
- Opened 29 new community garden plots at Los Prados Park.
- Completed Administrative Office relocation to City Hall.
- Initiated designs for Borel Park in conjunction with the relocation of Fire Station #25 to the corner of Borel Avenue and Shafter Street.
- Initiated Cartograph, a computerized operations management system to track work orders, citizen requests and staff and resource utilization in the Landscape Resources Division.
- Commemorated the 50th Anniversary of the Japanese Garden with a series of events, including visits by representatives from Toyonaka, Japan.

2018-20 BUSINESS PLAN

Consistent with City Council direction, the Poplar Creek Golf Course operating budget has been transferred from an enterprise fund into the general fund. The department's budget has been adjusted to include additional staffing resources in the Recreation Division to address growth in

Parks and Recreation

program areas such as Inclusion, Mobile Recreation and Vacation Camps.

KEY DEPARTMENT INITIATIVES

- Expand recreational opportunities for residents and visitors, including the use of mobile recreation programs and modernizing recreational centers to better meet current and future recreational needs in San Mateo.
- Make substantial progress on King Park Synthetic Turf and Park Improvements, including completion of construction documents, award of contract and initiation of construction activity.
- Initiate first phase improvements (children's play area) to Central Park consistent with the adopted master plan.
- Make substantial progress on Borel Park improvements consistent with approved plan and available funding.
- Develop and present final recommendations resulting from the Recreation Facilities Strategic Plan.
- Collaborate with Asset Management Committee to implement key aspects of Asset Management Roadmap in the Parks Division.
- Based on learnings from the Senior Transportation Pilot Program, Get Around!, recommend and implement a sustainable and ongoing senior transportation program for City of San Mateo senior residents.

Parks and Recreation

METRICS

Landscape Resources - Parks

We provide environmental stewardship of the City's park land, civic facilities, medians, islands and right-of ways.

Acres of developed park land, civic facilities, medians and islands maintained¹

Cost per acre to maintain developed park land, civic facilities, medians and islands

Percent of maintenance standards met at park land, civic facilities, medians and islands

Percent of park visitors who agree that the park and park landscaping was well maintained

Percent of park visitors who reported feeling a high level of safety in our parks

Acres of developed community parks and neighborhood parks with sports fields

Water usage per acre at developed community parks and neighborhood parks²

Percentage of maximum labor captured in Cartograph

Landscape Resources - Trees

We provide environmental stewardship to the City's street and park trees.

Total number of street and park trees maintained

Number of street and park trees pruned annually

Percent of street and park trees pruned annually

Number of new trees planted

Percent of street and park trees removed that are replaced by newly planted trees

Number of tree service requests

Percent of tree service requests responded to within 10 working days

Golf

We efficiently operate an 18 hole golf course.

Total number of golf rounds

Golf tee time utilization rate

Percent of total golf course operating expenses covered by revenues

We provide a community resource.

Number of golf course tournaments and clubhouse events facilitated per year

We have happy, satisfied customers.

Percent of customers satisfied with overall golf experience

Recreation

We provide opportunities for Active and Healthy Lifestyles, Creative Outlets, Creating Community, Youth Development and Lifelong Learning.

Number of program registrants

Number of special events attendees

We balance providing affordable recreation and access for all with appropriate cost recovery through user fees.

Percent of programs covering costs within the cost recovery target range³

Number of unduplicated youth that received fee assistance to attend Recreation programs

¹ Target does not yet include acreage for medians and islands. Staff is working to convert current information on miles to a relevant acreage number.

² Water usage is only tracked in those neighborhood parks with significant sports turf.

³ Cost recovery target range refers to the area between the minimum threshold for cost recovery and the target threshold for cost recovery for all programs within the cost recovery program.

Parks and Recreation

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Workload	210.2	210.2	210.2	210.2	211.3
Performance	\$20,557	\$22,902	\$23,409	\$27,410	\$28,395
Performance	89%	89%	85%	85%	85%
Performance	97%	97%	90%	95%	95%
Performance	96%	99%	90%	95%	95%
Workload	112.9	112.9	112.9	112.9	112.9
Performance	359	356	435	438	440
Performance	New	New	New	64%	65%
Workload	22,500	23,463	23,000	23,000	23,000
Performance	2,301	3,062	2,400	2,400	2,400
Performance	10%	13%	10%	10%	10%
Workload	537	475	150	150	150
Performance	172%	295%	110%	110%	110%
Workload	N/A	305	300	300	300
Performance	N/A	N/A	90%	90%	90%
Workload	62,441	59,348	70,000	67,000	70,000
Performance	68%	66%	75%	72%	75%
Performance	79%	82%	85%	114%	90%
Workload	535	591	550	565	580
Performance	N/A	N/A	90%	92%	92%
Workload	24,843	23,123	23,500	24,000	24,500
Workload	25,078	26,782	26,800	27,000	27,250
Performance	New	New	New	New	New
Other	913	994	995	995	995

Parks and Recreation

METRICS

Recreation

We encourage the involvement of youth and create a safe environment for them in our community.

Number of Recreation program registrants who are youth

Percent of Recreation program registrants who are youth

Number of youth registrants made water safe through City swim lessons

We offer our facilities as a community resource.

Number of public rentals occurring at recreation centers

We have happy, satisfied customers.

Percent of course registration occurring online

Percent of Recreation program customers satisfied with overall experience

Parks and Recreation

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Performance	14,499	14,493	15,000	15,000	15,000
Performance	58%	57%	63%	63%	63%
Performance	2,137	2,122	2,133	2,145	2,155
Workload	1,368	1,346	1,350	1,360	1,370
Performance	38%	39%	35%	38%	38%
Performance	99%	99%	90%	90%	90%

Parks and Recreation

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	8,788,770	9,313,537	9,968,085	11,006,361	11,474,369
Operating	6,413,142	7,115,821	7,053,138	7,560,601	7,581,116
Capital Outlay	233,654	232,236	379,357	263,309	261,793
Total Expenditures	15,435,566	16,661,594	17,400,580	18,830,271	19,317,278
Expenditures by Program					
Administrative Services	519,509	764,232	700,217	718,314	762,785
Landscape Resources					
Arbor Management	755,968	1,038,797	971,861	1,002,151	1,023,071
Park Maintenance	4,341,318	4,813,928	5,178,664	5,662,487	5,859,113
Visitor Management	371,843	347,332	376,805	358,579	363,303
Golf and Recreation					
Active and Healthy Lifestyles	1,179,655	1,327,839	1,361,853	1,410,660	1,438,100
Creating Community	2,204,413	2,334,666	2,323,214	2,712,009	2,751,126
Creative Outlets	789,875	919,730	866,370	928,662	911,006
Enrichment and Lifelong Learning	317,208	323,338	307,153	326,356	335,707
Golf Services	2,244,640	1,995,175	2,385,785	2,194,691	2,249,916
Support Services	871,258	809,874	882,481	955,474	986,233
Youth Development	1,839,879	1,986,683	2,046,177	2,560,888	2,636,918
Total Expenditures	15,435,566	16,661,594	17,400,580	18,830,271	19,317,278
Funding Sources					
General Fund	13,190,926	14,666,419	15,014,795	18,816,325	19,302,247
Enterprise Fund	2,244,640	1,995,175	2,373,059	-	-
Special Revenue Fund	-	-	12,726	13,946	15,031
Total Funding Sources	15,435,566	16,661,594	17,400,580	18,830,271	19,317,278

Parks and Recreation

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Parks and Recreation Director	1.00	1.00
Administrative Assistant	1.00	1.00
Administrative Technician	1.00	1.00
Business Manager	1.00	1.00
Community Services Coordinator	4.00	4.00
Community Services Manager	1.00	1.00
Community Services Section Manager	2.00	2.00
Community Services Supervisor	8.00	8.00
Custodian	1.00	1.00
Executive Assistant	1.00	1.00
Golf Course Maintenance Supervisor	1.00	1.00
Golf Equipment Maintenance Specialist	1.00	1.00
Golf Services Manager	1.00	1.00
Irrigation Specialist	2.00	2.00
Landscape Laborer	3.00	3.00
Landscape Maintenance Worker I/II	15.00	15.00
Lead Teacher	4.00	4.00
Managing Arborist	1.00	1.00
Park and Landscape Maintenance Supervisor	1.00	1.00
Park and Landscape Manager	1.00	1.00
Park Planning Administrator	1.00	1.00
Program Assistant I/II	1.00	1.00
Project Manager I/II	1.00	1.00
Senior Accounting Assistant	1.00	1.00
Senior Park Landscape Maintenance Worker	3.00	3.00
Senior Park Ranger	1.00	1.00
Senior Program Assistant	3.00	3.00
Tree Maintenance Specialist	1.00	1.00
Total Merit	63.00	63.00
Total Per Diem	57.28	57.28
Total Positions	120.28	120.28

Parks and Recreation

Environmental Stewardship

ARBOR MANAGEMENT

Program Manager:

Matthew Fried, (650) 522-7422

"The materials of city planning are: sky, space, trees, steel and cement; in that order and that hierarchy." ~LeCorbusier

Overview

A well maintained urban forest contributes significant social, neighborhood, environmental and economic benefits to the community. Trees play an important role in creating safer, more livable neighborhoods; establishing community image; improving air and water quality and increasing property values.

Ongoing Responsibilities

- Manage the pruning, removal and spraying of approximately 18,000 street trees and 5,000 trees growing within the City parks, around public landscaped facilities, within the downtown corridor, and in City medians and islands to maintain the safety and health of the trees using contracted services.
- Coordinate the planting of new street and park trees.
- Process applications for Heritage and Street Tree permits, complete tree inspections for sidewalk, curb and street repairs and respond to tree-related service requests from the public.
- Maintain and update the computerized street and park tree inventory.



PARKS AND LANDSCAPE MAINTENANCE

Program Manager: Mike Blondino

Park and Landscape Manager, (650) 522-7423

"Everybody needs beauty as well as bread, places to play in and pray in, where nature may heal and give strength to body and soul." ~John Muir

Overview

The value of a park system extends beyond the boundaries of the parks themselves. Parks provide natural beauty and respite from traffic and congestion; provide spaces for people to engage in physical activity; improve the natural environment and create learning opportunities within a variety of outdoor classroom spaces.

Ongoing Responsibilities

- Provide maintenance and management for 30 developed parks, totaling approximately 210.2 acres; 4 open spaces; a variety of wetland and bay front water features at Shoreline Parks; 6 civic facilities and 6 community centers.
- Fertilize, mow and aerate over 80 acres of turf grass and maintain 15 baseball/softball and 7 soccer fields for maximum usage and optimum play.
- Provide 42 clean and accessible restroom facilities at 19 parks and facilitate trash pickup five days a week.
- Maintain existing irrigation systems in developed parks and public facilities.
- Administer contracts for landscape maintenance in medians, islands and right-of-way areas.
- Utilize Cartegraph, a maintenance management software system, to effectively manage park work flow.



Parks and Recreation

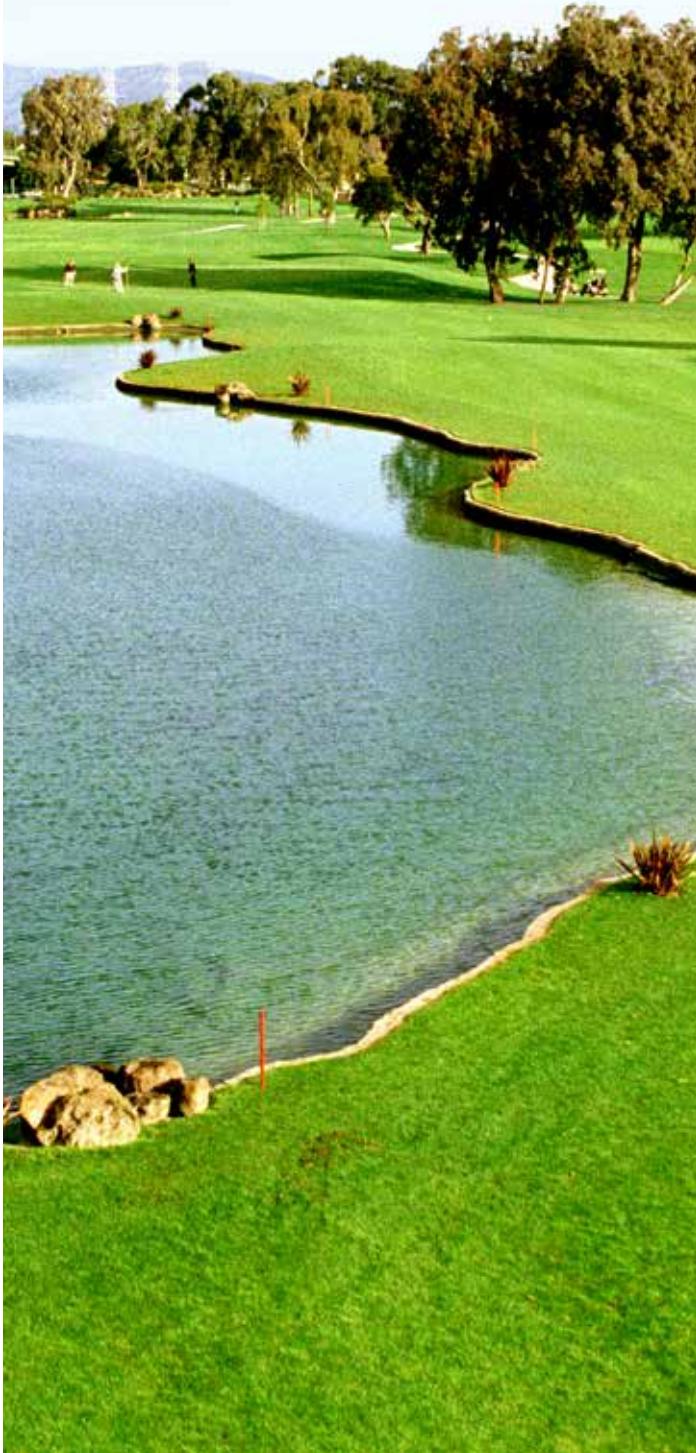
Golf Services

GOLF SERVICES

Program Manager:

Kevin Kobayashi, (650) 522-7512

"Go out and have fun. Golf is a game for everyone, not just for the talented few." ~Harvey Penick



Overview

Poplar Creek Golf Course provides an affordable, local venue for golfers to experience the wide array of benefits that come from playing the game. A round of golf provides the opportunity for physical exercise, mental challenge, socialization and ethical behavior, and encourages care and respect for others and for the course.

Ongoing Responsibilities

- Manage an 18-hole golf facility, including the pro shop, restaurant and banquet facility and all associated buildings and ensure they are operated and maintained in a manner consistent with golf industry and community standards.
- Manage operating and capital improvement expenses to ensure that expenditures are maintained within available funds while maintaining adequate reserves.
- Ensure that routine course maintenance activities are scheduled and performed as needed to maintain quality play conditions and meet the course maintenance standards.
- Manage golf professional and food/beverage concessionaire to ensure adherence to contract provisions of high quality public service and to coordinate that effort with course maintenance.
- Maintain communication links with golfers as well as on-going contacts with three affiliated golf clubs and representatives from high school golf programs.
- Provide administrative support to the golf course including coordination of marketing and communications, support of the Fore Reservation and POS system, and management of loyalty rewards programs.
- Improve the overall customer experience by managing all aspects of the facility to ensure they run as efficiently as possible.

Parks and Recreation

Active and Healthy Lifestyles

RECREATION

Program Manager:
Jen Shaffer, (650) 522-7403

"It is amazing how much crisper the general experience of life becomes when your body is given a chance to develop a little strength." ~ Frank Duffey

Overview

Active living, physical development and a healthy body and mind are among the most critical elements of a fulfilled life. We provide the tools necessary to begin, sustain and expand active and healthy lifestyles and to incorporate health and wellness practices into everyday life. Activities such as team sports, sports skill development, group fitness, martial arts, swimming, and restorative activities such as yoga and meditation provide the opportunities to meet a variety of interests and skills.

Ongoing Responsibilities

- Provide a variety of athletic and fitness oriented instruction such as Tennis, Youth and Adult Fitness, Martial Arts and Sports Camps.
- Coordinate a Regional Adult Softball League in the cities of San Mateo, Foster City and Belmont.
- Provide balanced use of City athletic facilities by coordinating reservations and scheduling for 14 City facilities with 24 fields (including joint use of Bayside School Field) for use by organized youth and adult groups as well as general public usage.
- In cooperation with the San Mateo Union High School District, coordinate use of the Community Gymnasium by community groups during non-school hours.
- Promote water safety and swimming skills through Learn-to-Swim private and semi-private lessons.
- Provide recreation swimming for all ages serving at Joinville and King Pool.



Parks and Recreation

Creating Community-Spaces, Celebration, and Support



RECREATION

Program Manager:

Jen Shaffer, (650) 522-7403

"Alone we can do so little. Together we can do so much."
~ Helen Keller

Overview

Opportunities to come together as a community, to celebrate our heritage, cultures and milestones, and to have social supports available are keys to creating a sense of community. We provide and schedule clean, safe and attractive facilities for community meetings, support family and social celebrations, and leisure activity involvement; provide family and parent-child activities and events; and provide senior social services that support independent living.

Ongoing Responsibilities

- Maintain and operate 6 community centers, 2 pools and 1 art studio.
- Schedule and facilitate the use of 4 community centers for sponsored recreational activities and community meetings and celebrations.
- Offer a variety of special community events such as Eggstravaganza, Winter Wonderland, and the Central Park Music Series.
- Coordinate mobile recreation programs for recreationally underserved neighborhoods and elderly populations.
- Provide for social, medical and independent living needs for the aging population and their families through programs at the Senior Center.
- Provide senior lunch services 5 days/week to meet both social and nutritional needs at the Senior Center and King Center.
- Facilitate the availability of transportation for seniors within the community who need rides to medical appointments, classes, or social outings.

Parks and Recreation

Creative Outlets

RECREATION

Program Manager:
Jen Shaffer, (650) 522-7403

"The creation of something new is not accomplished by the intellect, but by the play instinct acting from inner necessity. The creative mind plays with the objects it loves." ~ Carl Jung

Overview

Opportunities to express oneself through the creative arts can result in great self-discovery and the enrichment of the mind, body, and spirit. Skill development and performance opportunities in music, drama, fine arts, crafts, and dance provide the outlets to nurture this creative discovery.

Ongoing Responsibilities

- Provide instruction in Music and Drama, Arts and Crafts and Dance to youth and adults.
- Provide Youth Theatre Production Camps.
- Host weekly adult musical groups including a band, a chorus and a Hawaiian Music Jam and three dance performing groups.
- Provide arts performance opportunities including private music recitals, summer theatre productions, Arts and Ceramics shows, the Holiday Festival of Dance and Spring Dance Recital.



Parks and Recreation

Enrichment and Lifelong Learning



RECREATION

Program Manager:
Jen Shaffer, (650) 522-7403

*"Anyone who stops learning is old, whether at 20 or 80.
Anyone who keeps learning stays young." ~ Henry Ford*

Overview

Community members benefit from a wide array of Enriching and Lifelong Learning opportunities that provide mental stimulation, self-improvement, exploration, adventure, educational opportunities and skills.

Ongoing Responsibilities

- Provide a variety of youth special interest activities.
- Provide a variety of enrichment courses for aging adults and conduct or facilitate ongoing programs targeted to aging adults in a wide variety of interest areas.
- Support health and consumer awareness for aging adults and their families through seminars.
- Coordinate with San Mateo Adult School to expand opportunities for community members to participate in its activities by scheduling into city facilities and publicizing Adult School activities.

Parks and Recreation

Child and Youth Development

RECREATION

Program Manager:
Jen Shaffer, (650) 522-7403

"We cannot always build the future for our youth, but we can build our youth for the future." ~ Franklin Roosevelt

Overview

Healthy children, in mind and body, are indicative of a community committed to an environment in which youth can flourish. We aspire to provide youth a variety of experiences that nurture individuality, spark imagination, and build the skills needed to ensure success in the next stage of development. Our approach spans preschool to high school, with programs focused on early childhood education, child care, diverse adventure, skill building and summer camp opportunities, leadership, personal development and community involvement.

Ongoing Responsibilities

- Provide an early childhood education program, Pre School Building Blocks, supporting child development and school readiness with a series of articulated activities for ages 1-5.

- Provide safe and enriching after-school child care programs.
- Provide school-year holiday vacation camps in alignment with the San Mateo Foster City School District schedule.
- Coordinate the Summer Flexcamps site providing a Summer Kids Club camp; specialty camps in Music/ Drama, Adventures and Sports; Xtreme Summer Days camps for middle school youth and Leaders In Training, a summer service learning/volunteer program for 10th-12th graders.
- Provide Neighborhood Summer Fun at the King Center.
- Provide a variety of teen-focused programming such as the Green Teens and facilitated service learning projects.
- Support the Youth Activities Council and its activities, including Youth In Government Day, two Youth Conferences, and MLK Day of Service.
- Provide free daily teen and young adult drop-in gym and game room use at King Center and Friday Night Teen Programs.
- Collaborate with the Police Department on the management and programming of the Police Activities League, and assign full-time Coordinator to share PAL programming responsibilities with the assigned Police Officer.



Parks and Recreation Visitor Services

VISITOR SERVICES

Program Manager:
Kevin Kobayashi, (650) 522-7512

"Here is a simple but powerful rule – always give people more than what they expect to get." ~Nelson Boswell

Overview

The program is responsible for ensuring that all patrons of the City's parks and outdoor facilities have a safe and enjoyable experience during their visit to or use of those facilities.

Ongoing Responsibilities

- Manage park usage to provide balanced opportunities for all park patrons to enjoy passive and active pastimes in a safe and pleasant environment.
- Monitor park activities and group events to ensure safe and appropriate behavior by facility patrons through the enforcement of park rules and regulations.
- Collaborate with park maintenance crews to keep parks, restrooms, and outdoor facilities in a clean and litter-free condition.

- Manage the issuance of special event permits and coordinate logistical support for special events.
- Provide information and educational opportunities related to the environmental features located within the Shoreline Parks System.
- Manage the Harbor Patrol services that oversee on-water activities in the Marina Lagoon.
- Manage high-usage amenities at the Shoreline Parks, including the aquatic play feature in Ryder Park and the Seal Point dog park.





POLICE



MISSION STATEMENT

Safety on our streets, security in our schools and in your homes, success of our businesses, and service to the members of our community is our mission. The men and women of the San Mateo Police Department are progressive and professional; dedicated peace keepers, defenders of our community's quality of life, and problem solvers protecting our community through professionalism, integrity, and excellence. We provide a safe and secure quality of life through resolution of issues and problems by aligning community partnerships and resources through ongoing collaborations. We have a committed, diverse, and outstanding group of men and women in this department dedicated to providing outstanding public service.

Fairness, equality, and justice are our guiding principles as we execute our duties and obligations while adhering to the highest ethical standards. The department is dedicated to protecting with honor and serving with pride. We provide creative, proactive, and long-term solutions to issues that arise, strengthening and securing our neighborhoods. We strive to be the model police agency that others will emulate and a leader in the county and our profession, adopting creative and innovative strategies to prevent crime and support those most in need. We provide our services through a trauma-informed restorative justice approach understanding that many who offend require more than jail to rehabilitate and restore their lives.

The Police Department is committed to improving the quality of life in our city, by recognizing community needs, forming partnerships, and working with allied agencies to ensure long-term resolution to crime and disorder issues. We will continue to do this through cutting-edge technology, creative solutions to problems, by respecting individual rights, conducting fair and non-biased policing, and good, old-fashioned police work.

SERVICES AND STRUCTURE

The San Mateo Police Department is a 24/7 comprehensive community policing department divided into three service units: Field Operations Services, Investigation Services, and Support Services.

SUMMARY	2018-19
FTEs	176.14
Total budget	\$43.7 million
Funding source(s)	General Fund Special Revenue Fund

I. Field Operations Services Bureau (FOSB)

FOSB provides around-the-clock uniformed police protection and responds to all requests for police assistance. Based on a geographic service delivery model, staff are assigned to their patrol beats on a long-term basis so that patrol officers and Area Lieutenants form partnerships with their assigned communities to resolve problems and proactively prevent crime, disorder, and delinquency.

Field Operations Services includes the following specialized units:

- The Traffic Unit provides enforcement of traffic laws, expert collision investigations, and parking enforcement while meeting our community's traffic safety needs. The Traffic Unit collaborates with the Public Works Department and other allied agencies to provide a comprehensive approach addressing the critical factors that contribute to safe streets (engineering, education and enforcement) and formulates Neighborhood Traffic Safety Action Plans to address neighborhood traffic and parking issues. The San Mateo Police Department Traffic Unit has fully committed providing timely and responsive police services to mitigate the impacts of traffic and parking on our community, and to improve safety on our roadways for pedestrians, bicycles and vehicles.
- The Crime Reduction Unit (CRU) staffs the streets seven days a week, dedicated to the eradication of violent crime, gang activity, drug activity, and serial crime patterns. CRU provides proactive targeted enforcement aimed at abating community crime, problem locations, career criminal offenders, and organized criminal activity, including human trafficking and the associated activities that often lead to the victimization of our youth.
- The Downtown Unit serves our downtown and surrounding areas on foot and bike patrol and is dedicated to ensuring a safe and vibrant environment for our downtown business district. These officers also

Police

serve as a business liaison and support mechanism seeking long-term solutions for the chronic homeless, inebriates, and the mentally ill. They also work closely with the entertainment and alcohol businesses in the downtown and other business districts, regulating and permitting establishments, while fostering economic development through a safe environment in San Mateo's busy downtown.

- FOSB provides special technical on-call units that include the Special Weapons and Tactics Team (SWAT), and the Tactical Negotiations Team (TNT). These special units are staffed on an as-needed basis and are used in high-risk search and arrest warrant service, as well as being part of a regional team responding to critical incidents involving armed and dangerous subjects.
- FOSB oversees the K-9 program, Field Training Program, and provides operational support for the Department, including the Critical Incident Response Team and the Peer Support Unit.

II. Investigation Services Bureau

Investigation Services Bureau conducts major investigations into crimes against persons, property, businesses, and institutions. Detectives track and monitor sexual registrants, drug registrants, and early release prisoners placed on Post Released Community Supervision (PRCS). Investigation Services is responsible for covert operations directed toward the apprehension of the most serious and career criminals.

Detectives prepare cases for prosecution and develop expertise in specific specialty investigations, including crimes against the elderly, domestic violence, and high-tech crimes. Our Investigations Services Bureau focuses on special and vulnerable victims of crime, working with service providers to reduce the harm to victims.

Additional services provided under the umbrella of the Investigations Bureau include our Youth Services Unit (YSU), which is responsible for oversight of youth programs encompassing a balanced approach of professionalism, integrity and excellence. The unit consists of the popular and highly effective San Mateo Police Activities League (SM PAL), the School Resource Officer (SRO) program consisting of SROs providing security, training and prosocial curriculum to each of the public middle and high schools in our city. The YSU encompasses crime and prevention efforts aimed at our youth who are suspects or victims of crime or gang or bullying efforts. The YSU recently enacted a trail blazing Diversion Program with a goal of reducing the number of youth introduced into the juvenile justice system. Our Diversion Program is a leader for the County and recently received funding from the County to regionalize the program and hire counseling for troubled youth and their families, thereby increasing the resiliency and support for these youth to get back on track, stay in school, and out of jail.

III. Support Services

Support Services Bureau encompasses two major areas: support and development along with neighborhood outreach. Bureau operations and personnel provide dispatch services; records services; property; the accounting office; personnel hiring and training; facility and equipment maintenance; research, development, and planning; business services; media services; and Internal Affairs and Professional Standards.

Staff in the Support Services Bureau maintain a 24-hour emergency dispatch center; conduct recruitments to ensure that our highly qualified candidates reflect the diverse nature of the community we serve; maintain accurate records for crime analysis; provide record keeping and information retrieval; provide business and fiscal management for the department; and coordinate and facilitate all departmental training. Our Media Services Unit continues to find innovative ways to keep our community



informed while engaging them in long-term problem solving strategies and information sharing in their neighborhoods. Our Neighborhood Watch Program administers over 300 Neighborhood Watch Blocks dedicated to partnering with their neighborhood Police Officers to advance safety, security, and community within our neighborhoods. Subscribers to our Community Alert System and social media outlets currently exceeds 100,000 and continues to increase as we further efforts to enhance community awareness.

2016-18 HIGHLIGHTS

- Implemented an enhanced Traffic Program including integration of additional staff to allow for greater focused enforcement through community outreach and provision of an elevated level of service.
- Continued to integrate 21st Century Policing practices into our operations, including measures to enhance officer safety, build trust and increase transparency including successful implementation of a Body Worn Camera program.
- Reorganized to form a newly structured Youth Services Unit, which integrated our Youth Services Sergeant, Juvenile Detective, PAL Officer, School Resource Officers, all of whom partner with County probation as well as hired counselors to provide services for troubled youth.
- Renewed contract for services with the San Mateo Union High School District and the San Mateo Foster City School District for School Resource Officers (SROs). The SROs provide gang and bullying prevention training in the schools while ensuring a safe and secure campus environment by training the school community while building trust with the Police and assisting schools with restorative justice.
- Successfully unified the Police Dispatch, Records, and Property Units under a new civilian manager, who has provided leadership to these divisions and incorporated best practices and a new and improved structure into the division.
- Enhanced our progressive strategy to keep the community informed while engaging them in long-term problem solving strategies including the use of innovative social media outlets.
- Launched a software program to automate and

streamline employee scheduling and achieved successful integration with the City payroll system, resulting in increased efficiencies.

- Launched Neighborhood Watch 2.0 and refreshed the Neighborhood Watch Board and Program by identifying future direction and incorporating technology and social media.
- Implemented best practices and equipment upgrades and to enhance departmental risk management and promote safety.

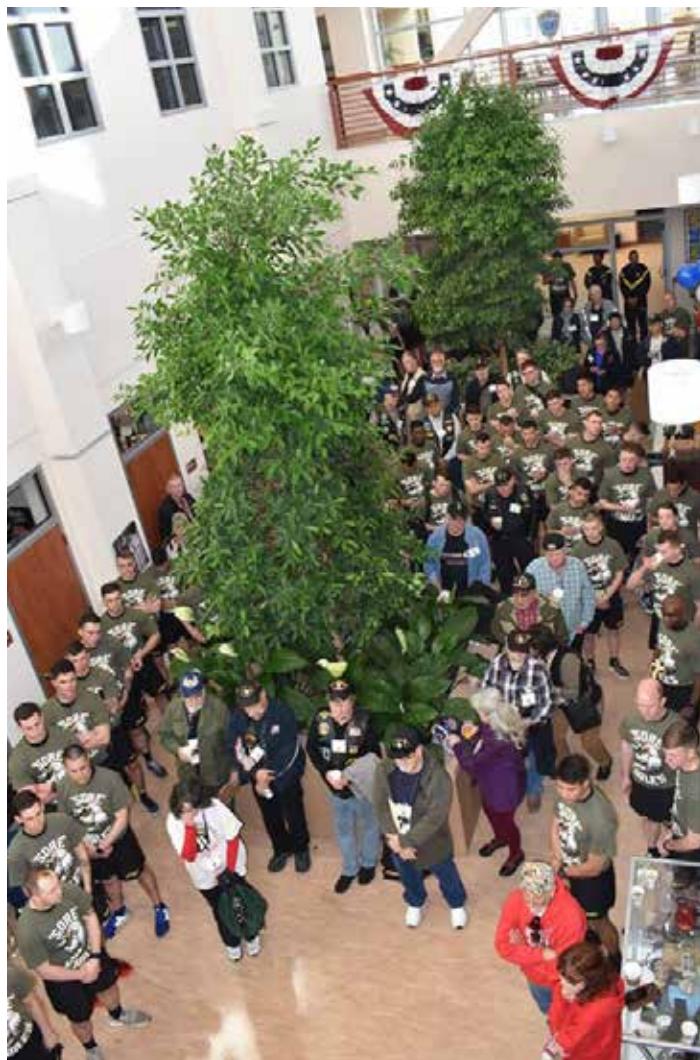
2018-20 BUSINESS PLAN

The Police Department's budget will see several changes in 2018-19, most notably the addition of a full time Police Dispatcher to our staff. The addition of 1.00 FTE Dispatcher will enable a culture shift to a more-customer oriented service and will allow for provision of services at a level necessary to meet call load demands commensurate with community expectations. This new dispatcher will also help better position the dispatch center to manage to the future workload and impact of NextGen 9-1-1, which will include text/video to 911.



Police

Over the course of the 2018-20 Business Plan the Police Department will be working to implement the "Safe and Secure Neighborhood Initiative," an item recommended by the City Council as part of the adoption of their Strategic Plan. The initiative is a multi-faceted effort to enhance safety in our community, and was developed in light of several current factors including a heightened awareness and concern from the community concerning property crimes; elevated awareness and support of community safety initiatives to include incorporation of best practices and technologies from similar cities; as well as recent man-made and natural disasters and critical incidents, which underscored the increasing need for timely messaging and robust two-way communication. The Police Safe and Secure Neighborhoods Initiative represents a multi-pronged approach to address these factors, and includes objectives related to:



Community Outreach

- Elevate our neighborhood safety partnerships, community alerts, outreach and engagement efforts.

Security

- Continue to identify and assess critical infrastructure and sensitive locations which require heightened security measure.
- Work with City Department stakeholders on the preparation of a draft public security strategy and policy to include guidelines for use of public cameras and other contemporary technology security measures.
- Continue to identify and implement innovative safety practices in our community including our Internet Exchange Zone and other technology initiatives to enhance neighborhood safety and security.

Preparedness for Man-Made Disasters

- Coordinate and train all larger institutions and work places on the adopted Countywide protocol for response to violent intruder situations and threats.
- Expand the Big 5 school active shooter safety response protocol to encompass all institutions and public spaces in our City, to systematically provide threat assessment and training to educate and better prepare all organizations in the event of a workplace or violent intruder situation.

Safety Measures and Metrics

- Provide metrics and outcomes to keep leaders and our community apprised of the safety and security in our City.
- Create an easily accessible community dashboard and outreach mechanism with information on safety, security, statistics, metrics and strategies to keep the community safe based on current trends.

Traffic and Parking

- Continue to partner with Public Works to identify and address traffic hot spots and impacts in our community.
- Provide timely and responsive police services to mitigate the impacts of traffic and parking on our community and improve safety on our roadways for pedestrians, bicycles, and vehicles.

Work to deliver this initiative is already underway and will

continue over the next several years and will include regular reporting to the City Council.

KEY DEPARTMENT INITIATIVES

- Implement Safe and Secure Neighborhood Initiative to include elevated efforts in community outreach, security, preparedness, traffic and metrics, all aimed at providing enhanced safety and security to our residents.
- Continue to provide timely and responsive police services to mitigate the impacts of traffic and parking in our community, and improve safety on our roadways for pedestrians, bicycles and vehicles.
- Upgrade 9-1-1 telephone communications equipment to include provision of vital backup infrastructure and capacity to integrate operability features that support anticipated Next Generation 9-1-1 standards.
- Continue to develop the newly reorganized PAL and Youth Services Unit to achieve juvenile crime reduction through enhanced integration and long-term sustainability, including partnering with County Probation to develop an effective, replicable model for the juvenile diversion program.



- Continued implementation of Smart Policing program utilizing gang and crime abatement strategies such as hot spot policing and targeted focused enforcements based on crime and complaint data.
- Continued development of a victim-centered approach by providing focused resources and coordination to our most vulnerable populations.
- Renew and enhance contract for services with the San Mateo Union High School District and the San Mateo Foster City School District for School Resource Officers commencing July 2019.
- Abate neighborhood safety issues including crime, traffic, graffiti, and parking using creative strategies as part of the department's Neighborhood Safety Partnership (NSP) model.
- Continued monitoring of the realignment and Propositions 47 and 57 impacts to San Mateo as part of the State's AB109 early release of prisoners to minimize the impact as violators reenter our community.
- Develop a proactive approach to realignment probation releases that results in a collaborative working relationship with probation and the law enforcement community to ensure ongoing accountability, early detection of recidivism and apprehension of violators.
- Continue to ensure sustainability of the Neighborhood Watch program through our Neighborhood Watch 2.0 efforts and using NextDoor.com to further elevate community participation and engagement.
- Continue to anticipate the recruitment needs of the department that results in minimal time between vacancies and the hiring of employees. Strive to hire outstanding personnel who reflect the diversity of the customer base that we serve.
- Collaborate with the Public Works Department Parking Manager to conduct an evaluation and make recommendations intended to maximize the effective utilization of Parking Enforcement personnel and look for ways to improve efficiency.

METRICS

Field Operating Services

We seek to provide the highest degree of traffic safety in our City.

Number of pedestrian or bicycle collisions with motor vehicles

Number of drunk driving arrests

We take a collaborative approach to addressing the critical factors that contribute to safe streets: engineering, education, and enforcement; and we strive to increase safety through implementation of comprehensive Traffic Action Plans, conducted in targeted areas based on violations, complaints, and collision data.

Number of Traffic Action Plans

We monitor the success of our Field Training Program as a measure of the effectiveness of hiring practices, with the intent of ensuring we continue to train both our Field Training Officers and their recruits to the highest standards.

Percentage of recruits passing Field Training Program

Our staff is devoted to protecting with honor and serving with pride by providing ethical and compassionate service to our public.

Percent of survey respondents indicating police service received was good or excellent

Investigations Services

We strive to implement strategies to protect residents and reduce victimization.

Conduct compliance checks on all registered sex offenders

We work to maintain a safe, secure City through smart policing tactics and data driven strategic policing through prevention, intervention, and enforcement.

Total reported incidents of Violent Crime (murder, rape, robbery, aggravated assault)

Total reported incidents of Property Crime (burglary, motor vehicle theft, auto burglary, larceny, arson)

Total officer-initiated incidents

Total SMPD calls for service

We offer youth services aimed at providing intervention and diverting juveniles from the Criminal Justice System.

Number of juveniles diverted from the court system to the Youth Services Division

Number of youth participating in Police Activities League prevention/intervention programs

Support Services

We strive to quickly respond to all emergencies.

Average response time from dispatch of a Priority 1 call to arrival of responding officer

Answering time - average time from moment call enters system to time it takes to answer

Number of Priority 1 calls

Percent of Priority 1 calls dispatched within 90 seconds of receipt

We seek to enhance community awareness by increasing our following on social media and through our Neighborhood Watch 2.0 efforts which further elevate participation and encourage new users to subscribe.

Number of subscribers to the Police Department's Community Alert System and social media

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Workload	91	86	93	N/A	N/A
Workload	254	245	280	N/A	N/A
Workload	24	50	50	N/A	N/A
Performance	86%	72%	80%	80%	80%
Performance	93%	96%	95%	95%	95%
Performance	100%	100%	100%	100%	100%
Workload	563	537	600	N/A	N/A
Workload	2,089	2,129	2,070	N/A	N/A
Workload	34,429	24,369	28,200	New	New
Workload	76,506	62,106	65,700	New	New
Workload	37	14	30	+5%	+5%
Workload	1,637	2,516	2,650	+5%	+5%
Performance	6 min; 19 sec	5 min; 54 sec	6 min; 10 sec	<7 minutes	<7 minutes
Performance	New	99% answered w/in 15 seconds	95% answered w/in 15 seconds	95% answered w/in 15 seconds	95% answered w/in 15 seconds
Workload	1,583	1,029	1,300	New	New
Performance	70%	90%	90%	90%	90%
Other	37,461	54,285	57,000	+5%	+5%

Police

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	30,932,599	33,195,467	35,440,573	37,719,263	39,724,320
Operating	4,049,889	4,451,847	4,828,540	5,544,414	5,098,998
Capital Outlay	474,936	784,962	620,144	446,044	443,283
Total Expenditures	35,457,424	38,432,276	40,889,257	43,709,721	45,266,601
Expenditures by Program					
Contractual Liaison	1,391,003	1,401,344	1,506,025	1,507,570	1,507,570
Downtown Parking Enforcement and Security	920,799	807,498	1,108,201	1,194,607	1,229,405
Field Operations Services	20,158,777	22,157,464	23,626,466	24,606,114	25,970,759
Investigation Services	4,686,693	4,918,175	5,013,503	5,708,630	5,884,141
Police Activities League	266,975	264,233	293,132	490,347	490,347
Police Grants and Safety	261,484	268,832	345,923	592,651	254,332
Support Services	7,771,693	8,614,730	8,996,007	9,609,802	9,930,047
Total Expenditures	35,457,424	38,432,276	40,889,257	43,709,721	45,266,601
Funding Sources					
General Fund	34,275,141	37,355,946	39,435,133	41,922,463	43,782,864
Special Revenue Fund	1,182,283	1,076,330	1,454,124	1,787,258	1,483,737
Total Funding Sources	35,457,424	38,432,276	40,889,257	43,709,721	45,266,601

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Police Chief	1.00	1.00
Administrative Assistant	2.75	2.75
Administrative Technician	1.00	1.00
Business Manager	1.00	1.00
Community Service Officer I/II	10.00	10.00
Dispatch Services Supervisor	1.00	1.00
Dispatcher I/II	13.00	13.00
Executive Assistant	1.00	1.00
Police Captain	2.00	2.00
Police Digital Forensic Specialist	1.00	1.00
Police Lieutenant	5.00	5.00
Police Officer	90.00	90.00
Police Records and Communications Manager	1.00	1.00
Police Records Specialist I/II	5.00	5.00
Police Records Supervisor	1.00	1.00
Police Sergeant	17.00	17.00
Senior Dispatcher	2.00	2.00
Senior Police Records Specialist	2.00	2.00
Traffic Enforcement Coordinator	1.00	1.00
Total Merit	157.75	157.75
Total Per Diem	18.39	18.39
Total Positions	176.14	176.14

* An additional four unbudgeted Police Officers are approved as over-hire positions to address training lead time of new officers going through the Police Academy.

Police Field Operations Services



Program Manager:

Captain Dave Norris, (650) 522-7681

Overview

Field Operations Services provides responsive and quality police services every day, 24-hours a day through Patrol and Specialty Teams. The front line service units in Patrol are supplemented by the Crime Reduction Unit (CRU) who are specially trained to suppress gang, drug, and vice activity; and the Traffic Unit, which handles accident investigation and case prosecution, addresses neighborhood traffic issues, provides focused traffic enforcement, and manages the parking enforcement program, abandoned vehicle abatement, and the red light camera program.

Ongoing Responsibilities

- Quickly respond to all emergencies.
- Proactively protect lives and property, prevent criminal activity, and maintain civil order.
- Work with City departments, service providers, and other agencies as necessary to provide long-term solutions for problems.
- Strive to provide the highest degree of traffic safety through a neighborhood traffic management strategy in collaboration with Public Works.
- Eradicate gang activity through prevention, intervention, and enforcement.
- Reduce burglary and robbery through the apprehension and prosecution of narcotics violators.
- Develop and implement operational plans for special

events that result in safe operations and efficient use of resources.

- Identify and coordinate crime control strategies for locating crime patterns and "hot spots."

2016-18 Highlights

- Continued to integrate 21st Century Policing practices into operations including measures to enhance officer safety, build trust and increase transparency, including the implementation of policy Body Worn Cameras.
- Implemented an enhanced Traffic Program including integration of additional staff resources, which will allow for greater focused enforcement and community outreach, and provision of an elevated level of service.
- Served as liaison with the Homeless Outreach Team (HOT) and identified individuals in need who met the intake criteria and attempted to facilitate entrance into the program.
- Strengthened regional partnerships by assigning officers to the County Vehicle Theft Task Force and U.S. Drug Enforcement Administration to engage in collaborative efforts related to the detection, apprehension and prosecution of vehicle theft and drug-related activity.
- Implemented automated scheduling to meet operational efficiency goals and minimize compliance risk.

Key Program Initiatives

- Coordinate with San Mateo County Police Agencies to develop strategies to target and reduce gang related criminal activity. Work closely with the County Gang Intelligence Unit and participate in the Countywide Gang Task Force.
- Establish liaisons and meet with community groups and organizations, such as Crisis Outreach, College of San Mateo, San Mateo County General Hospital and others to ensure valuable information is shared and community needs are being addressed.
- Continue ongoing collaboration with the community and Public Works Department to identify and mitigate traffic hot spots in San Mateo.
- Continue to attack human trafficking through collaborative efforts with other local, state and federal partners.

Police Investigation Services

Program Manager:
Lieutenant Ryan Monaghan, (650) 522-7683

Overview

Investigation Services provides the highest degree of professional expertise to major felony crimes, including investigation of murder, rape, robbery, grand theft, burglary, arson, sex crimes, child abuse, elder abuse, and major fraud. Investigation Services uses proactive policing methods, cutting edge technological tools, and collaborates with other law enforcement agencies, the public, media, and District Attorney's Office to bring to justice those who choose to commit crimes.

Ongoing Responsibilities

- Conduct daily review of all major crimes with the intent to bring justice and closure to the victim.
- Work with the District Attorney's Office and allied agencies to gather evidence leading to successful prosecution of cases.
- Look for patterns of criminal conduct and respond in a coordinated manner.
- Continue to proactively register, track, and verify the address of registered sex offenders.
- Serve as positive role models for youth by engaging them through the Police Activities League (PAL) and the School Resource Officer (SRO) programs, which allow for positive interaction between police and youth and further efforts to divert juveniles from the criminal justice system.
- Protect seniors from predators by educating them on various scams and frauds.
- Continue seamless communication between Investigation Services and Field Operations Services in an effort to disseminate information in a timely manner.

2016-18 Highlights

- Developed and implemented an Ordinance to prohibit smoking of marijuana in multi-unit residential buildings.
- Implemented new strategies to maintain consistency with recognized industry standards to ensure timely and accurate follow up to all missing persons incidents.
- Renewed contract for services with the San Mateo Union High School District and the San Mateo Foster City School District for School Resource Officers.
- Developed and implemented strategies aimed at

reducing crimes and abuse against seniors including developing and disseminating awareness materials.

Key Program Initiatives

- Assign verified violent crimes cases with suspect information to a detective within one working day.
- Work in collaboration with school districts to maintain and improve upon the SRO programs to increase efficacy of juvenile crime and gang reduction in schools.
- Partner with County Probation to develop an effective, replicable model for the juvenile diversion program.
- Continue to develop the newly reorganized the PAL and Youth Services Unit to achieve enhanced integration and long-term sustainability.
- Massage Ordinance: monitor practices and provide oversight of investigative processes to ensure administrative compliance with regulations.



Police Support Services

Program Manager:
Captain Dave Peruzzaro, (650) 522-7684

Overview

Support Services is responsible for providing a high level of customer service while taking and dispatching emergency calls; receiving, processing and storing police records and property; developing and distributing accounting and administrative reports; operating computer systems and applications management; investigating internal affairs complaints; conducting training, recruiting, and pre-employment background investigations; and ensuring that the police building is safe and well maintained.

Ongoing Responsibilities

- Maintain accurate records and streamline processes for crime analysis and information retrieval.
- Manage the budget in a responsible manner to leverage resources and provide the public with the highest degree of customer service.
- Coordinate and facilitate all departmental training to ensure maintenance of cutting edge best practices while complying with all state requirements and departmental needs.
- Monitor recruiting efforts to ensure hiring of qualified candidates who reflect the diversity of the community we serve.
- Maintain a highly professional 24-hour emergency dispatch center that receives and dispatches 9-1-1 emergency calls and requests for Police and Public Works services with outstanding service to the community and personnel.
- Continue to find innovative ways to keep the community informed while engaging them in long-term problem solving strategies in their neighborhoods.
- Maintain our outstanding efforts to inform and engage our community through innovative messaging, in person and through the conventional and social media.
- Provide support to City staff through review of project plans for improvements using Crime Prevention Through Environmental Design (CPTED) principles.

2016-18 Highlights

- Implemented staffing changes associated with the Support Services Division strategic plan including integrating the Dispatch, Records and Property Units

under new civilian manager, incorporating best practices into operations.

- Achieved 13,000th follower on twitter; 24,000 and growing members on NextDoor.com, which sends direct messaging of public safety information to San Mateo residents, highlighting our proactive efforts to engage our community via social media outlets.
- Coordinated several large-scale advanced officer training exercises that included multiple real life simulated scenarios and role players.
- Made progress towards implementing the Dispatch Failure Mitigation Plan so that backup systems are in place in the event of equipment failure, including initiating an audit of all department communications technology.
- Developed a system to allow for the clear identification of Uniform Crime Report (UCR) part 1 crimes that are cleared.

Key Program Initiatives

- Full implementation of Dispatch Failure Mitigation Plan.
- Continue to anticipate the recruitment needs of the department that results in minimal time between vacancies and the hiring of employees. Strive to hire outstanding personnel who reflect the diversity of the customer base that we serve.
- Coordinate with the civilian Neighborhood Watch Board in order to maintain the integrity of the program while increasing Neighborhood Watch blocks.
- Increase the number of subscribers to the Police Department Community Alert System through community outreach efforts.
- Look for efficiencies that result in the timely destruction of property on adjudicated cases and proper purging of records in accordance with applicable laws.
- Upgrade 9-1-1 telephone communications equipment to include provision of vital backup infrastructure and capacity to integrate operability features that support anticipated Next Generation 9-1-1 standards.
- Coordinate a seamless crisis communication plan with City staff to ensure timely and effective community messaging and alerts.

Police Downtown Parking Enforcement and Security

Program Manager:

Lieutenant Matt Lethin, (650) 522-7663

Overview

This program provides the staffing and resources necessary to ensure parking enforcement on the streets, in public parking garages and parking lots in the downtown area. The downtown officers are responsible for ensuring a safe and vibrant downtown through high-visibility foot patrols during critical hours. Officers in the downtown area proactively prevent crime through direct interaction with business owners and the community who use downtown for shopping, dining, and entertainment.

Ongoing Responsibilities

- Engage in high visibility foot patrol.
- Enforce parking regulations in public lots, garages and spaces regulated by meters or pay stations.
- Ensure visitors to downtown have a safe and pleasant experience through the enforcement of drinking, loitering, panhandling, and entertainment laws and ordinances and by proactively preventing crime before it occurs.
- Conduct homeless outreach efforts in coordination with the Homeless Outreach Team (HOT) to find permanent housing solutions and other social services for those homeless in the downtown area.
- Ensure the smooth and free flow of traffic during hours of peak usage.
- Address complaints in a timely manner and maintain an ongoing dialogue and problem-solving partnership with merchants and customers.
- Partner with those conducting downtown events to ensure safe and highly-successful events that showcase our downtown.

2016-18 Highlights

- Worked in coordination with the City Manager's Office and Public Works Department to provide effective parking enforcement in the wake of new technology installed downtown such as new pay stations and the smart parking sensor pilot project.
- Worked with entertainment establishments to ensure strict adherence to entertainment ordinances and regulations.
- Continued to grow and develop the HOT to most

effectively provide resources and reduce impacts on this vulnerable segment of our community.

Key Program Initiatives

- Collaborate with the Public Works Department Parking Manager to conduct an evaluation and make recommendations intended to maximize the effective utilization of Parking Enforcement personnel and look for ways to improve efficiency.
- Work with the Parking Manager on the implementation of the Downtown Security Camera Project to enhance safety features in garages.
- Coordinate with the Public Works Department on strategies and operational issues related to parking management and enforcement including staffing needs, technology usage, special event coverage, and other components.
- Partner with Public Works Department and Information Technology to develop and implement technology enhancements for the downtown parking system such as use of mobile payment and real-time parking information.
- Continue to hire quality per diem employees to keep the parking enforcement program fully staffed.
- Expand positive impacts made in homeless outreach and crisis intervention through continued growth of the HOT team, augmented expertise in Downtown San Mateo, and ongoing crisis intervention training for our officers.

Police Contractual Liaison

Program Manager:
Captain Dave Peruzzaro, (650) 522-7684

Overview

This program is responsible for directing funds to outside public agencies for a wide range of services not directly provided by the Police Department. These include animal control, school crossing guards, County Narcotics Task Force (CNTF), YMCA Youth Service Bureau, Police Activities League (PAL), Community Mediation Program, San Mateo County Crime Lab, CORA, First Chance, and the County Homeless Outreach Team.

Ongoing Responsibilities

- Maintain accurate expenditure records for the disbursement of funds.
- Monitor the quality of service being provided to the community.
- Maintain liaison with various agency heads to ensure that they are in compliance with our needs and that the department participates in a cooperative working relationship.
- Attend meetings that directly affect those agencies providing services to our City.
- Assess cost-cutting efficiencies to ensure that services under contract are being utilized as a resource comparative to the investment being made.

Key Program Initiatives

- Work with all County contractors and service providers to ensure program goals are clear, outcomes are met, and added value is provided to the community.



Police Police Grants and Safety



Program Manager:

Captain Dave Peruzzaro, (650) 522-7684

Overview

The program seeks, applies for, and directs funds received from various grants and other sources to the different areas of police services, within the limitations established by the various granting/originating agencies.

The program is currently made up of funds from the following sources:

- The Citizens Options for Public Safety Program's Supplemental Law Enforcement Services Fund (COPS/ SLESF) grant covers the costs of two partial traffic officer positions. This grant was first funded in 1996. While the COPS program is intended to be on-going and permanent, there is no guarantee that continued funding will occur.
- The State Office of Traffic Safety (OTS) provides grants to both the San Mateo Police Department and regionally to San Mateo County. This grant will continue annually and is the source of funding to specialized traffic enforcement, DUI reduction and pedestrian/bicycle safety enforcement.
- State and Federal Asset Forfeiture funds. The source of these funds are assets that have been confiscated by the State or Federal Government, typically the proceeds or instruments of crime.

Ongoing Responsibilities

- Maintain accurate expenditure records on the disbursement of funds.
- Provide the granting/originating agencies with requested reports.
- Develop programs needed in the community that are in line with the funding guidelines.
- Monitor the programs developed to evaluate their value to the community.
- Ensure that all of the funds are properly managed.

Key Program Initiatives

Investigate availability of grant funding for additional resources for our Youth Services Unit to expand efforts to increase diversion and decrease juvenile crimes and provide enhanced funding for School Resource Officers. Identify best ongoing resources for research and identification of new grant opportunities.

Police Police Activities League

Program Manager:

Officer Tracey Unga, (650) 522-7749

Overview

The mission of the San Mateo Police Activities League (PAL) is to prevent juvenile delinquency and juvenile crime by engaging youth with police officers to help create a safer community and promote a healthy development of our youth physically, socially and psychologically. PALs overarching mission is to keep our youth in school, on track, and out of jail.

Since 1997, PAL has provided recreational, educational, and leisure activities at little or no cost to thousands of San Mateo youth. Supported by a volunteer board of directors and a staff consisting of police officers, Parks and Recreation staff and City employees, the San Mateo PAL is building a stronger and safer community through kids – our most valuable asset.

San Mateo PAL is responsible for providing safe programs, classes, trips and opportunities to youth ages 5 to 18 years that result in keeping our kids in school, out of trouble and with a positive future. We provide a 'Police Message' with every program. PAL delivers a high level of customer service while engaged with our kids and their families. Our programming is done on a four-season schedule and in an age-appropriate manner. The PAL website is maintained and updated with information in an ongoing manner, as well as utilizing additional forms of social media. PAL works with the Juvenile Detective in our Diversion program and with the SROs in the GREAT program at our middle schools. Assistance is given to the non-profit in Fund Development programs.

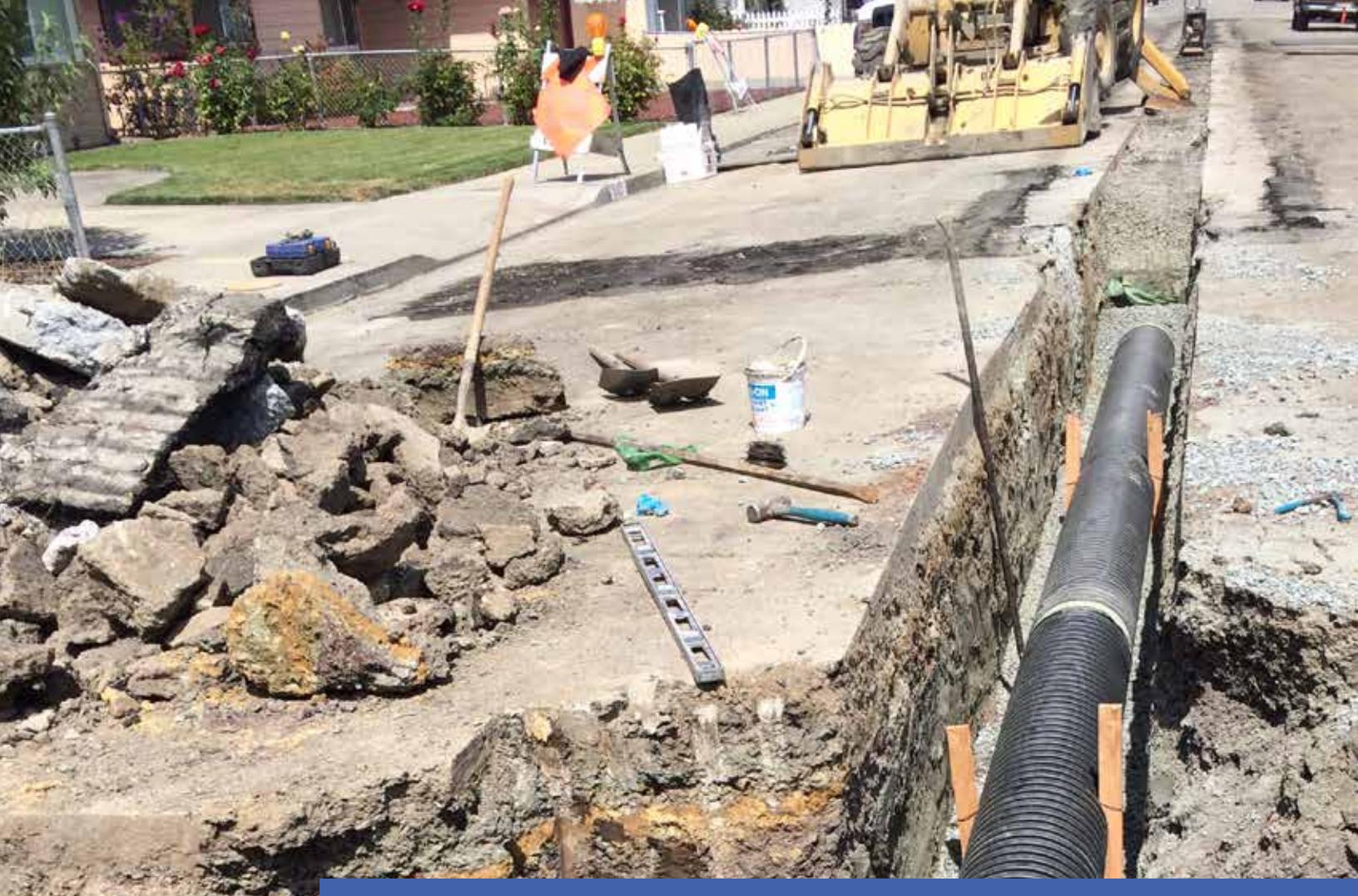
Ongoing Responsibilities

- Offer quality programming opportunities each season.
- Communicate with our PAL Members via email, phone and in-person, maintain PAL Member database, and identify new opportunities for membership drives or campaigns.
- Oversee per diem staff assignments, training, supervision and evaluation.
- Serve as liaison to PAL the non-profit.
- Create an Annual Budget/Forecasting and Quarterly Statistics.

- Maintain PAL's Facebook page, Twitter and Instagram accounts in creative ways to expand PAL's reach and support.
- Recruit Officer volunteers and other volunteers for various tasks as needed (follow up paperwork, fingerprinting, background checks, tracking hours).
- Engage and educate our community about PAL and its programs through proactive outreach.
- Serve as team member to plan and execute several large fundraising events with PAL the non-profit.
- Lead outreach efforts for special PAL projects.

Key Program Initiatives

- Ensure culturally competent and gender specific programming.
- Grow the competitive soccer team.
- Continue to create and distribute a Monthly PAL and SRO Newsletters.
- Continue to increase our membership through various community outreach programs.
- Work to incorporate more "health and fitness" activities within programs.
- Work to incorporate a "Police Message" in all programs.
- Continue to work with the Juvenile Diversion program and provide services for the youth involved in the program.
- Continue to work with community organizations to identify potential for joint programming opportunities.
- Continue to track all volunteer hours on a monthly basis.
- Continue to coordinate the Junior Giants League.
- Actively recruit more Officer volunteers for our programming needs.



PUBLIC WORKS



Public Works

MISSION STATEMENT

Enhancing the community and its environment by providing sustainable stewardship and innovative approaches to Public Works services.

OVERVIEW

The Public Works Department is separated into two operational divisions: Environmental Services and Engineering Services. The two divisions work together in order to meet the needs of the community.

SERVICES AND STRUCTURE

The two divisions are further divided into various programs, each structured to provide specific services. The Environmental Services Division provides stewardship of the City's wastewater treatment plant, streets, traffic control, solid waste collection, sanitary sewer and storm systems and provides for regulatory compliance. The Engineering Services Division provides design and construction management services to improve the City's sewer and storm drain systems, streets, and facilities. This division also provides services for traffic engineering and parking management, and stewardship of the City fleet, buildings, and parks.

Environmental Services Division

The Environmental Services Division is comprised of the (1) Wastewater Treatment Plant, (2) Regulatory Compliance, and (3) Field Maintenance programs, each with multiple subprograms to provide specific services for the community.

1. Wastewater Treatment Plant (WWTP) is responsible for the administration, management, operation, and maintenance of the WWTP. As a sub-regional facility, the WWTP provides treatment of sanitary sewage to neighboring communities and is partially owned by Foster City. The WWTP protects the public health and water environment of the community by providing high quality wastewater treatment services in compliance with the National Pollutant Discharge Elimination System (NPDES) permit, and Stormwater Pollution Prevention Program (SWPPP) as required by the State Industrial General Permit (IGP).

SUMMARY	2018-19
FTEs	146.09
Total budget	\$38.5 million
	General Fund
	Debt Service Fund
Funding source(s)	Enterprise Fund
	Special Revenue Fund
	Internal Service Fund

2. Regulatory Compliance Section is comprised of several programs to ensure environmental compliance management systems are effective and efficient, as well as manage and implement programs to provide compliance oversight to meet all regulatory requirements for wastewater, stormwater, and air quality. It also provides management of the Marina Lagoon and conducts an annual review of the City's rate schedule for solid waste collection services.
3. Field Maintenance Section is comprised of specialized programs to maintain the City's streets, flood control, and sewer collection infrastructure. This section provides repair and maintenance of streets, bridges, sidewalks, bike paths, signs and marking, sewer collection, and storm drain, servicing of all traffic signals and street lights and providing street sweeping services.

Engineering Services Division

The Engineering Services Division includes (1) Engineering Design, (2) Fleet and Facilities, (3) Program Management (Clean Water Program) and (4) Traffic and Transportation.

1. Engineering Design provides design and construction management services for capital improvement projects to improve the City's streets, sewer, and storm drain systems. This includes design and construction to reduce failed streets as identified by the City Council, based on available funding.
2. Fleet and Facilities is responsible for providing centralized maintenance for all City buildings and park infrastructure. The program is also responsible for all building and infrastructure upgrades, remodels, and new building construction. It also provides implementation and oversight of the Fleet Maintenance Contractor, who services all City vehicles.

3. Program Management - Clean Water Program encompasses the capital improvements to the sanitary sewer collection system and wastewater treatment plant necessary to replace aging infrastructure, provide wet weather capacity assurance, meet current and future regulatory requirements, and align with City's sustainability goals.
4. Traffic and Transportation is responsible for providing staffing and resources necessary to ensure that the City's traffic and transportation infrastructure is operated safely and efficiently. This program works on issues of interest to the public at the local and regional levels, performs studies to identify solutions, evaluates traffic impacts of developments, provides traffic and transportation related designs for the capital improvement program and signal coordination. Parking Management services are also provided collaboratively through Traffic and Transportation with the Police Department and Downtown San Mateo Association.

2016-18 HIGHLIGHTS

- Completed construction of the El Cerrito Sanitary Sewer Relief project (joint project with Town of Hillsborough, Crystal Springs County Sanitation District, and San Mateo County).
- Clean Water Program Programmatic Environmental Impact Report adopted.
- Construction ongoing and nearing completion for Immediate Action Project Construction Package No. 1 for the Wastewater Treatment Plant (WWTP).
- Sanitary sewer rates adopted to fund the Clean Water Program financing and expenditures.
- Construction Manager at Risk selected and providing pre-construction phase services for WWTP Upgrade and Expansion project.
- Design phase initiated and ongoing for approximately 90% of all Clean Water Program projects.
- Underground Flow Equalization System (in-system storage basin) site selected and design phase initiated.
- Construction completed on Dale Avenue Pump Station Wet Well Rehabilitation and ongoing construction for annual sewer rehabilitation work.
- Near term trash capture device CIP projects recently funded, including Coyote Point Pump Station and Poplar Dore. The two devices will achieve an 18% trash load

- reduction and begin construction in 2018.
- Council authorized a six percent solid waste rate for 2018, a portion of which will provide \$750,000/year as a fixed amount to fund capital improvements (full capture devices for trash removal) related to the Trash Load Reduction requirements.
- Implemented an Adopt-a-drain program in coordination with Volunteer Resources.
- Constructed SR92/El Camino Real Interchange project.
- Constructed Poplar Corridor Safety Improvement project.
- Constructed North Central Pedestrian Improvement project.
- Constructed Citywide High Visibility Crosswalk project.
- Awarded \$1.7 million Safe Routes to School grant; designed and constructed project.
- Between 2016 and 2018, resurfaced 5.75 centerline miles of streets, reconstructed 1.47 centerline miles of street, and slurry sealed 2.65 miles of streets. Approximately 1.72 miles of failed streets were repaired.
- Five Assistant Engineers passed the professional engineers exam, became Registered Professional Engineers in the State of California, and were promoted to Associate Engineers.
- Awarded \$2,630,000 in Measure A grants to begin Project Initiation Documents phase of improvements on State Route 92 and 101 Freeway.
- Initiated Smooth Streets Program. Conducted geotechnical studies, contracted utility scanning and



Public Works

potholing services.

- Completed LED conversion of street lights.
- Constructed Los Prados High Voltage Conversion project.
- Completed 168 Planning Applications.
- Completed 2,778 Building Permit reviews.
- Issued 1,024 encroachment permits.
- Served 5,000 customers at the Public Works counter.
- Hosted three educational workshops and bicycle rodeos for elementary school students in 2016 through the Safe Routes to School (SRTS) with additional workshops, presentations, and bicycle rodeos planned in FY 2017-18.
- Implemented new bicycle facilities including Class II bike lanes and Class III bike routes in four locations.
- Received TDA Article 3 grant funding to update the Citywide Bicycle Master Plan and Measure A grant funding for a bike boulevard on 28th Ave.
- Added 28 streets to the City's Residential Parking Permit Program (RPPP).
- Conducted 10 traffic forums resulting in the creation of 12 Traffic Action Plans (TAPs) for each neighborhood to document the "Top 10" traffic concerns raised by stakeholder groups.
- Installed 10 speed feedback signs and 12 Rectangular Rapid Flashing Beacons (RRFBs) throughout several neighborhoods.
- Reviewed and revised sweeping routes to ensure sweeping services are being performed in an efficient, effective, and sustainable manner that supports community values and regulatory trash reduction requirements.
- Completion of the BioGas to CNG fueling facility at WWTP.
- Remodel of City Hall Atrium and adjoining office areas.
- Remodel and upgrade of seven City Park public restroom facilities.
- Remodel of Police Department locker room facilities.
- Installation of LED lighting at Central Garage Upper Decks.
- Purchase of three CNG vehicles.
- Purchase and mobilization of 21 new Police Vehicles.
- Purchase of two new Street Sweepers.

2018-20 BUSINESS PLAN

The department budget has been adjusted in 2018-19 to

reflect the level of service necessary to meet the needs of the community. FTEs will increase from 139.60 to 146.09.

KEY DEPARTMENT INITIATIVES

Clean Water Program

- Complete Construction of the Immediate Action Project Package No. 1, Glendora-Shasta Sewer Relief, and 42nd Avenue Pump Station Improvements.
- Complete final design, environmental clearance and permitting, and begin construction of Underground Flow Equalization System project.
- Complete final design, award Guaranteed Maximum Price Construction Packages No. 1, 2, and 3, and begin construction of Wastewater Treatment Plant Upgrade and Expansion project.
- Begin construction on Immediate Action Projects Construction Package No. 2.

Environmental Services

- Continue efforts to meet Municipal Regional Permit Goal for trash capture of 100% reduction by 2022 through implementation of the Long-Term Trash Management Plan, including identifying and utilizing funding mechanisms.
- Continue to meet Regional Water Quality Control Board Cease and Desist Order requirements for projects and reporting.
- Comply with requirements regarding pathogen reduction in Marina Lagoon by implementing enhanced illicit detection program and enhanced best management practices.
- Develop and implement an outreach and management strategy for Marina Lagoon operations, maintenance, water quality, and recreation.
- Implement green infrastructure planning requirements as required by the Municipal Regional Stormwater Permit.
- Implement an updated National Pollution Discharge Elimination System Permit (NPDES) for the WWTP operations and discharge.

Engineering Services

- Develop standard protocols and procedures. Update standard details. Adopt standard specifications.
- Streamline private development process for planning

applications and building permits reviews.

- Adopt Green Infrastructure Plan.
- Continue smooth streets program implementation. Expand slurry seal program to increase preventive maintenance efforts and maintain good streets in good condition.
- Construct Poplar-Dore and 42nd Avenue-Pacific trash capture devices.
- Complete environmental review and design phases of Bermuda Bridge replacement.
- Construct Baywood high-voltage conversion project.
- Construct Laurie Meadows streetscape improvements.
- Achieve substantial completion of North Shoreview flood improvement project.
- Implement downtown parking technology project.
- Complete environmental analysis and draft plan for the Hillsdale Transit Center.
- Update citywide bicycle master plan.
- Initiate city/school transportation safety group.
- Establish Downtown Transportation Management Association.
- Establish traffic communication on major corridors.
- Establish a Traffic Management Center.
- Implement Traffic Action Plan improvements from the Traffic Action Forums.
- Develop Traffic Signal Master Plan.
- Construction of new Fire Station #25.
- Construction of new restroom facility at Central Park.
- Energy reduction measures to save \$200,000 annually energy costs in City owned facilities.
- Perform upgrades to meet ADA accessibility at various City-owned facilities.
- Complete the purchase of 17 new CNG vehicles for Public Works and Parks Maintenance.
- Purchase of first ALL Electric City Vehicles.
- Install EV chargers for City vehicles and employee use at City-owned buildings.

Public Works

METRICS

Percentage of Sewer Pump Stations certified for capacity and reliability

Feet of sewer pipe rehabilitated through annual sewer rehabilitation program

Cost of treatment at Wastewater Treatment Plant per million gallons of wastewater

Category 1 Sanitary Sewer Overflows (SSOs) per 100 miles of pipe ¹

Category 1 SSOs are under the Region Municipal Average (RMA) ¹

Category 2 SSOs per 100 miles of pipe ²

Category 2 SSOs are under the RMA ²

Category 3 SSOs per 100 miles of pipe ³

Category 3 SSOs are under the RMA ³

Effectiveness of sewer collection system capacity: collections system capacity related SSOs per 100 miles of sewer collection system

Service requests to repair tripping hazard (toe clip)

Toe clips repaired within 7 days

Percent of toe clips barricaded within 48 hours

Percent of traffic signals inspected with semi-annual preventive maintenance performed

Citywide Pavement Condition Index score

Hours per year performing crack sealing work by crew

Percent of graffiti removed from City facilities or right of way within 48 hours of reporting

Miles of failed streets repaired

Planning applications received

Planning applications reviewed within 20 days

Percent of planning applications reviewed within 20 days

Building permits received

Building permits reviewed within 20 days

Percent of building permits reviewed within 20 days

Percentage of regulatory requirements monitored and completed on schedule

Number of days per year the Wastewater Treatment Plant was in full compliance with water, air and hazardous materials regulations

Hours of safety training per SEIU employee assigned to the Environmental Services Division

¹ Category 1 SSO's are any discharges of sewage resulting from a failure in the City of San Mateo sanitary sewer system, regardless of their volume, that reach surface water or that reach a drainage channel or storm drain and are not fully recovered.

² Category 2 SSO's are discharges of sewage resulting from a failure in the City of San Mateo sanitary sewer system that are over 1,000 gallons but do not reach surface water or that are not completely recovered from a drainage channel or stormdrain system.

³ Category 3 SSO's are discharges of sewage resulting from a failure in the City of San Mateo sanitary sewer system that are less than 1,000 gallons and do not reach surface water or are completely recovered from a drainage channel or stormdrain system.

Public Works

TYPE	2015-16 RESULTS	2016-17 RESULTS	2017-18 ESTIMATE	2018-19 TARGET	2019-20 TARGET
Performance	N/A	N/A	20%	24%	35%
Performance	N/A	N/A	1,700	1,700	1,700
Performance	\$2,392	\$2,214	\$2,420	\$2,493	\$2,567
Performance	N/A	3.1	0.5	N/A ⁴	N/A ⁴
Performance	N/A	Yes RMA = 7.9	Yes RMA = 3.4	Yes	Yes
Performance	N/A	1.1	0	N/A ⁴	N/A ⁴
Performance	N/A	Yes RMA = 3.6	Yes RMA = 2.9	Yes	Yes
Performance	N/A	2.3	2.8	N/A ⁴	N/A ⁴
Performance	N/A	Yes RMA = 9.6	Yes RMA = 9.3	Yes	Yes
Performance	N/A	2.9	0	0	0
Workload	100	72	72	72	72
Performance	85%	50%	35%	90%	90%
Performance	N/A	57%	35%	90%	90%
Performance	100%	85%	100%	100%	100%
Workload	75	76	74	75	75
Workload	N/A	865	865	865	865
Performance	99%	98%	98%	100%	100%
Performance	N/A	N/A	N/A	2.5	2.5
Workload	73	78	100	100	100
Performance	67	61	90	90	90
Performance	91%	78%	90%	90%	90%
Workload	393	446	400	400	400
Performance	374	398	360	360	360
Performance	95%	89%	90%	90%	90%
Performance	N/A	99%	100%	100%	100%
Performance	N/A	95%	100%	100%	100%
Workload	N/A	15	15	20	20

⁴ Region Municipal Averages will not be available until after the fiscal year has completed, so targets are not currently available.

Public Works

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Personnel	12,759,868	14,440,132	16,616,154	18,314,274	19,391,013
Operating	14,409,866	17,346,740	20,439,566	19,054,354	19,305,216
Capital Outlay	807,824	694,195	1,232,844	1,133,475	1,054,136
Total Expenditures	27,977,558	32,481,067	38,288,564	38,502,103	39,750,365
Expenditures by Program					
Building Maintenance	1,836,754	2,850,166	2,591,263	2,819,145	2,893,187
Citywide Parking and Transportation	-	-	-	80,952	85,337
Dale Ave Lift Station	310,776	535,224	464,839	642,042	662,623
Engineering Services	1,274,372	1,475,830	1,267,757	1,447,283	1,539,196
Environmental Compliance	1,016,514	1,033,493	1,263,575	1,427,833	1,486,939
Fleet Services	1,338,173	1,580,123	2,090,170	1,930,609	1,957,556
Marina Lagoon	236,037	390,832	826,220	486,168	488,274
Parking Operations	9,219	1,336,959	1,480,505	1,496,056	1,519,457
Sewer Maintenance	4,738,327	4,925,002	6,104,393	6,089,446	6,222,295
Sewer System Engineering Services	1,803,764	2,251,036	2,943,321	3,225,606	3,388,006
Storm and Flood Control	223,884	155,131	432,032	369,605	396,999
Storm Water Pollution Control	311,338	293,945	372,134	407,393	425,061
Street Maintenance	1,165,679	1,102,100	1,208,293	1,197,413	1,234,891
Street Sweeping	530,732	495,681	448,128	692,001	713,236
Traffic Maintenance	1,698,785	1,641,893	2,060,333	2,158,619	2,170,587
Transportation Engineering	942,565	926,903	1,123,496	847,308	877,637
Waste Management	736,057	775,221	1,149,518	1,071,011	1,104,743
Wastewater Treatment	9,804,582	10,711,528	12,462,587	12,113,613	12,584,341
Total Expenditures	27,977,558	32,481,067	38,288,564	38,502,103	39,750,365
Funding Sources					
General Fund	5,850,012	5,781,739	7,070,522	6,504,944	6,701,147
Debt Service Fund	39,356	61,555	83,654	79,040	75,867
Enterprise Fund	17,673,962	19,456,283	23,238,715	23,498,540	24,344,204
Special Revenue Fund	1,239,301	2,751,201	3,214,240	3,669,825	3,778,404
Internal Service Fund	3,174,927	4,430,289	4,681,433	4,749,754	4,850,743
Total Funding Sources	27,977,558	32,481,067	38,288,564	38,502,103	39,750,365

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Public Works Director	1.00	1.00
Administrative Assistant	6.00	6.00
Administrative Technician	3.00	3.00
Building Maintenance Supervisor	1.00	1.00
Business Manager	1.00	1.00
Central Services Worker	1.00	1.00
Communications and Public Relations Analyst	1.00	1.00
Construction Inspector I/II	4.00	4.00
Database Specialist	1.00	1.00
Deputy Director	2.00	2.00
Engineering Manager	3.00	3.00
Engineering Technician I/II	4.00	4.00
Environmental Compliance Inspector	2.00	2.00
Executive Assistant	1.00	1.00
Facilities and Fleet Services Manager	1.00	1.00
Facility Maintenance Worker	2.00	2.00
Field Maintenance Manager	1.00	1.00
Instrument Control Technician	1.00	1.00
Junior/Assistant/Associate Engineer	12.00	12.00
Laboratory Analyst I/II	3.00	3.00
Laboratory Supervisor	1.00	1.00
Maintenance Laborer	1.00	1.00
Maintenance Planner	1.00	1.00
Maintenance Worker I/II	22.00	22.00
Management Analyst I/II	3.00	3.00
Parking Manager	1.00	1.00
Project Manager I/II	3.00	3.00
Public Works Supervisor	3.00	3.00
Pump Station Mechanic I/II	2.00	2.00
Pump Station Mechanic III	1.00	1.00
Regulatory Compliance Manager	1.00	1.00
Senior Engineer	7.00	7.00
Senior Facility Maintenance Worker	4.00	4.00
Senior Management Analyst	1.00	1.00
Senior Survey Technician	1.00	1.00
Sewer Maintenance Leadworker	2.00	2.00
Solid Waste and Recycling Program Coordinator	1.00	1.00
Stormwater Program Coordinator	1.00	1.00
Street Maintenance Leadworker	1.00	1.00

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Sweeper Operator	2.00	2.00
Traffic and Light Technician	1.00	1.00
Traffic Engineering Technician	1.00	1.00
Traffic Safety Worker	3.00	3.00
WWTP Electrical Technician	1.00	1.00
WWTP Maintenance Superintendent	1.00	1.00
WWTP Manager	1.00	1.00
WWTP Mechanic I/II	3.00	3.00
WWTP Mechanic III	1.00	1.00
WWTP Operations Superintendent	1.00	1.00
WWTP Operator I/II	7.00	7.00
WWTP Operator III	6.00	6.00
WWTP Shift Supervisor	4.00	4.00
Total Merit	140.00	140.00
Total Per Diem	6.09	6.09
Total Positions	146.09	146.09



A photograph of a person walking up a set of wooden steps in a lush green forest. The person is wearing a grey shirt, black pants, and a grey hat. They are carrying a black bag and a black strap. The steps are made of wood and lead up a grassy hill. There are trees and bushes on both sides of the steps. The person is walking away from the camera.

**NON-
DEPARTMENTAL**

Non-Departmental

OVERVIEW

In addition to expenditures that are directly related to departmental operations, there are also significant expenditures that are not directly attributable to the departments. The largest of the non-departmental expenditures is related to our internal services mechanism. To reflect the full cost of operations in departmental budgets, the cost for benefits (medical, dental, pension, etc.) and vehicle/equipment replacement is included in those budgets. In order to administer these programs in an efficient manner, however, the actual funds from each department are collected into a series of internal service funds, which consolidate the monies to pay for the benefits and vehicle/equipment replacements. In order to not "double count" these costs, internal service fund expenses are not included in the total operating budget, as they are already incorporated into each department's operations.

Another large non-departmental expenditure is the payment of debt service. This includes payment for the Library General Obligation Bonds, Golf Bonds, Sewer Bonds, and the revenue bonds related to the funding of the police administration building.

Finally, the General Fund contribution to non-departmental expenditures consists of the contribution to the Comprehensive Liability Fund (\$1.2 million in 2018-19) and to additional pension funding (\$1.6 million in 2018-19).

SUMMARY	2018-19
Total budget	\$62.8 million
Funding source(s)	General Fund Debt Service Internal Service Fund

FINANCIALS	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ADJUSTED BUDGET	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Expenditures by Category					
Operating	25,137,104	30,386,432	37,652,644	41,052,501	44,978,667
Capital Outlay	11,403,379	8,721,309	12,053,996	12,505,569	2,221,937
Debt Service	5,810,994	5,902,324	16,850,069	9,268,666	9,881,247
Total Expenditures	42,351,477	45,010,065	66,556,709	62,826,736	57,081,851
Funding Sources					
General Fund	1,324,637	2,965,792	3,000,000	3,217,943	3,739,942
Debt Services	15,489,440	12,062,924	17,193,981	9,298,728	9,357,532
Internal Service Fund	25,537,400	29,981,349	46,362,728	50,310,065	43,984,377
Total Funding Sources	42,351,477	45,010,065	66,556,709	62,826,736	57,081,851

* Vehicle and Equipment Replacement, Benefits, and Dental Internal Service Funds are presented here as these are not part of operating programs.





FUND INFORMATION

Introduction

OTHER FUNDS

The City of San Mateo's budget is organized on the basis of the fund accounting system, and each fund is considered a separate budgeting entity. For each fund, there is a ten-year financial plan, a five-year financial plan, or a two-year financial plan provided in this section of the budget document. In addition to the General Fund, whose ten-year plan is included in the Budget Overview section of this budget document, a ten-year plan has been created for the Sewer Enterprise Fund. Unlike the financial statements, which are done on an accrual accounting basis, this ten-year plan is done on a cash basis since cash flow is an essential component of the fund's financial health.

Five-year financial plans have been created for the special revenue, capital, and internal services funds. The duration of five years was selected to be able to identify trends beyond the two-year budget cycle but not stretch the forecasting process out as far as was done with the General Fund or the Sewer Fund. This duration will be evaluated annually, and if it is determined there is greater value to planning for a longer duration for some or all of these funds, the financial plans will be pushed out to ten years. For the grant funds and debt service funds, the financial plans were set at two years due to the nature of the funds themselves. Grant funding is typically evaluated and renewed on an annual basis, so long-term planning for grant funding has somewhat limited value.

Below is a summary table of all other funds and the duration of each fund's financial plan:

FUND #	FUND NAME	FUND TYPE	FINANCIAL PLAN DURATION
20	Police Grants and Safety	Special Revenue	2 Years
21	Solid Waste	Special Revenue	5 Years
22	HOME	Special Revenue	2 Years
23	Community Development Block Grant	Special Revenue	2 Years
24	Fire Prevention and Life Safety	Special Revenue	5 Years
25	Advance Planning	Special Revenue	5 Years
26	Construction Services	Special Revenue	5 Years
27	Gas Tax	Special Revenue	5 Years
28	Downtown Parking and Security	Special Revenue	5 Years
30	City Housing	Special Revenue	2 Years
31	Low and Moderate Income Housing Asset	Special Revenue	2 Years
32	Parks and Recreation Revenue	Special Revenue	5 Years
33	Traffic Impact Fee	Special Revenue	5 Years
34	Commercial Linkage Fee	Special Revenue	5 Years
41	Landfill Bonds	Debt Service	2 Years
48	General Obligation Bonds	Debt Service	2 Years
56	2% Hotel Tax	Capital Projects	5 Years
59	Capital Improvement Projects	Capital Projects	5 Years
72	Sewer Fund	Enterprise	10 Years
81	Vehicle and Equipment Replacement	Internal Services	5 Years
82	Fleet and Building Maintenance	Internal Services	5 Years
83	Benefits	Internal Services	5 Years
86	Dental	Internal Services	5 Years
87	Workers' Compensation	Internal Services	5 Years
88	Comprehensive Liability	Internal Services	5 Years



SPECIAL REVENUE

Police Grants and Safety

POLICE GRANTS AND SAFETY	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	-	-	39	36
Revenues				
State Grants	269	398	238	238
Total Revenues	269	398	238	238
Expenditures				
Personnel	249	339	241	254
Operating	-	-	352	-
Capital Outlay	20	20	-	-
Total Expenditures	269	359	593	254
Transfer In			352	-
Ending Fund Balance	-	39	36	20

Fund numbers are represented in thousands.

The purpose of the Police Grants and Safety Fund is to receive and track all Police Department grant revenue, asset forfeiture revenue, and corresponding expenditures in accordance with prescribed regulations. Revenue for this fund is comprised of state and federal asset forfeiture funds, and grants from two sources: the COPS/SLESF Grant and the State Office of Traffic Safety (OTS) Grant.

State and federal asset forfeiture funds are assets that have been confiscated by the state or federal government, which are typically the proceeds or instruments of crime. Receiving and tracking asset forfeiture funds in the Police Grants and Safety Fund is new for 2018-19. Prior to 2018-19, asset forfeiture funds were deposited into the Capital Improvement Projects Fund. Moving these funds into the Police Grants and Safety Fund allows for greater visibility to available resources and more efficient reporting on how these funds are being utilized. The 2018-19 transfer in represents the balance that is being moved, with a corresponding amount budgeted under operating expenditures to allow for the funds to be spent as eligible expenditures are identified.

The Citizens Options for Public Safety Program's Supplemental Law Enforcement Services Fund (COPS/SLESF) grant was established in 1996. Compliant cities are allocated a proportionate share of COPS funds by the State for the exclusive purpose of funding supplemental front line law enforcement services. Under the standard grant program allocation, the City of San Mateo is eligible to receive a minimum grant amount of \$100,000 each year, with additional proportionate shares based on population estimates determined by the California Department of Finance. Funds for this program cannot supplant existing funding and are to be used for personnel and/or equipment. In the 2018-20 Business Plan, proceeds from this grant will cover the cost of two partial traffic officer positions. While the COPS program is intended to be on-going and permanent, there is no guarantee that continued funding will be available. However, the two-year forecast does assume this fund will remain operating as usual.

Recognizing the need to improve overall traffic and transportation safety, Congress passed the National Highway Safety Act, which provides for federal traffic safety funds to states. The California Office of Traffic Safety (OTS) was created to administer the funds and provide grants to both the San Mateo Police Department and regionally to San Mateo County for the purpose of

Police Grants and Safety

reducing traffic deaths, injuries, and economic losses. Each year, eligible agencies compete for available funds by submitting proposals to address traffic safety problems. OTS does not have sufficient funds for all submissions and reviews proposals against several criteria including the potential traffic safety impact, collision statistics, seriousness of identified problems, and performance on previous grants. San Mateo has been a recipient of this grant annually since 1996. In the 2018-20 Business Plan, proceeds from this grant will provide additional resources to combat impaired driving; enforce traffic laws; and conduct sobriety/driver license checkpoints, DUI saturation patrols, and targeted pedestrian/bicycle safety enforcement operations to help achieve the overarching goal of reducing injury traffic collisions.

Solid Waste

SOLID WASTE	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	1,987	3,072	3,677	3,708	3,851	3,974	4,077
Revenues							
Interest Earnings	7	10	10	10	10	10	10
Service Charges	1,220	1,552	2,160	2,200	2,215	2,230	2,245
Other Revenues	1,067	324	670	425	425	425	425
Total Revenues	2,294	1,886	2,840	2,635	2,650	2,665	2,680
Expenditures							
Personnel	898	947	1,085	1,136	1,159	1,181	1,205
Operating	306	329	540	548	559	571	582
Capital Outlay	5	5	59	58	59	60	62
Total Expenditures	1,209	1,281	1,684	1,742	1,777	1,812	1,849
Transfer Out	-	-	1,125	750	750	750	750
Ending Fund Balance	3,072	3,677	3,708	3,851	3,974	4,077	4,158

Fund numbers are represented in thousands.

The Solid Waste Fund accounts for garbage collection surcharge revenues, which are restricted by City ordinance to be used for street cleaning and waste management. The street cleaning aspect of this fund consists of keeping 204 curb miles of streets swept, as well as cleaning and maintaining City-owned parking lots. The waste management aspect of this fund involves the coordination and oversight of a range of programs and activities that provide the community with solid waste and recycling services.

Starting January 2018, the fund began receiving an additional \$750,000 per year through the garbage collection provider. This additional revenue is identified for capital improvements related to trash load reduction requirements of the Municipal Regional Plan issued by the Regional Quality Control Board. The five-year financial plan shows the fund collecting the additional \$750,000 annually, and subsequently transferring it out to the Capital Improvement Projects Fund to fund for trash capture devices to meet the trash reduction requirements.

Fund balance has accumulated in this fund as expenditures have been lower than expected over the past several years. Going forward, expenditure growth, along with the annual transfer out, is projected to be on par with revenue growth, resulting in a projected modest annual increase in fund balance. As such, service charges will continue to be evaluated and adjusted as necessary to ensure an alignment with expected expenditures and appropriate reserve levels.

HOME	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	32*	56	115	115
Revenues				
Intergovernmental Contributions	-	-	-	-
Loan Payments	28	66	10	10
Total Revenues	28	66	10	10
Expenditures				
Personnel	4	7	-	-
Operating	-	-	10	10
Total Expenditures	4	7	10	10
Ending Fund Balance	56	115	115	115

Fund numbers are represented in thousands.

* Fund balance is net of \$334,000 loans receivable that is not available for appropriation.

The HOME Investment Partnership (HOME) Program is a federal grant used to assist rental and homeownership housing opportunities for households up to 60-80% of the median income. The City received an annual HOME grant from 1994 to 2016. The fund now includes program income from loan repayments from loans funded with HOME monies in the past.

The program income from prior HOME loans will continue to be collected and used for HOME-eligible uses such as new construction of housing, acquisition and rehabilitation of existing buildings, and down payment assistance. Expenditures for the next two years are currently budgeted for administrative costs for existing monitoring and grant management.

Community Development Block Grant

COMMUNITY DEVELOPMENT BLOCK GRANT	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	58*	0	0	0
Revenues				
Intergovernmental Contributions	555	996	700	665
Loan Payments	46	45	30	30
Grant Letter of Credit Drawdown	-	-	29	9
Total Revenues	601	1,041	759	704
Expenditures				
Personnel	49	65	20	21
Operating	183	182	204	198
Capital Outlay	2	2	-	-
Total Expenditures	234	249	224	219
Transfer Out	425	792	535	485
Ending Fund Balance	0	0	0	0

Fund numbers are represented in thousands.

* Beginning fund balance is net of \$473,000 loans receivable that is not available for appropriation.

The Community Development Block Grant (CDBG) Program is a federal grant from the Department of Housing and Urban Development (HUD) that provides flexible funding for community development projects and programs to assist lower income neighborhoods and households up to 80% of the median income. San Mateo has participated in this program since 1977. The fund consists of draws against the grant letter of credit, as well as program income from loan repayments from loans funded with CDBG in the past. The letter of credit consists of prior year unexpended funds in addition to the annual grant. These funds are held by HUD and drawn down on a reimbursement basis to the City. "Grant Letter of Credit Drawdown" listed under Revenues reflects the prior year funds in the letter of credit that are budgeted for each fiscal year.

For the next two years, CDBG funds will be used for Community Funding grants to local social service agencies who serve lower income residents, facility repairs for local service agencies, minor home repairs to lower income homeowners, pedestrian improvements in North Shoreview and North Central neighborhoods, and program administration.

Fire Protection and Life Safety

FIRE PROTECTION AND LIFE SAFETY	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	3,597	3,796	3,493	2,941	2,195	1,659	1,360
Revenues							
Interest Earnings	11	8	8	6	6	6	6
Fire Fees	2,639	2,515	2,445	2,445	2,690	2,959	3,255
Shared Services	368	411	370	370	407	448	492
Total Revenues	3,018	2,934	2,823	2,821	3,103	3,413	3,753
Expenditures							
Personnel	2,158	2,572	2,756	2,934	2,994	3,054	3,114
Operating	627	631	601	615	627	639	652
Capital Outlay	34	34	18	18	18	19	19
Total Expenditures	2,819	3,237	3,375	3,567	3,639	3,712	3,785
Ending Fund Balance	3,796	3,493	2,941	2,195	1,659	1,360	1,328

Fund numbers are represented in thousands.

The primary mission of the Bureau of Fire Protection and Life Safety is to provide a reasonable level of safety to the residents, businesses, and visitors of the City of San Mateo by reducing the probability of injury or loss of life from the effects of fire and other emergencies. To accomplish this mission, the Bureau ensures all legally-mandated inspections are completed within specified timeframes. The Fire Protection and Life Safety Fund is a cost recovery program that generates revenues through service fees to pay for this comprehensive fire and life safety service within the City.

A fire prevention shared services agreement was implemented to provide comprehensive fire prevention services to the City of Foster City starting in 2015-16 and to the City of Belmont starting in 2016-17 through shared personnel. In future years, the Bureau will continue to explore other cost sharing opportunities with other jurisdictions and closely monitor fees, revenues, and expenditures to maintain the fund as a viable cost recovery program.

With significant fund balance accumulated in the fund, expenditures are exceeding revenues each year of the forecast. This is intentionally done by keeping fee increases down and utilizing existing fund balance. The policy-level fund balance in this fund is three months of operating expenditures, and with the draw down of fund balance during the planning period, ending fund balance in 2022-23 is closer to four months of operating expenditures. The level of fund balance will continue to be monitored in this fund, and fees will be set accordingly.

Advance Planning

ADVANCE PLANNING	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	3,190	3,999	4,248	3,769	3,144	3,112	3,561
Revenues							
Interest Earnings	12	10	13	13	13	14	14
General Plan Maintenance Fee	1,383	1,175	1,250	1,125	1,148	1,170	1,194
Total Revenues	1,395	1,185	1,263	1,138	1,161	1,184	1,208
Expenditures							
Personnel	172	304	546	567	578	590	602
Operating	119	541	1,196	1,196	615	145	145
Total Expenditures	291	845	1,742	1,763	1,193	735	747
Transfer Out	295	91	-	-	-	-	-
Ending Fund Balance	3,999	4,248	3,769	3,144	3,112	3,561	4,022

Fund numbers are represented in thousands.

The Advance Planning Fund accounts for planning and zoning fees collected through building permits, and expenditures for activities related to preparing long-term plans and policy documents for the physical and economic development of the City, including the General Plan update. These plans and policies are used for the evaluation of development projects and determining priorities for public improvements.

Work for the General Plan update kicks into high gear in 2018-19 and 2019-20, and this is reflected in the fund's high operating expenditures over the next two years. In future budget years, the Advance Planning staff will also be monitoring region-wide implementation of SB 375 and the next iteration of the Sustainable Communities Strategy (Plan Bay Area) by the Association of Bay Area Governments and Metropolitan Transportation Commission; completing Zoning Code Amendments (including treatment of legal nonconforming uses); preparing Circulation and Land Use Element General Plan Amendments (incorporating traffic model update, implementing Sustainable Streets Plan, reflecting SB 743 change from Level of Service to Vehicle Miles Traveled metrics); completing update of the Downtown Plan (including support for the Downtown Parking Management Plan and development of former Redevelopment Agency properties); and implementing general plan and zoning recommendations as directed by the City Council.

With advance planning activity currently at a high level, revenues in this fund have been above historical amounts, leading to the accumulation of significant fund balance. Activity is not expected to remain at this level indefinitely; however, it is expected to remain at a relatively high level throughout this forecast. Operating expenditures will be reviewed and adjusted as needed to reflect the significant advance planning work that is expected over the next several years.

Construction Services

CONSTRUCTION SERVICES	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	25,009	31,370	35,380	35,260	35,182	34,940	33,915
Revenues							
Interest Earnings	94	68	120	120	120	120	120
Plan Check Fees	4,601	2,743	3,860	3,820	3,438	3,094	3,094
Permit Fees	5,792	5,510	4,280	4,366	3,929	3,536	3,536
Other Fees	1,945	1,730	399	406	366	330	330
Total Revenues	12,432	10,051	8,659	8,712	7,853	7,080	7,080
Expenditures							
Personnel	3,910	4,166	5,436	5,721	5,835	5,952	6,071
Operating	1,603	1,813	2,237	1,986	2,025	2,066	2,107
Capital Outlay	64	62	106	83	85	87	89
Total Expenditures	5,577	6,041	7,779	7,790	7,945	8,105	8,267
Transfer Out	494	-	1,000	1,000	150	-	-
Ending Fund Balance	31,370	35,380	35,260	35,182	34,940	33,915	32,728

Fund numbers are represented in thousands.

The Construction Services Fund accounts for building permit revenues and expenditures for activities related to the review of private development projects to achieve high quality and long-term economic growth in the City. The Building Division staff members also ensure that new construction meets established standards for health and safety, accessibility and energy efficiency, as well as provide public education to enhance the safety of existing buildings and better awareness of building codes.

Over the last several years, development activity has been extremely robust and revenues coming into this fund have significantly exceeded expenditures. Ending fund balance for fiscal year 2017-18 is expected to be \$35 million, which is a significant increase over the ending balance from just two years ago of \$25 million. While fund balance has grown significantly, it is important to note that revenue collected in this fund is for services to be provided over time, and therefore, the significant fund balance will be needed over time to provide services for existing projects in process, even when revenues return to more sustainable levels. While revenues in the five-year plan are expected to return to more sustainable levels in the near term, service demand is fully expected to remain high to fully process existing projects. This is reflected in the ending fund balance being drawn upon over the course of the five-year plan.

Starting in 2018-19 and over the next three years, \$2.15 million is being transferred to the Capital Improvement Projects Fund to support improvements related to the digital storage of property records and electronic review of plans submittals.

Gas Tax

GAS TAX	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	1,693	768	229	0	0	0	0
Revenues							
Interest Earnings	3	5	5	5	5	5	6
State Gas Tax	1,756	1,766	1,761	1,797	1,832	1,869	1,905
Gas Tax In Lieu of Prop 42	259	412	793	753	716	680	646
State Loan Repayment	-	118	118	117	-	-	-
Road Maintenance and Rehabilitation	-	590	1,717	1,717	1,717	1,717	1,717
Total Revenues	2,018	2,891	4,394	4,389	4,270	4,271	4,274
Transfer Out	2,943	3,430	3,904	2,948	2,948	2,948	2,948
Additional Capital Expenditures	-	-	719	1,441	1,322	1,323	1,326
Ending Fund Balance	768	229	0	0	0	0	0

Fund numbers are represented in thousands.

The Gas Tax Fund accounts for gasoline tax revenues that are utilized for street-related operating and capital costs. Historically, the Gas Tax Fund has made an annual \$1.5 million transfer to the General Fund to partially offset eligible operating costs related to the City's streets and roads maintenance programs. Additionally, the Gas Tax Fund has made annual contributions to the Capital Improvement Projects (CIP) Fund to fund various capital projects. In 2014-15, 2015-16, and 2016-17, \$1.2 million was programmed annually for transfer to contribute to the Citywide Street Rehabilitation project. Between the two main annual transfers out of the Gas Tax Fund, this fund has had an expenditure baseline of \$2.7 million.

With gas tax revenues declining, however, continuing to have \$1.2 million annually available for capital-related transfers was in jeopardy until the California Legislature passed the Road Repair and Accountability Act in April of 2017. This legislation is expected to increase available resources for road and street maintenance and repair significantly, including by an estimated \$700,000 in 2017-18 and \$1,800,000 in 2018-19. This allowed the capital-related transfer to the CIP Fund to be increased to \$1.1 million in 2017-18, which is not as much as the standard \$1.2 million, but it is significantly more than the \$400,000 originally planned prior to the legislative action.

The current plan projects an ongoing additional baseline revenue amount of approximately \$1.8 million in 2018-19 and 2019-20, and \$1.7 million in the last three years of the five-year plan. However, with a possible repeal of the legislation, the new funding is in jeopardy. This five-year plan includes projects and additional capital expenditures that consider the new funding to continue, including the annual \$1.2 million contribution to the Citywide Street Rehabilitation project. Projects will be re-evaluated based on the direction of the possible repeal.

Additionally, starting in 2018-19, two new maintenance workers are added to provide much needed street-related maintenance work. This results in an increase to the annual transfer to the General Fund from \$1.5 million to \$1.7 million. Between the two main annual transfers, the Gas Tax Fund will have an expenditure baseline of \$2.9 million.

Downtown Parking and Security

DOWNTOWN PARKING AND SECURITY	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	6,768*	3,497	(770)	1,054	1,438	1,851	1,717
Revenues							
Interest Earnings	10	11	11	11	11	12	12
Parking Revenues	2,399	2,323	2,648	2,648	2,702	2,755	2,811
Lease Revenues	609	607	634	634	641	648	655
Federal Grants	115	42	-	-	-	-	-
Parking Bonds	-	-	-	17,570	-	-	-
Total Revenues	3,133	2,983	3,293	20,863	3,354	3,415	3,478
Expenditures							
Personnel	1,020	1,204	1,586	1,648	1,682	1,715	1,750
Operating	1,119	1,075	1,147	1,150	1,173	1,197	1,221
Capital Outlay	38	38	111	111	86	87	89
Total Expenditures	2,177	2,317	2,844	2,909	2,941	2,999	3,060
Transfer Out	4,227	4,933	(1,375)	17,570	-	550	-
Ending Fund Balance	3,497	(770)	1,054	1,438	1,851	1,717	2,135

Fund numbers are represented in thousands.

* Balance included parking in-lieu that was transferred out to the Capital Improvement Projects Fund by the end of the year.

The Downtown Parking and Security Fund provides funding for parking and other related services in downtown San Mateo, along with parking enforcement services throughout the city. Expenditures in this fund include downtown parking operations, facilities maintenance, security, planning, and parking enforcement. Revenues in this fund primarily come from parking meters, but also include lease revenues from retail tenant spaces located at the City's Main Street and Transit Center Garages.

In 2016-17, the City received a one-time grant from the Metropolitan Transportation Commission (MTC) to upgrade parking technology and equipment, including the replacement of existing pay stations and meters and the installation of real-time parking signage at public parking facilities. The City is making a significant capital investment to upgrade parking equipment as mentioned above, along with implementing maintenance improvements to existing parking facilities. To better reflect the utilization of these grant funds for capital improvements, in 2018-19, the MTC grant will be managed under the Capital Improvement Projects Fund. This explains the negative transfer out shown in the financial plan, as the grant revenues will go directly into the Capital Improvement Projects Fund and not first go into the Parking Fund to be subsequently transferred out.

Additional downtown parking spaces are needed in the future and the five-year plan includes a new parking garage in 2019-20. Preliminary engineering and design work for this garage will be paid for through parking in-lieu fees while a plan is developed to identify the location, size, and future funding sources for the garage.

City Housing

CITY HOUSING	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	499*	626	600	603
Revenues				
Housing Fees	4	13	50	50
Loan Payments	174	1	-	-
Total Revenues	178	14	50	50
Expenditures				
Contribution to Other Agencies	51	40	47	47
Total Expenditures	51	40	47	47
Ending Fund Balance	626	600	603	606

Fund numbers are represented in thousands.

* Fund balance is net of \$55,000 loans receivable that is not available for appropriation.

The City Housing Fund captures a variety of housing-related revenues including loan repayments from the defunct federal Rental Rehabilitation Program, a pro rata share of the original homebuyer loans at the Meadow Court housing complex, fees collected for housing loan subordination requests, and the fractional Below Market Rate (BMR) program in lieu fees.

This fund can be used to assist housing-related projects when the fund balance is sufficient. However, for the next two years it will be used to pay for financial assistance to Samaritan House for Safe Harbor, the county-wide homeless shelter located in South San Francisco, and the City membership fee for HEART, the countywide housing trust fund. These expenditures cannot be covered by other housing funds since they are not located in the city limits of San Mateo.

Low and Moderate Income Housing Asset

LOW AND MODERATE INCOME HOUSING ASSET	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	2,982*	3,302	5,008	4,925
Revenues				
Interest Earnings	11	-	-	-
Loan Payments	400	2,288	80	80
Total Revenues	411	2,288	80	80
Expenditures				
Personnel	43	37	41	43
Operating	48	45	122	94
Total Expenditures	91	82	163	137
Transfer Out	-	500	-	-
Ending Fund Balance	3,302	5,008	4,925	4,868

Fund numbers are represented in thousands.

* Fund balance is net of \$1.7 million loans receivable that is not available for appropriation.

The Low and Moderate Income Housing Asset Fund consists of loan payments, lease payments, sale of property, and any other revenue generated from loans or assets held by the City as Housing Successor to the former Redevelopment Agency. State law regulates the use of these funds to support housing projects that assist households whose income ranges up to 80% of median income.

The fund also consists of administrative costs to monitor existing housing projects, manage the existing loan portfolio, and plan for new projects. \$2 million has been committed from the fund to support a new affordable housing project at Bay Meadows.

Parks and Recreation Revenue

PARKS AND RECREATION REVENUE	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	-	7,662	3,508	154	4,141	6,904	7,969
Revenues							
Interest Earnings	-	60	61	62	63	65	66
Parks and Recreation Tax and Fees	-	1,391	360	4,500	3,000	1,000	1,000
Total Revenues	-	1,451	421	4,562	3,063	1,065	1,066
Transfer Out	-	5,605	3,775	575	300	-	-
Ending Fund Balance	-	3,508	154	4,141	6,904	7,969	9,035

Fund numbers are represented in thousands.

The Parks and Recreation Revenue Fund is new for 2017-18. Resources in this fund include the Parks and Recreation Tax, as well as the Parks and Recreation Impact and In Lieu Fees. Prior to 2017-18, these revenues were deposited into the Capital Improvement Projects Fund to fund Parks and Recreation-related projects. Moving these revenues into their own special revenue fund creates greater visibility to available resources for projects and will allow for more efficient reporting on how these funds are being utilized.

Accumulated resources will be utilized to fund projects through a transfer to the Capital Improvement Projects Fund. Major transfers planned for 2018-19 include \$2 million for improvements related to the Central Park Master Plan and \$1.5 million for synthetic turf at the King Center's athletic fields.

Traffic Impact Fee

TRAFFIC IMPACT FEE	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	-	2,020	1,426	(4,008)	(2,327)	(2,017)	(1,706)
Revenues							
Interest Earnings	-	60	60	60	60	61	61
Traffic Impact Fee	-	3,055	656	1,771	400	400	400
Total Revenues	-	3,115	716	1,831	460	461	461
Transfer Out	-	3,709	6,150	150	150	150	350
Ending Fund Balance	-	1,426	(4,008)	(2,327)	(2,017)	(1,706)	(1,595)

Fund numbers are represented in thousands.

The Traffic Impact Fee Fund is new for 2017-18. Prior to 2017-18, Traffic Impact Fee revenues were deposited into the Capital Improvement Projects Fund to fund eligible projects. Moving this revenue source into its own special revenue fund creates greater visibility to available resources for projects and will allow for more efficient reporting on how these funds are being utilized.

Currently, resources are being accumulated in this fund to cover the City's match on the rail grade separation project. The negative fund balance being shown in the financial plan represents the current expectation that the General Fund and/or the Capital Improvement Projects Fund will need to loan funds to the Traffic Impact Fee Fund to cover the City's matching portion for grade separation. If that loan is needed, and how much is needed, will depend on future impact fee revenues collected and the timing of the City's required match. This plan will be updated accordingly as more information is available.

Commercial Linkage Fee

COMMERCIAL LINKAGE FEE	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	-	-	2,794	3,803	4,813	5,574	6,336
Revenues							
Interest Earnings	-	8	9	10	11	12	13
Commerical Linkage Fee	-	2,786	1,000	1,000	750	750	750
Total Revenues	-	2,794	1,009	1,010	761	762	763
Ending Fund Balance	-	2,794	3,803	4,813	5,574	6,336	7,099

Fund numbers are represented in thousands.

The Commercial Linkage Fee is an assessment on new commercial developments to address the impacts of new job creation on housing availability and affordability for workers. Developers pay a fee based on square footage of new commercial space depending on type of use: office, retail or hotel. The funds are to be used for housing programs to assist workers who make up to 120% of the area median income. Examples of housing programs can include acquisition, rehabilitation, or new construction of housing.

The fund balance is being accumulated over the period of this forecast. Potential projects will be identified as the fund balance reaches to an apporriate level. Accumulated resources will be utilized to fund projects through a transfer to the Capital Improvement Projects Fund, and this plan will be updated accordingly as more information is available.

A scenic coastal landscape featuring a grassy hillside with yellow wildflowers and a paved path leading towards the ocean. Several people are walking along the path. The sky is blue with scattered white clouds. A large blue rectangular overlay is positioned in the lower right quadrant of the image, containing the text "DEBT SERVICE" in white, bold, sans-serif capital letters.

DEBT SERVICE

Landfill and General Obligation Bonds

LANDFILL BONDS	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	6,286	6,747	1,699	1,981
Revenues				
Interest Earnings	41	25	6	6
Garbage Collection Sucharge	978	978	707	600
Total Revenues	1,019	1,003	713	606
Expenditures				
Personnel	20	22	23	24
Operating	44	103	59	52
Debt Service	494	6,200	349	357
Total Expenditures	558	6,325	431	433
Transfer In	-	1,000	-	-
Transfer Out	-	726	-	-
Ending Fund Balance	6,747	1,699	1,981	2,154

Fund numbers are represented in thousands.

GENERAL OBLIGATION BONDS	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET
Beginning Fund Balance	3,642	4,026	4,555	4,500
Revenues				
Interest Earnings	9	12	12	12
Property Taxes	2,468	2,607	2,030	2,038
Total Revenues	2,477	2,619	2,042	2,050
Expenditures				
Operating	59	59	66	69
Debt Service	2,034	2,031	4,031	4,038
Total Expenditures	2,093	2,090	4,097	4,107
Transfer In	-	-	2,000	2,000
Ending Fund Balance	4,026	4,555	4,500	4,443

Fund numbers are represented in thousands.

Landfill and General Obligation Bonds

The City has two debt service funds, the Landfill Bonds Fund and the General Obligation Bonds Fund. The Landfill Bonds Fund accounts for debt service payments on landfill revenue bonds. Proceeds from these bonds were utilized to finance expenditures related to the final closure of the former landfill site, the construction of related park improvements, and post-closure monitoring costs. These bonds were redeemed in 2017-18 using available fund balance and a \$1 million loan from the General Fund. The General Fund will be paid back over a three-year period. Surcharge revenues collected will be adjusted in future years to reflect the reduction of the debt service obligation.

The General Obligation Bonds Fund accounts for voter-approved property tax revenues and debt service payments on the City's general obligation bonds that were utilized to finance the construction, acquisition, and improvement of a new main library and the improvement of the City's branch libraries. The General Obligation Bond Fund also reflects a transfer in for debt service related to the planned debt for Measure S initiatives, which is expected to be issued in 2018-19. When the debt is actually issued, it is likely to be administered out of a separate debt service fund.

Other debt of the City is housed directly in the applicable operating/capital fund, with payments for debt service listed as a line item in the financial plan.

The City is bound by a provision in state law limiting the indebtedness for California cities to 15% of the assessed value of all real and personal property of the city. Based on the 2017-18 total assessed value of \$25.1 billion, San Mateo's legal debt limit for 2017-18 was \$3.8 billion. For 2017-18, the City was only at 0.62% of its legal debt limit. This statutory limitations applies only to bonded indebtedness of the City payable from proceeds of taxes levied on a property. For San Mateo, this includes only the general obligation bonds.



CAPITAL PROJECTS



2% Hotel Tax

2% HOTEL TAX	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	4,765	5,500	3,793	(477)	(433)	159	705
Revenues							
Interest Earnings	17	21	-	-	-	-	-
Transient Occupancy Tax	1,439	1,477	1,463	1,442	1,436	1,450	1,465
Total Revenues	1,456	1,498	1,463	1,442	1,436	1,450	1,465
Expenditures							
Operating	161	173	223	225	229	234	238
Debt Service	413	482	510	564	615	670	731
Total Expenditures	574	655	733	789	844	904	969
Transfer Out	147	2,550	5,000	609	-	-	-
Ending Fund Balance	5,500	3,793	(477)	(433)	159	705	1,201

Fund numbers are represented in thousands.

The 2% Hotel Tax Fund accounts for the voter-approved 2% hotel tax revenue (Measure C), the related transfers to the Capital Improvement Projects Fund, and the debt service on the variable rate bonds. With transient occupancy tax revenues doing well given the strong economy, and the continued low interest rate on the variable rate bonds that were utilized to partially fund the new police administration facility, the ending balance in this fund had grown steadily over the past few years. The five-year plan for this fund reflects the expectation that interest rates will increase, which we began to see in 2016-17, thus increasing the cost of the debt, but not coming close to exceeding the revenues coming into the fund.

The \$5 million transfer programmed in 2018-19 is for construction work related to the new Fire Station 25. The \$609,000 transfer programmed in 2019-20 is for work related to the Borel Park development. The negative fund balance being shown in these two years of the financial plan represents the expectation that the full transfers will occur in these two years. The actual transfers will depend on the timing of when the work is actually done. This plan will be updated accordingly as more information is available.

Capital Improvement Projects

CAPITAL IMPROVEMENT PROJECTS	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	39,264	25,942	15,902	6,104	4,612	7,002	9,397
Revenues							
Taxes, Fees, and Charges	6,453	15,013	12,950	3,725	3,475	3,150	3,375
Transfers from Sewer Fund	31,481	213,300	535,390	28,845	75,404	25,611	20,379
Other Sources	18,990	83,329	23,298	34,320	12,005	12,400	11,850
Total Revenues	56,924	311,642	571,638	66,890	90,884	41,161	35,604
Expenditures							
Capital Outlay	60,565	321,682	581,084	68,382	88,494	38,766	33,259
Total Expenditures	60,565	321,682	581,084	68,382	88,494	38,766	33,259
Transfer Out	9,681	-	352	-	-	-	-
Ending Fund Balance	25,942	15,902	6,104	4,612	7,002	9,397	11,742

Fund numbers are represented in thousands.

The Capital Improvement Projects Fund is where the majority of the City's capital-related financials reside. Revenues for this fund include transfers in from other funds, including the General, Gas Tax, Sewer, Parking, Parks and Recreation Revenue, and Traffic Impact Fee Funds, as well as from other tax and fee revenue. These revenue sources are accumulated in the Capital Improvement Projects Fund to fund the projects that are outlined in the Five-Year Capital Improvement Program section of this budget document, and detailed information about revenues and expenditures related to projects can be found in that section.

A photograph of an industrial interior, likely a pump room or similar facility. The scene is dominated by a complex network of large, dark-colored pipes and valves. In the background, two workers wearing white hard hats and high-visibility yellow vests are visible. One worker is standing and looking towards the right, while the other is kneeling or crouching on the floor. The floor is made of concrete, and the overall lighting is somewhat dim, with some overhead lights visible. A large, light-colored rectangular structure, possibly a pump or a control panel, is positioned in the center-right of the frame.

ENTERPRISE

Sewer

SEWER (Cash Basis)	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST
Beginning Fund Balance	47,894	25,214	4,931	42,857	46,239	50,972
Revenues						
Interest Earnings	142	699	1,382	1,328	1,646	1,742
Service Charges/Operating Revenue	35,364	40,636	46,225	52,720	59,608	67,640
Bond/Loan Proceeds	-	-	261,386	130,060	200,682	238,222
Total Revenues	35,506	41,335	308,993	184,108	261,936	307,604
Expenses						
Operating and Maintenance	21,186	22,276	23,167	24,094	25,057	26,060
Capital Projects (City Share)	26,690	35,095	239,925	142,615	212,400	252,169
Debt Service	10,310	4,247	7,975	14,017	19,746	27,024
Total Expenses	58,186	61,618	271,067	180,726	257,203	305,253
Ending Fund Balance	25,214	4,931	42,857	46,239	50,972	53,323
Operating Reserve	10,593	11,138	11,583	12,047	12,528	13,030
Capital Reserve	14,621	(6,207)	31,274	34,192	38,444	40,293

Fund numbers are represented in thousands.

The Sewer Fund consists of the sewer collection systems and the Wastewater Treatment Plan (WWTP) and disposal facilities serving the residents and businesses of San Mateo, Foster City, and portion of the neighboring communities of Hillsborough, Belmont, the Crystal Springs County Sanitation District, and certain unincorporated areas of the County. The sewer enterprise currently serves approximately 27,000 customer accounts in San Mateo and another 10,000 for its sub regional partners utilizing the WWTP. The capital expenses identified in this financial plan, as well as the corresponding bond/loan proceeds, are predominantly related to the execution of the Clean Water Program, which is discussed in detail in the Five-Year Capital Improvement Program section of this document.

The dollar figures listed in this fund's financial plan are estimates of the cash flow in the fund during the forecast period, and as such, these values will not match the 2018-20 business plan numbers nor the 2018-2023 CIP values, which are done on an encumbrance basis and under full accrual accounting. For the purposes of the forecast and for rate-setting purposes, it is more important to view this fund through expected cash flows, as the cash needs will drive decisions on how the projects will be financed and when that financing will need to be secured. These cash flow estimates will be continually monitored and updated as the Clean Water Program evolves and conditions change. One of the many factors that will be monitored and adjusted as needed will be the rate increases required to adequately fund the projects on the existing timeline. The City Council approved a 5-year rate increase schedule during 2017-18, effective July 1, 2018. The City believes these 5-year rate increases, which follow a 36% rate increase implemented for July 1, 2017, position the enterprise well to compete for federal and state loans as they are available, and to optimize rates on revenue bonds that are necessary for financing the Clean Water Program. After the five-year rate increases, the long-term plan assumes annual rate increases of 4%.

2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST	2028-29 FORECAST
53,323	44,546	39,234	38,528	37,961	38,928	42,182
1,022	679	637	559	500	508	516
75,818	78,851	82,005	85,285	88,696	92,244	95,934
65,695	4,056	904	961	-	-	-
142,535	83,586	83,546	86,805	89,196	92,752	96,450
27,102	28,186	29,314	30,486	31,704	32,974	34,293
92,572	20,319	10,877	12,362	12,000	12,000	12,000
31,638	40,393	44,061	44,524	44,525	44,524	44,520
151,312	88,898	84,252	87,372	88,229	89,498	90,813
44,546	39,234	38,528	37,961	38,928	42,182	47,819
13,551	14,093	14,656	15,243	15,853	16,487	17,147
30,995	25,141	23,872	22,718	23,075	25,695	30,672



INTERNAL SERVICES

Vehicle and Equipment Replacement

VEHICLE AND EQUIPMENT REPLACEMENT	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	23,714	24,469	22,445	12,576	12,979	14,648	15,170
Revenues							
Interest Earnings	56	104	106	108	110	113	115
Rental Charges - Vehicles	1,420	1,425	1,034	1,027	1,021	1,014	1,007
Rental Charges - Computers	293	293	186	185	184	183	182
Rental Charges - Radios	13	13	40	40	39	39	39
Rental Charges - Major Equipment	744	759	791	786	782	776	771
Rental Charges - Furniture	117	117	69	69	68	68	67
Other Revenues	61	65	-	-	-	-	-
Total Revenues	2,704	2,776	2,226	2,215	2,204	2,193	2,181
Expenses							
Vehicle Replacement	920	3,376	7,104	629	410	873	1,815
Computer Replacement	477	452	1,133	114	129	146	866
Radio Replacement	-	-	269	1	13	-	165
Major Equipment Replacement	1,380	1,210	3,844	1,425	378	1,047	427
Furniture Replacement	284	21	155	53	15	15	51
Other Capital Outlay	(1,112)	(259)	-	-	-	-	-
Total Expenses	1,949	4,800	12,505	2,222	945	2,081	3,324
Transfer In	-	410	410	410	410	410	410
Transfer Out	-	410	-	-	-	-	-
Ending Fund Balance	24,469	22,445	12,576	12,979	14,648	15,170	14,437

Fund numbers are represented in thousands.

The Vehicle and Equipment Replacement Fund accounts for charges to user departments to fund the replacement of vehicles and equipment. This includes vehicles, computers, radios, furniture, and other major equipment. Funds for future replacement are collected while vehicles and equipment are in service so that when it is time for replacement, adequate funds are available. Accumulated fund balance in this fund is estimated to be over \$22 million at the end of fiscal year 2017-18. Unlike the Fleet and Building Maintenance Fund, which is entirely an operating fund and doesn't require a significant fund balance, the Vehicle and Equipment Replacement Fund should have a significant fund balance by nature. As noted, funds are collected for future replacement while vehicles and equipment are in use so that those funds are available when the replacement is needed. Because of that, funds will accumulate over time for that replacement.

Vehicle and Equipment Replacement

With that said, this fund also collects annually from the operating departments, so it is important that the amount of available fund balance considers this. To that end, a long-term spending plan is an important tool for managing this type of fund. Understanding spending needs over the short- and long-term and factoring in fund balance allows the City to set a collection amount that ensures funding is available when vehicles and equipment need to be replaced but does not maintain such a large fund balance that creates an unnecessary burden on the other funds, particularly the General Fund. During 2017-18, City staff identified and updated inventories of the major equipment accounts requiring replacement funding. This five-year plan captures the long-term spending plans for each of the replacement categories, and sets future collections to ensure funding for replacements is available and fund balance is set at an appropriate level. For the 2018-20 business plan, baseline collections collected from departments have been reduced to reflect realignment of revenues and expenses in this fund. This reduction in baseline, however, is not expected to yield overall savings to the City, as the reduction has allowed funds to be shifted into the Workers' Compensation Fund to address the shortfalls in that fund.

Fleet and Building Maintenance

FLEET AND BUILDING MAINTENANCE	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	1,625	839	(136)	(250)	(464)	(314)	144
Revenues							
Charges to Dept. - Building	2,277	2,277	2,912	2,912	3,203	3,459	3,632
Charges to Dept. - Fleet	1,351	1,389	1,717	1,717	1,888	2,040	2,142
Other Revenues	68	11	7	7	8	8	8
Total Revenues	3,696	3,677	4,636	4,636	5,099	5,507	5,782
Expenses							
Personnel	1,409	1,541	1,744	1,835	1,873	1,911	1,948
Operating	2,981	3,068	2,977	2,986	3,046	3,107	3,169
Capital Outlay	40	43	29	29	30	31	32
Total Expenses	4,430	4,652	4,750	4,850	4,949	5,049	5,149
Transfer In	216	-	-	-	-	-	-
Transfer Out	268	-	-	-	-	-	-
Ending Fund Balance	839	(136)	(250)	(464)	(314)	144	777

Fund numbers are represented in thousands.

The Fleet and Building Maintenance Fund accounts for charges to user departments and the expenses related to the maintenance of City vehicles and buildings. This fund is primarily operational in nature, with vehicle and equipment replacement expenses being housed in a separate internal service fund. As such, charges to user departments, over time, should be set fairly close to expected expenses, as there is not a need to keep a significant amount of fund balance in this fund. With expenses outpacing revenues in both 2016-17 and 2017-18, however, collections for the five-year forecast are set to increase significantly starting in 2018-19 to ensure the fund remains healthy and with an appropriate level of reserves. In total, the baseline collections amount will increase 26% in 2018-19 to align with baseline expense expectations. After 2018-19, collections will better align revenues with expenses, while also returning the fund to a positive position and accumulating a small amount of fund balance to address unexpected expense needs.

Benefits

Benefits	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	428	800	1,447	2,030	2,716	2,769	2,519
Revenues							
Internal Service Charge - Pension	16,334	17,651	19,477	22,941	23,787	26,134	28,254
Internal Service Charge - Social Security/ Medicare	2,762	2,992	3,211	3,258	3,341	3,408	3,476
Internal Service Charge - Healthcare	2,410	9,926	10,505	10,689	10,907	11,129	11,357
Internal Service Charge - Severance Trust	1,241	1,338	1,386	1,544	1,000	800	600
Internal Service Charge - Other	2,225	2,544	2,615	2,668	2,716	2,774	2,833
Total Revenues	24,972	34,451	37,194	41,100	41,751	44,245	46,520
Expenses							
Pension	16,343	17,663	19,477	22,941	23,787	26,134	28,254
Social Security/Medicare	2,762	2,992	3,211	3,258	3,341	3,408	3,476
Healthcare	2,606	9,818	10,507	10,691	10,969	11,257	11,554
Severance Trust	812	902	930	957	986	1,016	1,046
Other	2,077	2,429	2,486	2,567	2,615	2,680	2,750
Total Expenses	24,600	33,804	36,611	40,414	41,698	44,495	47,080
Ending Fund Balance	800	1,447	2,030	2,716	2,769	2,519	1,959

Fund numbers are represented in thousands.

The Benefits Fund accounts for the collection of funds from operating departments to cover the cost of employee benefits. The expenses covered by this fund include pension, social security/medicare, retiree healthcare, the City's payment for medical premiums for active employees, funding for the severance trust (to pay for the cashout of unused vacation to employees who retire or otherwise leave the City), as well as a few other benefit costs such as life insurance and long-term disability insurance. In some cases, the cost of providing these benefits is known and collections can be set accordingly. For example, the normal cost of pensions is set as a percentage of pay, so collections can be set based on that percentage of pay. In other cases, such as for the funding of the severance trust, the cost is an estimate based on historical actuals but will fluctuate annually based on different factors. Thus, to accommodate the fluctuation of expenses like those related to the severance trust, the fund should maintain some level of fund balance. To that end, collections for the various components of this fund have been set to collect costs to fund the programs adequately while maintaining a level of fund balance that allows for the year-over-year fluctuations without requiring a transfer from the General Fund.

The largest expense category in this fund is related to pension expenses. As discussed in detail in the Budget Overview section of the budget document, pension expenses are expected to increase significantly over the next five to seven years as

Benefits

the result of a number of factors. These increases will continue to put pressure on the operating funds, as a larger and larger percentage of the budget will be required to cover pension cost increases.

Additionally, the increase in collection amounts and expenses related to health care between 2016-17 and 2017-18 does not reflect a dramatic increase in costs to the City. This change is simply a change in the way certain health care costs are treated from a budget and accounting perspective, with the entire cost for health care premiums being shifted into this fund to reflect the full cost of providing coverage.

Dental

DENTAL	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	352	433	435	443	422	401	380
Revenues							
Internal Service Charges	902	933	966	966	995	1,025	1,045
Total Revenues	902	933	966	966	995	1,025	1,045
Expenses							
Insurance Premiums	821	931	958	987	1,016	1,046	1,077
Total Expenses	821	931	958	987	1,016	1,046	1,077
Ending Fund Balance	433	435	443	422	401	380	348

Fund numbers are represented in thousands.

The Dental Self-Insurance Fund accounts for the City's self-insurance activities related to the dental plan the City provides its employees. Collections for this fund are made by charging departments a flat amount for each employee. Expenses in this fund consist almost entirely of the premiums the City pays on behalf of its employees for dental coverage. Expenses in this fund are generally predictable and are not going to fluctuate greatly year-over-year. As such, maintaining a significant fund balance in this fund is not necessary, and collections for the purposes of this forecast have been set to draw fund balance down over the five-year period by holding collections flat during the first two years of the forecast. As fund balance is drawn down and actual expenses are analyzed over time, annual collections amounts will be adjusted accordingly.

Workers' Compensation

WORKERS' COMPENSATION	2016-17 ACTUALS	2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PROJECTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	570	(1,350)	(1,424)	(982)	(632)	(220)	207
Revenues							
Interest Earnings	35	31	32	32	32	32	32
Internal Service Charges	2,669	3,306	3,931	4,053	4,135	4,217	4,302
Total Revenues	2,704	3,337	3,963	4,085	4,167	4,249	4,334
Expenses							
Personnel	333	344	374	388	397	404	413
Operating	578	624	732	736	750	765	781
Claims	3,713	2,443	2,415	2,611	2,608	2,653	2,751
Total Expenses	4,624	3,411	3,521	3,735	3,755	3,822	3,945
Ending Fund Balance	(1,350)	(1,424)	(982)	(632)	(220)	207	596

Fund numbers are represented in thousands.

The Workers' Compensation Insurance Fund accounts for all workers' compensation self-insurance activities. This includes the cost of claims, insurance, legal and other professional services, and program administration. The total cost of claims constitutes the largest expense in this fund, and was at \$3.7 million in 2016-17, which was the highest annual claims expense over the past decade. Workers' compensation expenses can fluctuate significantly year-over-year based on the total cost of claims, which includes any adjustments to the total liability of the fund due to actuarially-determined changes in experience. Over the past 10 years, costs have been as high as \$4.6 million and as low as \$1.4 million in this fund.

Funding for the Workers' Compensation Insurance Fund comes from collections from all of the operations across all funds that include personnel. Departments are charged a percentage of pay for each employee, and the amount of the charge depends on the type of employee. Positions that historically have higher workers' compensation experience, such as police and fire employees, are charged a higher rate than positions with historically lower experience. Starting in 2016-17, collections from departments were increased in an effort to ensure adequate funding for this program, including having funds set aside in reserve to cover years where claims expenses were unusually high. Unfortunately, 2016-17 turned out to be one of the unusually high claims years, causing the fund's balance to be negative in short term.

The baseline collections amount has been set to increase by \$1.3 million from 2016-17 to 2018-19, and this increase is mainly offset with a decrease in collections in the Vehicle and Equipment Replacement Fund and the Comprehensive Liability Fund, so this is expected to have a limited impact on overall operations costs but should allow this fund to return to a positive fund balance over a period of five years.

Comprehensive Liability

Comprehensive Liability	2016-17 Actuals	2017-18 Estimated Actuals	2018-19 Adopted Budget	2019-20 Projected Budget	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast
Beginning Fund Balance	1,493	2,180	2,287	1,787	1,355	1,095	938
Revenues							
Investment/Interest Earnings	452	5	5	5	5	5	5
Interfund Charges	1,500	1,600	1,198	1,297	1,499	1,651	1,755
Total Revenues	1,952	1,605	1,203	1,302	1,504	1,656	1,760
Expenses							
Personnel	91	116	167	175	178	183	186
Insurance Premiums	640	639	690	690	711	732	754
Claims	283	303	250	269	258	265	273
Attorney's Fees	162	326	430	430	443	456	470
Other Costs	89	114	166	170	174	177	181
Total Expenses	1,265	1,498	1,703	1,734	1,764	1,813	1,864
Ending Fund Balance	2,180	2,287	1,787	1,355	1,095	938	834

Fund numbers are represented in thousands.

The Comprehensive Liability Insurance Fund accounts for the City's general liability program. Expenses in this fund primarily consist of insurance premiums, the cost of claims, legal and other professional services, and program administration. Prior to 2015-16, the budgeted contribution to this fund was approximately \$800,000 annually; however, this often required an additional General Fund transfer to cover the full cost of the program. This additional transfer fluctuated between \$400,000 and \$1.2 million.

Starting in 2015-16, the budgeted contribution to this fund, which is funded by all operating funds, was increased to \$1.25 million in an effort towards budgeting the collection of the full cost of the program and avoiding an annual General Fund transfer when costs exceeded collections. The collection increased again in 2016-17 to \$1.5 million, then moved to \$1.6 million in 2017-18. With experience in the general liability program better than expected over the past several years, including a reduction in the actuarially-determined claims liability, collections have been reduced to \$1.2 million in 2018-19 and \$1.3 million in 2019-20. This collection amount adequately covers the costs of the program and provides enough fund balance to absorb years where claims experience is abnormally high. This reduction in the collection amount has allowed funds to be shifted into the Workers' Compensation Fund, where experience has been unusually high over the past several years.







FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Summary

During the Capital Improvement Program (CIP) budget process, departments develop project requests for all of their anticipated capital improvement needs, both funded and unfunded. The requests capture the five-year capital project needs, total project costs, and funding sources where possible. Additional operating costs related to completed capital projects are included in the respective operating budgets. Projects are prioritized and recommended for funding based on a review and analysis by a committee made up of the City Manager, Assistant City Manager, Public Works Director, and Parks and Recreation Director.

The City Council reviews the proposed capital budget as part of its regular budget meetings in June, with the option to hold study sessions if needed. During these meetings, the Council reviews the City's five-year CIP recommendations, which are listed in the schedules that follow this narrative.

Sections 65400, 65401, and 65403 of the California Planning and Land Use Government Code require the City's governing body or planning or public works commission to review public works projects for the next fiscal year to determine conformity with the adopted General Plan. The City Council reviews the Capital Improvement Projects Budget at its meeting in June each year to determine if the proposed capital projects are in conformance with the goals, policies, and actions contained within the General Plan.

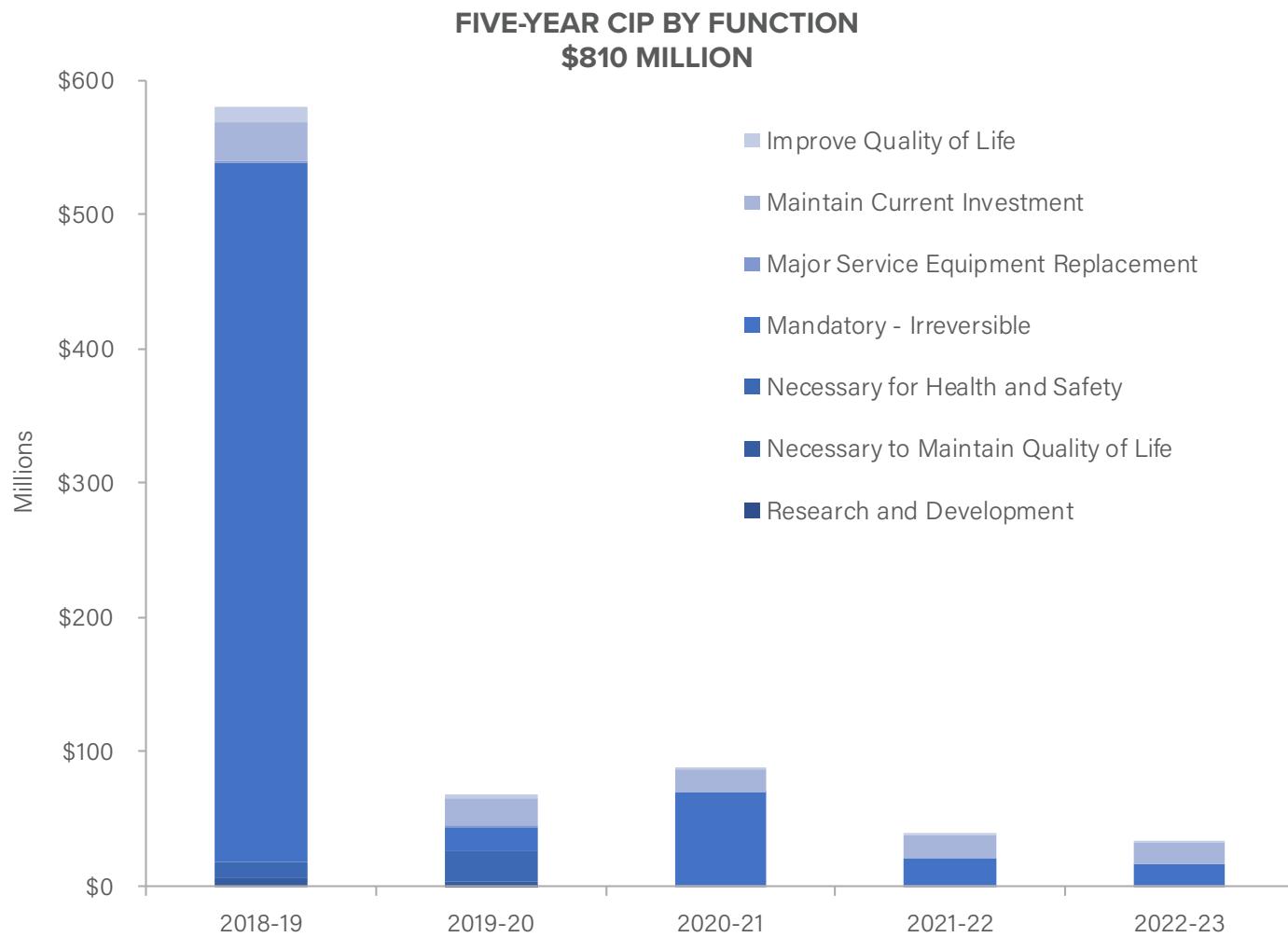
The five-year CIP totals \$810 million, with \$581.1 million for 2018-19. Immediately following this narrative is a list of all the capital projects funded in the 2018-2023 CIP ("Funded Projects"). In addition, the table below summarizes the five-year CIP by physical type of the capital projects.

CAPITAL PROJECTS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
Bikeway/Pedestrian	1,144,983	775,000	700,000	700,000	700,000	4,019,983
Bridges	4,800,000	3,650,000	300,000	350,000	400,000	9,500,000
Buildings	9,493,000	18,570,000	-	550,000	-	28,613,000
Parks	4,826,000	1,793,000	300,000	-	-	6,919,000
Sanitary Sewer and Wastewater Management (Clean Water Program)	538,390,488	28,945,467	75,504,055	25,711,026	20,479,217	689,030,253
Stormwater	3,225,975	1,298,350	1,400,000	1,390,000	1,390,000	8,704,325
Street Lights	1,700,000	1,500,000	-	-	-	3,200,000
Streets	12,932,000	9,700,000	9,500,000	9,500,000	9,500,000	51,132,000
Traffic	2,821,500	865,000	465,000	415,000	615,000	5,181,500
Other City Projects	1,750,000	1,285,000	325,000	150,000	175,000	3,685,000
Total 5-year CIP	581,083,946	68,381,817	88,494,055	38,766,026	33,259,217	809,985,061

Of the total \$810 million, \$689 million (85% of the total five-year CIP) is for Clean Water Program capital projects, all of which are funded by sewer services charges, bonds and loan proceeds, assessment charges, and capital contributions from the sewer system's sub-regional partners and the City of Foster City. More details of this significant infrastructure investment are provided in the following section. Street rehabilitation and reconstruction projects total \$51.1 million (6% of the total five-year CIP), while building-related projects amount to \$28.6 million (4% of the total).

Summary

The CIP can also be categorized based on the function of each project and how its purpose relates to the overall goals of the City Council. The chart below illustrates capital projects by function. Of the five-year CIP total, 79% are categorized as Mandatory-Irreversible (the majority of which are Clean Water Program projects) and 12% are categorized as Maintain Current Investment. 5% are categorized as Necessary for Health and Safety, with another 4% split amongst the other categories.



Clean Water Program Capital Projects

The Clean Water Program consists of the sewer collection systems and the Wastewater Treatment Plant (WWTP) and disposal facilities serving the residents and businesses of the City of San Mateo, all of Foster City, and portions of the neighboring communities (sub-regional partners) of Hillsborough, Belmont, the Crystal Springs County Sanitation District ("CSCSD"), and certain unincorporated areas of the County. The Sewer Enterprise system currently serves approximately 27,000 customer accounts in the City alone, and approximately 10,000 customer accounts of the sub-regional partners utilizing the WWTP. The current population in the utility's service area is approximately 160,000 residents.

A total of \$689 million is planned for the Clean Water five-year capital improvement program. Of this total, \$467 million is planned for WWTP projects, \$182.5 million is for sewer collection system improvement projects, and \$39.5 million is for program management for the sewer projects.

CIP Project Descriptions

CLEAN WATER PROGRAM (SEWER) PROJECTS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
Sewer - WWTP	437,138,493	8,299,087	6,832,116	7,073,117	7,686,333	467,029,146
Sewer - Collection Systems	89,131,915	10,668,542	61,851,541	12,945,595	7,878,505	182,476,098
Sewer - Program Management	12,120,080	9,977,838	6,820,398	5,692,314	4,914,379	39,525,009
Total	538,390,488	28,945,467	75,504,055	25,711,026	20,479,217	689,030,253

Significant Sewer Infrastructure Needs and the Cease and Desist Order (CDO)

Similar to many wastewater systems in the region, the City's Sewer Enterprise facilities are aging and in need of significant rehabilitation. The collection system of the Sewer Enterprise dates back to the early 1900's, with the majority of sewer pipes installed in the 1940's through 1960's. The original structures at the WWTP were constructed in 1937. Groundwater and storm water enter the City's collection system through leaky pipes and illegal drain connections. During significant rain events, the increased flow in the pipes exceeds the capacity of the Sewer Enterprise facilities and results in overflows of diluted but untreated sewage into streets and storm drains, which eventually reaches creeks and the Bay. These events are termed sanitary sewer overflows (SSOs).

Moreover, regulatory requirements for wastewater treatment are continually evolving and becoming more stringent to protect water quality in the San Francisco Bay. The San Francisco Bay Regional Water Quality Control Board (the "Regional Board") regulates water quality in the San Francisco Bay region under the authority of the Federal Clean Water Act (the "CWA") and the State's Porter-Cologne Water Quality Control Act. There are several permits or regulatory orders from the Regional Board that apply to ownership and operation of a sanitary sewer collection system and WWTP and regulate discharges of waste from those facilities. The permits and orders mandate owners of sanitary sewer systems to implement various measures to reduce and prevent sanitary sewer overflows (SSOs).

The Regional Board has mandated the City to invest significant staffing and capital funding resources in order to continue to receive its permits and regulatory orders that authorize the ownership and operation of a sanitary sewer collection system and WWTP, and regulate discharges of wastewater from its facilities. Without these permits, the City's Sewer utility could not continue to operate. Due to past incidents of SSO's into area creeks and the Bay, the Regional Board has mandated the City to implement measures to reduce and prevent SSO's through a Cease and Desist Order (CDO) issued in 2009. The National Pollutant Discharge Elimination System (NPDES) permit for the WWTP, which was last issued in 2013 and expected to be reissued in July of 2018, also requires the City to increase capacity at the WWTP to ensure full treatment of all effluent and eliminate "blending" practices. To meet these mandates, not only is the City developing extensive capital improvement plans requiring significant funding, but the Sewer Fund is also having to invest increased costs in its operating budget for additional staff and consultant engineering services to assist in this planning and implementation effort.

In December 2014, the City submitted a draft 20-year Integrated Wastewater Master Plan to the Regional Water Quality Control Board in accordance with the Wastewater Treatment Plant operation permit requirements. The Master Plan outlines capital improvement needs for both the collection system and the WWTP, collectively referred to as the Clean Water Program. These improvements are focused on replacing aging infrastructure, providing wet weather capacity assurance, and meeting current and anticipated future regulatory requirements. In June 2016, the City Council selected and approved the In-System Storage program approach and certified the Programmatic Environmental Impact Report (PEIR). The In-System Storage program approach is estimated to cost \$900 million over an accelerated 10-year period.

CIP Project Descriptions

Sewer Capital Project Revenues

The City is pursuing a number of funding options for the Clean Water Program. These options include federal Water Infrastructure Finance and Innovation Act (WIFIA) loan funds, State Revolving Fund (SRF) loan funds, bonds, and direct funding from sewer fees. Sewer fees pay the debt service on these various financing mechanisms. The City, through a Public Financing Authority with Foster City/Esterio Municipal Improvement District (EMID), has already applied for significant funding through the State Revolving Fund and is preparing an application to WIFIA for funding. While the City goes through the application process for both funding sources, it has access to a short-term line of credit in the amount of \$70 million to ensure that projects currently underway have adequate cash to proceed as planned. Additional funds needed beyond the federal and state loan funds are expected to be through issuing revenue bonds.

FUNDING SOURCE	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
Crystal Springs County Sanitation District / San Mateo County / Hillsborough	27,643,476	862,815	660,138	637,741	652,973	30,457,143
Foster City / Esterio (Sewer)	110,068,350	4,428,601	3,333,620	3,101,275	3,016,219	123,948,065
Sewer (interfund transfer)	397,678,662	23,554,051	71,410,297	21,872,010	16,710,025	531,225,045
South Trunk Sewer Relief Impact Fee	3,000,000	100,000	100,000	100,000	100,000	3,400,000
Total	538,390,488	28,945,467	75,504,055	25,711,026	20,479,217	689,030,253

Sewer Capital Projects and Costs

Of the total \$689 million planned over the next five years, four capital projects are planned for the City's wastewater treatment plant (WWTP) totaling an estimated \$467 million. The largest planned project is \$460.7 million for the plant's flow management upgrade and expansion project, followed by \$4.1 million for immediate action plan projects.

Sewer collection system improvements total an estimated \$182.5 million, with nine different capital projects throughout the City. The largest sewer collection system project is \$96.1 million for basins 2 and 3 collection system improvements, followed by \$60.7 million for the basin 4 collection system improvements, and \$22.9 million for the annual citywide sewer rehabilitation program.

Program management costs related to the Sewer CIP are preliminarily estimated to total \$39.5 million and are based on 15% of total estimated project costs for contingency planning and engineering.

Street Rehabilitation and Improvement Capital Projects

A total of \$51.1 million in street rehabilitation, reconstruction, and improvement projects are planned for the five-year CIP. Funding sources for these projects include the General Fund (\$10.3 million), gas tax (\$6.8 million), and Measure A-half-cent sales tax (\$6.5 million) funds, as well as from the proceeds of debt that is expected to be issued in 2018-19. The debt service on this debt will be covered with Measure S revenues.

While the City's overall pavement condition has remained constant due to its investment in street rehabilitation, there has been an increase in failed residential streets. City staff estimates that there are approximately 14 miles of failed streets in San Mateo. The estimated cost for reconstruction is \$25 to \$30 million dollars, and the work is expected to take five to six years. Street reconstruction projects that are identified for the next five years are programmed with a total of \$24 million, with most years programmed for \$5 million. These reconstruction projects are the projects in this category that are expected to be debt financed and repaid through Measure S revenues.

CIP Project Descriptions

City Building and Facilities Improvement Capital Projects

A total of \$28.6 million is planned for various building facilities improvements and new construction. \$18.6 million of this total is budgeted for the construction of a new downtown parking garage. The new garage is anticipated to be funded with a bond measure, with a portion of future parking revenues being pledged for payment of annual debt service. \$5 million in parking in-lieu revenues are also programmed as the City's contribution for another parking garage at the downtown redevelopment site. The other large project in this category is the construction of a new facility for Fire Station #25, which is programmed for \$3 million of Measure C funding in 2018-19, which is in addition to the \$2.25 million programmed in 2017-18.

Bridge Maintenance and Improvement Capital Projects

Of the total \$9.5 million planned for bridge-related capital improvements, the largest project is the City's contribution to the rail corridor grade separation project (\$4.5 million). This amount is in addition to the \$8 million the City has already budgeted (or previously contributed) for this purpose. The entire estimated City contribution of approximately \$12.5 million will be paid from Traffic Impact Fees. The other significant project in this category is the \$3.4 million programmed for the Bermuda Drive bridge replacement.

Park and Recreation Facilities Renovation & Rehabilitation Capital Projects

A total of \$6.9 million in parks and recreation capital improvement projects are planned for the next five years. Of the total planned, the largest parks project is \$2.5 million for upgrades at Central Park consistent with the master plan. This includes renovation of the existing play area and irrigation/landscape work. The next largest project is the \$1.5 million programmed for converting the King Center sports field to synthetic turf. \$1 million is also programmed for play structure upgrades starting in 2018-19.

Of the \$6.9 million total of planned projects, the majority (\$4.6 million) are funded from parks and recreation related taxes and fees. The City has received significant parks and recreation related taxes and fees from the developments projects currently underway in the City, which has allowed for the capacity to program the large projects in the five-year CIP. However, the department has not budgeted anything in the last two years of the five-year plan given the cyclical nature of development.

Stormwater/Flood Control Renovation & Rehabilitation Capital Projects

A total of \$8.7 million is planned for storm drainage and flood control projects for the next five years. This does not include the funds budgeted in 2017-18 for flood control improvements needed to remove North Shoreview and portions of the North Central Neighborhoods from the FEMA flood map. The funding for this project is planned to be provided through the issuance of debt, repaid with Measure S revenues, and as well as through an assessment district with the residents of North Shoreview and residents in the impacted portion of the North Central neighborhood.

Other significant projects in this category include \$4.1 million for trash capture devices at various locations over the five-year period and \$2.7 million for Bayfront levee improvements south of San Mateo Creek.

Bikeway / Pedestrian Walkway Capital Projects

A total of \$4 million is planned for bikeway and pedestrian walkway projects. Of the total, \$2 million is planned for the citywide sidewalk repair program, and \$1.7 million is budgeted for Community Development Block Grant (CDBG) funded street and sidewalk repair. The City's portion of the citywide sidewalk repair program is funded by the General Fund and through contributions from homeowners.

Traffic Capital Projects

A total of \$5.2 million is planned for 17 different traffic-related projects throughout the City. Of this amount, the larger projects include \$1.3 million for neighborhood traffic management improvements, \$800,000 for a signalization project at 16th and

CIP Project Descriptions

Delaware, \$750,000 for citywide traffic calming, and \$700,000 for a left-turn modification at Poplar and Humboldt. Traffic impact fees, Measure A, Measure S, and gas taxes fund these projects.

Street Lights Capital Projects

A total of \$3.2 million is budgeted for street light projects in the five-year CIP. \$3 million of that amount is for high voltage conversions that are planned over the next two years. This project is funded by the General Fund.

Other City Capital Projects

Various other citywide capital projects are planned totaling \$3.7 million over the next five years, the largest of which is \$2.2 million budgeted for the digital conversion of records and files for the Community Development Department. This project is funded by the Construction Services Fund. In addition to this project, \$520,000 is budgeted for minor home repair and is funded by federal grants, and \$400,000 is budgeted for citywide tree planting using revenues generated from individual and developer tree removals.

CIP FUNDING

All the projects listed in the following "Funded Projects" sub-section have identified sources of funding. The sub-section "Projects by Funding Source" lists all the funding categories for the projects in the five-year CIP. The "Funding Source Summary" provides a summary of each individual funding source, and the "Funding Source Detail" provides the detailed inventory of projects by funding source.

The City also has a number of capital projects that have no identified source of funding. The "Unfunded Projects" sub-section lists all the identified projects that have no funding allocated and their estimated costs for the next five years. The total cost for these unfunded capital projects is expected to be about \$180.8 million. These projects range from large to small and include major construction projects such as the completion of the Bay Meadows Master Plan and the latter phases of the Central Park Master Plan and smaller renovation projects such as parking lot repair and various facility improvements.





FUNDED PROJECTS

Funded Projects

PROJECT #	PROJECT NAME
310026	COMMUNITY DEVELOPMENT DEPARTMENT SERVICE IMPROVEMENTS - ELECTRONIC AND DIGITAL
310118	CITY HALL ATRIUM AND COMMUNITY DEVELOPMENT DEPARTMENT REMODEL
310330	ART IN PUBLIC PLACES
310520	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) COMMUNITY FACILITIES
310521	MINOR HOME REPAIR
315000	HOUSING REHABILITATION
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) LAURIE MEADOWS
460035	SIGNALIZATION - DELAWARE STREET / 16TH AVENUE / SUNNYBRAE BOULEVARD
460039	FIRE STATION 25 ACCESS - ALAMEDA DE LAS PULGAS / HWY 92
460040	HIGH VOLTAGE STREET LIGHT CONVERSION
460048	RELOCATE ELECTRICAL ROOM AT TRANSIT CENTER
460049	POPLAR AVENUE / HUMBOLDT STREET SIGNAL MODIFY - LEFT TURN
460053	PAINT EXTERIOR 2ND AVENUE / EL CAMINO REAL GARAGE
460054	PAINT EXTERIOR MAIN STREET GARAGE
460055	TRASH CAPTURE AT 42ND AVENUE AND PACIFIC BOULEVARD
460056	TRASH CAPTURE AT 3RD AVENUE AND DETROIT DRIVE
460057	CITYWIDE FIRE-INTRUSION ALARM SYSTEM UPGRADE
460058	ADA ENTRY COMPLIANCE BERESFORD
460059	TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE
460060	TRASH CAPTURE AT POPLAR AVENUE AND 2ND AVENUE
460061	TRASH CAPTURE AT HILLSDALE MALL AND 28TH AVENUE
460062	TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE
460632	DOWNTOWN REDEVELOPMENT SITE PARKING GARAGE
461001	DOWNTOWN PARKING IMPROVEMENTS
461007	NEW DOWNTOWN PARKING GARAGE
461008	CITYWIDE PAID PARKING EVALUATION AND IMPLEMENTATION
461009	DOWNTOWN PARKING TECHNOLOGY
461109	CORRIDOR - TRANSPORTATION MANAGEMENT ASSOCIATION
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462004	CITYWIDE BRIDGE MAINTENANCE
462202	RAIL CORRIDOR GRADE SEPARATION
462205	TRAIN QUIET ZONE
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
462227	US 101 - SR 92 INTERCHANGE AREA IMPROVEMENT SHORT-TERM
462228	US 101 - SR 92 DIRECT CONNECTOR LONG-TERM
462249	HILLSDALE CORRIDOR IMPROVEMENTS
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
462337	19TH AVENUE TWO-WAY STREET CONVERSION STUDY
463004	CITYWIDE STREET LIGHTS
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
463330	CURB EXTENSIONS AT DELAWARE STREET / 5TH AVENUE AND DELAWARE STREET / 9TH AVENUE
463337	PARROTT DRIVE / ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION

Funded Projects

2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
1,000,000	1,000,000	150,000	-	-	2,150,000
150,000	-	-	-	-	150,000
200,000	-	-	-	-	200,000
40,000	-	-	-	-	40,000
110,000	110,000	100,000	100,000	100,000	520,000
200,000	-	-	-	-	200,000
1,052,000	-	-	-	-	1,052,000
800,000	-	-	-	-	800,000
2,000,000	-	-	-	-	2,000,000
1,500,000	1,500,000	-	-	-	3,000,000
90,000	-	-	-	-	90,000
700,000	-	-	-	-	700,000
-	-	-	250,000	-	250,000
-	-	-	300,000	-	300,000
390,000	-	-	-	-	390,000
735,000	750,000	-	-	-	1,485,000
250,000	-	-	-	-	250,000
220,000	-	-	-	-	220,000
-	-	750,000	-	-	750,000
-	-	-	560,000	-	560,000
-	-	-	190,000	500,000	690,000
-	-	-	-	250,000	250,000
5,000,000	-	-	-	-	5,000,000
(2,000,000)	-	-	-	-	(2,000,000)
-	18,570,000	-	-	-	18,570,000
125,000	-	-	-	-	125,000
2,000,000	-	-	-	-	2,000,000
15,000	15,000	15,000	15,000	15,000	75,000
385,000	375,000	300,000	300,000	300,000	1,660,000
200,000	250,000	300,000	350,000	400,000	1,500,000
4,500,000	-	-	-	-	4,500,000
125,000	125,000	-	-	-	250,000
250,000	250,000	250,000	250,000	250,000	1,250,000
60,000	-	-	-	-	60,000
36,500	-	-	-	-	36,500
360,000	-	-	-	-	360,000
-	3,400,000	-	-	-	3,400,000
60,000	-	-	-	-	60,000
200,000	-	-	-	-	200,000
400,000	400,000	400,000	400,000	400,000	2,000,000
150,000	-	-	-	-	150,000
20,000	-	-	-	-	20,000

Funded Projects

PROJECT #	PROJECT NAME
463338	NORFOLK STREET / FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
465004	CITYWIDE BIKE / PEDESTRIAN PATH IMPROVEMENTS
465005	FIESTA MEADOWS PARK PATHWAY REPAIR AND RESURFACE
465006	PARKING LOT REFURBISHMENT AT POPLAR CREEK GOLF COURSE
465130	TRAFFIC SIGNAL MASTER PLAN
465165	BICYCLE REPAIR STATIONS
465166	EAST 3RD AVENUE BICYCLE BRIDGE MAINTENANCE
465333	CITYWIDE TRAFFIC SIGNAL RETIMING
465432	EL CAMINO REAL LEFT-TURN POCKET - TILTON AVENUE AND BALDWIN AVENUE
465631	TRAFFIC CONTROLLER CABINETS
465931	31ST AVENUE POCKET PARK TRAFFIC CALMING
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467006	HWY 92 OFFRAMP (DE ANZA BOULEVARD) RECONFIGURATION TO FIRE STATION 27
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
467771	CITYWIDE STREET RECONSTRUCTION FY 2019-20
467772	CITYWIDE STREET RECONSTRUCTION FY 2020-21
467773	CITYWIDE STREET RECONSTRUCTION FY 2021-22
467779	CITYWIDE STREET RECONSTRUCTION FY 2022-23
467785	GREEN INFRASTRUCTURE PLAN
468007	COLUMBIA DRIVE / CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
468010	STORM PIPE CLEANING PROJECT
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION)
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
469933	ROOT FOAMING
469967	DIGESTER GAS TO COMPRESSED NATURAL GAS
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
46S001	BASIN 1A COLLECTION SYSTEM IMPROVEMENTS
46S002	BASIN 1B COLLECTION SYSTEM IMPROVEMENTS
46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
46S005	BASIN 4 COLLECTION SYSTEM IMPROVEMENTS
46S090	CLEAN WATER PROGRAM (CWP) SEWER FLOW MONITORING AND REPORTING
46S091	CLEAN WATER PROGRAM (CWP) ANNUAL CITYWIDE SANITARY SEWER REHABILITATION
46S092	CLEAN WATER PROGRAM (CWP) BIENNIAL PUMP STATION UPGRADES

Funded Projects

2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
80,000	450,000	50,000	-	-	580,000
19,983	-	-	-	-	19,983
180,000	-	-	-	-	180,000
140,000	-	-	-	-	140,000
90,000	-	-	-	-	90,000
10,000	-	-	-	-	10,000
100,000	-	-	-	-	100,000
50,000	-	-	-	-	50,000
20,000	-	-	-	-	20,000
60,000	-	-	-	-	60,000
70,000	-	-	-	-	70,000
150,000	150,000	150,000	150,000	150,000	750,000
-	-	-	-	200,000	200,000
110,000	-	-	-	-	110,000
-	4,500,000	-	-	-	4,500,000
4,200,000	-	-	-	-	4,200,000
100,000	200,000	-	-	-	300,000
-	-	4,500,000	-	-	4,500,000
-	-	-	4,500,000	-	4,500,000
1,620,000	-	-	-	-	1,620,000
-	-	-	-	4,500,000	4,500,000
3,850,000	-	-	-	-	3,850,000
-	5,000,000	-	-	-	5,000,000
-	-	5,000,000	-	-	5,000,000
-	-	-	5,000,000	-	5,000,000
-	-	-	-	5,000,000	5,000,000
50,000	-	-	-	-	50,000
1,420,000	-	-	-	-	1,420,000
50,000	-	100,000	100,000	100,000	350,000
35,000	5,000	5,000	-	-	45,000
545,975	543,350	545,000	540,000	540,000	2,714,325
400,000	400,000	400,000	400,000	400,000	2,000,000
370,000	-	-	-	-	370,000
12,120,080	9,977,838	6,820,398	5,692,314	4,914,379	39,525,009
3,147,501	936,914	-	-	-	4,084,415
(2,000,000)	-	-	-	-	(2,000,000)
(5,000,000)	-	-	-	-	(5,000,000)
90,160,241	2,854,406	2,145,255	819,508	100,000	96,079,410
-	-	57,294,296	1,620,482	1,752,986	60,667,764
74,805	80,853	83,282	85,783	88,359	413,082
1,611,720	5,965,155	1,484,538	8,780,597	5,065,912	22,907,922
-	-	-	281,714	-	281,714

Funded Projects

PROJECT #	PROJECT NAME
46S093	CLEAN WATER PROGRAM (CWP) CLOSED CIRCUIT TELEVISION (CCTV) INSPECTION PROGRAM
46S095	LARGE DIAMETER CLEANING / CONDITION ASSESSMENT
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS PACKAGE II
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE III
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
561625	NEW FIRE STATION #25
610008	TREE PLANTING - PARKS DIVISION
610011	BOREL PARK DEVELOPMENT
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION: SYNTHETIC TURF
610027	CENTRAL PARK
610036	RECREATION FACILITIES STRATEGIC PLAN
610037	SUGARLOAF HILL TRAIL REPAIR
618278	GOLF COURSE - WELL DRILLING
618280	GOLF COURSE UPGRADES FY 2018-19
664000	MAIN LIBRARY CHILDREN'S SPACE ENHANCEMENTS
665000	BRANCH LIBRARIES LOBBY ENHANCEMENTS
Total Recommended Project Budgets	

Funded Projects

2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
367,648	431,214	444,170	457,511	471,248	2,171,791
-	-	-	500,000	-	500,000
433,942,659	6,686,438	6,671,233	6,697,497	6,671,233	460,669,060
933,009	701,526	-	-	-	1,634,535
2,262,825	206,616	-	-	-	2,469,441
-	704,507	160,883	375,620	1,015,100	2,256,110
3,000,000	-	-	-	-	3,000,000
150,000	50,000	75,000	50,000	75,000	400,000
-	1,218,000	-	-	-	1,218,000
150,000	575,000	300,000	-	-	1,025,000
1,500,000	-	-	-	-	1,500,000
2,535,000	-	-	-	-	2,535,000
15,000	-	-	-	-	15,000
50,000	-	-	-	-	50,000
75,000	-	-	-	-	75,000
516,000	-	-	-	-	516,000
328,000	-	-	-	-	328,000
100,000	-	-	-	-	100,000
581,083,946	68,381,817	88,494,055	38,766,026	33,259,217	809,985,061





PROJECTS BY FUNDING SOURCE

Capital Improvement Projects Fund

DESCRIPTION
Beginning Fund Balance
Revenue
GENERAL FUND
DOWNTOWN PARKING AND SECURITY FUND TRANSFER IN
GAS TAX FUND TRANSFER IN
MEASURE A
MEASURE S
PARKING IN-LIEU FEE
PARKS AND RECREATION REVENUE FUND TRANSFER IN
SEWER FUND TRANSFER IN
SOUTH BAYFRONT LEVEE PROJECT
SOUTH TRUNK IMPACT FEE
TRAFFIC IMPACT FEE FUND TRANSFER IN
TREE REPLACEMENT FEE
OTHER SOURCES
Total Revenue
Recommended Project Budgets
GENERAL FUND
DOWNTOWN PARKING AND SECURITY FUND PROJECTS
GAS TAX FUND PROJECTS
MEASURE A
MEASURE S
PARKING IN-LIEU FEE
PARKS AND RECREATION REVENUE FUND PROJECTS
SEWER FUND PROJECTS
SOUTH BAYFRONT LEVEE PROJECT
SOUTH TRUNK IMPACT FEE
TRAFFIC IMPACT FEE FUND PROJECTS
TREE REPLACEMENT FEE
OTHER SOURCES
Total Recommended Project Budgets
Transfer Out to Police Grants and Safety Fund
Ending Fund Balance

Capital Improvement Projects Fund

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
25,942,241	15,902,076	6,104,140	4,611,790	7,001,790	9,396,790	
5,125,000	4,766,000	4,250,000	4,250,000	4,250,000	4,250,000	21,766,000
4,933,131	(1,375,000)	17,570,000	-	550,000	-	16,745,000
1,912,338	2,156,500	1,200,000	1,200,000	1,200,000	1,200,000	6,956,500
2,300,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
2,806,305	750,000	250,000	250,000	250,000	250,000	1,750,000
2,075,000	100,000	100,000	100,000	100,000	100,000	500,000
5,604,673	3,775,000	575,000	300,000	-	-	4,650,000
213,299,827	535,390,488	28,845,467	75,404,055	25,611,026	20,379,217	685,630,253
555,000	550,000	550,000	550,000	550,000	550,000	2,750,000
669,083	100,000	100,000	100,000	100,000	100,000	500,000
3,709,165	6,150,000	150,000	150,000	150,000	350,000	6,950,000
100,000	75,000	50,000	75,000	50,000	75,000	325,000
68,788,018	17,000,000	11,049,000	6,305,000	6,150,000	6,150,000	46,654,000
311,877,541	571,637,988	66,889,467	90,884,055	41,161,026	35,604,217	806,176,753
14,273,724	5,721,000	4,684,000	2,250,000	2,250,000	2,250,000	17,155,000
4,933,131	(1,375,000)	17,570,000	-	550,000	-	16,745,000
1,912,338	2,156,500	1,200,000	1,200,000	1,200,000	1,200,000	6,956,500
4,419,583	2,435,000	2,200,000	1,750,000	1,750,000	1,800,000	9,935,000
2,806,305	750,000	250,000	250,000	250,000	250,000	1,750,000
200,000	5,000,000	1,000,000	-	-	-	6,000,000
5,604,673	3,775,000	575,000	300,000	-	-	4,650,000
213,299,827	535,390,488	28,845,467	75,404,055	25,611,026	20,379,217	685,630,253
2,337,677	545,975	543,350	545,000	540,000	540,000	2,714,325
90,000	3,000,000	100,000	100,000	100,000	100,000	3,400,000
3,709,165	6,150,000	150,000	150,000	150,000	350,000	6,950,000
191,735	150,000	50,000	75,000	50,000	75,000	400,000
68,139,548	17,384,983	11,214,000	6,470,000	6,315,000	6,315,000	47,698,983
321,917,706	581,083,946	68,381,817	88,494,055	38,766,026	33,259,217	809,985,061
		351,978	-	-	-	
15,902,076	6,104,140	4,611,790	7,001,790	9,396,790	11,741,790	

General Fund

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
200915	FINANCIAL / HUMAN RESOURCES SOFTWARE
212007	TECHNOLOGY PROJECTS
310118	CITY HALL ATRIUM AND COMMUNITY DEVELOPMENT DEPARTMENT REMODEL
310211	DEVELOPMENT REVIEW SOFTWARE
460033	9TH AVENUE AND B STREET STORM DRAIN (MINOR IMPROVMENTS)
460040	HIGH VOLTAGE STREET LIGHT CONVERSION
460048	RELOCATE ELECTRICAL ROOM AT TRANSIT CENTER
460050	REFURBISHMENT OF KOI POND - JAPANESE GARDEN
460057	CITYWIDE FIRE-INTRUSION ALARM SYSTEM UPGRADE
460058	ADA ENTRY COMPLIANCE BERESFORD
460930	SAN MATEO COMMUTER SHUTTLE
461002	NEW CORPORATION YARD FACILITY
461004	PUBLIC FACILITY AND SITE IMPROVEMENTS
461107	CAR SHARING
462202	RAIL CORRIDOR GRADE SEPARATION
462205	TRAIN QUIET ZONE
462897	PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT / PUBLIC WORKS
463004	CITYWIDE STREET LIGHTS
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
465004	CITYWIDE BIKE / PEDESTRIAN PATH IMPROVEMENTS
465005	FIESTA MEADOWS PARK PATHWAY REPAIR AND RESURFACE
465006	PARKING LOT REFURBISHMENT AT POPLAR CREEK GOLF COURSE
465147	NORTH B STREET IMPROVEMENT INITIATIVE
465161	CITYWIDE CROSSWALK IMPROVEMENT
465164	SAFE ROUTES TO SCHOOL PROGRAM
465166	EAST 3RD AVENUE BICYCLE BRIDGE MAINTENANCE
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467003	CITYWIDE STREET REHABILITATION FY 2017-18
467004	CITYWIDE STREET REHABILITATION
467006	HWY 92 OFFRAMP (DE ANZA BOULEVARD) RECONFIGURATION TO FIRE STATION 27
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
467774	CITYWIDE STREET RECONSTRUCTION
467785	GREEN INFRASTRUCTURE PLAN
468004	CITYWIDE STORM SEWER IMPROVEMENTS
468005	STORM SYSTEM DREDGING
468006	RYDER PARK LEVEE REPAIR

General Fund

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
13,948,888	4,800,164	3,845,164	3,411,164	3,411,164	3,411,164	
5,125,000	4,766,000	4,250,000	4,250,000	4,250,000	4,250,000	
23,329	-	-	-	-	-	-
93,632	-	-	-	-	-	-
100,040	150,000	-	-	-	-	150,000
10,223	-	-	-	-	-	-
75,000	-	-	-	-	-	-
1,000,000	1,500,000	1,500,000	-	-	-	3,000,000
-	90,000	-	-	-	-	90,000
300,000	-	-	-	-	-	-
-	250,000	-	-	-	-	250,000
-	220,000	-	-	-	-	220,000
68,595	-	-	-	-	-	-
36,100	-	-	-	-	-	-
247,124	-	-	-	-	-	-
13,000	-	-	-	-	-	-
233,378	-	-	-	-	-	-
-	125,000	125,000	-	-	-	250,000
92,390	-	-	-	-	-	-
203,682	-	-	-	-	-	-
250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
10,000	-	-	-	-	-	-
-	180,000	-	-	-	-	180,000
-	140,000	-	-	-	-	140,000
433,855	-	-	-	-	-	-
135,000	-	-	-	-	-	-
485,126	-	-	-	-	-	-
-	100,000	-	-	-	-	100,000
-	-	2,000,000	-	-	-	2,000,000
-	2,000,000	-	-	-	-	2,000,000
2,000,000	-	-	-	-	-	-
4,793,778	-	-	-	-	-	-
-	100,000	200,000	-	-	-	300,000
-	-	-	2,000,000	-	-	2,000,000
-	-	-	-	2,000,000	-	2,000,000
-	-	-	-	-	2,000,000	2,000,000
1,128,030	-	-	-	-	-	-
-	50,000	-	-	-	-	50,000
3,520	-	-	-	-	-	-
300,000	-	-	-	-	-	-
17,613	-	-	-	-	-	-

General Fund

PROJECT #	DESCRIPTION
468007	COLUMBIA DRIVE / CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
468009	55 EAST 3RD AVENUE STORM DRAIN IMPROVEMENT
468201	COYOTE PARK / POPLAR PUMP STATION
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION)
468305	NORTH BAYFRONT LEVEE IMPROVEMENTS
469030	NEW BUILDING COMPONENT REPLACEMENT PROJECT
469031	ADA COMPLIANCE AND TRANSITION PLANNING
560785	FIRE SAFETY EQUIPMENT
610011	BOREL PARK DEVELOPMENT
610014	CITYWIDE PARK FENCING AND STRUCTURES
610037	SUGARLOAF HILL TRAIL REPAIR
610041	CITYWIDE ACCESS SYSTEM REPLACEMENT
610872	PARKS AND RECREATION SOFTWARE REPLACEMENT
618280	GOLF COURSE UPGRADES FY 2018-19
Total Recommended Project Budgets	
Additional Capital Expenditures	
Ending Fund Balance	

General Fund

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
80,000	-	-	-	-	-	-
100,000	-	-	-	-	-	-
25,163	-	-	-	-	-	-
29,250	-	-	-	-	-	-
67,209	-	-	-	-	-	-
1,285,303	-	-	-	-	-	-
50,000	-	-	-	-	-	-
5,592	-	-	-	-	-	-
-	-	609,000	-	-	-	609,000
10,000	-	-	-	-	-	-
-	50,000	-	-	-	-	50,000
560,000	-	-	-	-	-	-
7,792	-	-	-	-	-	-
-	516,000	-	-	-	-	516,000
14,273,724	5,721,000	4,684,000	2,250,000	2,250,000	2,250,000	
-	-	-	2,000,000	2,000,000	2,000,000	
4,800,164	3,845,164	3,411,164	3,411,164	3,411,164	3,411,164	

Downtown Parking and Security

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
INTEREST EARNINGS	
PARKING REVENUES	
LEASE REVENUES	
METROPOLITAN TRANSPORTATION COMMISSION (MTC) PARKING TECHNOLOGY GRANT	
PARKING BONDS	
Total Revenue	
Operating Expenditures	
Transfer Out to Capital Projects Fund	
460036	DOWNTOWN TWINKLE LIGHTS - 2ND-4TH AVENUE / EL CAMINO REAL-B STREET
460053	PAINT EXTERIOR 2ND AVENUE / EL CAMINO REAL GARAGE
460054	PAINT EXTERIOR MAIN STREET GARAGE
461001	DOWNTOWN PARKING IMPROVEMENTS
461007	NEW DOWNTOWN PARKING GARAGE
461008	CITYWIDE PAID PARKING EVALUATION AND IMPLEMENTATION
461009	DOWNTOWN PARKING TECHNOLOGY
461107	CAR SHARING
Total Transfer Out to Capital Projects Fund	
Ending Fund Balance	

Downtown Parking and Security

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
3,497,446	(770,472)	1,053,847	1,437,897	1,851,164	1,716,997	
10,701	10,915	11,133	11,356	11,583	11,814	56,801
2,323,372	2,648,400	2,648,400	2,701,368	2,755,395	2,810,503	13,564,067
607,000	634,000	634,000	640,980	648,100	655,362	3,212,442
41,627	-	-	-	-	-	-
-	-	17,570,000	-	-	-	17,570,000
2,982,700	3,293,315	20,863,533	3,353,704	3,415,078	3,477,679	
2,317,487	2,843,996	2,909,483	2,940,437	2,999,245	3,059,230	
599,407	-	-	-	-	-	-
-	-	-	-	250,000	-	250,000
-	-	-	-	300,000	-	300,000
4,328,384	(2,000,000)	-	-	-	-	(2,000,000)
-	-	17,570,000	-	-	-	17,570,000
-	125,000	-	-	-	-	125,000
-	500,000	-	-	-	-	500,000
5,340	-	-	-	-	-	-
4,933,131	(1,375,000)	17,570,000	-	550,000	-	
(770,472)	1,053,847	1,437,897	1,851,164	1,716,997	2,135,446	

Gas Tax

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
INTEREST EARNINGS	
STATE GAS TAX - 2105	
STATE GAS TAX - 2107	
STATE GAS TAX - 2107.5	
STATE GAS TAX - 2106	
GAS TAX IN LIEU OF PROP 42	
STATE LOAN REPAYMENT	
ROAD MAINTENANCE AND REHABILITATION	
Total Revenue	
Transfer Out to General Fund	
Transfer Out to Capital Projects Fund	
460038	EL CAMINO REAL CORRIDOR STUDY / IMPLEMENTATION
461103	SUSTAINABLE TRANSPORTATION
462227	US 101 - SR 92 INTERCHANGE AREA IMPROVEMENT SHORT-TERM
462228	US 101 - SR 92 DIRECT CONNECTOR LONG-TERM
463535	US 101 - PENINSULA AVENUE INTERCHANGE PROJECT
465149	BIKEWAY MASTER PLAN
465631	TRAFFIC CONTROLLER CABINETS
466004	CITYWIDE TRAFFIC SIGNALS
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467003	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2017-18
467005	20TH AVENUE / EL CAMINO REAL SOUTHBOUND RIGHT TURN LANE
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
Total Transfer Out to Capital Projects Fund	
Additional Capital Expenditures	
Ending Fund Balance	

Gas Tax

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
768,010	229,513	-	-	-	-	
5,000	5,100	5,202	5,306	5,412	5,520	26,541
599,161	595,452	607,361	619,508	631,898	644,536	3,098,756
738,779	738,779	753,555	768,626	783,998	799,678	3,844,636
10,000	10,000	10,000	10,000	10,000	10,000	50,000
419,129	416,512	424,842	433,339	442,006	450,846	2,167,545
411,836	792,927	753,281	715,617	679,836	645,844	3,587,504
117,578	117,578	117,462	-	-	-	235,040
589,858	1,717,497	1,717,497	1,717,497	1,717,497	1,717,497	8,587,485
2,891,341	4,393,845	4,389,200	4,269,893	4,270,647	4,273,922	
1,517,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	
20,000	-	-	-	-	-	-
4,651	-	-	-	-	-	-
-	60,000	-	-	-	-	60,000
-	36,500	-	-	-	-	36,500
50,000	-	-	-	-	-	-
4,186	-	-	-	-	-	-
-	60,000	-	-	-	-	60,000
21,260	-	-	-	-	-	-
-	-	1,200,000	-	-	-	1,200,000
-	1,200,000	-	-	-	-	1,200,000
1,097,283	-	-	-	-	-	-
9,959	-	-	-	-	-	-
705,000	-	-	-	-	-	-
-	-	-	1,200,000	-	-	1,200,000
-	-	-	-	1,200,000	-	1,200,000
-	-	-	-	-	1,200,000	1,200,000
-	800,000	-	-	-	-	800,000
1,912,338	2,156,500	1,200,000	1,200,000	1,200,000	1,200,000	
-	719,358	1,441,700	1,322,393	1,323,147	1,326,422	
229,513	-	-	-	-	-	

Measure A

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT (OBAG 2) LAURIE MEADOWS
461102	PUBLIC WORKS DOCUMENT IMAGING
462004	CITYWIDE BRIDGE MAINTENANCE
462249	HILLSDALE CORRIDOR IMPROVEMENTS
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
462337	19TH AVENUE TWO-WAY STREET CONVERSION STUDY
463004	CITYWIDE STREET LIGHTS
463330	CURB EXTENSIONS AT DELAWARE STREET / 5TH AVENUE AND DELAWARE STREET / 9TH AVENUE
463337	PARROTT DRIVE / ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET / FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
464402	25TH AVENUE UTILITY UNDERGROUNDING
465130	TRAFFIC SIGNAL MASTER PLAN
465150	PEDESTRIAN MASTER PLAN
465155	BAY TO TRANSIT TRAIL
465157	HILLSDALE / US 101 BRIDGE OVERCROSSING
465161	CITYWIDE CROSSWALK IMPROVEMENT
465165	BICYCLE REPAIR STATIONS
465333	CITYWIDE TRAFFIC SIGNAL RETIMING
465432	EL CAMINO REAL LEFT-TURN POCKET - TILTON AVENUE AND BALDWIN AVENUE
465931	31ST AVENUE POCKET PARK TRAFFIC CALMING
466004	CITYWIDE TRAFFIC SIGNALS
466602	POPLAR AVENUE / AMPHLETT BOULEVARD IMPROVEMENTS
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467003	CITYWIDE STREET REHABILITATION FY 2017-18
467004	CITYWIDE STREET REHABILITATION
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
468010	STORM PIPE CLEANING PROJECT
Total Recommended Project Budgets	
Ending Fund Balance	

Measure A

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
2,494,892	375,309	140,309	140,309	590,309	1,040,309	
2,300,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	
65,000	65,000	-	-	-	-	65,000
76,739	-	-	-	-	-	-
284,206	200,000	250,000	300,000	350,000	400,000	1,500,000
-	360,000	-	-	-	-	360,000
593,014	-	200,000	-	-	-	200,000
-	60,000	-	-	-	-	60,000
334,506	-	-	-	-	-	-
-	150,000	-	-	-	-	150,000
-	20,000	-	-	-	-	20,000
-	80,000	450,000	50,000	-	-	580,000
285,513	-	-	-	-	-	-
-	90,000	-	-	-	-	90,000
49,797	-	-	-	-	-	-
317,527	-	-	-	-	-	-
5,023	-	-	-	-	-	-
2,910	-	-	-	-	-	-
-	10,000	-	-	-	-	10,000
-	50,000	-	-	-	-	50,000
-	20,000	-	-	-	-	20,000
-	70,000	-	-	-	-	70,000
78,688	-	-	-	-	-	-
26,557	-	-	-	-	-	-
-	110,000	-	-	-	-	110,000
-	-	1,300,000	-	-	-	1,300,000
-	1,000,000	-	-	-	-	1,000,000
1,300,000	-	-	-	-	-	-
90,000	-	-	-	-	-	-
810,103	-	-	-	-	-	-
-	-	-	1,300,000	-	-	1,300,000
-	-	-	-	1,300,000	-	1,300,000
100,000	100,000	-	-	-	-	100,000
-	-	-	-	-	1,300,000	1,300,000
-	50,000	-	100,000	100,000	100,000	350,000
4,419,583	2,435,000	2,200,000	1,750,000	1,750,000	1,800,000	
375,309	140,309	140,309	590,309	1,040,309	1,440,309	

Measure S

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
SALES TAX - MEASURE S	
Total Revenue	
Operating Expenditures	
Transfer Out to Debt Service	
Transfer Out to Capital Projects Fund	
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
467774	CITYWIDE STREET RECONSTRUCTION
610027	CENTRAL PARK
610873	SENIOR TRANSPORTATION
Total Transfer Out to Capital Projects Fund	
Additional Capital Expenditures	
Ending Fund Balance	

Parking in Lieu

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460632	DOWNTOWN REDEVELOPMENT SITE PARKING GARAGE
461007	NEW DOWNTOWN PARKING GARAGE
Total Recommended Project Budgets	
Ending Fund Balance	

Measure S

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
(1,995,173)	(4,752,766)	(3,711,158)	(3,369,591)	(3,018,098)	(2,665,978)	
1,328,385	5,393,242	5,474,141	5,556,253	5,639,597	5,724,191	27,787,424
1,328,385	5,393,242	5,474,141	5,556,253	5,639,597	5,724,191	
1,279,673	1,601,634	1,660,244	1,707,983	1,765,765	1,829,833	
-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
301,134	250,000	250,000	250,000	250,000	250,000	1,250,000
1,150,000	-	-	-	-	-	-
1,205,170	-	-	-	-	-	-
-	500,000	-	-	-	-	500,000
150,000	-	-	-	-	-	-
2,806,305	750,000	250,000	250,000	250,000	250,000	
-	-	1,222,330	1,246,777	1,271,712	1,297,146	
(4,752,766)	(3,711,158)	(3,369,591)	(3,018,098)	(2,665,978)	(2,318,766)	

Parking in Lieu

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
4,113,619	5,988,619	1,088,619	188,619	288,619	388,619	
2,075,000	100,000	100,000	100,000	100,000	100,000	
-	5,000,000	-	-	-	-	5,000,000
200,000	-	1,000,000	-	-	-	1,000,000
200,000	5,000,000	1,000,000	-	-	-	
5,988,619	1,088,619	188,619	288,619	388,619	488,619	

Parks and Recreation Tax and Fee

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
INTEREST EARNINGS	
PARKS AND RECREATION TAX AND FEES	
Total Revenue	
Transfer Out to Capital Projects Fund	
610012	LAURELWOOD / SUGARLOAF OPEN SPACE
610014	CITYWIDE PARK FENCING AND STRUCTURES
610016	CITYWIDE PARK FIELD RENOVATIONS
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION: SYNTHETIC TURF
610024	CITYWIDE PARK RESTROOM UPGRADE PROJECT
610027	CENTRAL PARK
610031	BAY MEADOWS COMMUNITY PARK
610035	CITYWIDE PARK SPECIAL FACILITIES UPGRADE
610036	RECREATION FACILITIES STRATEGIC PLAN
612201	HAYWARD PARK SQUARE
612917	PARK RENOVATION SHOREVIEW PARK MASTER PLAN AND IMPLEMENTATION
618273	GOLF COURSE UPGRADES FY 2017-18
618278	GOLF COURSE - WELL DRILLING
618279	GOLF COURSE - RE-SOD FAIRWAYS
Total Transfer Out to Capital Projects Fund	
Ending Fund Balance	

Parks and Recreation Tax and Fee

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
7,661,667	3,507,736	153,601	4,140,684	6,904,008	7,968,599	
59,672	60,865	62,083	63,324	64,591	65,883	316,746
1,391,070	360,000	4,500,000	3,000,000	1,000,000	1,000,000	9,860,000
1,450,742	420,865	4,562,083	3,063,324	1,064,591	1,065,883	
57,400	-	-	-	-	-	-
119,183	-	-	-	-	-	-
94,812	-	-	-	-	-	-
73,947	150,000	575,000	300,000	-	-	1,025,000
1,036,699	1,500,000	-	-	-	-	1,500,000
81,986	-	-	-	-	-	-
3,204,923	2,035,000	-	-	-	-	2,035,000
95,484	-	-	-	-	-	-
159,836	-	-	-	-	-	-
258,899	15,000	-	-	-	-	15,000
65,000	-	-	-	-	-	-
43,503	-	-	-	-	-	-
133,000	-	-	-	-	-	-
100,000	75,000	-	-	-	-	75,000
80,000	-	-	-	-	-	-
5,604,673	3,775,000	575,000	300,000	-	-	
3,507,736	153,601	4,140,684	6,904,008	7,968,599	9,034,482	

Sewer

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
CAPITAL-FOSTER CITY / CRYSTAL SPRINGS / HILLSBOROUGH / COUNTY OF SAN MATEO	
IMPACT FEES	
INTEREST / GAIN ON INVESTMENT	
MISCELLANEOUS DISCHARGE FEES	
SEWER BOND PROCEEDS	
SEWER CHARGE - BELMONT	
SEWER CHARGE - COUNTY OF SAN MATEO	
SEWER CHARGE - CRYSTAL SPRINGS	
SEWER CHARGE - FLORES GARDEN	
SEWER CHARGE - FOSTER CITY	
SEWER CHARGE - HILLSBOROUGH	
SEWER CHARGE - MISC	
SEWER CHARGE - PENINSULA GOLF	
SEWER SERVICE FEE - CITY OF SAN MATEO	
SEWER SERVICE / CONNECT FEES	
Total Revenue	
Operating Expenses	
Transfer Out to Capital Projects Fund	
461002	NEW CORPORATION YARD FACILITY
461102	PUBLIC WORKS DOCUMENT IMAGING
467833	SANITARY SEWER INFILTRATION / INFLOW REDUCTION
469450	SEWER PUMP STATION IMPROVEMENTS
469913	CITY WIDE SANITARY SEWER REHABILITATION
469916	COLLECTION SYSTEM SCADA
469922	KINGRIDGE SEWER
469925	CLOSED CIRCUIT TV (CCTV) SEWER INSPECTION
469933	ROOT FOAMING
469942	DALE AVE PUMP STATION REHABILITATION
469948	WWTP SCADA
469949	WWTP ANNUAL MAJOR COMPONENTS
469950	DALE AVE RELIEF (LPS-4)
469957	EL CERRITO TRUNK RELIEF - CONSTRUCTION PHASE
469958	SECONDARY TREATMENT CAPACITY PROJECT
469962	SHORT-TERM MOTOR-CONTROL-CABINET REPLACEMENT
469963	TANK DRAIN PUMP REPLACEMENT PROJECT
469967	DIGESTER GAS TO COMPRESSED NATURAL GAS
469973	SEC SYSTEM IMMEDIATE PROJECTS SCs 1-4 AND RAS PUMP VALVE
469975	GRAVITY THICKENER 1 AND 2
469976	SOLIDS BUILDING: IMMEDIATE PROJECTS MISCELLANEOUS
469978	SOLIDS BUILDING: IMMEDIATE PROJECTS CENTRIFUGE HOIST

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
10,016,744	1,303,111	853,858	1,895,438	863,134	16,066,686	
6,162,697	137,711,826	5,291,416	3,993,757	3,739,016	3,669,193	154,405,208
100,000	175,000	175,000	100,000	100,000	100,000	650,000
196,636	200,568	204,580	208,672	212,845	217,102	1,043,767
60,000	80,000	80,000	81,600	83,232	84,897	409,729
186,000,000	378,000,000	-	40,000,000	-	-	418,000,000
62,000	110,000	125,000	128,750	132,613	136,591	632,953
21,000	27,000	28,000	28,560	29,131	29,714	142,405
256,000	327,000	340,000	346,800	353,736	360,811	1,728,347
20,000	26,000	30,000	30,900	31,827	32,782	151,509
1,840,000	2,120,000	2,210,000	2,254,200	2,299,284	2,345,270	11,228,754
400,000	623,000	647,000	659,940	673,139	686,602	3,289,680
21,000	34,000	40,000	41,200	42,436	43,709	201,345
10,000	9,000	9,000	9,180	9,364	9,551	46,094
37,832,445	43,100,000	49,150,000	55,500,000	62,700,000	70,300,000	280,750,000
130,000	140,000	140,000	142,800	145,656	148,569	717,025
233,111,778	562,683,394	58,469,996	103,526,359	70,552,278	78,164,789	
28,525,583	27,742,159	28,582,949	29,154,608	29,737,700	30,332,454	
36,800	-	-	-	-	-	-
10,274	-	-	-	-	-	-
264,343	-	-	-	-	-	-
3,711,607	-	-	-	-	-	-
5,885,031	-	-	-	-	-	-
2,535,574	-	-	-	-	-	-
401,037	-	-	-	-	-	-
829,156	-	-	-	-	-	-
693,518	400,000	400,000	400,000	400,000	400,000	2,000,000
318,492	-	-	-	-	-	-
273,064	-	-	-	-	-	-
1,139,994	-	-	-	-	-	-
474	-	-	-	-	-	-
1,685,658	-	-	-	-	-	-
90,113	-	-	-	-	-	-
43,047	-	-	-	-	-	-
222,520	-	-	-	-	-	-
(290,668)	370,000	-	-	-	-	370,000
482,629	-	-	-	-	-	-
180,642	-	-	-	-	-	-
304,704	-	-	-	-	-	-
47,590	-	-	-	-	-	-

Sewer

PROJECT #	DESCRIPTION
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469984	WWTP NEW HEADWORKS AND PRIMARY CLARIFIERS
469987	DELAWARE MAINLINE SEWER REHABILITATION
469988	EAST SAN MATEO LIFT STATION
469989	REDUCTION STUDY INFILTRATION AND INFLOW
46S001	BASIN 1A COLLECTION SYSTEM IMPROVEMENTS
46S002	BASIN 1B COLLECTION SYSTEM IMPROVEMENTS
46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
46S004	BASIN 4A COLLECTION SYSTEM IMPROVEMENTS
46S005	BASIN 4 COLLECTION SYSTEM IMPROVEMENTS
46S006	SUBBASIN COLLECTION SYSTEM REHABILITATION PHASE I
46S090	CLEAN WATER PROGRAM (CWP) SEWER FLOW MONITORING AND REPORTING
46S091	CLEAN WATER PROGRAM (CWP) ANNUAL CITYWIDE SANITARY SEWER REHABILITATION
46S092	CLEAN WATER PROGRAM (CWP) BIENNIAL PUMP STATION UPGRADES
46S093	CLEAN WATER PROGRAM (CWP) CLOSED CIRCUIT TELEVISION (CCTV) INSPECTION PROGRAM
46S095	LARGE DIAMETER CLEANING / CONDITION ASSESSMENT
46T002	WWTP IMMEDIATE ACTION PROJECTS CONSTRUCTION PACKAGE I
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS PACKAGE II
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE III
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
Total Transfer Out to Capital Projects Fund	
Ending Fund Balance	

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
14,171,692	12,120,080	9,977,838	6,820,398	5,692,314	4,914,379	39,525,009
281,487	-	-	-	-	-	-
2,524,403	-	-	-	-	-	-
7,175,832	3,147,501	936,914	-	-	-	4,084,415
233,617	-	-	-	-	-	-
14,471,883	(2,000,000)	-	-	-	-	(2,000,000)
17,457,734	(5,000,000)	-	-	-	-	(5,000,000)
45,184,506	87,160,241	2,754,406	2,045,255	719,508	-	92,679,410
2,067,133	-	-	-	-	-	-
9,887,902	-	-	57,294,296	1,620,482	1,752,986	60,667,764
4,530,242	-	-	-	-	-	-
232,256	74,805	80,853	83,282	85,783	88,359	413,082
10,447,923	1,611,720	5,965,155	1,484,538	8,780,597	5,065,912	22,907,922
4,011,239	-	-	-	281,714	-	281,714
877,669	367,648	431,214	444,170	457,511	471,248	2,171,791
-	-	-	-	500,000	-	500,000
3,826,279	-	-	-	-	-	-
43,414,639	433,942,659	6,686,438	6,671,233	6,697,497	6,671,233	460,669,060
11,318,248	933,009	701,526	-	-	-	1,634,535
-	2,262,825	206,616	-	-	-	2,469,441
2,319,544	-	704,507	160,883	375,620	1,015,100	2,256,110
213,299,827	535,390,488	28,845,467	75,404,055	25,611,026	20,379,217	
1,303,111	853,858	1,895,438	863,134	16,066,686	43,519,804	

South Bayfront Levee Project

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
Total Recommended Project Budgets	
Ending Fund Balance	

South Trunk Sewer Impact Fee

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
Total Recommended Project Budgets	
Ending Fund Balance	

South Bayfront Levee Project

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
1,833,449	50,772	54,797	61,447	66,447	76,447	
555,000	550,000	550,000	550,000	550,000	550,000	
2,337,677	545,975	543,350	545,000	540,000	540,000	2,714,325
2,337,677	545,975	543,350	545,000	540,000	540,000	
50,772	54,797	61,447	66,447	76,447	86,447	

South Trunk Sewer Impact Fee

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
2,361,341	2,940,424	40,424	40,424	40,424	40,424	
669,083	100,000	100,000	100,000	100,000	100,000	
90,000	3,000,000	100,000	100,000	100,000	100,000	3,400,000
90,000	3,000,000	100,000	100,000	100,000	100,000	
2,940,424	40,424	40,424	40,424	40,424	40,424	

Traffic Impact Fee

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
INTEREST EARNINGS	
TRAFFIC IMPACT FEE	
Total Revenue	
Transfer Out to Capital Projects Fund	
460035	SIGNALIZATION - DELAWARE STREET / 16TH AVENUE / SUNNYBRAE BOULEVARD
460037	EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENT
460049	POPLAR AVENUE / HUMBOLDT STREET SIGNAL MODIFY - LEFT TURN
462202	RAIL CORRIDOR GRADE SEPARATION
462204	HILLSDALE STATION RELOCATION PLAN
462225	EL CAMINO AT HWY 92 INTERCHANGE IMPROVEMENTS
465149	BIKEWAY MASTER PLAN
465157	HILLSDALE / US 101 BRIDGE OVERCROSSING
466004	CITYWIDE TRAFFIC SIGNALS
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
467005	20TH AVENUE / EL CAMINO REAL SOUTHBOUND RIGHT TURN LANE
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
Total Transfer Out to Capital Projects Fund	
Ending Fund Balance	

Tree Replacement Fee

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
610008	TREE PLANTING - PARKS DIVISION
Total Recommended Project Budgets	
Ending Fund Balance	

Traffic Impact Fee

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
2,019,674	1,425,917	(4,008,072)	(2,327,093)	(2,016,610)	(1,706,127)	
60,483	60,483	60,483	60,483	60,483	60,483	302,415
3,054,925	655,528	1,770,496	400,000	400,000	400,000	3,626,024
3,115,408	716,011	1,830,979	460,483	460,483	460,483	
-	800,000	-	-	-	-	800,000
300,000	-	-	-	-	-	-
125,000	700,000	-	-	-	-	700,000
1,639,836	4,500,000	-	-	-	-	4,500,000
-	-	-	-	-	-	-
708,940	-	-	-	-	-	-
150,000	-	-	-	-	-	-
90,000	-	-	-	-	-	-
-	-	-	-	-	-	-
76,696	150,000	150,000	150,000	150,000	150,000	750,000
50,092	-	-	-	-	200,000	200,000
-	-	-	-	-	-	-
568,600	-	-	-	-	-	-
3,709,165	6,150,000	150,000	150,000	150,000	350,000	
1,425,917	(4,008,072)	(2,327,093)	(2,016,610)	(1,706,127)	(1,595,644)	

Tree Replacement Fee

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
530,796	439,061	364,061	364,061	364,061	364,061	364,061
100,000	75,000	50,000	75,000	50,000	75,000	
191,735	150,000	50,000	75,000	50,000	75,000	400,000
191,735	150,000	50,000	75,000	50,000	75,000	
439,061	364,061	364,061	364,061	364,061	364,061	

Other Funding Sources

DESCRIPTION
Beginning Fund Balance
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Beginning Fund Balance
Revenue
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Revenue
Recommended Project Budgets
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Recommended Project Budgets
Transfer Out Asset Forfeiture Balances to Police Grants and Safety Fund
Ending Fund Balance
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Ending Fund Balance

Other Funding Sources

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
80,598	-	-	-	-	-	-
-	-	-	-	-	-	-
3,188,061	2,420,746	2,035,764	1,870,764	1,705,764	1,540,764	
1,137,607	530,174	530,174	530,174	530,174	530,174	
(1,751,837)	351,978	-	-	-	-	
2,654,429	3,302,898	2,565,938	2,400,938	2,235,938	2,070,938	
13,487,161	4,842,000	3,685,000	400,000	400,000	400,000	9,727,000
16,610,320	-	-	-	-	-	-
-	-	-	-	-	-	-
34,299,829	11,630,000	7,364,000	5,905,000	5,750,000	5,750,000	36,399,000
4,390,708	528,000	-	-	-	-	528,000
68,788,018	17,000,000	11,049,000	6,305,000	6,150,000	6,150,000	
13,567,759	4,842,000	3,685,000	400,000	400,000	400,000	9,727,000
16,610,320	-	-	-	-	-	-
767,315	384,983	165,000	165,000	165,000	165,000	1,044,983
34,907,262	11,630,000	7,364,000	5,905,000	5,750,000	5,750,000	36,399,000
2,286,892	528,000	-	-	-	-	528,000
68,139,548	17,384,983	11,214,000	6,470,000	6,315,000	6,315,000	
-	351,978	-	-	-	-	
-	-	-	-	-	-	-
2,420,746	2,035,764	1,870,764	1,705,764	1,540,764	1,375,764	
530,174	530,174	530,174	530,174	530,174	530,174	
351,978	-	-	-	-	-	
3,302,898	2,565,938	2,400,938	2,235,938	2,070,938	1,905,938	

Grants

PROJECT #	DESCRIPTION
Beginning Fund Balance	
310522	ECONOMIC DEVELOPMENT PROJECTS
315000	HOUSING REHABILITATION
460063	ENERGY EFFICIENT GRANT PROJECTS
465150	PEDESTRIAN MASTER PLAN
469983	WATER RECYCLING FACILITIES
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
310520	COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG) COMMUNITY FACILITIES
310521	MINOR HOME REPAIR
310522	ECONOMIC DEVELOPMENT PROJECTS
315000	HOUSING REHABILITATION
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) LAURIE MEADOWS
460052	TRASH CAPTURE DEVICE AT COYOTE POINT
460063	ENERGY EFFICIENT GRANT PROJECTS
461009	DOWNTOWN PARKING TECHNOLOGY
461106	TRASH RECAPTURE
461107	CAR SHARING
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462204	HILLSDALE STATION RELOCATION PLAN
462225	EL CAMINO AT HWY 92 INTERCHANGE IMPROVEMENT
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
465149	BIKEWAY MASTER PLAN
465155	BAY TO TRANSIT TRAIL
465161	CITYWIDE CROSSWALK IMPROVEMENT
465164	SAFE ROUTES TO SCHOOL PROGRAM
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467783	4TH AVENUE AND FREMONT STREET GREEN INFRASTRUCTURE IMPROVEMENTS
469983	WATER RECYCLING FACILITIES
610012	LAURELWOOD / SUGARLOAF OPEN SPACE
664000	MAIN LIBRARY CHILDREN'S SPACE ENHANCEMENTS
Total Recommended Project Budgets	
Ending Fund Balance	

Grants

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
28,178	-	-	-	-	-	-
283,396	-	-	-	-	-	-
50,000	-	-	-	-	-	-
(235,811)	-	-	-	-	-	-
(45,166)	-	-	-	-	-	-
80,598	-	-	-	-	-	-
13,487,161	4,842,000	3,685,000	400,000	400,000	400,000	-
28,119	40,000	-	-	-	-	40,000
110,372	110,000	110,000	100,000	100,000	100,000	520,000
53,914	-	-	-	-	-	-
302,889	200,000	-	-	-	-	200,000
-	987,000	-	-	-	-	987,000
1,323,000	-	-	-	-	-	-
50,000	-	-	-	-	-	-
343,373	1,500,000	-	-	-	-	1,500,000
800,000	-	-	-	-	-	-
101,497	-	-	-	-	-	-
995,044	385,000	375,000	300,000	300,000	300,000	1,660,000
71,051	-	-	-	-	-	-
5,865,000	-	-	-	-	-	-
473,000	-	3,200,000	-	-	-	3,200,000
99,617	-	-	-	-	-	-
75,060	-	-	-	-	-	-
368,000	-	-	-	-	-	-
1,909,118	-	-	-	-	-	-
400,000	-	-	-	-	-	-
-	1,520,000	-	-	-	-	1,520,000
196,800	-	-	-	-	-	-
65	-	-	-	-	-	-
1,842	-	-	-	-	-	-
-	100,000	-	-	-	-	100,000
13,567,759	4,842,000	3,685,000	400,000	400,000	400,000	-
-	-	-	-	-	-	-

Other Agencies

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
462225	EL CAMINO AT HWY 92 INTERCHANGE IMPROVEMENT
467004	CITYWIDE STREET REHABILITATION
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
Total Recommended Project Budgets	
Ending Fund Balance	

Other Agencies

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
-	-	-	-	-	-	-
16,610,320	-	-	-	-	-	-
16,213,771	-	-	-	-	-	-
196,549	-	-	-	-	-	-
200,000	-	-	-	-	-	-
16,610,320	-	-	-	-	-	-
-	-	-	-	-	-	-

Private Contributions

PROJECT #	DESCRIPTION
Beginning Fund Balance	
202020	CAPITAL IMPROVEMENT PROGRAM UNALLOCATED FUNDS
461109	CORRIDOR - TRANSPORTATION MANAGEMENT ASSOCIATION
461110	DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
465004	CITYWIDE BIKE / PEDESTRIAN PATH IMPROVEMENTS
465155	BAY TO TRANSIT TRAIL
465159	SIDEWALK STUDY - HILLSDALE BOULEVARD NEAR CLEARVIEW WAY
466606	TRAFFIC IMPROVEMENTS - EL CAMINO REAL / CRYSTAL SPRINGS ROAD
466608	EAST 3RD AVENUE / NORFOLK STREET INTERSECTION RECONSTRUCTION
468008	FATHOM STORM PUMP STATION - MAINTENANCE
610019	SHORELINE PARKS DEVELOPMENT PROJECT
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
310330	ART IN PUBLIC PLACES
461004	PUBLIC FACILITY AND SITE IMPROVEMENTS
461109	CORRIDOR - TRANSPORTATION MANAGEMENT ASSOCIATION
461110	DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
465004	CITYWIDE BIKE / PEDESTRIAN PATH IMPROVEMENTS
465159	SIDEWALK STUDY - HILLSDALE BOULEVARD NEAR CLEARVIEW WAY
466606	TRAFFIC IMPROVEMENTS - EL CAMINO REAL / CRYSTAL SPRINGS ROAD
466608	EAST 3RD AVENUE / NORFOLK INTERSECTION RECONSTRUCTION
610019	SHORELINE PARKS DEVELOPMENT PROJECT
Total Recommended Project Budgets	
Ending Fund Balance	

Private Contributions

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
2,646,037	-	-	-	-	-	-
12,520	-	-	-	-	-	-
121,509	-	-	-	-	-	-
(158,752)	-	-	-	-	-	-
(15,212)	-	-	-	-	-	-
55,177	-	-	-	-	-	-
32,895	-	-	-	-	-	-
17,537	-	-	-	-	-	-
235,000	-	-	-	-	-	-
75,000	-	-	-	-	-	-
166,350	-	-	-	-	-	-
3,188,061	2,420,746	2,035,764	1,870,764	1,705,764	1,540,764	
-	-	-	-	-	-	-
90,970	200,000	-	-	-	-	200,000
54,267	-	-	-	-	-	-
28,096	15,000	15,000	15,000	15,000	15,000	75,000
131,509	-	-	-	-	-	-
30,675	150,000	150,000	150,000	150,000	150,000	750,000
(19,983)	19,983	-	-	-	-	19,983
32,895	-	-	-	-	-	-
17,537	-	-	-	-	-	-
235,000	-	-	-	-	-	-
166,350	-	-	-	-	-	-
767,315	384,983	165,000	165,000	165,000	165,000	
2,420,746	2,035,764	1,870,764	1,705,764	1,540,764	1,375,764	

Taxes, Fees, and Charges

PROJECT #	DESCRIPTION
Beginning Fund Balance	
210001	PEG PROJECT (PUBLIC EDUCATION GOVERNMENT CATV ACCESS)
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
210001	PEG PROJECT (PUBLIC EDUCATION GOVERNMENT CATV ACCESS)
310007	SAN MATEO DOWNTOWN PLAN UPDATE
310026	COMMUNITY DEVELOPMENT DEPARTMENT SERVICE IMPROVEMENTS - ELECTRONIC AND DIGITAL
310416	HOUSING LAND PURCHASE NEW
460039	FIRE STATION 25 ACCESS - ALAMEDA DE LAS PULGAS / HWY 92
460055	TRASH CAPTURE AT 42ND AVENUE AND PACIFIC BOULEVARD
460056	TRASH CAPTURE AT 3RD AVENUE AND DETROIT DRIVE
460059	TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE
460060	TRASH CAPTURE AT POPLAR AVENUE AND 2ND AVENUE
460061	TRASH CAPTURE AT HILLSDALE MALL AND 28TH AVENUE
460062	TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE
466601	TRAFFIC MODEL UPDATE
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19 - MEASURE S
467771	CITYWIDE STREET RECONSTRUCTION FY 2019-20 - MEASURE S
467772	CITYWIDE STREET RECONSTRUCTION FY 2020-21 - MEASURE S
467773	CITYWIDE STREET RECONSTRUCTION FY 2021-22 - MEASURE S
467774	CITYWIDE STREET RECONSTRUCTION - MEASURE S
467779	CITYWIDE STREET RECONSTRUCTION FY 2022-23 - MEASURE S
468007	COLUMBIA DRIVE / CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL - MEASURE S
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION) - MEASURE S
561625	NEW FIRE STATION #25
610011	BOREL PARK DEVELOPMENT
Total Recommended Project Budgets	
Ending Fund Balance	

Taxes, Fees, and Charges

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
1,137,607	-	-	-	-	-	-
1,137,607	530,174	530,174	530,174	530,174	530,174	530,174
34,299,829	11,630,000	7,364,000	5,905,000	5,750,000	5,750,000	
607,433	-	-	-	-	-	-
634,277	-	-	-	-	-	-
-	1,000,000	1,000,000	150,000	-	-	2,150,000
2,556,380	-	-	-	-	-	-
300,000	2,000,000	-	-	-	-	2,000,000
-	390,000	-	-	-	-	390,000
-	735,000	750,000	-	-	-	1,485,000
-	-	-	750,000	-	-	750,000
-	-	-	-	560,000	-	560,000
-	-	-	-	190,000	500,000	690,000
-	-	-	-	-	250,000	250,000
13,131	-	-	-	-	-	-
-	3,050,000	-	-	-	-	3,050,000
-	-	5,000,000	-	-	-	5,000,000
-	-	-	5,000,000	-	-	5,000,000
-	-	-	-	5,000,000	-	5,000,000
5,000,000	-	-	-	-	-	-
-	-	-	-	-	5,000,000	5,000,000
-	1,420,000	-	-	-	-	1,420,000
23,550,000	35,000	5,000	5,000	-	-	45,000
2,246,041	3,000,000	-	-	-	-	3,000,000
-	-	609,000	-	-	-	609,000
34,907,262	11,630,000	7,364,000	5,905,000	5,750,000	5,750,000	
530,174	530,174	530,174	530,174	530,174	530,174	530,174

Miscellaneous

PROJECT #	DESCRIPTION
Beginning Fund Balance	
463004	CITYWIDE STREET LIGHTS
463005	LED RETROFIT AND HIGH VOLTAGE CONVERSION
510350	ASSET FORFEITURE - STATE
510455	ASSET FORFEITURE - TREASURY (FEDERAL)
510456	ASSET FORFEITURE - JUSTICE (FEDERAL)
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460041	HVAC CONSULTANT MAIN LIBRARY
460042	INSTALL SCORER BOOTH - BAYSIDE / JOINVILLE
460043	KING CENTER KITCHENS REMODEL
460044	LIBRARY CARPET REPLACEMENT
460048	RELOCATE ELECTRICAL ROOM AT TRANSIT CENTER
460051	REMODEL FLEET MAINTENANCE BUILDING
460930	SAN MATEO COMMUTER SHUTTLE
461203	LANDFILL MAINTENANCE
463004	CITYWIDE STREET LIGHTS
463005	LED RETROFIT AND HIGH VOLTAGE CONVERSION
467774	CITYWIDE STREET RECONSTRUCTION
469031	ADA COMPLIANCE AND TRANSITION PLANNING
510350	ASSET FORFEITURE - STATE
510455	ASSET FORFEITURE - TREASURY (FEDERAL)
510456	ASSET FORFEITURE - JUSTICE (FEDERAL)
610016	CITYWIDE PARK FIELD RENOVATIONS
664000	MAIL LIBRARY CHILDREN'S SPACE ENHANCEMENTS
665000	BRANCH LIBRARIES LOBBY ENHANCEMENTS
Total Recommended Project Budgets	
Transfer Out Asset Forfeiture Balances to Police Grants and Safety Fund	
Ending Fund Balance	

Miscellaneous

2017-18 ESTIMATED ACTUALS	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
28,013						
(2,188,004)						
117,862						
233,772						
56,520						
(1,751,837)	351,978	-	-	-	-	
4,390,708	528,000	-	-	-	-	
15,000	-	-	-	-	-	-
30,000	-	-	-	-	-	-
40,000	-	-	-	-	-	-
15,000	-	-	-	-	-	-
110,000	-	-	-	-	-	-
200,000	-	-	-	-	-	-
(4,537)	-	-	-	-	-	-
726,000	-	-	-	-	-	-
(70,584)	200,000	-	-	-	-	200,000
1,017,856	-	-	-	-	-	-
9,286	-	-	-	-	-	-
95,036	-	-	-	-	-	-
(24,378)	-	-	-	-	-	-
79,345	-	-	-	-	-	-
1,208	-	-	-	-	-	-
47,660	-	-	-	-	-	-
-	228,000	-	-	-	-	228,000
-	100,000	-	-	-	-	100,000
2,286,892	528,000	-	-	-	-	
-	351,978	-	-	-	-	
351,978	-	-	-	-	-	



A wide-angle photograph of a waterfront residential area. The houses, which appear to be semi-detached or townhouses, are built on stilts and are reflected perfectly in the calm water of the canal. The sky is a warm, golden-orange color, suggesting either sunrise or sunset. The overall atmosphere is peaceful and idyllic.

FUNDING SOURCE SUMMARY

Funding Source Summary

FUNDING TYPE
2% Hotel Tax (Interfund Transfer)
Bayfront Levee Assessment
Bike Sharing Program
CDBG (Interfund Transfer)
Congestion Management/Air Quality Federal Grant
Construction Services Fund (Interfund Transfer)
Contribution for Transportation Management Association
Crystal Spring County Sanitary District / San Mateo County / Hillsborough
Damages Recovered
Donations - San Mateo Public Library Foundation
Federal Bridge Replacement and Rehabilitation Grant
Flood Control Bond Proceeds - Measure S
Foster City (Sewer)
Funding for Art in Public Places
Gas Tax (Interfund Transfer)
Gas Tax in lieu of Prop 42 (Interfund Transfer)
General Fund (Interfund Transfer)
Golf Fund (Interfund Transfer)
Grant - Measure K
Interest Revenue
Measure A Half Cent Sales Tax
Measure S Sales Tax
Miscellaneous Donations
One Bay Area Grant (OBAG)
Parking In-Lieu Fees
Parking (Interfund Transfer)
Parks and Recreation Revenue Fund (Interfund Transfer)
Prinicpal Payments
Sewer (Interfund Transfer)
Sidewalk repair
Solid Waste Fund (Interfund Transfer)
South Trunk Sewer Relief Impact Fee
Traffic Impact Fees Fund (Interfund Transfer)
Tree Planting Fee
Total

Funding Source Summary

2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
5,000,000	609,000	-	-	-	5,609,000
540,000	540,000	540,000	540,000	540,000	2,700,000
19,983	-	-	-	-	19,983
535,000	485,000	400,000	400,000	400,000	2,220,000
1,500,000	-	-	-	-	1,500,000
1,000,000	1,000,000	150,000	-	-	2,150,000
15,000	15,000	15,000	15,000	15,000	75,000
27,643,476	862,815	660,138	637,741	652,973	30,457,143
200,000	-	-	-	-	200,000
228,000	-	-	-	-	228,000
-	3,200,000	-	-	-	3,200,000
4,505,000	5,005,000	5,005,000	5,000,000	5,000,000	24,515,000
110,068,350	4,428,601	3,333,620	3,101,275	3,016,219	123,948,065
200,000	-	-	-	-	200,000
1,363,573	446,719	484,383	520,164	554,156	3,368,995
792,927	753,281	715,617	679,836	645,844	3,587,505
5,205,000	4,684,000	2,250,000	2,250,000	2,250,000	16,639,000
516,000	-	-	-	-	516,000
100,000	-	-	-	-	100,000
5,975	3,350	5,000	-	-	14,325
2,435,000	2,200,000	1,750,000	1,750,000	1,800,000	9,935,000
750,000	250,000	250,000	250,000	250,000	1,750,000
100,000	-	-	-	-	100,000
2,507,000	-	-	-	-	2,507,000
5,000,000	1,000,000	-	-	-	6,000,000
(1,375,000)	17,570,000	-	550,000	-	16,745,000
3,775,000	575,000	300,000	-	-	4,650,000
200,000	-	-	-	-	200,000
397,678,662	23,554,051	71,410,297	21,872,010	16,710,025	531,225,045
150,000	150,000	150,000	150,000	150,000	750,000
1,125,000	750,000	750,000	750,000	750,000	4,125,000
3,000,000	100,000	100,000	100,000	100,000	3,400,000
6,150,000	150,000	150,000	150,000	350,000	6,950,000
150,000	50,000	75,000	50,000	75,000	400,000
581,083,946	68,381,817	88,494,055	38,766,026	33,259,217	809,985,061





FUNDING SOURCE DETAIL

Funding Source Detail

FUNDING TYPE / PROJECT
2% Hotel Tax (Interfund Transfer)
460039 FIRE STATION 25 ACCESS - ALAMEDA DE LAS PULGAS / HWY 92
561625 NEW FIRE STATION #25
610011 BOREL PARK DEVELOPMENT
Bayfront Levee Assessment
468301 BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
Bike Sharing Program
465004 CITYWIDE BIKE / PEDESTRIAN PATH IMPROVEMENTS
CDBG (Interfund Transfer)
310520 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) COMMUNITY FACILITIES
310521 MINOR HOME REPAIR
461214 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
Congestion Management/Air Quality Federal Grant
461009 DOWNTOWN PARKING TECHNOLOGY
Construction Services Fund (Interfund Transfer)
310026 COMMUNITY DEVELOPMENT DEPARTMENT SERVICES IMPROVEMENT - ELECTRONIC AND DIGITAL
Contribution for Transp Mgt Assn
461109 CORRIDOR - TRANSPORTATION MANAGEMENT ASSOCIATION
Crystal Spr Cnty SD/SM Cnty/Hillsborough
469981 PROGRAM MANAGEMENT - SEWER PROJECTS
46T003 WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009 WWTP IMMEDIATE ACTION PROJECTS PACKAGE II
46T010 WWTP IMMEDIATE ACTION PROJECTS PACKAGE III
46T090 CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
Damages Recovered
463004 CITYWIDE STREET LIGHTS
Donations - San Mateo Public Library Foundation
664000 MAIN LIBRARY - CHILDREN'S SPACE ENHANCEMENTS
Federal Bridge Replacement & Rehabilitation Grant
462250 BERMUDA DRIVE BRIDGE REPLACEMENT

Funding Source Detail

	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
	2,000,000	-	-	-	-	2,000,000
	3,000,000	-	-	-	-	3,000,000
	-	609,000	-	-	-	609,000
Total	5,000,000	609,000	-	-	-	5,609,000
	540,000	540,000	540,000	540,000	540,000	2,700,000
Total	540,000	540,000	540,000	540,000	540,000	2,700,000
	19,983	-	-	-	-	19,983
Total	19,983	-	-	-	-	19,983
	40,000	-	-	-	-	40,000
	110,000	110,000	100,000	100,000	100,000	520,000
	385,000	375,000	300,000	300,000	300,000	1,660,000
Total	535,000	485,000	400,000	400,000	400,000	2,220,000
	1,500,000	-	-	-	-	1,500,000
Total	1,500,000	-	-	-	-	1,500,000
	1,000,000	1,000,000	150,000	-	-	2,150,000
Total	1,000,000	1,000,000	150,000	-	-	2,150,000
	15,000	15,000	15,000	15,000	15,000	75,000
Total	15,000	15,000	15,000	15,000	15,000	75,000
	415,211	341,822	233,654	195,008	168,357	1,354,052
	27,029,204	416,482	415,535	417,170	415,534	28,693,925
	58,115	43,696	-	-	-	101,811
	140,946	12,870	-	-	-	153,816
	-	47,945	10,949	25,563	69,082	153,539
Total	27,643,476	862,815	660,138	637,741	652,973	30,457,143
	200,000	-	-	-	-	200,000
Total	200,000	-	-	-	-	200,000
	228,000	-	-	-	-	228,000
Total	228,000	-	-	-	-	228,000
	-	3,200,000	-	-	-	3,200,000
Total	-	3,200,000	-	-	-	3,200,000

Funding Source Detail

FUNDING TYPE / PROJECT

Flood Control Bond Proceeds - Measure S

467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
467771	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467772	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467773	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467779	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
468007	COLUMBIA DRIVE / CRYSTAL SPRINGS ROAD STORM DRAIN
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION PHASE)

Foster City (Sewer)

469981	PROGRAM MANAGEMENT - SEWER PROJECTS
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS PACKAGE II
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE III
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS

Funding for Art in Public Places

310330	ART IN PUBLIC PLACES
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Gas Tax (Interfund Transfer)

462227	US 101 / SR 92 INTERCHANGE AREA IMPROVEMENT SHORT-TERM
462228	US 101 / SR 92 DIRECT CONNECTOR LONG-TERM
465631	TRAFFIC CONTROLLER CABINETS
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19

Gas Tax in lieu of Prop 42 (Interfund Transfer)

467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23

General Fund (Interfund Transfer)

310118	CITY HALL ATRIUM AND COMMUNITY DEVELOPMENT DEPARTMENT REMODEL
460040	HIGH VOLTAGE STREET LIGHT CONVERSION
460048	RELOCATE ELECTRICAL ROOM AT TRANSIT CENTER
460057	CITYWIDE FIRE-INTRUSION ALARM SYSTEM UPGRADE

Funding Source Detail

	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
	3,050,000	-	-	-	-	3,050,000
	-	5,000,000	-	-	-	5,000,000
	-	-	5,000,000	-	-	5,000,000
	-	-	-	5,000,000	-	5,000,000
	-	-	-	-	5,000,000	5,000,000
	1,420,000	-	-	-	-	1,420,000
	35,000	5,000	5,000	-	-	45,000
Total	4,505,000	5,005,000	5,005,000	5,000,000	5,000,000	24,515,000
	2,969,420	2,444,570	1,670,998	1,394,617	1,204,023	9,683,628
	106,315,951	1,638,177	1,634,452	1,640,887	1,634,452	112,863,919
	228,587	171,874	-	-	-	400,461
	554,392	50,621	-	-	-	605,013
	-	123,359	28,170	65,771	177,744	395,044
Total	110,068,350	4,428,601	3,333,620	3,101,275	3,016,219	123,948,065
	200,000	-	-	-	-	200,000
Total	200,000	-	-	-	-	200,000
	60,000	-	-	-	-	60,000
	36,500	-	-	-	-	36,500
	60,000	-	-	-	-	60,000
	-	446,719	-	-	-	446,719
	407,073	-	-	-	-	407,073
	-	-	484,383	-	-	484,383
	-	-	-	520,164	-	520,164
	-	-	-	-	554,156	554,156
	800,000	-	-	-	-	800,000
Total	1,363,573	446,719	484,383	520,164	554,156	3,368,995
	-	753,281	-	-	-	753,281
	792,927	-	-	-	-	792,927
	-	-	715,617	-	-	715,617
	-	-	-	679,836	-	679,836
	-	-	-	-	645,844	645,844
Total	792,927	753,281	715,617	679,836	645,844	3,587,505
	150,000	-	-	-	-	150,000
	1,500,000	1,500,000	-	-	-	3,000,000
	90,000	-	-	-	-	90,000
	250,000	-	-	-	-	250,000

Funding Source Detail

FUNDING TYPE / PROJECT

460058	ADA ENTRY COMPLIANCE - BERESFORD RECREATION CENTER
462205	TRAIN QUIET ZONE
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
465005	FIESTA MEADOWS PARK PATHWAY REPAIR AND RESURFACE
465006	PARKING LOT REFURBISHMENT - POPLAR CREEK GOLF COURSE
465166	EAST 3RD AVENUE BICYCLE BRIDGE MAINTENANCE
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467006	HWY 92 OFFRAMP (DE ANZA BOULEVARD) RECONFIGURATION TO FIRE STATION 27
467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
467785	GREEN INFRASTRUCTURE PLAN
610011	BOREL PARK DEVELOPMENT
610037	SUGARLOAF HILL TRAIL REPAIR

Golf Fund (Interfund Fund)

618280	GOLF COURSE UPGRADES FY 2018-19
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Grant - Measure K

664000	MAIN LIBRARY - CHILDREN'S SPACE ENHANCEMENTS
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Interest Revenue

468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
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Measure A Half Cent Sales Tax

460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) LAURIE MEADOWS
462004	CITYWIDE BRIDGE MAINTENANCE
462249	HILLSDALE CORRIDOR IMPROVEMENTS
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
462337	19TH AVENUE TWO-WAY STREET CONVERSION STUDY
463330	CURB EXTENSION - DELAWARE STREET / 5TH AVENUE AND DELAWARE STREET / 9TH AVENUE
463337	PARROTT DRIVE / ALAMEDA DE LA PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET / FASHION ISLAND INTERSECTION RECONSTRUCTION
465130	TRAFFIC SIGNAL MASTER PLAN
465165	BICYCLE REPAIR STATIONS
465333	CITYWIDE TRAFFIC SIGNAL RETIMING
465432	EL CAMINO REAL LEFT-TURN POCKET - TILTON AVENUE AND BALDWIN AVENUE
465931	31ST AVENUE POCKET PARK TRAFFIC CALMING
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2019-20
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19

Funding Source Detail

	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
	220,000	-	-	-	-	220,000
	125,000	125,000	-	-	-	250,000
	250,000	250,000	250,000	250,000	250,000	1,250,000
	180,000	-	-	-	-	180,000
	140,000	-	-	-	-	140,000
	100,000	-	-	-	-	100,000
	-	2,000,000	-	-	-	2,000,000
	2,000,000	-	-	-	-	2,000,000
	100,000	200,000	-	-	-	300,000
	-	-	2,000,000	-	-	2,000,000
	-	-	-	2,000,000	-	2,000,000
	-	-	-	-	2,000,000	2,000,000
	50,000	-	-	-	-	50,000
	-	609,000	-	-	-	609,000
	50,000	-	-	-	-	50,000
Total	5,205,000	4,684,000	2,250,000	2,250,000	2,250,000	16,639,000
	516,000	-	-	-	-	516,000
Total	516,000	-	-	-	-	516,000
	100,000	-	-	-	-	100,000
Total	100,000	-	-	-	-	100,000
	5,975	3,350	5,000	-	-	14,325
Total	5,975	3,350	5,000	-	-	14,325
	65,000	-	-	-	-	65,000
	200,000	250,000	300,000	350,000	400,000	1,500,000
	360,000	-	-	-	-	360,000
	-	200,000	-	-	-	200,000
	60,000	-	-	-	-	60,000
	150,000	-	-	-	-	150,000
	20,000	-	-	-	-	20,000
	80,000	450,000	50,000	-	-	580,000
	90,000	-	-	-	-	90,000
	10,000	-	-	-	-	10,000
	50,000	-	-	-	-	50,000
	20,000	-	-	-	-	20,000
	70,000	-	-	-	-	70,000
	110,000	-	-	-	-	110,000
	-	1,300,000	-	-	-	1,300,000
	1,000,000	-	-	-	-	1,000,000

Funding Source Detail

FUNDING TYPE / PROJECT

467008	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2020-21
467009	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2021-22
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467011	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2022-23
468010	STORM PIPE CLEANING PROJECT

Measure S Sales Tax

462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
610027	CENTRAL PARK

Miscellaneous Donations

665000	BRANCH LIBRARIES LOBBY ENHANCEMENTS
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One Bay Area Grant (OBAG)

460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) LAURIE MEADOWS
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS

Parking In-Lieu Fees

460632	DOWNTOWN REDEVELOPMENT SITE PARKING GARAGE
461007	NEW DOWNTOWN PARKING GARAGE

Parking (Interfund Transfer)

460053	PAINT EXTERIOR 2ND AVENUE / EL CAMINO REAL GARAGE
460054	PAINT EXTERIOR MAIN STREET GARAGE
461001	DOWNTOWN PARKING IMPROVEMENTS
461007	NEW DOWNTOWN PARKING GARAGE
461008	CITYWIDE PAID PARKING EVALUATION AND IMPLEMENTATION
461009	DOWNTOWN PARKING TECHNOLOGY

Parks & Recreatn Revenue Fund (Interfund Transfer)

610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION - SYNTHETIC TURF
610027	CENTRAL PARK
610036	RECREATION FACILITIES STRATEGIC PLAN
618278	GOLF COURSE - WELL DRILLING

Prinicpal Payments

315000	HOUSING REHABILITATION
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Sewer (Interfund Transfer)

469933	ROOT FOAMING
469967	DIGESTER GAS TO COMPRESSED NATURAL GAS

Funding Source Detail

	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
	-	-	1,300,000	-	-	1,300,000
	-	-	-	1,300,000	-	1,300,000
	100,000	-	-	-	-	100,000
	-	-	-	-	1,300,000	1,300,000
	50,000	-	100,000	100,000	100,000	350,000
Total	2,435,000	2,200,000	1,750,000	1,750,000	1,800,000	9,935,000
	250,000	250,000	250,000	250,000	250,000	1,250,000
	500,000	-	-	-	-	500,000
Total	750,000	250,000	250,000	250,000	250,000	1,750,000
	100,000	-	-	-	-	100,000
Total	100,000	-	-	-	-	100,000
	987,000	-	-	-	-	987,000
	1,520,000	-	-	-	-	1,520,000
Total	2,507,000	-	-	-	-	2,507,000
	5,000,000	-	-	-	-	5,000,000
	-	1,000,000	-	-	-	1,000,000
Total	5,000,000	1,000,000	-	-	-	6,000,000
	-	-	-	250,000	-	250,000
	-	-	-	300,000	-	300,000
	(2,000,000)	-	-	-	-	(2,000,000)
	-	17,570,000	-	-	-	17,570,000
	125,000	-	-	-	-	125,000
	500,000	-	-	-	-	500,000
Total	(1,375,000)	17,570,000	-	550,000	-	16,745,000
	150,000	575,000	300,000	-	-	1,025,000
	1,500,000	-	-	-	-	1,500,000
	2,035,000	-	-	-	-	2,035,000
	15,000	-	-	-	-	15,000
	75,000	-	-	-	-	75,000
Total	3,775,000	575,000	300,000	-	-	4,650,000
	200,000	-	-	-	-	200,000
Total	200,000	-	-	-	-	200,000
	400,000	400,000	400,000	400,000	400,000	2,000,000
	370,000	-	-	-	-	370,000

Funding Source Detail

FUNDING TYPE / PROJECT

469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
46S001	BASIN 1A COLLECTION SYSTEM IMPROVEMENTS
46S002	BASIN 1B COLLECTION SYSTEM IMPROVEMENTS
46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
46S005	BASIN 4 COLLECTION SYSTEM IMPROVEMENTS
46S090	CLEAN WATER PROGRAM (CWP) SEWER FLOW MONITORING AND REPORTING
46S091	CLEAN WATER PROGRAM (CWP) ANNUAL CITYWIDE SANITARY SEWER REHABILITATION
46S092	CLEAN WATER PROGRAM (CWP) BIENNIAL PUMP STATION UPGRADES
46S093	CLEAN WATER PROGRAM (CWP) CLOSED CIRCUIT TELEVISION (CCTV) INSPECTION PROGRAM
46S095	LARGE DIAMETER CLEANING / CONDITION ASSESSMENT
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS PACKAGE II
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE III
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS

Sidewalk Repair

463231	CITYWIDE SIDEWALK REPAIR PROGRAM
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Solid Waste Fund (Interfund Transfer)

460055	TRASH CAPTURE AT 42ND AVENUE AND PACIFIC BOULEVARD
460056	TRASH CAPTURE AT 3RD AVENUE AND DETROIT DRIVE
460059	TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE
460060	TRASH CAPTURE AT POPLAR AVENUE AND 2ND AVENUE
460061	TRASH CAPTURE AT HILLSDALE MALL AND 28TH AVENUE
460062	TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE

South Trunk Sewer Relief Impact Fee

46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
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Traffic Impact Fees Fund (Interfund Transfer)

460035	SIGNALIZATION - DELAWARE STREET / 16TH AVENUE / SUNNYBRAE BOULEVARD
460049	POPLAR AVENUE / HUMBOLDT STREET SIGNAL MODIFY - LEFT TURN
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
462202	RAIL CORRIDOR GRADE SEPARATION

Tree Planting Fee

610008	TREE PLANTING - PARKS DIVISION
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Funding Source Detail

	2018-19 ADOPTED BUDGET	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	FIVE-YEAR TOTAL
	8,735,449	7,191,446	4,915,746	4,102,689	3,541,999	28,487,329
	3,147,501	936,914	-	-	-	4,084,415
	(2,000,000)	-	-	-	-	(2,000,000)
	(5,000,000)	-	-	-	-	(5,000,000)
	87,160,241	2,754,406	2,045,255	719,508	-	92,679,410
	-	-	57,294,296	1,620,482	1,752,986	60,667,764
	74,805	80,853	83,282	85,783	88,359	413,082
	1,611,720	5,965,155	1,484,538	8,780,597	5,065,912	22,907,922
	-	-	-	281,714	-	281,714
	367,648	431,214	444,170	457,511	471,248	2,171,791
	-	-	-	500,000	-	500,000
	300,597,504	4,631,779	4,621,246	4,639,440	4,621,247	319,111,216
	646,307	485,956	-	-	-	1,132,263
	1,567,487	143,125	-	-	-	1,710,612
	-	533,203	121,764	284,286	768,274	1,707,527
Total	397,678,662	23,554,051	71,410,297	21,872,010	16,710,025	531,225,045
	150,000	150,000	150,000	150,000	150,000	750,000
Total	150,000	150,000	150,000	150,000	150,000	750,000
	390,000	-	-	-	-	390,000
	735,000	750,000	-	-	-	1,485,000
	-	-	750,000	-	-	750,000
	-	-	-	560,000	-	560,000
	-	-	-	190,000	500,000	690,000
	-	-	-	-	250,000	250,000
Total	1,125,000	750,000	750,000	750,000	750,000	4,125,000
	3,000,000	100,000	100,000	100,000	100,000	3,400,000
Total	3,000,000	100,000	100,000	100,000	100,000	3,400,000
	800,000	-	-	-	-	800,000
	700,000	-	-	-	-	700,000
	150,000	150,000	150,000	150,000	150,000	750,000
	-	-	-	-	200,000	200,000
	4,500,000	-	-	-	-	4,500,000
Total	6,150,000	150,000	150,000	150,000	350,000	6,950,000
	150,000	50,000	75,000	50,000	75,000	400,000
Total	150,000	50,000	75,000	50,000	75,000	400,000
Total	581,083,946	68,381,817	88,494,055	38,766,026	33,259,217	809,985,061



A photograph of a Japanese garden. In the foreground, a small pond is visible with a low, tiered stone lantern standing on a rocky bank. The garden is filled with various trees, including a prominent one with delicate pink blossoms on the right and a large, gnarled pine tree on the left. The ground is covered with green grass and some low-lying plants.

UNFUNDDED PROJECTS

Unfunded Projects

PROJECT #	DESCRIPTION
461002	NEW CORPORATION YARD FACILITY
465157	HILLSDALE / US 101 BRIDGE OVERCROSSING
465162	CITYWIDE BICYCLE PARKING
468004	CITYWIDE STORM SEWER IMPROVEMENTS
610012	LAURELWOOD / SUGARLOAF OPEN SPACE
610014	CITYWIDE SHADE STRUCTURES
610017	CITYWIDE PARK PLAY AREA UPGRADE
610027	CENTRAL PARK MASTER PLAN / IMPROVEMENT
610031	BAY MEADOWS COMMUNITY PARK IMPROVEMENTS
612917	PARK RENOVATION SHOREVIEW PARK MASTER PLAN AND IMPLEMENTATION
TBD	3RD AVENUE AND PARROTT DRIVE STREET INTERSECTION IMPROVEMENT
TBD	3RD AVENUE / PARROTT DRIVE INTERSECTION RECONSTRUCTION
TBD	817 NORFOLK STREET TO 817 KATHERINE AVENUE BETWEEN HOUSES STORM DRAIN REPAIR
TBD	ADA ENTRY COMPLIANCE MARINA
TBD	ADA ENTRY COMPLIANCE VARIOUS LOCATIONS
TBD	ADA PATH OF TRAVEL GENERAL
TBD	ADA RESTROOM UPGRADES TO CENTERS
TBD	BERESFORD RECREATION CENTER ADA AND EXTERIOR DOOR UPGRADES
TBD	CITYWIDE ONLINE PERMIT SALES MANAGEMENT SYSTEM
TBD	CITYWIDE PAID PARKING INFRASTRUCTURE
TBD	CITYWIDE PARK PATHWAY REFURBISHMENT
TBD	CITYWIDE PARK SIGNS
TBD	CITYWIDE PEDESTRIAN MASTER PLAN UPDATE
TBD	CURB EXTENSIONS
TBD	DESIGN / REPLACE SHOREVIEW PARKING LOT
TBD	DOWNTOWN TWINKLE LIGHT PHASE 2
TBD	DOWNTOWN TWINKLE LIGHT PHASE 3
TBD	EAST 5TH AVENUE PEDESTRIAN SCALE LIGHTING
TBD	EL CAMINO REAL / 17TH AVENUE LEFT-TURN STUDY FOR 17TH AVENUE
TBD	EL CAMINO AT HWY 92 LANDSCAPING IMPROVEMENTS
TBD	EXTERIOR REPAIRS - IMPROVEMENTS AT POLICE DEPARTMENT
TBD	GREEN INFRASTRUCTURE REHABILITATION
TBD	GREEN STREET LAMP REPAIRS
TBD	HIGHWAY 92 CROSSING STUDY
TBD	HILLSDALE CORRIDOR IMPROVEMENTS - LONG TERM
TBD	HUMBOLDT STREET / INDIAN AVENUE HAWK SIGNAL
TBD	INSTALL SECURITY CAMERAS AT SELECTED PARKS
TBD	INTERSECTION IMPROVEMENTS - BARNESON AVENUE AND EL CAMINO REAL
TBD	KING CENTER KITCHEN(S) REMODEL
TBD	LAUREL STORM DRAIN REPAIR
TBD	LAURIE MEADOWS DRIVEWAY RECONSTRUCTION

Unfunded Projects

2018-19 ESTIMATED COST	2019-20 ESTIMATED COST	2020-21 ESTIMATED COST	2021-22 ESTIMATED COST	2022-23 ESTIMATED COST	FIVE-YEAR TOTAL
-	-	26,000,000	-	-	26,000,000
-	6,675,000	11,175,000	9,850,000	5,400,000	33,100,000
-	10,000	10,000	10,000	-	30,000
-	500,000	500,000	500,000	500,000	2,000,000
-	-	300,000	70,000	2,975,000	3,345,000
-	200,000	-	-	-	200,000
-	100,000	900,000	1,750,000	-	2,750,000
-	-	4,500,000	15,000,000	10,000,000	29,500,000
-	-	-	-	35,000,000	35,000,000
-	250,000	-	-	-	250,000
-	-	35,000	350,000	-	385,000
-	-	35,000	350,000	-	385,000
-	50,000	450,000	-	-	500,000
-	55,000	-	-	-	55,000
-	170,000	-	-	-	170,000
-	40,000	40,000	40,000	-	120,000
-	50,000	50,000	50,000	-	150,000
-	180,000	-	-	-	180,000
-	350,000	75,000	75,000	75,000	575,000
-	75,000	75,000	50,000	50,000	250,000
-	50,000	50,000	50,000	-	150,000
-	110,000	-	-	-	110,000
-	250,000	-	-	-	250,000
-	100,000	500,000	-	-	600,000
-	-	-	350,000	-	350,000
-	600,000	-	-	-	600,000
-	900,000	-	-	-	900,000
-	220,000	-	-	-	220,000
-	50,000	-	-	-	50,000
-	1,500,000	-	-	-	1,500,000
-	290,000	-	-	-	290,000
-	50,000	350,000	-	-	400,000
-	1,000,000	-	-	-	1,000,000
-	-	-	100,000	-	100,000
-	-	150,000	-	-	150,000
-	-	-	-	50,000	50,000
-	-	120,000	-	-	120,000
-	660,000	-	-	-	660,000
-	30,000	-	-	-	30,000
-	350,000	-	-	-	350,000
-	-	300,000	-	-	300,000

Unfunded Projects

PROJECT #	DESCRIPTION
TBD	LEAD BASED PAINT ABATEMENT
TBD	LIBRARY SPACE MODIFICATION: BUSINESS LIBRARY
TBD	LIBRARY SPACE MODIFICATION: BUSINESS LIBRARY
TBD	LIBRARY SPACE MODIFICATION: FRIENDS BOOK SHOP / CAFÉ
TBD	LIBRARY SPACE MODIFICATION: FRIENDS BOOK SHOP / CAFÉ
TBD	LIBRARY SPACE MODIFICATION: LOBBY
TBD	LIBRARY SPACE MODIFICATION: LOBBY
TBD	LIBRARY SPACE MODIFICATION: TEEN LOUNGE
TBD	LIBRARY SPACE MODIFICATION: TEEN LOUNGE
TBD	LOBBY ENHANCEMENT BERESFORD / KING
TBD	MONTE DIABLO AVENUE PEDESTRIAN SCALE LIGHTING
TBD	NORFOLK SOUTH OF 3RD AVENUE BIKE SIGNAL
TBD	PALM AVENUE PEDESTRIAN SCALE LIGHTING
TBD	PARKING LOT REPAIRS AT SHORELINE PARKS
TBD	PARKING LOT REPAIRS AT VARIOUS PARKS AND RECREATION CENTERS
TBD	PATHWAY REPAIRS AT VARIOUS PARKS
TBD	PEDESTRIAN REFUGE ISLAND CONSTRUCTION
TBD	PENINSULA AVENUE PEDESTRIAN SCALE LIGHTING
TBD	PG&E ON-BILL FINANCING SUSTAINABLE SOLUTIONS TURNKEY PROJECTS
TBD	POLICE DEPARTMENT RECONFIGURATION
TBD	POOL IMPROVEMENTS (DECK / VAULT)
TBD	REFURBISHMENT JAPANESE GARDEN FENCE
TBD	REMODEL CITY CLERK OFFICES
TBD	REMODEL CITY CLERK / FINANCE COUNTER
TBD	REMODEL CITY HALL CAFÉ / BREAKROOM
TBD	REMODEL CITY HALL PATIO
TBD	REMODEL COUNCIL CHAMBER / LOBBY
TBD	REMODEL HUMAN RESOURCES / CITY ATTORNEY / CITY MANAGER AREA
TBD	REMODEL INFORMATION TECHNOLOGY SECTION AT CITY HALL
TBD	REMODEL STATION #27 DORMS / KITCHEN / RESTROOMS
TBD	REPLACE CITY HALL HVAC SYSTEM
TBD	REPLACE COURT FENCING - CITY WIDE
TBD	REPLACE DORM FLOORING STATION #21
TBD	REPLACE EXTERIOR DOORS AND WINDOWS AT SENIOR CENTER
TBD	REST ROOM BUILDING REPLACEMENT TRINTA
TBD	REST ROOM REFURBISHMENT PHASE 4
TBD	REST ROOM REFURBISHMENT PHASE 5
TBD	RESURFACE MARINA LIB PARKING LOT
TBD	SOUTH DELAWARE AVENUE PEDESTRIAN SCALE LIGHTING
TBD	SOUTH GRANT PEDESTRIAN SCALE LIGHTING
TBD	STORM DRAIN CONDITION ASSESSMENT PROGRAM

Unfunded Projects

2018-19 ESTIMATED COST	2019-20 ESTIMATED COST	2020-21 ESTIMATED COST	2021-22 ESTIMATED COST	2022-23 ESTIMATED COST	FIVE-YEAR TOTAL
-	180,000	180,000	180,000	180,000	720,000
-	-	-	-	81,000	81,000
-	-	-	-	160,000	160,000
-	-	-	312,000	-	312,000
-	-	-	312,000	-	312,000
-	-	160,000	-	-	160,000
-	-	160,000	-	-	160,000
-	250,000	-	-	-	250,000
-	250,000	-	-	-	250,000
-	185,000	-	-	-	185,000
-	-	-	300,000	3,000,000	3,300,000
-	-	-	30,000	-	30,000
-	-	-	300,000	3,000,000	3,300,000
-	115,000	-	-	-	115,000
-	122,000	-	-	-	122,000
-	115,000	135,000	125,000	-	375,000
-	-	100,000	350,000	-	450,000
-	-	-	350,000	3,500,000	3,850,000
-	4,000,000	-	-	-	4,000,000
-	150,000	-	-	-	150,000
-	65,000	65,000	-	-	130,000
-	110,000	125,000	-	-	235,000
-	-	150,000	-	-	150,000
-	40,000	-	-	-	40,000
-	-	-	120,000	-	120,000
-	90,000	-	-	-	90,000
-	-	-	410,000	-	410,000
-	190,000	-	-	-	190,000
-	-	350,000	-	-	350,000
-	-	-	260,000	-	260,000
-	-	-	250,000	-	250,000
-	80,000	80,000	-	-	160,000
-	60,000	-	-	-	60,000
-	160,000	-	-	-	160,000
-	-	-	190,000	-	190,000
-	190,000	175,000	-	-	365,000
-	-	-	350,000	-	350,000
-	30,000	-	-	-	30,000
-	-	-	100,000	1,000,000	1,100,000
-	-	-	350,000	3,500,000	3,850,000
-	250,000	250,000	250,000	250,000	1,000,000

Unfunded Projects

PROJECT #	DESCRIPTION
TBD	STORM DRAIN INLET CLEANING PROJECT
TBD	STORM DRAIN MASTER PLAN UPDATE
TBD	SUSTAINABLE STREETS PLAN UPDATE AND ADOPTION
TBD	TENNIS AND BASKETBALL COURT RESURFACING - CITY WIDE
TBD	TRASH CAPTURE DEVICE - VARIOUS LOCATIONS
TBD	WARREN ROAD STORM DRAIN IMPROVEMENTS
Total	

Unfunded Projects

2018-19 ESTIMATED COST	2019-20 ESTIMATED COST	2020-21 ESTIMATED COST	2021-22 ESTIMATED COST	2022-23 ESTIMATED COST	FIVE-YEAR TOTAL
-	450,000	450,000	450,000	450,000	1,800,000
-	115,000	-	-	-	115,000
-	-	300,000	-	-	300,000
-	265,000	-	-	-	265,000
-	-	-	-	6,740,000	6,740,000
-	-	75,000	600,000	-	675,000
-	22,327,000	48,370,000	34,184,000	75,911,000	180,792,000





APPENDIX

Financial Policies

STATEMENT OF PURPOSE

The financial integrity of our City government is of utmost importance. To discuss, write, and adopt a set of financial policies is a key element to maintaining this integrity. Our City has evolved with a variety of financial policies that can be found in many different sources, including: City Council resolutions; budget documents; and capital improvement programs. The set of policies within this document, adopted each year with our budget, serves as a central reference point of the most important of our policies, which are critical to the continued financial health of our local government.

Written, adopted financial policies have many benefits, such as assisting the elected officials and staff in the financial management of the City, saving time and energy when discussing financial matters, engendering public confidence, and providing continuity over time as elected officials and staff members change. While these policies will be amended periodically, they provide the basic foundation and framework for many of the issues and decisions facing the City. They promote sound financial management and assist in the City's stability, efficiency, and effectiveness.



The following policies are divided into ten (10) general categories for ease of reference. These categories include:

1. General Policies
2. Accounting, Auditing, and Financial Reporting Policies
3. Reserve Policies
4. Pension and Retirement Funding Policies
5. Internal Service Fund Policies
6. Debt Policies
7. Revenue Policies
8. Capital Improvement Policies
9. Investment Policies
10. Operating Budget Policies

Except as otherwise noted, all policies included in this document are currently adhered to.

Additionally, included at the end of this section are specific policy benchmarks along with their status.

GENERAL

The City will:

- Manage its financial assets in a sound and prudent manner.
- Maintain and further develop programs to ensure its long-term ability to fund core services and pay all costs necessary to provide the level and quality of service required by its citizens.
- Establish and maintain investment policies that are in accordance with State laws.
- Follow the Financial Sustainability guiding principles to provide a roadmap to guide future financial decisions.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

Financial Information

It is the policy of the City of San Mateo to provide all financial information in a thorough, timely fashion, and in a format that is easy for Council, citizens, and City employees to understand and utilize.

Accounting Standards

The City's accounting of financial systems shall be maintained in accordance with Generally Accepted

Financial Policies

Accounting Principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).

Annual Audit

An independent public accounting firm will perform an annual audit and its opinions will be included in the comprehensive annual financial report and presented to the City Council at a public meeting.

It is the City's goal to maintain accounting records, processes, and procedures in such a manner as to receive an unmodified audit opinion and to maintain a Certificate of Achievement for Excellence in Financial Reporting from GFOA.

FUNDING BALANCE AND RESERVE

The City utilizes a variety of accounting funds for recording revenues and expenditures of the City. At the end of each fiscal year-end, budgeted/appropriated expenditure authority lapses, with the exception of capital project spending and operating expenses that have been incurred but not paid (encumbered). The remaining dollars left in each fund are unassigned and constitute available funds of the City. Fund balance will be reported in the following classifications:

- Nonspendable Fund Balance

Amounts that are not in spendable form, such as inventory, prepaid amounts and long term receivables, and those that legally or contractually must be kept intact, such as endowment corpus of revolving loan funds.

- Restricted Fund Balance

Amounts that can be used only for specific purposes due to constitutional provisions, enabling legislation, or externally imposed constraints, such as restrictions imposed by creditors, grantors or other governments.

- Committed Fund Balance

Amounts that can only be used for specific purposes because of a formal action by the government's highest decision making authority. These constraints are binding unless removed in the same manner in which they were originally committed.

- Assigned Fund Balance

Amounts intended for specific purposes but not restricted or committed. The assigned fund balance can never be in excess of the total fund balance less the non-spendable, restricted, and committed components of fund balance. Ultimately, this is the residual fund balance for all funds other than General Fund.

- Unassigned Fund Balance

The residual classification for the General Fund, the only governmental fund that can report a positive unassigned fund balance. Other funds might have a negative unassigned fund balance due to overspending restricted, committed, or assigned amounts.

General Fund

The General Fund reserve will be maintained in an amount equal to at least three months of the annual General Fund operating expenditure budget. These reserves are designed to be used in the event of significant financial emergency. The City has designated two reserves. The Emergency Reserve is for catastrophic events such as an earthquake, and the Service Stability Reserve is for moderating the impact of economic cycles. City Council may, at its discretion, reserve additional funds above the minimum. Such additional reserves may be set aside for specific purposes, such as capital projects, for known significant future cost items, or as general operational reserves.

Enterprise Fund

The City's Sewer Enterprise Fund will maintain reserves equal to four months of operating expenses.

Special Revenue Funds

The City's Fire Prevention and Life Safety Fund will maintain reserves equal to three months of operating expenditures, and the Construction Services Fund will maintain reserves equal to twelve months of operating expenditures.

PENSION AND RETIREMENT FUNDING

The City contracts with the California Public Employee Retirement System for pension benefits. The City will make minimum annual payments for the employer share equal to the required Annual Required Contribution (ARC) established by actuarial valuation but, in any given year, no

Financial Policies

less than the normal cost.

The City offers a retiree health benefit to employees of \$160 per month. The City will fund the Annual Required Contribution (ARC) established by actuarial valuation in an irrevocable trust beginning 2012-13. Actuarial valuations will be conducted on a biennial basis consistent with accounting standards.

INTERNAL SERVICE FUND

Vehicle and Equipment Replacement Fund

Through the use of the Vehicle and Equipment Replacement Fund, the City will annually budget sufficient funds to provide for the orderly replacement of the City's fleet, vehicles, computers, radios, equipment, technology infrastructure, and other major capital outlay. The fund is supported by charges to user departments, which are adjusted annually based on the departments' proportionate share of estimated expenses. Sufficient reserves will be maintained in the Replacement Fund to provide for the scheduled replacement of fleet, vehicles, computers, radios, equipment, technology infrastructure and other major capital outlay at the end of their useful lives.

Fleet and Building Maintenance Fund

Through the use of the Fleet and Building Maintenance Fund, the City will annually budget sufficient funds to provide for the orderly fleet and building maintenance and repair. The fund is supported by charges to user departments which are adjusted annually based on the department's proportionate share of estimated expenses.

Risk Management Fund

The City maintains a Comprehensive Liability Fund and a Workers' Compensation Fund for the purpose of property, liability, and workers' compensation expenses. These funds pay insurance premiums, benefit and settlement payments, and administrative and operating expenses. The City will complete an actuarial valuation of these funds every other year. The Workers' Compensation Fund is supported by charges to other City funds for the services it provides. These annual charges for service shall reflect historical experience and shall be established to approximately equal the annual expenses of the fund. The Comprehensive Liability Fund is predominantly supported by the General

Fund. Separate reserves shall be maintained for current and long-term general liability and workers' compensation liability at a level which will adequately fund the City's potential loss exposure in each area. The practice is to establish reserves in both funds at least at the marginally acceptable level as determined by the actuarial report.

DEBT

The City is bound by a provision in State law limiting indebtedness for California cities to 15% of the assessed value of all real and personal property of the City. The City of San Mateo has been prudent in its use of debt to finance projects and major purchases. Prior to the issuance of any debt, the funding source for the debt service is identified and designated. The level of debt to which the City obligates itself is managed within available resources and represents a minimal cost to general taxpayers. By managing the repayment of new debt, current City operations are not affected.

Credit Rating

It is the City's goal to maintain our AA+/Aa1 credit rating. The factors that contribute to our high rating include the City's strong financial management, low debt levels, budgetary and fiscal controls, and accountability. To support this policy, the City will continue to maintain its position of full financial disclosure and proactive fiscal planning.

REVENUE

General Fund Revenue

The City will strive to develop and maintain a diversified and reliable revenue stream so as to avoid becoming overly dependent on any single type of revenue. Efforts will be directed to optimize existing revenue sources while periodically reviewing potential new revenue sources.

Budgeted revenues will be estimated conservatively using accepted standards and estimates provided by the state, other governmental agencies, or reliable economic forecasters, when available. Due to the volatile nature of the property transfer tax, it is capped. The amount of the cap in any given year will vary but will be based on a consistent methodology.

Financial Policies

Grants

The City shall actively pursue federal, state, and other grant opportunities when deemed appropriate. Before accepting any grant, the City shall thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant, including replacement and ongoing operating costs.

Enterprise Fund Fees and Charges

The City will set user fees for its enterprise fund at a rate that fully covers direct and indirect costs of providing the service, as well as planned capital improvements that may be necessary from time to time.

User Service Fees

The City may impose user fees wherever appropriate. Such fees will recover the cost of providing the service, demonstrating a nexus to benefits received, including all direct and indirect costs, administrative overhead, depreciation, etc. By policy, Council may direct certain fees to be lowered for particular purposes. Waivers of user fees will be presented for Council approval as appropriate. Certain fees are based upon market conditions and are not subject to the limitations of cost recovery. These fees may be adjusted periodically by the City Council. In general, fees will be reviewed no less than annually to ensure that full cost recovery levels are identified.

CAPITAL IMPROVEMENT

Five Year Capital Improvement Program (CIP)

The City shall annually prepare a capital improvement spending program projecting capital needs for a five-year period. This CIP shall address all of the City's funds. The City has been working toward providing a reasonable regular contribution from the General Fund to capital improvements without reducing services. The first year of the five-year CIP will be consistent with, and adopted as a component of, the annual operating budget. In the development of the Capital Improvement Program, the operating costs associated with the capital project will be projected and considered in conjunction with the CIP.

Enterprise Fund Capital Improvements

Capital Improvements funded from the Enterprise Fund shall be paid for in combination of "pay-as-you-go" financing and

the use of long-term debt. The City shall periodically review its enterprise capital needs and establish capital spending plans that are appropriate and reflect a combination of debt and "pay-as-you-go," while attempting to keep the rates competitive with those in the surrounding area.

INVESTMENT

The Investment Advisory Committee and City Council shall annually review and update, or modify as appropriate, the City's investment policy. The policy shall be adopted by resolution of the City Council based upon the City staff and Investment Advisory Committee's recommendations. Reports on the City's investment portfolio shall be developed and presented to the City Council quarterly. City funds will be managed in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order.

OPERATING BUDGET

Balanced Operating Budget

It is the City's policy to adopt a balanced budget where operating revenues are equal to, or exceed, operating expenditures. Any year-end operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy or available for capital projects and/or "one-time only" General Fund expenditures.

Budget Document

The two-year business plan shall serve as the official financial plan for the City. It will serve as the policy document of the City Council for implementing Council goals and objectives. The budget shall provide the staff the resources necessary to accomplish City Council determined service levels.

The City has two-year business plan development procedures. The two-year business plan process requires that each department submit two one-year expenditure plans and revenue estimates to the City Council for approval. Only the first of the two-year budget will be adopted. The second year represents a projected plan which will be subject to amendment in the following year.

The City Manager shall annually prepare and present a proposed operating budget to the City Council no later than

Financial Policies

thirty days prior to the fiscal year end, and City Council will adopt said budget no later than June 30 of each year. The City's annual budget will be presented by department, with a logical breakdown of programs and proposed expenses. The budget document will also summarize expenditures at the personnel, operating and capital levels. Where practical, the City's annual budget will include measures of workload, efficiency, and effectiveness.

Budget Control and Accountability

The Department Heads are responsible for containing

expenditures within their budgeted appropriations as approved by the City Council. Subsequent to the adoption of the budget, all additional changes to the budget require City Manager and City Council approval.

Activities of the General Fund, Special Revenue Funds, Debt Service Funds, Proprietary and Capital Funds are included in the annual budget. The level of budgetary control is the department within each fund.

POLICY STATUS

ACCOUNTING	
Benchmark	The City's accounting of financial systems shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).
Status	Met
RESERVE / SINKING FUND	
Benchmark	The General Fund reserve will be maintained in an amount equal to at least three months of the annual General Fund operating expenditure budget.
Status	Met
Benchmark	The City's Sewer Enterprise Fund will maintain reserves equal to four months of operating expenses.
Status	Met
Benchmark	The City's Construction Services Fund will maintain reserves equal to twelve months of operating expenditures.
Status	Met
Benchmark	The City's Fire Prevention and Life Safety Fund will maintain reserves equal to three months of operating expenditures.
Status	Met
Benchmark	The City will maintain Comprehensive Liability and Workers' Compensation insurance reserves at marginally acceptable confidence levels.
Status	Met
Benchmark	Through the use of the Vehicle and Equipment Replacement Fund, the City will annually budget sufficient funds to provide for the orderly replacement of the City's fleet, vehicles, computers, radios, equipment, technology infrastructure, and other major capital outlay.
Status	Met
Benchmark	Through the use of the Fleet and Building Maintenance Fund, the City will annually budget sufficient funds to provide for the orderly fleet and building maintenance and repair.
Status	Met
Benchmark	A sinking fund for building component and replacement will be maintained.
Status	Annual baseline funding of \$410,000 has been provided for HVAC, roofing, floor covering, and remodel projects.

Financial Policies

DEBT	
Benchmark	It is the City's goal to maintain our AA+/Aa1 credit rating.
Status	Aaa rating has been assigned as the underlying GO bond rating. This rating is a notch above the City's policy goal.
REVENUE	
Benchmark	Budgeted revenues will be estimated conservatively using accepted standards and estimates provided by the state, other governmental agencies, or reliable economic forecasters when available.
Status	Met
Benchmark	Property Transfer Tax is capped based on a consistent methodology.
Status	Met. Property transfer tax is estimated at \$11 million in 2017-18, \$9.25 million in 2018-19, and \$8.5 million in 2019-20. This assumes transfers of ownership will be reduced to more sustainable levels over the next several years.
Benchmark	Full cost recovery for user fees will be achieved.
Status	Met. All charges for services are based on the cost of providing the services.
Benchmark	Full cost recovery for indirect costs will be achieved.
Status	Met
Benchmark	The City shall actively pursue federal, state, and other grant opportunities when deemed appropriate.
Status	Met. Continuing to assess and apply for grants with a focus on ensuring matching funds are identified, as applicable, and ongoing costs are considered.
CAPITAL IMPROVEMENT	
Benchmark	The City has been working toward providing a reasonable regular transfer from the General Fund to capital improvements without reducing services.
Status	Met. The baseline General Fund transfer is \$2 million to fund streets, \$410,000 for building components, and \$250,000 for sidewalk repair. An additional \$2 million for capital has been programmed into the long-term financial plan to meet capital needs but is discretionary and will be evaluated against other demands on General Fund resources.
Benchmark	Continue to use bond proceeds and other funding sources for capital projects.
Status	Met. Examples are golf course, wastewater treatment plant, library, fire stations, and police station projects.
INVESTMENT	
Benchmark	City funds will be managed in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order.
Status	Met
OPERATING BUDGET	
Benchmark	It is the City's policy to adopt a balanced budget where operating revenues are equal to, or exceed, operating expenditures.
Status	Met
Benchmark	The City Manager shall annually prepare and present a proposed operating budget to the City Council no later than thirty days prior to the fiscal year end, and City Council will adopt said budget no later than June 30 of each year.
Status	Met

Gann Appropriations Limit

City of San Mateo Gann Appropriations Limit as Defined in Article XIII B of the California State Constitution

The voters of California, during a special election in 1979, approved Article XIII-B of the California State Constitution. Informally known as the "Gann Initiative," Article XIII-B provides limits regarding the total amount of appropriations in any fiscal year from "the proceeds of taxes."

The State Legislature, in 1980, added Section 7900 et seq. to the Government Code, providing that the governing body of each local jurisdiction must establish, by resolution, an appropriations limit for the following year. The appropriations limit for any fiscal year was equal to the previous year's limit, adjusted for population changes and the changes in the US Consumer Price Index (or California per capita personal income, if smaller). The necessary statistical information is provided by the California Department of Finance.

However, the original Article XIII-B (Proposition 4) and its

implementing legislation were modified by Proposition 111 and SB 88 by the voters in June 1980. The changes were incorporated into the fiscal year 1990-91 and fiscal year 1991-92 appropriations limits. Beginning with the fiscal year 1990-91 appropriations limit, a city may choose annual adjustment factors. The adjustment factors include the growth in the California per capita income or the growth in the non-residential assessed valuation due to construction within the City and the population growth within the county or the city.

The table below provides the calculation for the appropriations limit for fiscal year 2018-19, as well as the total appropriations subject to the limit. The adjustment factors utilized for the fiscal year 2018-19 calculation include the growth in California per capita income and the population growth within the City of San Mateo. Those two factors yielded the most favorable appropriations limit for the City. As the table demonstrates, the City's appropriations subject to the limit (\$107.3 million) are well below the appropriations limit itself (\$205.2 million).

CITY OF SAN MATEO APPROPRIATIONS LIMIT FOR FISCAL YEAR 2018-19		AMOUNT	SOURCE
A	Last Year's Limit	196,003,864	2017-18 Limit
B	Adjustment Factors		
	1. Population	1.0099	CA Dept. of Finance
	2. Inflation	1.0367	CA Dept. of Finance
		1.0470	B1*B2
	Total Adjustment %	0.0470	B1*B2-1
C	Annual Adjustment	9,212,182	A*B
D	This Year's Limit	205,216,046	A+C
E	Tax Proceeds Subject to the Limit		
	Property Tax	57,065,311	2018-19 Budget
	Sales Tax	27,102,068	2018-19 Budget
	Property Transfer Tax	9,250,000	2018-19 Budget
	Other Tax	13,092,904	2018-19 Budget
	Interest Allocation	816,472	2018-19 Budget
	Total	107,326,755	
	Amount Under / (Over) Limit	97,889,291	D-E

Glossary

Appropriation

An authorization granted by the City Council to make expenditures and to incur obligations for specific purposes.

Audit

A review of the City's accounts by an independent accounting firm to verify that the City's financial statements accurately reflect the City's financial position.

Base Budget

Estimate of the funding level, excluding limited term items, required to continue existing service levels during the next fiscal year.

Budget

A comprehensive financial plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Acquisitions

Items of a permanent or semi-permanent nature that last multiple years.

Capital Improvements

A permanent major addition to the City's real property assets including the design, construction, purchase, or major renovation of land, buildings or facilities. Examples are the installation or repair of new or existing streets, traffic signals, sewer lines, roads, and parks.

Capital Improvement Program (CIP)

An ongoing plan of single and multiple-year capital expenditures, which is updated annually.

Compensated Absences

An employee's paid time off of work, which can consist of elements such as vacation time and sick leave.

Debt Service

The payment of interest and principal on borrowed funds.

Deficit

The result of an excess of expenditures over resources.

Department

A major administrative division of the City with overall management responsibility for an operation or a group of

related operations within a functional area.

Depreciation

(1) Expiration in the service life of capital outlay assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence; (2) the portion of the cost of a capital asset that is charged as an expense during a particular period.

Division

An organizational subunit of a department which encompasses a substantial portion of the duties assigned to a department.

Encumbrance

A commitment of funds for goods or services for which the expenditure has not yet occurred.

Enterprise Fund

A fund established to account for operations of the City that are financed and operated in a manner similar to private business enterprises.

Expenditure

The amount of cash paid or to be paid for services rendered, goods received, or an asset purchased.

Fiscal Year

The twelve-month period to which the annual budget applies. In San Mateo, this period of time is July 1 through June 30.

Full Time Equivalent (FTE)

Conversion of a position to full-time equivalent. For example, one person working half time would count as 0.50 FTE; one person working full time would count as 1.00 FTE.

Fund

A separate, independent accounting entity used to set forth the financial position of operations related to the specific purpose for which the fund was created. Examples of funds used in the City of San Mateo are the General Fund, Capital Projects Fund, and Sewer Fund.

Fund Balance

The total dollars remaining in a fund after current expenditures for operations and capital improvements are

Glossary

subtracted.

General Fund

The City's principal operating fund, which is supported by general taxes and fees and which can be used for any legal governmental purpose.

Grant

A contribution by a government or other organization to support a particular function or project. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the recipient.

Interdepartmental Charges and Credits

A mechanism through which one program may bill another program (charges) and be reimbursed (credits) for the cost of various services provided. Interdepartmental charges and credits are based on the actual, direct costs of the service provided. They function as cost allocation tools, allowing the financial reports to more accurately reflect the real cost of individual programs.

Interfund Transfers

The movement of money from one fund to another to cover certain costs.

Internal Service Fund

A fund which is used to finance and account for goods and/or services provided by one City department to other City departments on a cost-reimbursement basis.

Non-departmental

Program costs that do not relate to any one particular department, but represent costs of a general, City-wide nature.

Non-recurring Costs

One-time activities for which the expenditure should be budgeted only in the fiscal year in which the activity is undertaken.

Operating Budget

Annual appropriation of funds to support ongoing program costs, including employee services, maintenance, supplies, and equipment.

Ordinance

A formal legislative enactment by the City Council, which has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a state statute or constitutional provision.

Program

An activity or group of activities which is an operational subunit of a department and is directed toward providing a particular service or support function. Each City department may be responsible for a number of programs.

Proprietary Fund

A term also used to describe funds that are accounted for on a "flow of economic resources" measurement basis and on a full accrual accounting basis. Enterprise funds and internal services funds are classified as proprietary funds.

Reserve

Funds set aside for specific purposes.

Resolution

A special order by the City Council which requires less legal formality than an ordinance in terms of public notice prior to approval.

Resources

Total amount available for appropriation, including estimated revenues, beginning fund balances, and fund transfers.

Revenue

Income received during the fiscal year from taxes, fees, permits, franchises, interest, intergovernmental, and other sources.

Special Revenue Fund

A fund used to account for revenue sources that are restricted by law or administrative action to expenditures for specified purposes.

Structural Deficit

The permanent financial gap that results when ongoing revenues do not match or keep pace with ongoing expenditures.

Full Time Equivalent (FTE) Personnel Changes

DEPARTMENT	DESCRIPTION	2018-19	2019-20
City Manager	Add Downtown Coordinator	1.00	1.00
Community Development	Reallocate Database Specialist to Information Technology	(0.25)	(0.25)
Fire	Add Office Assistant I/II	1.00	1.00
Fire	Reallocate Deputy Fire Marshal to Deputy Fire Chief	-	-
Fire	Add Fire Battalion Chief	1.00	1.00
Human Resources	Eliminate vacant Senior Human Resources Analyst	(1.00)	(1.00)
Information Technology	Reallocate Database Specialist from Community Development	0.25	0.25
Information Technology	Reallocate Systems Analyst I/II to Technical Support Supervisor	-	-
Library	Add Supervising Librarian	1.00	1.00
Library	Reallocate Library Assistant I/II to Literacy Specialist	(0.25)	(0.25)
Parks and Recreation	Add Community Services Supervisor	1.00	1.00
Parks and Recreation	Eliminate vacant Lead Teacher	(0.75)	(0.75)
Police	Add Community Service Officer I/II	2.00	2.00
Police	Add Dispatcher I/II	1.00	1.00
Public Works	Add Central Services Worker	1.00	1.00
Public Works	Add Maintenance Laborer	1.00	1.00
Public Works	Add Maintenance Worker I/II	3.00	3.00
Public Works	Reallocate Assistant/Associate Engineer to Senior Engineer	-	-
Public Works	Reallocate Senior Project Manager to Project Manager I/II	-	-
Public Works	Reallocate two (2) Wastewater Treatment Plant Operator I/II to two (2) Wastewater Treatment Plant Operator III	-	-
Total Merit Changes		11.00	11.00
Total Per Diem Changes		7.91	7.91
Total Positions		707.10	707.10
2017-18 Adjusted Budget Total		690.19	
Completion of Limited Term Assignments Beginning 2018-19		(2.00)	

Operating Changes

DEPARTMENT	DESCRIPTION	FUND	2018-19	2019-20
City Clerk	Form 700 software enhancement	General	5,000	5,000
Community Development	Vehicle ergonomic-related upgrades	General	2,750	250
Community Development	Vehicle ergonomic-related upgrades	Construction Services	24,750	2,250
Community Development	Climate Action Plan Update 2020-2030	Construction Services	125,000	-
Community Development	Loan portfolio management software	Low and Moderate Income Housing Asset	30,000	-
Human Resources	Contract with LinkedIn for City career page	General	20,000	20,000
Human Resources	Automated workflow system software	General	5,500	5,500
Parks and Recreation	Funding for contract instructors due to elimination of vacant Lead Teacher	General	45,000	45,000
Public Works	Contract funding for pedestrian markings maintenance	General	55,000	55,000
Public Works	Purchase of a sewer camera system	Sewer	100,000	-
Public Works	Increase funding for the sewer lateral program	Sewer	250,000	250,000
		Total	663,000	383,000

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 74 (2018)

ADOPTING THE 2018-2019 CITY BUDGET

WHEREAS, the City Council held public hearings on the Budget and Capital Improvement Program, as required by the City Charter section 5.02; and

WHEREAS, budget required to operate and support the City departments and to pay the bonded indebtedness of the City, or any portion or district therein, is \$170,881,544 for Operating and \$581,083,946 for the Capital Improvement Program (CIP) for fiscal year July 1, 2018 to June 30, 2019; and

WHEREAS, Municipal Code Section 3.50.060, Fiscal Accountability Provisions, requires that the amount of revenue generated by the one-quarter cent Measure S Transactions and Use Tax and how it was used be included in the annual financial audit; and

WHEREAS, budgeted resources and requirements are sufficient to meet Council's adopted financial policy that the General Fund reserve will be maintained in an amount equal to at least three months, or 25 percent, of the annual General Fund operating expenditure budget to be used in the event of significant financial emergency; and

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN MATEO, CALIFORNIA, RESOLVES that:

1. In accordance with California Environmental Quality Act (CEQA) Guidelines section 15378(b)(4), adoption of the budget is not a project subject to CEQA because it is a government fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.
2. The City Budget, providing for expenditures and appropriations in the sum of \$170,881,544 for Operating and \$581,083,946 for Capital Improvement Program, for a total of \$751,965,490, for the fiscal year July 1, 2018 through June 30, 2019, set forth the accompanying Administrative Report and its attachments, is approved.
3. The Measure S spending plan, which is included as part of the City Budget, totals \$4,351,634 in operating expenditures and transfers out for fiscal year July 1, 2018 to June 30, 2019 that includes:
 - a. \$1,352,262 in salaries and benefits covering 3.0 Full Time Equivalent (FTE) merit Police Officers and 1.0 FTE merit Police Sergeant, 0.25 FTE merit Library Assistant I/II and 2.13 FTE per diem employees in the Library Department, and 0.33 FTE merit Community Services Supervisor and 1.21 FTE per diem employees in the Parks and Recreation Department; and
 - b. \$249,372 in operating expenditures that consist of \$60,070 in the Library Department and \$189,302 in the Parks and Recreation Department; and
 - c. \$750,000 transfers to CIP that consist of \$500,000 for the Central Park Master Plan and \$250,000 for the Neighborhood Traffic Improvements; and
 - d. \$2,000,000 in debt service that is assumed on future debt issuance related to flood control improvements; is approved; and

Budget Adoption Documentation

Resolution No. 74 (2018)
2018-2019 City Budget Adoption

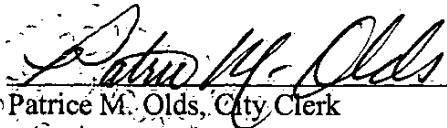
Page 2 of 2

4. The FTE positions and department personnel changes for fiscal year 2018-2019, including the addition of 11 merit and 7.91 per diem positions, set forth in the accompanying Administrative Report and its attachments, are approved.
5. The City Manager is authorized and instructed to effectuate the City Budget as approved.

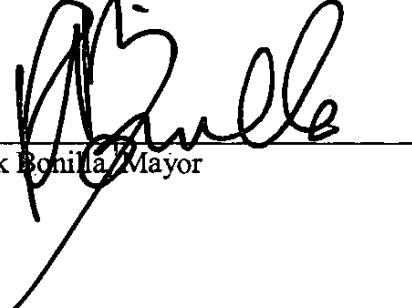
RESOLUTION NO. 74 (2018) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 18, 2018, by the following vote of the City Council:

AYES: Council Members Bonilla, Papan, Freschet, Goethals and Rodriguez
NOES: None
ABSENT: None

ATTEST:



Patrice M. Olds, City Clerk



Rick Bonilla, Mayor

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 75 (2018)

APPROVING THE 2018-2023 CAPITAL IMPROVEMENT PROGRAM

WHEREAS, the City Council held public hearings on the Budget and Capital Improvement Program (CIP), as required by the City Charter section 5.02 ; and

WHEREAS, the CIP is a five-year plan that identifies all planned capital improvement projects, their estimated cost, and a revenue and/or funding source forecast; and

WHEREAS, the 2018-2019 Capital Budget presented as part of the proposed business plan document that was delivered to Council in May 2018 included details on recommended and funded CIP projects, as well as projects without an identified funding source; and

WHEREAS, the 2018-2023 CIP includes capital projects planned for the five-year period totaling \$809,985,061; and

WHEREAS, no changes to the 2018-2023 CIP were proposed by the Council; and

WHEREAS, section 5.09 of the City's Charter requires that the CIP be approved by Council resolution;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN MATEO, CALIFORNIA, RESOLVES that:

1. In accordance with California Environmental Quality Act (CEQA) Guidelines section 15378(b)(4), adoption of the Capital Improvement Program is exempt from CEQA because it is a government fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.
2. The 2018-2023 Capital Improvement Program for the City of San Mateo, set forth in the accompanying Administrative Report and the proposed business plan document, is approved.

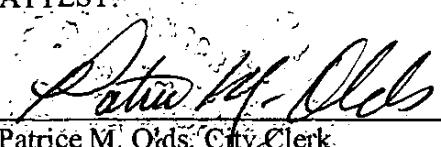
RESOLUTION NO. 75 (2018) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 18, 2018, by the following vote of the City Council:

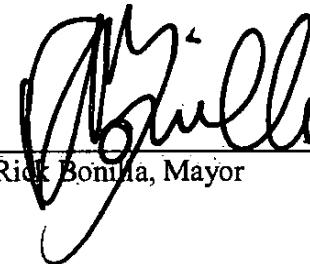
AYES: Council Members Bonilla, Papan, Freschet, Goethals and Rodriguez

NOES: None

ABSENT: None

ATTEST:


Patrice M. Olds, City Clerk


Rick Bonilla, Mayor

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 76 (2018)

ESTABLISHING THE CITY'S APPROPRIATIONS LIMIT FOR FISCAL YEAR 2018-2019

WHEREAS, under Article XIII B of the California Constitution and Government Code sections 7900 and following, the City is required to establish an annual appropriations limit based on revenues obtained from the proceeds of taxes; and

WHEREAS, the method and basis of calculating these limits was revised by Proposition 111, amending Article XIII B of the State Constitution, and the implementing legislation, to allow election of the basis for population adjustment between the change in population in either the city or the county and an election of inflation factor between the growth of California per capita income or the growth of nonresidential assessed valuation due to new construction in the city; and

WHEREAS, the City of San Mateo population percentage change over the prior year is 0.99 percent and the growth in California per capita personal income is 3.67 percent;

WHEREAS, utilizing the population growth for the City of San Mateo and the growth in California per capital personal income yield the most favorable appropriations limit; and

WHEREAS, the appropriations limit for 2018-2019 is \$205,216,046 and the estimated budgeted proceeds from taxes are \$107,326,755; and

WHEREAS, in accordance with Public Resources Code section 21065, this action is exempt from review under the California Environmental Quality Act because it can be seen with certainty that it will not have a significant impact on the environment;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN MATEO, CALIFORNIA, RESOLVES, that:

1. The City Council finds that the adjustment factors shall be based on the City's population growth and the growth in California per capita income to determine the appropriations limit for the fiscal year 2018-2019.
2. The City Council approves the appropriation limit on revenue obtained from the proceeds of taxes for fiscal year 2018-2019 to be \$205,216,046 using the selected adjustment factors.

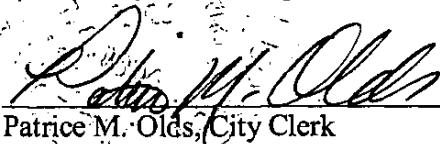
RESOLUTION NO. 76 (2018) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 18, 2018, by the following vote of the City Council:

AYES: Council Members Bonilla, Papan, Freschet, Goethals and Rodriguez

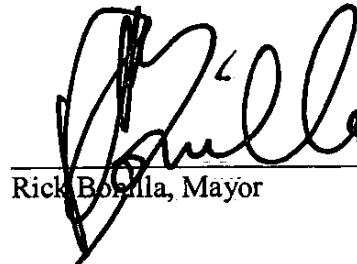
NOES: None

ABSENT: None

ATTEST:



Patrice M. Oles, City Clerk



Rick Bonilla, Mayor

