



CITY OF SAN MATEO

Adopted 2019-20 Budget



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BUDGET MESSAGE



Adopted Budget Message

Office of the City Manager



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CITY MANAGER'S ADOPTED BUDGET MESSAGE

I am pleased to present the adopted fiscal year 2019-20 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 second year of a two-year operating budget, the City Council maintained core service levels, enhanced the funding of priority Measure S initiatives, and made a significant investment in our capital and infrastructure needs. More importantly, however, the City remains strategic in its long-term financial planning to continue to provide a high level of services. While we have enjoyed an extended period of economic growth over the past several years, we have remained prudent in adding on-going spending commitments, and in turn, built a strong financial position that is preparing us for some of the challenges we will face moving forward. One of these key challenges, which I will continue to focus on in my financial messaging to the Council, staff, and the community, is the increase in pension contribution rates that will drive up operational costs and put pressure on our ability to maintain service levels.

As noted in my budget transmittal letter, General Fund pension expenditures are projected to increase significantly, consuming our entire projected local 1% sales tax within five years. Along with the cost increases to keep up with our current service levels, the 2019-20 budget and the accompanying long-term plan assume a draw on the unassigned fund balance in each year of the plan in order to fund everything programmed in the budget, which includes discretionary items such as an additional capital contribution, an additional contribution to CalPERS, and the housing set aside. With that said, however, none of the discretionary expenditures will move forward in the next fiscal year until after the City's actual performance is reviewed against the budget at mid-year. In the meantime, under Council direction from a study session that was held on revenue enhancement options, polling will soon get underway to identify tax measures for potential placement on the November 2020 ballot. Our ability to be in this position where we can plan strategically is absolutely a testament to Council's support in exercising financial discipline through the years. This discipline has served us well in building a level of resiliency, and I am grateful for Council's continued support as we move forward to create better sustainability in the long-term.

As we move into the new fiscal year, our financial focus will turn not only to revenue enhancement opportunities, but also to identifying our spending priorities for the development of the 2020-22 business plan. This focus will ensure that we remain adaptable to our ever-evolving environment, and that we continue to serve the San Mateo community proudly with an excellent level of services.

Respectfully,

A handwritten signature in black ink that reads "Drew Corbett".

Drew Corbett
City Manager

LETTER OF TRANSMITTAL



Transmittal of Adopted Budget

CITY MANAGER'S LETTER OF TRANSMITTAL

Honorable Mayor Papan and Members of the City Council:

I am pleased to present for your information the 2019-20 budget, which is the second year of a two-year business plan. Overall, the adopted citywide budget, including both operating and capital, is \$232.7 million for fiscal year 2019-20. This budget continues to provide funding for core services at levels established in 2018-19, Measure S initiatives, and Council priorities, while also making a substantial investment in our capital and infrastructure needs. As noted in last year's budget transmittal letter, the second year of the two-year business plan is projected to require the use of unassigned fund balance in order to fund everything currently programmed in the budget, which includes discretionary items such as an additional capital contribution, an additional contribution to CalPERS, and the housing set aside. As I will discuss in more detail later in this transmittal letter, the long-term plan projects drawing down on unassigned fund balance beginning 2019-20 to accommodate all of our competing resource demands. As we move forward into our new reality of not having enough recurring revenues to cover our recurring expenditures, including those which are discretionary, decisions will have to be made about the level of funding for various priorities, as well as revenue enhancement opportunities to pursue.

While my introductory remarks caution on the fiscal challenges ahead, I want to stress the strength of the City's current financial position. This strength, which is the result of the efforts of the City Council and staff during this extended period of economic growth, has allowed us to build a fund balance and to develop a plan in which we are able to draw on this balance strategically. We remain in a strong position, and continue to provide an excellent level of City services, while also putting resources into capital and infrastructure priorities. Despite the fiscal challenges we will face, I do not want to lose sight of everything we are able to provide funding for in the 2019-20 budget, and how well positioned we are as we move into a more uncertain future. To that end, while the adopted 2019-20 budget assumes that the City will draw upon unassigned reserves, none of the discretionary expenditures will move forward until after the City's actual performance has been reviewed relative to the budget at mid-year. This will allow Council to decide whether to proceed with the discretionary expenditures or reevaluate them based on the City's financial position at the time.

2019-20 Adopted Budget

The City's adopted budget for 2019-20 continues to provide for core services, Measure S initiatives, and Council priorities. The table below summarizes the adopted spending plans for operating and capital expenditures for the City for 2019-20.

CITYWIDE BUDGET	2018-19 ADOPTED BUDGET	2019-20 ADOPTED BUDGET
Citywide Operations		
General Fund	\$119.4	\$128.7
Special Revenue / Debt Service Funds	\$23.7	\$22.7
Enterprise Fund	\$27.8	\$39.8
Total	\$170.9	\$191.2
Capital Improvement Program	\$581.1	\$41.5
Total	\$752.0	\$232.7

In millions. Operating costs include debt service payments.

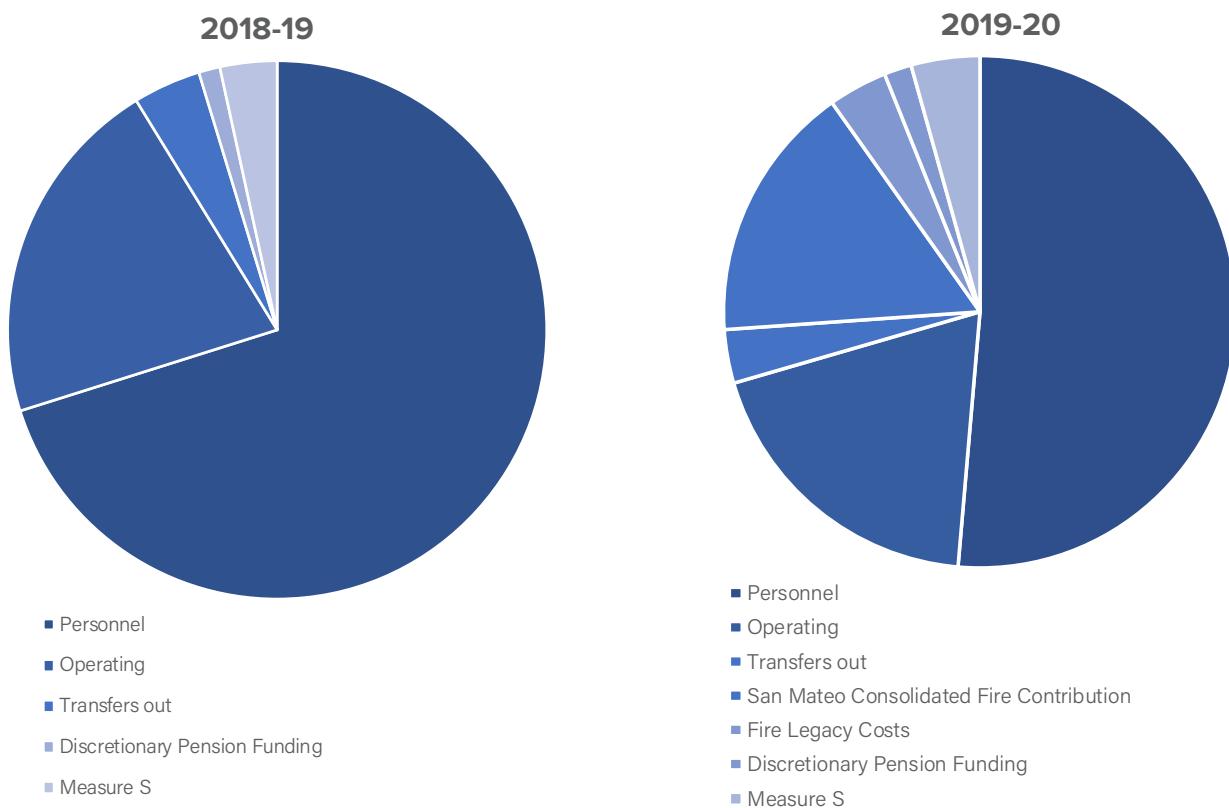
The total City operating budget for 2019-20 is \$191.2 million and is up 11.9% over the adopted 2018-19 budget. This predominantly reflects the general increase in the cost of operating the City at existing service levels, as well as the added debt service payments that the Sewer Enterprise Fund is taking on to finance the Clean Water Program capital needs through 2019-20.

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The Capital Improvement Program (CIP) for 2019-20 totals \$41.5 million, which is a significant decrease compared to the prior year due to the substantial funding commitment that was made in 2018-19 for Clean Water Program projects. Capital projects for 2019-20 include additional funding for the Clean Water Program, significant funding for street rehabilitation and reconstruction to advance the Smooth Streets initiative, as well as funding for the high voltage street light conversion. 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 2019-20, including the transfers to the Capital Improvement Projects Fund, is outlined in the chart below. The overall adopted budget for 2019-20 is \$137.7 million and is an increase of 8.2% over the adopted 2018-19 budget of \$127.3 million. This increase is predominantly due to rising personnel costs, especially pension-related costs, and enhanced Measure S initiatives. One major change to the composition of the General Fund is the transfer of fire operations to the San Mateo Consolidated Fire Department (SMC Fire), which I will discuss in further detail later on in this transmittal letter. This transfer eliminated a portion of the personnel costs in the General Fund, as fire employees are no longer City employees, and shifted the costs to a City contribution to SMC Fire, along with fire-related legacy costs.



Budget Development Priorities

With 2019-20 being the second year of the two-year business plan, the primary focus of budget development was a comprehensive review of the Five-Year Capital Improvement Program. This review took into account all of the City's capital and infrastructure needs, as well as the capacity of the many funding sources that fund capital and infrastructure. With the overall demand for capital and infrastructure funding greater than overall funding capacity, the capital projects were prioritized and funded accordingly. The specifics of the Five-Year Capital Improvement Program, including project charters for all funded projects, are discussed in detail in the Capital Improvement Program section of this budget document.

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The 2019-20 operating budget predominantly reflects maintenance of service levels that were established in 2018-19, with adjustments focused on updating costs to reflect current conditions. This primarily consisted of adjusting personnel costs to factor in the current composition of City staff and updated information related to pension and other benefits costs. There were also limited additions to the operating budget, which were targeted to align with Council's top priorities. A summary of the additions is included in the Appendix section of this document. A few highlights include:

- One-time funding for a study to explore the establishment of Property-Based Improvement Districts
- One-time funding for a study on development impact fees
- Funding for a contribution to the County-organized effort to address sea level rise

A relatively contained and focused update of the 2019-20 operating budget, however, was only one portion of the overall review and update of the General Fund. Considerable time was spent on the development of the General Fund's long-term financial plan. Pursuant to my opening remarks, our projected revenues are no longer sufficient to cover all of our expenditures, including discretionary ones, and will require us to draw on the unassigned fund balance as early as 2019-20. A study session was held with Council during 2018-19 that focused on prioritizing the allocation of our resources amongst competing resource demands, as well as on possible revenue enhancement opportunities to pursue. With Council direction, polling will soon get underway to identify the revenue tax measures for potential placement on the November 2020 ballot. This potential increase to our revenue base, as well as the prioritization of resource demands, will shape development of the 2020-22 business plan.

Opportunities and Challenges

This is an exciting time to be a part of the San Mateo community, with so many major initiatives occurring simultaneously. Some of these major initiatives include the \$1 billion Clean Water Program, flood control infrastructure in North Shoreview, accelerated street rehabilitation and reconstruction, and the comprehensive update of the General Plan. Decisions that are being made now will shape the future of our community and set us on the course that our Council and residents envision. 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 support of the City Council and community for the significant service rate increases that are required to appropriately fund this program. The launch of the General Plan Update and its vision would not have happened without the engagement of the community and guidance from the Council. While the confidence our community has entrusted to 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.



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Opportunities

GENERAL PLAN UPDATE

Work on the General Plan Update has begun and will establish policies regarding the City's intent for how the community may change over the next twenty years. It will help guide the location and shape of future development, establish economic development priorities, and safeguard natural resources. The visioning component, which is the first step of the General Plan Update, was finalized into a vision statement during 2018-19 that represents the core principles and values of the San Mateo community. Numerous community workshops and input from the City Council were sought to build this essential first step, which was necessary to ensure that we establish a process that represents a true community-based vision for San Mateo. Work is just beginning, with continuous outreach ahead and other components planned for the General Plan Update, including a Downtown Specific Plan. This is truly a unique opportunity happening in our community that will shape the future of San Mateo. Approximately \$2 million is budgeted for this effort in 2019-20, using the general plan maintenance fee that is collected through building permits.

CAPITAL AND INFRASTRUCTURE INVESTMENTS

We have made substantial funding commitments in the Clean Water Program (Program) as the Program moves to the excavation phase and site preparation of the wastewater treatment plant, with groundbreaking scheduled for September 2019. Years of work have brought us to this point, including forming the San Mateo – Foster City Public Financing Authority (PFA) with the City of Foster City/Estero Municipal Improvement District to issue bonds to support the \$1 billion Program. The strong financial standing of the sewer enterprise helped earn the PFA a solid Aa2 rating from Moody's on its first issuance of revenue bonds worth \$270 million in June 2019. The support from Council and the community on establishing five-year rate increases also positioned the PFA to earn an invitation from the Environmental Protection Agency to apply for a low-cost federal loan up to \$277 million. Tremendous progress is being made now that will upgrade and expand the wastewater treatment plant to provide excellent services to our community for decades to come.

In addition to the Clean Water Program, we have a number of other important capital and infrastructure projects programmed in the budget for 2019-20. Some of the notable projects include the high voltage street light conversion, Borel Park development, and street reconstruction and rehabilitation.

With the passage of Measure W, the county-wide half-cent sales tax dedicated to road and transportation improvements, an additional \$1 million per year has been programmed into our Five-Year Capital Improvement Program for street improvements. While some projects are funded as the result of dedicated funding from sources such as Gas Tax and Measure A, 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. To that end, the 2019-20 budget funds a total of \$5.4 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.

MEASURE S

Fiscal year 2018-19 marked the first year of full Measure S funding; however, many initiatives began in 2016-17 through



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advanced funding from the General Fund to maintain safety and public services and to improve infrastructure. While these initiatives will continue to be funded by Measure S, Measure S funds in 2019-20 will also be utilized to improve the San Mateo Creek flood wall, address ongoing furnishing replacement needs in our libraries, cover the debt service payments from bonds that are expected to be issued for the flood control improvements in North Shoreview and for the Smooth Streets initiative in fixing our streets, and provide additional funding for the Smooth Streets initiative with the remaining capacity.

SAN MATEO CONSOLIDATED FIRE DEPARTMENT

For close to the past decade, the City has worked diligently with the City of Foster City and the City of Belmont/Belmont Fire Protection District in bringing together a high level of shared fire services to all three communities while also achieving a cost-efficient service delivery. This diligence culminated in the San Mateo Consolidated Fire Department, which commenced operations in January 2019. Funding for SMC Fire comes from contributions from the three member agencies, with the City responsible for 60% and Foster City and Belmont each responsible for 20%. The 2019-20 budget for SMC Fire was approved by its Board in early May, with the City's 60% contribution adopted at \$22.5 million. It is important to note that this contribution amount does not include the unfunded pension liability and other legacy costs that are attributable to our fire employees' prior years of service with the City; however, those costs do remain the City's responsibility. As such, the General Fund long-term plan presents the City's contribution to SMC Fire and its fire legacy costs separately, in order to provide greater transparency and a better projection of costs in the forecast. Another point that is important to note is that SMC Fire, as a new entity, does not yet carry any unfunded pension liability in its contract with CalPERS. However, CalPERS' investment returns as of February 2019 were at 1.5%, well short of its expected rate of return at 7%. This means that it is highly likely that an unfunded liability will be created for SMC Fire, and its first unfunded liability payment will be required beginning 2021-22, translating into a higher contribution amount from the City. While that amount is not yet quantifiable pending the results of the CalPERS actuarial report, our long-term forecast will need to be adjusted to reflect a higher contribution when the information is available.



Compared to what had been projected if we stayed as our own Fire Department, the City's contribution for 2019-20 to SMC Fire is about \$900,000 higher, which is within expectations given the additional administrative overhead and pension costs for SMC Fire. Furthermore, maintaining high quality service for our growing community would have required adding another fire station and engine company in the long term, which carries cost implications that are much higher than combining resources with our neighboring communities. With that said, we will continually monitor this new service delivery model to ensure our community continues to receive excellent services and in a cost-efficient manner.

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 and the reduction of the discount rate from 7.5% to 7.0%, the General Fund's contribution rates for pension expenditures

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are projected to increase significantly from \$15.8 million in 2019-20 to \$27 million in 2029-30. As was similarly demonstrated in last year's transmittal letter, the table below shows the impact these increases will have on the General Fund operations. Within five years, the General Fund's share of the annual pension expenditure will exceed our entire projected local 1% sales tax, which is our second largest General Fund revenue source. 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 maintain existing 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
2019-20	\$15.8	\$19.5	81%
2020-21	\$17.0	\$20.3	84%
2021-22	\$18.7	\$20.8	90%
2022-23	\$20.3	\$20.9	97%
2023-24	\$21.5	\$21.0	102%
2024-25	\$22.5	\$21.1	107%
2025-26	\$22.8	\$21.5	106%
2026-27	\$23.8	\$21.8	109%
2027-28	\$24.7	\$22.1	112%
2028-29	\$25.8	\$22.4	115%
2029-30	\$27.0	\$22.8	118%

SALES TAX

Part of the reason pension costs are consuming 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). Using 2004-05 revenue, which was approximately \$15 million, as the baseline, 2017-18 sales tax revenue would have been over \$21 million had it just experienced CPI growth over that time period. Actual sales tax for 2017-18, however, was \$19 million. The most significant factors are the increasing trend of more money being spent on non-taxable services as opposed to taxable goods, and more goods being sold online, which has previously only generated sales tax only from stores with physical presence in the State and drives sales tax into the county pool versus directly to the City. The good news is that for the latter, a recent decision by the Supreme Court will ensure that sales tax from internet sales is unilaterally assessed, regardless of whether there is physical presence in the State. This is anticipated to generate an additional \$400,000 annually to our revenue baseline. Additionally, with the wastewater treatment plant going into construction phase, the City has worked with the contractors to ensure that sales tax generated from eligible construction materials is credited to the City directly instead of into the county pool. In the long-term plan, half of these sales tax impacts are factored into 2019-20 to account for possible implementation delay, with the full impact incorporated in 2020-21 and beyond.

ORGANIZATIONAL DEVELOPMENT

In my first months as City Manager, I have had the opportunity to meet with many of our staff across the organization. This has allowed me to see first-hand how strong our organization is; built with people who deliver high performance and are dedicated in what they do to serve our community with excellence. It is something I am extremely proud to be a part of, and something I want to build upon to ensure that we are continually creating an organizational culture that fosters talent and promotes growth. However, I also have gotten to see first-hand the obstacles that are hindering our organizational

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development. There is a wave of retirements happening now in San Mateo and throughout the public sector. We are experiencing this throughout the organization, and we are needing to deal with the loss of institutional knowledge 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 to face that as best as possible.

Our efforts to focus on attracting new talent and growing talent from within is more important than ever. This, however, presents another challenge for our organization, which is the high cost of living and the difficult housing market. As challenging as it is already to find new talent because of a very tight job market and seemingly fewer in the next generation wanting to enter the public sector, we are situated in an area that is simply too expensive for many to live. Many of our employees are traveling long hours just to come to work, and we are seeing them leave the organization when they find a lateral position closer to home, which again perpetuates the cycle of losing talent and finding new talent to replace them. To partially mitigate this, Council has recently provided direction to explore options for our police force to provide additional barracks and other lodging options so they won't need to drive long hours home after working long shifts. As we evolve as an organization, it is imperative that we continue to find creative ways to meet our employees' needs, so we can attract, retain, and develop new dedicated talent to serve our community.

General Fund Long-Term Financial Plan

Over the last several years, we have become increasingly focused on the long-term financial sustainability of our organization. To that end, we have been tremendously disciplined about making new service-level commitments to ensure the long-term sustainability of those new service levels. There is always pressure to do more in the face of a strong economy that we have enjoyed over the past several years that has driven up revenues and the overall balance in the General Fund, and I appreciate Council for its support in our effort to be prudent in adding ongoing commitments. It is through this prudence that we have been able to build a solid fund balance in the General Fund, and it has also allowed us to develop a plan to use it strategically as we move into more challenging times, especially with the anticipated sharp increases in annual pension expenditures. In the long-term plan, we've continued to include 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 Excess ERAF revenue going towards an additional payment to CalPERS against our unfunded liability, for a total of \$21 million over the long-term plan
- Fully funding the housing set aside, for a total of \$12 million over the long-term plan
- Fully funding the 25% operating reserve

As was the case for the long-term plan presented in the 2018-20 business plan, loading all these known and assumed resource demands results in a structural imbalance, as our annual revenues are no longer able to sustain our ongoing expenditures. The current plan shows us drawing \$3.6 million of unassigned fund balance in 2019-20 in order to meet our expenditures. We will also be required to make net reductions beginning 2020-21 in the amount of \$2.1 million to \$2.6 million annually, and even doing that depletes our unassigned fund balance over the ten-year forecast period in order to maintain our policy reserves, the 25% operating reserve and the housing set aside. While we are in an enviable position to have built an unassigned fund balance that we can strategically draw upon throughout the forecast, this also requires us to work towards a more sustainable solution moving forward. To that end, in addition to the potential tax increase measures we are exploring for the November 2020 ballot, we are also considering other creative options to ensure that we seize on opportunities to maximize our revenue base. As we face fiscal challenges ahead, I am confident that our continued financial prudence and

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creative solutions will serve us well.

Concluding Remarks

As I noted earlier, there are a number of major initiatives that are happening currently that will have long-lasting impacts, and I cannot imagine a more opportune time for the City than now. From the General Plan Update that will shape the growth of our community for the next twenty years, to the upgrade and expansion of the wastewater treatment plant that will improve the quality of services for our residents and businesses for the next generation, this is truly an exciting time for our community. While difficult challenges remain ahead, I am grateful for Council's support as we continue to exercise discipline in adding service-level commitments to provide a great level of service to our community while also maintaining a level of resiliency. This discipline has served us well and is allowing us to plan our path forward in a strategic manner as opposed to being forced into action during difficult economic times. To that end, I am pleased to deliver to you a strategic budget that articulates both the short- and long-term financial position of the City and provides the City Council with a comprehensive framework with which to make decisions. While our financial outlook has us drawing on the unassigned fund balance and making net reductions, it also presents to us an opportunity to think creatively, adapt to our ever-evolving environment, and ensure that we create better sustainability in the long term.

The development and delivery of the adopted 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. I'd like to especially recognize the Public Works and Parks and Recreation Departments for their collaboration on the development of the Five-Year Capital Improvement Program. And finally, I'd like to thank the members of the Finance Department, who drove the process to develop the budget and prepare this document.

Respectfully submitted,



Drew Corbett
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 direction expresses 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 to ensure long-term sustainability.
- 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.
- Fund and deliver the Clean Water Program.
- Meet the 100% trash reduction mandate.
- Develop an anti-littering and trash outreach campaign.
- Analyze potential to produce potable drinking water from the Clean Water Program.

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.
- 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

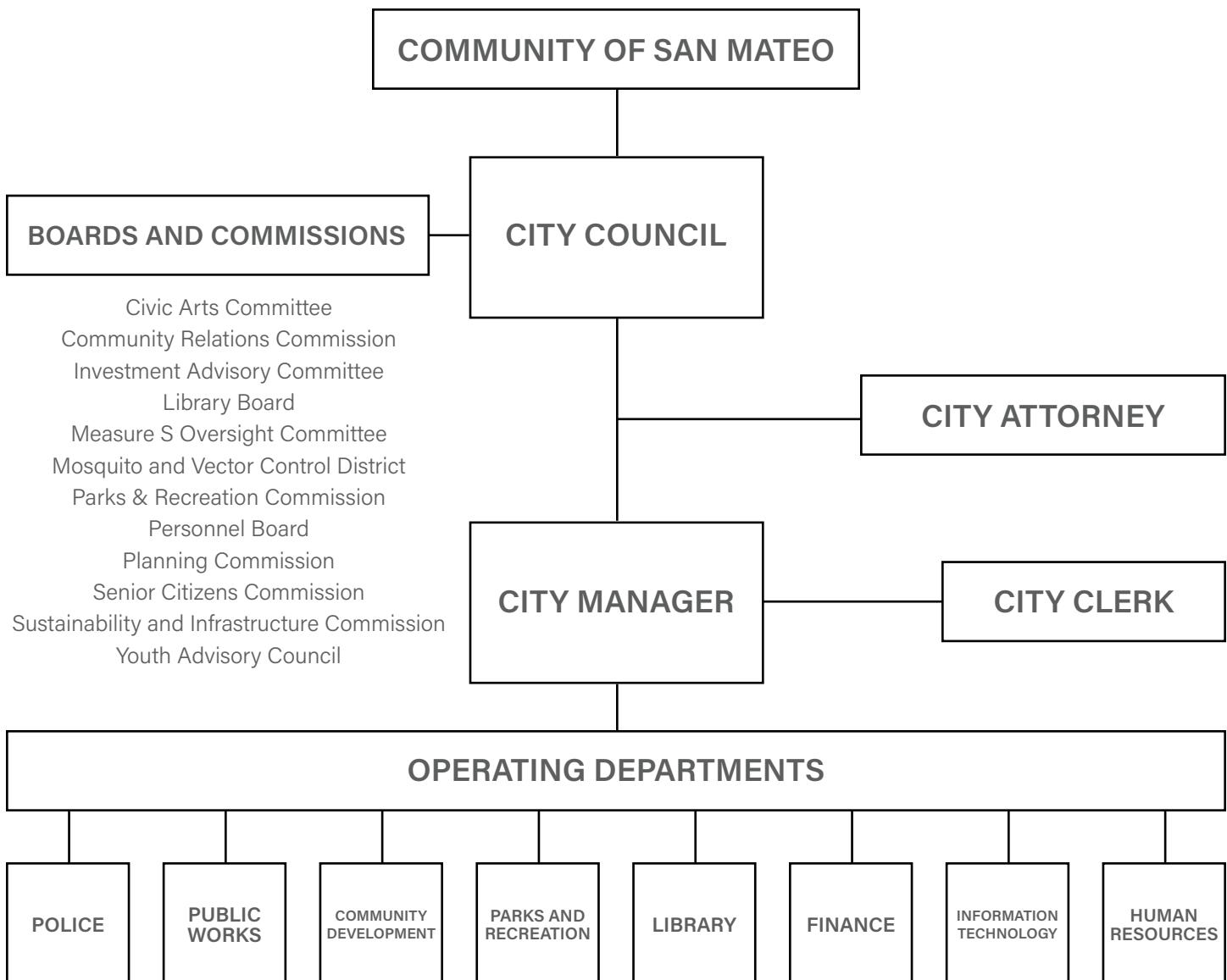
- Consider the adoption of wage theft protections.
- Pursue development of additional housing including affordable and workforce housing.
- Review the findings of the 2016 Housing Task Force and revisit any unresolved recommendations related to rental protections and affordable housing.
- Implement the Central Park Master Plan.
- Update the General Plan.
- Prioritize existing infrastructure plans.
- Review Development Impact Fees.

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.
- 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.
- Develop portfolio options for sustained enhanced revenues.



City Organizational Chart



City Council

Mayor	Diane Papan
Deputy Mayor	Maureen Freschet
Council Member	Rick Bonilla
Council Member	Joe Goethals
Council Member	Eric Rodriguez
City Manager	Drew Corbett
City Attorney	Shawn Mason

Department Heads

Assistant City Manager	Kathy Kleinbaum
City Clerk	Patrice Olds
City Librarian	James Moore
Community Development Director	Kohar Kojayan
Finance Director	Rich Lee
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

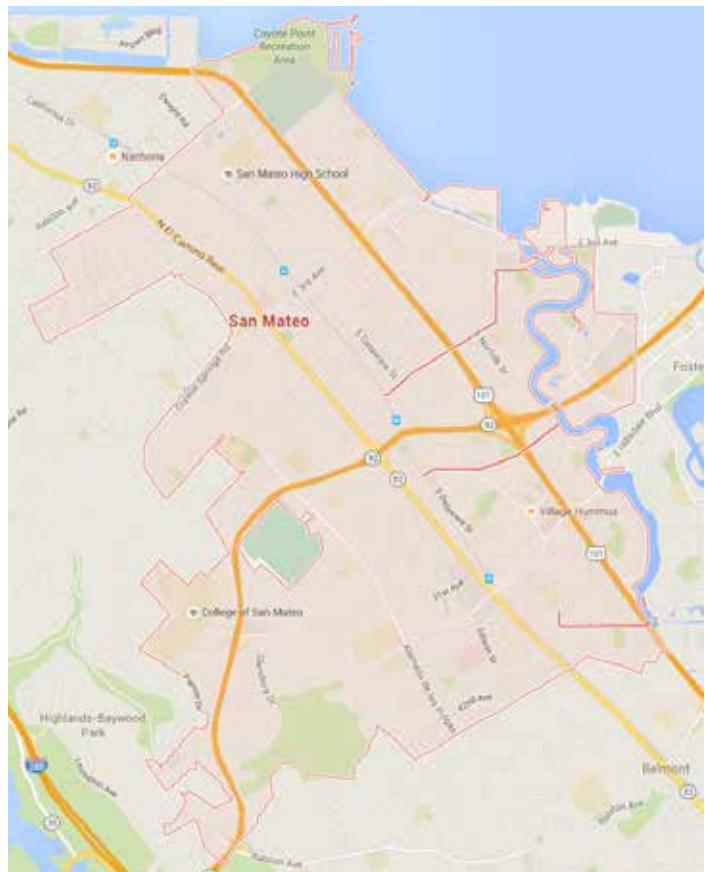
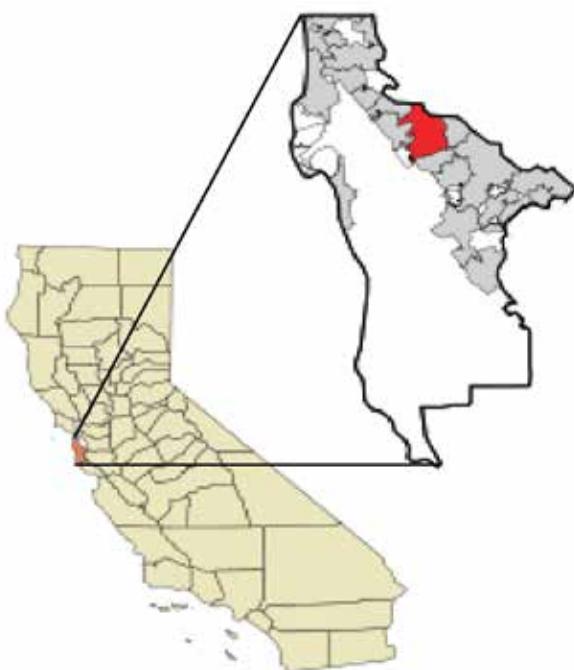
PROFILE OF SAN MATEO

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 eleven Advisory Boards and Commissions that are appointed by the City Council.



Services

The City provides a full range of municipal services. These include police, planning, building, sewer, street maintenance, and general administrative services. Fire service is provided by San Mateo Consolidated Fire Department. 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 California Department of Finance, the City's population as of 2018 was approximately 104,000, which represents about 13.5 percent of the countywide population.



Based on the most recent U.S. Census data, per capita personal income for San Mateo residents was \$53,808, which is slightly above the amount for San Mateo County as a whole (\$53,516) and well above the value for the State of California (\$33,128). The City's unemployment rate is 2%, and is slightly below the County's unemployment rate at 2.2%.

Local Economy

San Mateo is centrally located in the San Francisco 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

1 Police Station

6 Fire Stations

204 miles of streets / 7,500 street lights

260 miles of sanitary sewers

148 miles of storm drains

Median Age of Residents

38.9

Public School Enrollment

21,321

Top Employers

County of San Mateo Medical Center

San Mateo-Foster City Unified

Sony Interactive Entertainment

Franklin Templeton Investor

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. 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.

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 Funds, and Capital Funds are included in the annual budget. The level of budgetary control is the department within each fund.



Budget Preparation Process

2019-20 Mid-Cycle Budget Development Process

The City is on a two-year budget cycle, and it alternates its budget preparation focus between the operating budget and the capital budget. For the 2018-19 budget year, which was the first year of the two-year operating budget cycle, the focus was on the operating budget. This focus included establishing a baseline operating budget that maintained existing service levels, evaluating requests for additional resources required to enhance service levels or provide new services, and determining the capacity for accommodating those requests. The final service level set for 2018-19 was maintained for the second year of the business plan, 2019-20. As such, updates to the 2019-20 operating budget primarily focused on adjusting salary and benefits amounts to accommodate changes in costs, as well as updating General Fund revenues to reflect revised projections.

With the focus of 2017-18 budget preparation being on capital, the process started late in calendar year 2018, as the Capital Improvement Program (CIP) Committee convened to scope out the plan for collecting, evaluating, and funding the projects included in the 5-Year CIP. This committee consists of the City Manager, Assistant City Manager, Finance Director, Public Works Director, and Parks and Recreation Director. The collection phase of the process consisted of evaluating the status of currently budgeted projects in the 5-Year CIP, inventorying all existing unfunded projects, and identifying any new capital requests. Once that was completed, the departments, primarily Public Works and Parks and Recreation, updated cost estimates for all existing projects, funded and unfunded, and established initial estimates for new capital projects. The CIP Committee then developed an initial list of priority projects for funding,

which predominantly consisted of existing projects that had been previously slated for funding. In parallel, staff from Finance, Public Works, and Parks and Recreation updated revenue estimates from the various project funding sources to determine the overall capacity to fund priority projects. The CIP Committee utilized this information to then make final funding decisions on projects for the 2019-2024 5-Year CIP. This process concluded in late February, and once the final determinations were made on funded and unfunded projects, staff began the process of updating project charters and project financials for inclusion into the budget document.

In mid-March, staff presented City Council with a preview of the recommended budget at a study session. This study session focused on the development of the 2019-20 budget, 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 and options in making adjustments to planned General Fund expenditures, particularly the discretionary ones, that would likely be necessary in 2019-20. Staff also presented Council with revenue enhancement options to address the structural deficit in the long-term. This will allow for a thoughtful and strategic process to ensure financial sustainability based on Council's priorities.

Staff incorporated Council feedback and finalized the numbers in April. Attention then turned towards the design and creation of the budget document, with the delivery of the proposed 2019-20 budget in May, and public hearings and final budget adoption in June.



Budget 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 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 two public hearings 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, 2018

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, 2018

Christopher P. Morill

Executive Director

GOVERNMENT FINANCE OFFICERS ASSOCIATION

2018 Distinguished Budget Presentation Award

California Society of Municipal Finance Officers

Certificate of Award

Fiscal Year 2018-2019 Operating Budget Excellence Award

Presented to the

City of San Mateo

For meeting the criteria established to achieve the CSMFO Excellence Award in Budgeting

January 4, 2019

Margaret Moggia *Sara J. Roush*

Margaret Moggia
CSMFO President
Sara Roush, Chair
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting







BUDGET OVERVIEW

City Operating Budget

DEPARTMENT	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
City Attorney	1,289,688	1,296,005	1,480,313	1,453,013
City Clerk	828,095	1,032,768	922,057	935,610
City Council	274,342	382,671	350,453	349,535
City Manager	1,804,605	1,749,803	2,351,088	2,434,279
Community Development	8,382,087	8,968,173	12,101,946	12,475,061
Finance	2,902,587	3,142,380	3,710,662	3,911,624
Fire ¹	25,406,168	28,200,848	35,807,566	-
Human Resources	1,441,872	1,619,057	2,115,899	2,218,225
Information Technology	3,288,577	3,538,264	4,125,876	3,885,126
Library	6,499,486	6,721,085	7,543,980	7,746,031
Parks and Recreation	16,661,594	17,154,159	18,830,271	19,414,819
Police	38,432,276	40,589,391	44,743,317	46,931,271
Public Works	28,050,778	30,279,356	35,712,106	35,111,870
Non-Departmental ²	15,028,717	21,223,882	12,516,671	54,312,548
Total City Operating Budget	150,290,873	165,897,842	182,312,205	191,179,012

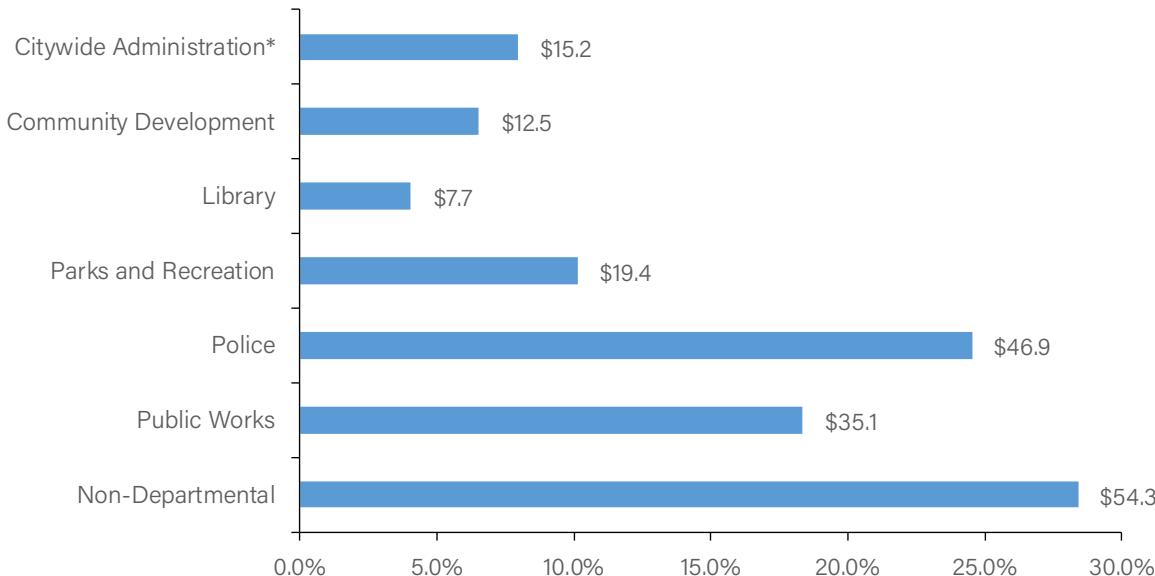
Totals do not include internal services.

¹ Fire operations transferred to San Mateo Consolidated Fire Department in January 2019.

² Non-Departmental includes contribution to San Mateo Consolidated Fire Department and fire legacy costs beginning 2019-20.

CITYWIDE OPERATIONS BY DEPARTMENT 2019-20 (\$191.2 MILLION)

in millions

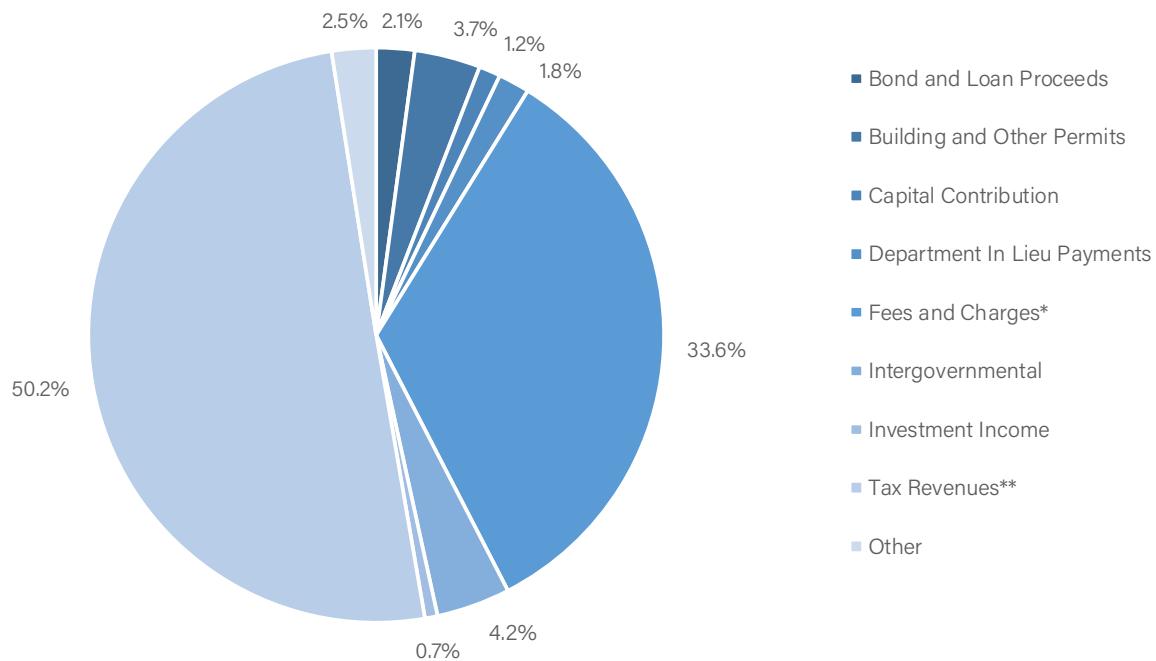


* Citywide Administration includes these departments: City Attorney, City Clerk, City Council, City Manager, Finance, Human Resources, Information Technology.

Citywide Sources of Funding

Category	2016-17 Actuals	2017-18 Actuals	2018-19 Adjusted Budget	2019-20 Adopted Budget
Property Tax	52,989,556	58,137,331	59,995,861	66,084,498
Sales Tax	26,001,428	26,313,958	27,482,785	28,468,474
Property Transfer Tax	12,179,016	11,778,074	9,250,000	8,500,000
Transient Occupancy Tax	8,636,992	8,707,481	8,530,169	7,881,109
Business License Tax	5,729,470	5,897,557	5,851,742	5,939,518
Franchises	3,142,369	3,208,097	3,289,948	3,355,747
Building and Other Permits	13,979,708	16,818,888	11,075,342	8,625,760
Fines, Forfeitures, and Penalties	2,347,506	1,983,069	1,877,000	1,632,000
Intergovernmental	10,514,080	10,081,166	(87,462,431)	9,644,810
Charges for Services	41,494,737	51,363,330	56,246,677	64,274,544
Special Assessments	2,827,532	5,136,689	7,657,000	2,580,000
Investment Income	677,439	1,710,960	1,513,569	1,653,575
Impact Fees	3,940,720	4,271,748	4,388,528	6,335,000
Capital Contribution	2,903,377	2,737,998	138,461,826	2,824,381
Bond and Loan Proceeds	746,896	2,157,843	382,505,000	5,000,000
Department In Lieu Payments	4,183,518	4,194,949	4,357,120	4,103,045
Other	5,734,990	7,034,631	10,130,857	5,780,344
Total Citywide Sources of Funding	198,029,336	221,533,769	645,150,993	232,682,805

CITYWIDE SOURCES OF FUNDING 2019-20 (\$232.7 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 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Fund #	General Funds				
10	General	95,302,418	102,003,192	112,711,360	115,204,593
11	Measure S Tracking	1,001,478	1,194,088	1,684,179	1,676,036
18	Recreation Services	7,688,223	7,881,467	8,587,457	8,898,512
19	Golf	-	-	2,300,745	2,930,067
General Funds Total		103,992,119	111,078,747	125,283,741	128,709,208
Special Revenue Funds					
20	Police Grants and Safety	268,832	298,790	692,651	586,693
21	Solid Waste	1,209,347	1,248,589	1,702,857	1,941,593
22	HOME	3,896	6,220	10,000	10,000
23	Community Development Block Grant	233,930	241,410	234,152	229,464
24	Fire Protection and Life Safety*	2,818,982	3,231,225	7,114,813	-
25	Advance Planning	291,549	379,014	1,742,190	1,917,046
26	Construction Services	5,577,332	5,952,982	7,844,720	7,973,829
28	Downtown Parking and Security	2,176,961	2,653,716	2,870,864	3,509,736
30	City Housing	51,152	39,606	47,000	197,000
31	Low and Moderate Income Housing Asset	90,835	77,581	163,249	128,558
Special Revenue Funds Total		12,722,817	14,129,133	22,422,496	16,493,919
Debt Service Funds					
41	Landfill Bonds	558,282	6,284,627	456,637	430,947
48	General Obligation Bonds	2,093,275	2,091,525	4,097,326	4,906,700
Debt Service Funds Total		2,651,557	8,376,152	4,553,963	5,337,647
Capital Projects Funds					
56	2% Hotel Tax	573,586	652,833	733,459	814,613
Capital Projects Funds Total		573,586	652,833	733,459	814,613
Enterprise Funds					
72	Sewer	27,650,902	28,541,144	29,318,546	39,823,625
79	Golf	2,699,892	3,119,833	-	-
Enterprise Funds Total		30,350,794	31,660,978	29,318,546	39,823,625
Total City Operating Budget		150,290,873	165,897,842	182,312,205	191,179,012
Internal Service Funds**					
81	Vehicle and Equipment Replacement	1,949,364	3,369,077	14,553,660	9,976,298
82	Fleet and Building Maintenance	4,430,289	4,404,252	5,397,218	4,783,389
83	Benefits	24,599,387	34,931,100	39,811,016	35,850,354
86	Dental	821,108	938,471	958,480	858,459
87	Workers' Compensation	4,624,269	3,383,144	4,006,462	3,717,535
88	Comprehensive Liability	1,265,303	1,093,796	1,703,353	1,821,614
Internal Service Funds Total		37,689,721	48,119,841	66,430,189	57,007,649

* Fire operations transferred to San Mateo Consolidated Fire Department in January 2019.

** 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 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Fund #	General Funds				
10	General	113,434,291	118,592,769	113,855,880	119,740,217
11	Measure S Tracking	-	1,258,301	5,393,242	5,638,813
18	Recreation Services	3,932,260	4,232,300	4,109,807	4,191,971
19	Golf	-	-	2,337,000	2,391,250
General Funds Total		117,366,550	124,083,370	125,695,929	131,962,251
Special Revenue Funds					
20	Police Grants and Safety	268,832	330,545	338,052	243,555
21	Solid Waste	2,294,751	2,336,458	2,840,000	2,659,006
22	HOME	27,629	120,498	10,000	10,000
23	Community Development Block Grant	600,872	1,038,088	730,000	784,464
24	Fire Protection and Life Safety*	3,017,670	3,174,497	2,823,342	-
25	Advance Planning	1,395,322	1,312,602	1,263,000	1,154,000
26	Construction Services	12,432,004	12,470,940	8,659,400	8,937,280
27	Gas Tax	2,018,382	2,827,909	4,393,845	4,515,027
28	Downtown Parking and Security	3,133,347	3,285,904	3,293,315	4,193,533
30	City Housing	177,439	14,370	50,000	50,000
31	Low and Moderate Income Housing Asset	411,486	1,165,460	80,000	91,000
32	Parks and Recreation Revenue	-	539,722	420,865	4,330,000
33	Traffic Impact Fee	-	2,260,764	716,011	1,800,000
34	Commercial Linkage Fee	-	2,799,556	1,009,000	1,010,000
Special Revenue Funds Total		25,777,735	33,677,314	26,626,830	29,777,865
Debt Service Funds					
41	Landfill Bonds	1,019,276	835,995	713,000	606,000
48	General Obligation Bonds	2,477,106	2,520,526	2,042,550	2,062,950
Debt Service Funds Total		3,496,382	3,356,521	2,755,550	2,668,950
Capital Projects Funds					
56	2% Hotel Tax	1,455,633	1,507,811	1,463,007	1,313,518
59	Capital Improvement Projects	12,842,945	12,011,078	(74,216,980)	11,561,875
Capital Projects Funds Total		14,298,578	13,518,889	(72,753,973)	12,875,393
Enterprise Funds					
72	Sewer	34,835,363	44,289,980	562,683,394	55,252,961
79	Golf	2,155,826	2,361,442	-	-
Enterprise Funds Total		36,991,189	46,651,422	562,683,394	55,252,961
Internal Service Funds**					
81	Vehicle and Equipment Replacement	2,704,315	2,786,280	2,226,099	1,767,543
82	Fleet and Building Maintenance	3,696,363	3,726,275	4,636,390	4,572,419
83	Benefits	24,972,345	35,721,922	40,393,725	36,345,797
86	Dental	902,686	933,907	966,039	836,598
87	Workers' Compensation	2,704,147	3,335,142	3,962,683	4,053,456
88	Comprehensive Liability	1,951,570	1,647,191	1,203,306	1,302,746
Internal Service Funds Total		36,931,425	48,150,717	53,388,242	48,878,559
Total Citywide Sources of Funding		198,029,336	221,533,769	645,150,993	232,682,805

* Fire operations transferred to San Mateo Consolidated Fire Department in January 2019.

** Only investment income is included in totals.

Schedule of Interfund Transfers

FUND	2018-19 ADJUSTED BUDGET		2019-20 ADOPTED BUDGET	
	Transfer		Transfer	
	In	Out	In	Out
General Fund				
From Gas Tax Fund	1,747,500	-	1,747,500	-
From Measure S Tracking Fund	-	-	339,032	-
To Recreation Services Fund	-	4,477,650	-	4,706,540
To Capital Improvement Projects Fund	-	4,250,000	-	4,250,000
To Golf Fund	-	479,745	-	538,817
To Vehicle and Equipment Replacement Fund	-	410,000	-	410,000
Total	1,747,500	9,617,395	2,086,532	9,905,357
Measure S Tracking Fund				
To General Fund	-	-	-	339,032
To General Obligation Bonds Fund	-	2,000,000	-	2,800,000
To Capital Improvement Projects Fund	-	750,000	-	1,150,000
Total	-	2,750,000	-	4,289,032
Recreation Services Fund				
From General Fund	4,477,650	-	4,706,540	-
Total	4,477,650	-	4,706,540	-
Golf Fund				
From General Fund	479,745	-	538,817	-
To Capital Improvement Projects Fund	-	516,000	-	-
Total	479,745	516,000	538,817	-
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	-	555,000
Total	-	535,000	-	555,000
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	-	2,550,000
Total	-	3,904,000	-	4,297,500
Downtown Parking and Security Fund				
To Capital Improvement Projects Fund	-	(1,375,000)	-	420,000
Total	-	(1,375,000)	-	420,000

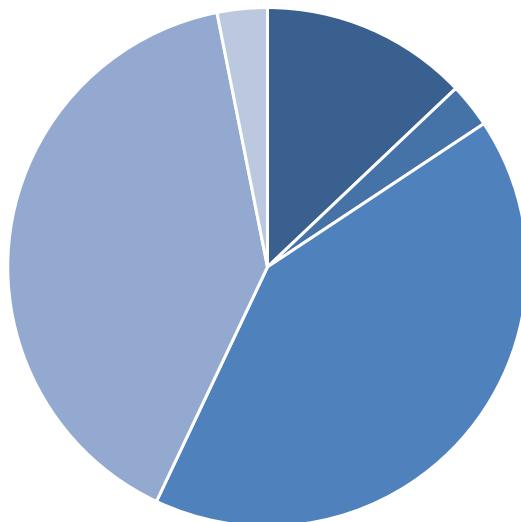
Schedule of Interfund Transfers

FUND	2018-19 ADJUSTED BUDGET		2019-20 ADOPTED BUDGET	
	Transfer		Transfer	
	In	Out	In	Out
Low and Moderate Income Housing Asset Fund				
To Capital Improvement Projects Fund	-	-	-	670,000
Total	-	-	-	670,000
Parks and Recreation Revenue Fund				
To Capital Improvement Projects Fund	-	3,916,000	-	940,000
Total	-	3,916,000	-	940,000
Traffic Impact Fee Fund				
To Capital Improvement Projects Fund	-	6,150,000	-	300,000
Total	-	6,150,000	-	300,000
General Obligation Bonds Fund				
From Measure S Tracking Fund	2,000,000	-	2,800,000	-
Total	2,000,000	-	2,800,000	-
2% Hotel Tax Fund				
To Capital Improvement Projects Fund	-	5,000,000	-	809,000
Total	-	5,000,000	-	809,000
Sewer Fund				
To Capital Improvement Projects Fund	-	535,390,488	-	17,172,534
Total	-	535,390,488	-	17,172,534
Vehicle and Equipment Replacement Fund				
From General Fund	410,000	-	410,000	-
Total	410,000	-	410,000	-
Fleet and Building Maintenance Fund				
From Vehicle and Equipment Replacement Fund	215,000	-	-	-
Total	215,000	-	-	-
Capital Improvement Projects Fund				
From General Fund	4,250,000	-	4,250,000	-
From Measure S Tracking Fund	750,000	-	1,150,000	-
From Golf Fund	516,000	-	-	-
From Solid Waste Fund	1,125,000	-	750,000	-
From Community Development Block Grant Fund	535,000	-	555,000	-
From Construction Services Fund	1,000,000	-	1,000,000	-
From Gas Tax Fund	2,156,500	-	2,550,000	-
From Downtown Parking and Security Fund	(1,375,000)	-	420,000	-
From Low and Moderate Income Housing Asset Fund	-	-	670,000	-
From Parks and Recreation Revenue Fund	3,916,000	-	940,000	-
From Traffic Impact Fee Fund	6,150,000	-	300,000	-
From 2% Hotel Tax Fund	5,000,000	-	809,000	-
From Sewer Fund	535,390,488	-	17,172,534	-
To Police Grants and Safety Fund	-	351,978	-	-
Total	559,413,988	351,978	30,566,534	-
Total City Transfers	568,880,861	568,880,861	41,108,423	41,108,423

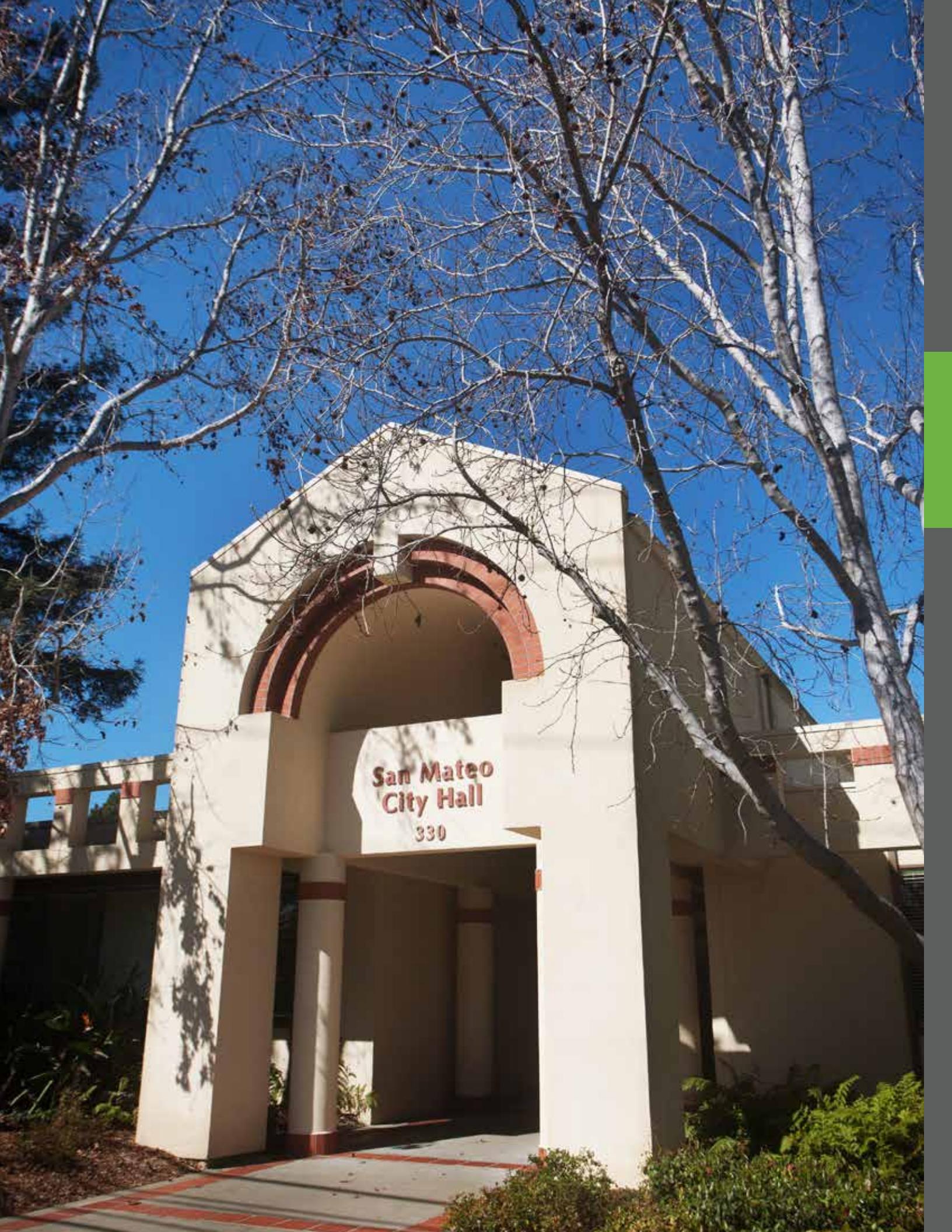
Capital Improvement Program (CIP) Budget

CIP BUDGET	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Total City Transfers	568,880,861	41,108,423
Less Capital Improvement Projects Transfers	559,413,988	30,566,534
Total Operating Transfers	9,466,873	10,541,889
Total Capital Improvement Projects Transfers	559,413,988	30,566,534
Add Capital Improvement Projects Revenue & Fund Balance	(74,568,958)	10,963,875
Total Capital Improvement Projects Budget	484,845,030	41,530,409

**CAPITAL IMPROVEMENT PROGRAM
2019-20 (\$41.5 MILLION)**



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



San Mateo
City Hall

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All Funds Budget Summary

ADOPTED 2019-20		BEGINNING FUND BALANCE	REVENUES
Fund #	General Funds		
10	General	75,293,534	119,740,217
11	Measure S Tracking	2,293,670	5,638,813
18	Recreation Services	-	4,191,971
19	Golf	-	2,391,250
General Funds Total		77,587,204	131,962,251
Special Revenue Funds			
20	Police Grants and Safety	347,221	243,555
21	Solid Waste	4,358,333	2,659,006
22	HOME	580,804	10,000
23	Community Development Block Grant	-	784,464
25	Advance Planning	4,024,188	1,154,000
26	Construction Services	41,158,877	8,937,280
27	Gas Tax	(153,801)	4,515,027
28	Downtown Parking and Security	1,658,111	4,193,533
30	City Housing	724,213	50,000
31	Low and Moderate Income Housing Asset	1,843,370	91,000
32	Parks and Recreation Revenue	(927,546)	4,330,000
33	Traffic Impact Fee	(5,654,941)	1,800,000
34	Commercial Linkage Fee	2,816,406	1,010,000
Special Revenue Funds Total		50,775,235	29,777,865
Debt Service Funds			
41	Landfill Bonds	751,273	606,000
48	General Obligation Bonds	4,785,394	2,062,950
Debt Service Funds Total		5,536,667	2,668,950
Capital Projects Funds			
56	2% Hotel Tax	(555,326)	1,313,518
59	Capital Improvement Projects	3,402,072	11,561,875
Capital Projects Funds Total		2,846,746	12,875,393
Enterprise Fund			
72	Sewer	22,511,741	55,252,961
Enterprise Fund Total		22,511,741	55,252,961
Internal Service Funds*			
81	Vehicle and Equipment Replacement	22,506,787	1,767,543
82	Fleet and Building Maintenance	(83,152)	4,572,419
83	Benefits	166,565	36,345,797
86	Dental	465,050	836,598
87	Workers' Compensation	(844,159)	4,053,456
88	Comprehensive Liability	2,154,655	1,302,746
Internal Service Funds Total		24,365,746	48,878,559
Total City		159,257,593	232,682,805

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 IN	INTERFUND TRANSFERS OUT	EXPENDITURES		ENDING FUND BALANCE
		Operating	Transfer to CIP	
2,086,532	5,655,357	115,204,593	4,250,000	72,010,333
-	3,139,032	1,676,036	1,150,000	1,967,415
4,706,540	-	8,898,512	-	-
538,817	-	2,930,067	-	-
7,331,889	8,794,389	128,709,208	5,400,000	73,977,748
-	-	586,693	-	4,083
-	-	1,941,593	750,000	4,325,746
-	-	10,000	-	580,804
-	-	229,464	555,000	-
-	-	1,917,046	-	3,261,142
-	-	7,973,829	1,000,000	41,122,328
-	1,747,500	-	2,550,000	63,726
-	-	3,509,736	420,000	1,921,908
-	-	197,000	-	577,213
-	-	128,558	670,000	1,135,812
-	-	-	940,000	2,462,454
-	-	-	300,000	(4,154,941)
-	-	-	-	3,826,406
-	1,747,500	16,493,919	7,185,000	55,126,681
-	-	430,947	-	926,326
2,800,000	-	4,906,700	-	4,741,644
2,800,000	-	5,337,647	-	5,667,970
-	-	814,613	809,000	(865,421)
-	-	-	10,963,875	4,000,072
-	-	814,613	11,772,875	3,134,651
		39,823,625	17,172,534	20,768,543
-	-	39,823,625	17,172,534	20,768,543
410,000	-	9,976,298	-	14,708,032
-	-	4,783,389	-	(294,122)
-	-	35,850,354	-	662,008
-	-	858,459	-	443,189
-	-	3,717,535	-	(508,238)
-	-	1,821,614	-	1,635,787
410,000	-	57,007,649	-	16,646,656
10,541,889	10,541,889	191,179,012	41,530,409	159,230,978

Full Time Equivalent (FTE) Personnel

FTEs BY DEPARTMENT	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET	
	All Funds	All Funds	All Funds	General Fund	All Funds
City Attorney	6.00	6.00	6.00	5.00	6.00
City Clerk	4.14	4.14	4.40	4.40	4.40
City Council	5.00	5.00	5.00	5.00	5.00
City Manager	7.46	7.46	8.00	6.75	8.00
Community Development	48.94	49.94	49.72	12.87	51.72
Finance	17.25	18.00	19.00	18.25	19.00
Fire*	92.43	92.43	-	-	-
Human Resources	10.44	11.20	11.20	9.00	11.20
Information Technology	15.29	15.29	15.05	13.55	14.05
Library	50.59	52.48	53.36	53.36	53.36
Parks and Recreation	113.84	114.98	120.28	120.18	120.28
Police	175.68	173.67	176.14	165.03	171.51
Public Works	138.45	139.60	148.09	36.15	148.09
Total City	685.51	690.19	616.24	449.54	612.61

* Fire operations transferred to San Mateo Consolidated Fire Department in January 2019.



GENERAL FUND

General Fund Summary

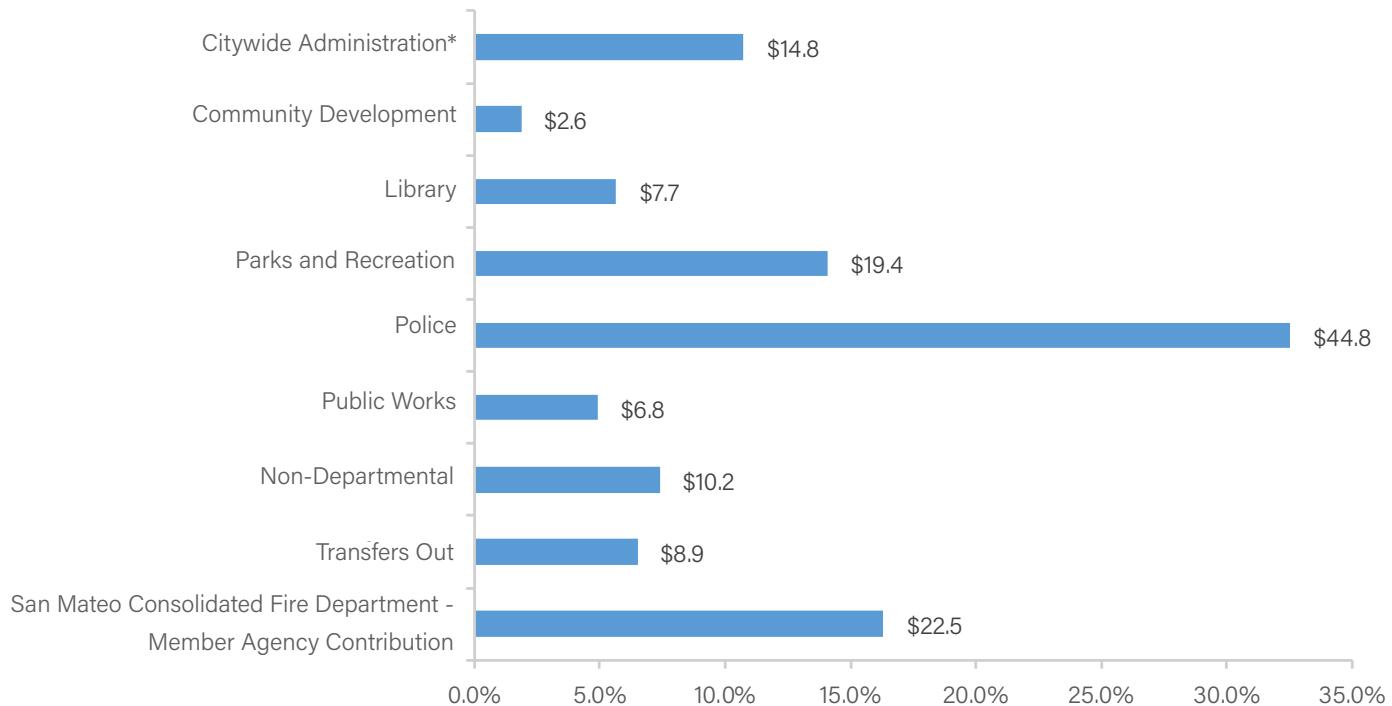
GENERAL FUND	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Revenues		
Property Tax	57,965,311	64,046,548
Sales Tax - Local 1%	19,565,943	19,529,661
Sales Tax - 1/4% Measure S	5,393,242	5,638,813
Property Transfer Tax	9,250,000	8,500,000
Transient Occupancy Tax	7,067,162	6,567,591
Business License Tax	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	2,048,310	3,221,388
Interest and Miscellaneous	1,966,774	1,983,646
Transfers In - In Lieu Charges	4,357,120	4,103,045
Transfers In - Gas Tax	1,747,500	1,747,500
Transfers In - Measure S	-	339,032
Use of Unassigned Fund Balance	-	3,609,457
Total Revenues	127,443,429	137,658,240
Expenditures		
City Attorney	1,480,313	1,453,013
City Clerk	922,057	935,610
City Council	350,453	349,535
City Manager	2,177,387	2,255,751
Community Development	2,584,746	2,569,434
Finance	3,582,586	3,777,750
Fire*	28,692,753	-
Human Resources	2,115,899	2,218,225
Information Technology	4,125,876	3,803,541
Library	7,543,980	7,746,031
Parks and Recreation	18,816,325	19,398,568
Police	42,856,059	44,815,769
Public Works	6,817,364	6,764,132
Non-Departmental*	3,217,943	10,159,926
Transfers Out	7,926,000	8,949,032
San Mateo Consolidated Fire Department - Member Agency Contribution*	-	22,461,923
Total Expenditures	133,209,741	137,658,240
Revenues Over / (Under) Expenditures	(5,766,312)	-

* Fire operations transferred to San Mateo Consolidated Fire Department in January 2019. Fire legacy costs shown under Non-Departmental expenditures beginning 2019-20.

General Fund Summary

GENERAL FUND OPERATIONS BY DEPARTMENT 2019-20 (\$137.7 MILLION)

in millions



* 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	67,105,512	75,504,230	77,587,204	73,977,748	72,074,593	69,597,910
Current Resources						
Property Tax	55,643,949	60,703,274	64,046,548	66,056,988	68,177,628	70,392,053
Sales Tax - Local 1%	18,772,532	19,510,257	19,529,661	20,263,331	20,782,331	20,945,816
Sales Tax - 1/4% Measure L/S	5,100,510	5,707,515	5,638,813	5,832,345	5,978,630	6,026,210
Property Transfer Tax	11,778,074	9,500,000	8,500,000	8,000,000	8,160,000	8,323,200
Transient Occupancy Tax	7,291,728	7,100,754	6,567,591	7,335,030	7,408,381	7,482,464
Business License Tax	5,854,686	5,851,742	5,939,518	6,028,611	6,119,040	6,210,826
Franchises	3,208,097	3,289,948	3,355,747	3,422,862	3,491,319	3,561,146
Golf Fees	-	2,337,000	2,391,250	2,439,075	2,487,857	2,537,614
Recreation Service Charges	4,235,835	4,127,040	4,208,707	4,292,881	4,378,739	4,466,314
Permits, Fees, and Fines	3,051,079	2,476,337	2,476,337	2,707,864	2,940,021	2,998,821
Intergovernmental	3,011,963	2,729,522	3,221,388	3,221,280	2,975,415	3,073,159
Interest and Miscellaneous	1,939,969	2,571,022	1,983,646	2,043,155	2,104,450	2,167,584
Transfers In - In Lieu Charges	4,194,949	4,357,120	4,103,045	4,185,106	4,268,808	4,354,184
Transfers In - Gas Tax	1,517,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500
Transfers In - Measure S	-	-	339,032	339,032	339,032	339,032
Current Resources	125,600,871	132,009,031	134,048,783	137,915,060	141,359,151	144,625,922
Use of Unassigned Fund Balance						
Total Current Resources	125,600,871	132,009,031	137,658,240	137,915,060	141,359,151	144,625,922
Current Requirements						
Salaries and Wages	54,698,945	45,733,463	45,472,963	46,298,949	47,141,455	48,209,494
Benefits	20,001,527	27,981,219	17,083,959	17,882,720	18,639,996	19,293,390
Pension Unfunded Liability	8,817,264	8,768,994	8,154,581	8,819,482	9,837,473	10,927,667
Operating	24,966,918	24,608,009	26,342,738	26,377,393	26,668,076	26,964,917
Transfers Out	6,034,000	5,176,000	4,660,000	4,660,000	4,660,000	4,660,000
San Mateo Consolidated Fire Contribution	-	10,440,029	22,461,923	23,668,122	24,420,294	24,959,785
Fire Legacy Costs	-	2,215,858	5,132,008	5,792,599	6,239,383	6,700,622
Discretionary Pension Funding	1,400,000	1,625,000	2,385,000	2,250,000	2,125,000	2,000,000
Measure S	1,283,499	3,377,485	5,965,068	6,142,595	6,237,387	6,268,234
Net Reduction	-	-	-	(2,073,645)	(2,133,230)	(2,191,907)
Total Current Requirements	117,202,153	129,926,057	137,658,240	139,818,214	143,835,834	147,792,202
Resources Over / (Under) Requirements	8,398,718	2,082,974	-	(1,903,154)	(2,476,683)	(3,166,280)
Total Reserves / Fund Balance	75,504,230	77,587,204	73,977,748	72,074,593	69,597,910	66,431,630
25% Operating Reserve	26,841,603	29,846,776	30,731,186	31,770,373	32,795,278	33,824,855
Housing Reserve	3,900,467	4,840,467	5,846,267	6,892,299	7,980,172	9,111,560
Remaining Fund Balance	44,762,160	42,899,962	37,400,295	33,411,922	28,822,461	23,495,216

General Fund Long-Term Financial Plan

2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST	2028-29 FORECAST	2029-30 FORECAST
66,431,630	63,024,455	59,803,505	58,019,246	57,051,641	56,794,696	57,464,643
72,953,989	75,617,310	78,386,046	81,264,385	84,256,684	87,367,473	90,601,463
20,983,853	21,156,511	21,473,859	21,795,967	22,122,906	22,454,750	22,791,571
6,055,103	6,105,329	6,196,909	6,289,863	6,384,211	6,479,974	6,577,174
8,489,664	8,659,457	8,832,646	9,009,299	9,189,485	9,373,275	9,560,741
7,557,289	7,632,862	7,709,191	7,786,282	7,864,145	7,942,787	8,022,215
6,303,988	6,398,548	6,494,526	6,591,944	6,690,823	6,791,185	6,893,053
3,632,368	3,705,016	3,779,116	3,854,698	3,931,792	4,010,428	4,090,637
2,588,366	2,640,133	2,692,936	2,746,795	2,801,730	2,857,765	2,914,920
4,555,640	4,646,753	4,739,688	4,834,481	4,931,171	5,029,794	5,130,390
3,058,798	3,119,974	3,182,373	3,246,021	3,310,941	3,377,160	3,444,703
3,148,279	3,225,669	3,294,170	3,371,561	3,448,855	3,531,203	3,622,215
2,232,611	2,299,589	2,368,577	2,439,634	2,512,823	2,588,208	2,665,854
4,441,268	4,530,093	4,620,695	4,713,109	4,807,371	4,903,519	5,001,589
1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500
339,032	339,032	339,032	339,032	339,032	339,032	-
148,087,748	151,823,777	155,857,264	160,030,572	164,339,472	168,794,054	173,064,025
-	-	-	-	-	-	-
148,087,748	151,823,777	155,857,264	160,030,572	164,339,472	168,794,054	173,064,025
49,086,037	49,980,111	50,892,066	51,822,261	52,990,176	53,957,951	54,945,081
20,040,755	20,653,444	21,306,100	21,963,631	22,644,702	23,330,765	24,040,798
11,536,174	12,174,275	12,128,528	12,759,484	13,352,978	14,024,091	14,855,711
27,825,147	28,148,577	28,478,705	28,815,676	29,159,632	29,510,723	30,454,055
4,660,000	4,660,000	4,660,000	4,660,000	4,660,000	4,660,000	4,660,000
25,621,172	26,133,595	26,656,267	27,189,392	27,733,180	28,287,844	28,853,601
6,952,572	7,216,342	7,405,783	7,651,601	7,888,163	8,160,821	8,501,251
2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
6,019,890	6,377,851	6,452,056	6,523,898	6,608,716	6,685,362	6,417,257
(2,246,822)	(2,299,469)	(2,337,983)	(2,387,765)	(2,441,131)	(2,493,450)	(2,553,517)
151,494,924	155,044,726	157,641,523	160,998,178	164,596,417	168,124,106	172,174,236
(3,407,176)	(3,220,949)	(1,784,259)	(967,605)	(256,945)	669,947	889,789
63,024,455	59,803,505	58,019,246	57,051,641	56,794,696	57,464,643	58,354,433
34,827,255	35,634,153	36,273,311	37,102,268	37,991,451	38,862,826	39,949,393
10,288,204	11,511,914	12,784,571	14,108,136	15,484,642	16,916,209	18,405,039
17,908,996	12,657,439	8,961,364	5,841,238	3,318,602	1,685,608	0

Revenue and Expenditure Assumptions

Revenues and expenditures in the fiscal year 2019-20 budget 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 2019-20 budget 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 is done to identify the key elements impacting major revenue sources, and this ensures that the projection methodology is as reliable as possible over the long term. Historical data trends indicate that significant swings in a number of major revenue categories can occur due to economic cycles. 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 47% of the total anticipated revenue for FY 2019-20. 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 continuing growth over the next 10 years. Total property tax revenue is projected to be \$64 million in 2019-20.

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 public 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. San Mateo is one of the five counties in the State where Excess ERAF is generated.

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

Revenue and Expenditure Assumptions

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 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 2019-20. This estimate is based on the County Assessor's Office estimated property tax roll as of April 2019. 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 \$5 million in 2019-20 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 \$1 million 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 \$4 million by fiscal year 2022-23 to reflect the projected increased 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, the recent *South Dakota v. Wayfair* decision (Wayfair decision) by the Supreme Court of the United States (SCOTUS) will ensure that sales tax from internet sales is unilaterally assessed, and is anticipated to generate an additional \$0.4 million in revenues for the City on an annual basis. It is worthwhile to note that the City's share of the local 1% sales tax from internet sales will still be allocated through the County pool based on the City's proportionate share of locally-generated sales tax. There are legislative efforts underway to allocate sales tax based on point of delivery to address this issue.

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). The local 1% sales tax is projected to be \$19.5 million in 2019-20.

Measure S Sales Tax

In November 2015, the voters approved the passage of Measure S, which continues the 1/4 cent local sales tax from

Revenue and Expenditure Assumptions

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. Measure S revenues are projected to be \$5.6 million in 2019-20.

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, then grow modestly from there. Revenues are projected to be \$8.5 million in 2019-20 and \$8 million in 2020-21. 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. 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 is currently a major renovation for a local hotel that will add 66 rooms to

the overall hotel stock when renovation is complete. Final projections for 2018-19 estimated revenues are \$7.1 million. Revenues are projected to decline in 2019-20 due to the aforementioned local hotel's renovation that will take 116 rooms out of the City's hotel stock for 15 months. In the long term, occupancy rates are expected to hold steady, while the room rate is projected to increase by one percent 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 revenues, which are anticipated to be \$6 million in 2019-20.

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 consumers 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 2019-20.

Golf Fees

Golf fee revenues primarily come from rounds of golf played, but other sources include driving range revenue and merchandise sales. For 2019-20, golf revenues have been

Revenue and Expenditure Assumptions

projected at \$2.4 million based on current trends in rounds played, and in the long term, revenues are anticipated to increase 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. 2019-20 revenues are expected to be approximately \$4.2 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). 2019-20 revenues are expected to be approximately \$2.5 million. Beginning 2020-21, baseline revenues are expected to increase to reflect a new parking enforcement staffing model and then projected to grow by two percent each year.

Intergovernmental

Intergovernmental revenues are predominantly grants or reimbursements from other governmental agencies, including other 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 has made to the Landfill Bonds Fund in 2017-18 to redeem landfill revenue bonds.

San Mateo Consolidated Fire Department (SMC Fire), a Joint Powers Authority (JPA) between the cities of Belmont, Foster City, and San Mateo, commenced operations on January 13, 2019. The City of San Mateo and SMC Fire entered into an agreement for Human Resources and Finance services in the amount of \$690,000 per year, which is reflected in the assumptions for the City's intergovernmental revenues.

Based on known grants and reimbursements, total revenues are projected to be \$3.2 million in 2019-20. Revenues drop in 2021-22 after the City's Landfill Bond loan repayment is completed, then grow modestly from there throughout the remainder of the forecast.

Interest and Miscellaneous

This revenue category 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 2.3 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 2019-20.



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 \$4.1 million is projected in 2019-20. 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 significantly increases Gas Tax revenues. 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 was 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 expenses, the projected increases are treated as nondiscretionary and take precedence in terms of the allocation of resources, limiting the City's flexibility to 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 over 50% of total General Fund expenditures, and total \$70.7 million for fiscal year 2019-20. The projection for General Fund personnel costs in 2019-20 that was included in the Adopted 2018-20 Business Plan was \$93.9 million. The \$23.2 million difference largely reflects the shift from costs the City paid through personnel to costs the City pays through an interagency contribution. This interagency contribution is due to transfer of the City's fire operations to the San Mateo Consolidated Fire Department for fire, rescue, and emergency services between the cities of Belmont, Foster City, and San Mateo. The contribution costs are discussed in further detail under the San Mateo



Revenue and Expenditure Assumptions

Consolidated Fire Contribution sub-section below.

To best reflect the cost of the personnel expenditure category, the 10-year forecast splits 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 rates, 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 fiscal year 2018-19, with the full impact incorporated in 2024-25.
- The 0.6% actual return on the CalPERS investment portfolio for the fiscal year ended June 30, 2016, and the 11.2% actual return for the fiscal year ended June 30, 2017.
- The change in amortization period from 30 to 20 years that will impact contribution rates starting in fiscal year 2021-22.

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 significantly increase from \$15.8 million in 2019-20 to \$27 million in 2029-30, and the percentage of total operations year-over-year that is dedicated to pension benefits.

FISCAL YEAR	GENERAL FUND NORMAL COSTS (in millions)	GENERAL FUND PAYMENT ON THE UNFUNDED LIABILITY (in millions)	GENERAL FUND TOTAL (in millions)	PERCENTAGE OF TOTAL OPERATIONS
2019-20	\$4.1	\$11.7	\$15.8	12%
2020-21	\$4.4	\$12.6	\$17.0	12%
2021-22	\$4.6	\$14.1	\$18.7	13%
2022-23	\$4.7	\$15.6	\$20.3	14%
2023-24	\$5.0	\$16.5	\$21.5	14%
2024-25	\$5.1	\$17.4	\$22.5	15%
2025-26	\$5.2	\$17.6	\$22.8	14%
2026-27	\$5.3	\$18.5	\$23.8	15%
2027-28	\$5.4	\$19.3	\$24.7	15%
2028-29	\$5.5	\$20.3	\$25.8	15%
2029-30	\$5.6	\$21.4	\$27.0	16%

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 2019-20 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 50% 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 \$26.3 million in fiscal year 2019-20, include spending on a wide variety of expenditure categories related to the operation of the City. Some of the major expenditure categories include \$11.4 million in professional and contract services, \$2.7 million in utilities costs, and \$1.4 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 \$1.4 million in 2019-20. Additional detail about the Vehicle and Equipment Replacement Fund and its long-term financial plan can be found in the Fund Information section 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 2019-20 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. Beginning in 2019-20 and through the duration of the forecast, an additional \$2 million is included each year to fund capital and infrastructure needs, which helps provide funding for a number of critical capital projects in 2019-20, including the high voltage streetlight conversion (\$1.5 million), Borel Park development (\$0.6 million), and the Columbia Drive and Crystal Springs Road Storm Drain Channel (\$0.5 million). Beyond 2019-20, the additional \$2 million in capital funds are included in the transfer amount from the General Fund, but have not fully been programmed for specific projects. Additional detail about the Capital Improvement Projects Fund and its long-term financial plan can be found in the Capital Improvement Program section of this budget document.

SAN MATEO CONSOLIDATED FIRE CONTRIBUTION AND FIRE LEGACY COSTS

As noted earlier, the City's fire operations have transferred to San Mateo Consolidated Fire Department (SMC Fire), a Joint Powers Authority (JPA), for fire, rescue, and emergency services between the cities of Belmont, Foster City, and San

Revenue and Expenditure Assumptions

Mateo. SMC Fire commenced operations on January 13, 2019, and pursuant to the JPA, SMC Fire costs are split 20% Belmont, 20% Foster City, and 60% San Mateo. As such, the City's share of SMC Fire costs for 2019-20 are projected to be \$22.5 million. Factoring in the legacy costs that remain with the City (and each member agency), the total cost to the City's General Fund for fire service for 2019-20 is \$27 million. Compared to the projected cost for 2019-20 from the Adopted 2018-20 Business Plan of \$26.1 million, which reflected the City's operations that included its own Fire Department, the incremental cost as a result of forming SMC Fire is \$0.9 million. However, the formation of SMC Fire provides the level of service delivery needed for the Bay Meadows subdivision in lieu of adding an additional engine company, which would have cost the City \$1.4 million in personnel costs a year, \$0.7 million for a new fire engine, and approximately \$0.7 million per year in debt service to build a new fire station.

The forecast presents the City's contribution to SMC Fire and its fire legacy costs separately, in order to provide greater transparency and better projection of costs. The legacy costs are based on the consulting actuary's projections. The City's 60% contributions through 2023-24 are based on what SMC Fire has developed in its budget and five-year forecast. Beyond that, a 2% annual growth has been projected.

DISCRETIONARY PENSION FUNDING

The City's cost for employee pension benefits is expected to increase significantly during the forecast period. This budget includes a discretionary pension funding that goes towards making an additional payment to CalPERS against the City's unfunded liability. \$2.4 million is programmed in 2019-20 for this purpose, with an additional \$20 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 2019-20, 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



Revenue and Expenditure Assumptions

prior to receipt of 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 \$3.7 million). For 2019-20, all of the ongoing commitments previously earmarked as Measure S priorities will continue to be funded by this new revenue source. The City Council adopted the Measure S Oversight Committee recommendation for allocation of the remaining funding capacity, which included an estimated \$2.8 million in annual debt service related to an expected debt issuance in 2019-20 for the levee work in North Shoreview, pump stations, and the City's Smooth Streets Program. The remaining \$0.8 million in funding capacity will be allocated to pay go funding for the Smooth Street Program through 2023-24. The long-term forecast also incorporates the projected impact of the Wayfair decision, which is expected to bring in an additional \$0.1 million in Measure S revenues on an annual basis. Coupled with the additional capacity upon the conclusion of the pay go funding for the Smooth Streets Program in 2023-24, the additional \$0.9 million in funding capacity will be presented to the Measure S Oversight Committee for consideration.

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 2020-21 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 \$15.8 million in 2019-20 to \$27 million in 2029-30, while minimizing the impact on services to 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

San Mateo
City Hall

City Attorney

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	1,218,035	1,239,850	1,297,199	1,355,683
Operating	1,259,421	1,382,416	1,884,942	1,813,427
Capital Outlay	2,535	2,535	1,525	1,517
Total Expenditures	2,479,991	2,624,801	3,183,666	3,170,627
Funding Sources				
General Fund	1,289,688	1,296,005	1,480,313	1,453,013
Internal Service Fund	1,190,303	1,328,796	1,703,353	1,717,614
Total Funding Sources	2,479,991	2,624,801	3,183,666	3,170,627

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	600,999	655,086	736,519	732,661
Operating	225,244	375,829	178,288	195,744
Capital Outlay	1,853	1,853	7,250	7,205
Total Expenditures	828,095	1,032,768	922,057	935,610
Funding Sources				
General Fund	828,095	1,032,768	922,057	935,610
Total Funding Sources	828,095	1,032,768	922,057	935,610

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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 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) compliances 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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Workload	480	900	1,000	1,000
Performance	85%	95%	97%	97%
Performance	100%	90%	76%	100%
Workload	91	154	130	100
Workload	53	51	50	50
Performance	97%	95%	82%	95%
Workload	744	840	641	700
Informational	284	253	250	250
Informational	N/A	60,587	45,025	40,000
Workload	208	194	212	190

CITY COUNCIL



City Council

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	105,969	106,232	103,488	102,968
Operating	163,672	271,738	223,945	223,690
Capital Outlay	4,701	4,701	23,020	22,877
Total Expenditures	274,342	382,671	350,453	349,535
Funding Sources				
General Fund	274,342	382,671	350,453	349,535
Total Funding Sources	274,342	382,671	350,453	349,535

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	1,187,624	1,328,818	1,605,087	1,648,995
Operating	612,782	416,786	743,803	783,100
Capital Outlay	4,199	4,199	2,198	2,184
Total Expenditures	1,804,605	1,749,803	2,351,088	2,434,279
Funding Sources				
General Fund	1,803,033	1,749,803	2,177,387	2,255,751
Special Revenue Fund	1,572	-	173,701	178,528
Total Funding Sources	1,804,605	1,749,803	2,351,088	2,434,279

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
City Manager	1.00	1.00
Assistant City Manager	1.00	1.00
Communications and Public Relations Analyst	1.00	1.00
Community Services Coordinator	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

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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Performance	90%	100%	100%	100%
Workload	6	15	18	18
Performance	1,919	2,300	3,000	3,300
Performance	3,410	3,800	4,400	4,600
Performance	35%	40%	44%	45%
Workload	15	10	10	10
Workload	1,882 vols 82,503 hrs	1,982 vols 84,290 hrs	1,800 vols 84,000 hrs	1,800 vols 84,000 hrs
Performance	\$2.0 M	\$2.0 M	\$2.0 M	\$2.0 M

COMMUNITY DEVELOPMENT



Community Development

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	5,894,346	6,482,294	7,720,518	8,178,910
Operating	2,369,220	2,369,665	4,259,828	4,200,150
Capital Outlay	118,521	116,214	121,600	96,001
Total Expenditures	8,382,087	8,968,173	12,101,946	12,475,061
Expenditures by Program				
Advanced Planning	291,549	379,014	1,742,190	1,917,046
Building Permits	4,192,540	4,510,719	5,746,253	5,747,776
Code Enforcement	638,763	737,555	849,216	1,029,580
Current Planning	1,741,851	1,766,541	2,060,445	1,864,198
Housing	1,026,832	955,326	1,081,088	1,206,415
Program Support	490,552	619,019	622,754	710,046
Total Expenditures	8,382,087	8,968,173	12,101,946	12,475,061
Funding Sources				
General Fund	2,307,356	2,530,573	2,584,746	2,569,434
Special Revenue Fund	6,074,731	6,437,600	9,517,200	9,905,627
Total Funding Sources	8,382,087	8,968,173	12,101,946	12,475,061

Community Development

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Community Development Director	1.00	1.00
Administrative Assistant	3.00	4.00
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	4.00
Database Specialist	0.25	0.25
Deputy Building Official	1.00	-
Deputy Community Development Director	1.00	1.00
Development Review Supervisor	1.00	-
Development Review Technician I/II	5.00	5.00
Executive Assistant	1.00	1.00
Fire Plan Checker	1.00	-
Housing Specialist I/II	1.00	1.00
Housing Supervisor	1.00	1.00
Inspection Supervisor	-	1.00
Office Assistant I/II	2.00	2.00
Permit Center Supervisor	-	1.00
Plan Check Supervisor	1.00	1.00
Plan Checker I/II/Engineer	3.00	4.00
Principal Planner	2.00	2.00
Senior Building Inspector	2.00	1.00
Senior Code Enforcement Officer	1.00	1.00
Senior Development Review Technician	-	1.00
Senior Management Analyst	1.00	1.00
Senior Planner	1.00	1.00
Total Merit	48.25	50.25
Total Per Diem	1.47	1.47
Total Positions	49.72	51.72



Community Development

METRICS

Building

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

Number of fire permit plan check cycles & 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

Average number of days for processing single family applications from complete date to Zoning Administrator approval date will be 15 days or less

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 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 2017-18 from 10 business days to: 20 business days for new construction, and 10 business days for tenant improvements in existing buildings. Metric removed 2018-19 due to fire operations being transferred to San Mateo Consolidated Fire Department.

Community Development

Type	2016-17 Results	2017-18 Results	2018-19 Estimate	2019-20 Target
Workload	2,591	2,924	3,576	3,300
Performance	88.9%	88%	90%	90%
Workload	912	1,169	N/A	N/A
Performance	98.8%	99%		
Workload	120	85	120	120
Performance	80.5%	75%	90%	90%
Workload	18,309	17,000	19,058	19,000
Performance	N/A ³	95%	90%	90%
Workload	17,009	15,779	19,874	19,000
Performance	79.5%	79%	85%	90%
Workload	New	New	968	950
Performance			85%	90%
Workload	533	450	450	N/A ⁴
Performance	65%	85%	80%	
Workload	473	700	350	N/A ⁴
Performance	75%	85%	80%	
Workload	New	New	250	N/A ⁴
Performance			80%	
Performance	98%	90%	90%	N/A ⁴
Performance	35	36	35	40
Performance	100%	100%	100%	95%
Performance	60%	56%	50%	50%
Performance	44%	41%	40%	20%
Workload	New	13 days	20 days	15 days
Performance				
Workload	57	58	55	55
Performance	98%	98%	98%	98%
Workload	10	4	6	5
Performance	100%	100%	100%	100%
Workload	2	2	8	4
Performance	100%	100%	100%	100%
Workload	4	2	4	4
Performance	100%	100%	100%	100%
Workload	776	1,115	950	950
Performance	89%	92%	92%	80%

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

⁴ New metrics to be developed in 2019-20 to more accurately measure and reflect the production of the Code Enforcement division.

FINANCE



FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	2,053,571	2,302,005	2,796,698	3,027,969
Operating	731,177	722,534	842,916	813,048
Capital Outlay	117,840	117,840	71,048	70,607
Total Expenditures	2,902,587	3,142,380	3,710,662	3,911,624
Funding Sources				
General Fund	2,902,587	3,022,043	3,582,586	3,777,750
Special Revenue Fund	-	120,337	128,076	133,874
Total Funding Sources	2,902,587	3,142,380	3,710,662	3,911,624

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Finance Director	1.00	1.00
Accountant I/II	2.00	2.00
Accounting Assistant I/II	5.00	5.00
Accounting Manager	1.00	1.00
Budget Analyst	1.00	1.00
Budget Manager	1.00	1.00
Management Analyst I/II	1.00	1.00
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	19.00	19.00
Total Per Diem	-	-
Total Positions	19.00	19.00

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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Performance	Yes	Yes	Yes	Yes
Performance	Yes	Yes	Yes	Yes
Performance	Yes	Yes	Yes	Yes
Workload	7,406	7,290	7,000	7,100
Workload	1,390	1,366	1,200	1,200
Workload	20,001	21,041	21,500	21,500
Performance	>99%	>99%	100%	100%
Workload	18,069	17,709	19,190	19,382
Performance	>99%	>99%	99%	99%
Performance	89%	100%	100%	100%
Other	321 days	342 days	730 days	730 days
Performance	100%	0%	100%	100%
Performance	1%	1%	4%	4%
Performance	99%	98%	98%	98%
Workload	168	181	210	220
Workload	32	43	46	48
Performance	Yes	Yes	Yes	Yes
Performance	4%	4%	5%	5%

Council
Chambers

HUMAN RESOURCES



Human Resources

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	1,517,909	1,676,683	1,901,074	2,001,520
Operating	3,119,872	2,974,156	3,483,488	3,574,247
Capital Outlay	4,361	4,361	17,099	16,993
Total Expenditures	4,642,142	4,655,201	5,401,661	5,592,760
Funding Sources				
General Fund	1,441,872	1,619,057	2,115,899	2,218,225
Internal Service Fund	3,200,269	3,036,144	3,285,762	3,374,535
Total Funding Sources	4,642,142	4,655,201	5,401,661	5,592,760

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Human Resources Director	1.00	1.00
Human Resources Technician	4.00	4.00
Senior Human Resources Analyst	5.00	5.00
Senior Human Resources Analyst Risk Manager	1.00	1.00
Total Merit	11.00	11.00
Total Per Diem	0.20	0.20
Total Positions	11.20	11.20

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 & 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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Workload	53	56	50	30
Performance	9.7 weeks	9.4 weeks	9.5 weeks	10.5 weeks
Performance	96%	99%	99%	90%
Performance	11%	11%	12%	<10%
Performance	81%	79%	84%	90%
Performance	100%	98%	90%	90%
Performance	100%	100%	90%	90%
Workload	3	2	4	3
Performance	New	307	120	110
Performance	62%	64%	66%	72%
Workload	New	43	32	40
Workload	60	65	62	60
Workload	1,038	1,054	860	800
Performance	100%	96%	97%	90%
Performance	New	2	5	8
Performance	New	85%	80%	75%
Workload	60	69	70	<80
Performance	\$3.5M	\$3.2M	\$3.0M	<\$3.5M
Performance	37	0	55	55

INFORMATION TECHNOLOGY



Information Technology

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	2,102,327	2,174,624	2,683,132	2,625,155
Operating	784,444	959,121	1,201,706	1,020,325
Capital Outlay	401,806	404,518	241,038	239,646
Total Expenditures	3,288,577	3,538,264	4,125,876	3,885,126
Funding Sources				
General Fund	3,288,577	3,538,264	4,125,876	3,803,541
Special Revenue Fund	-	-	-	81,585
Total Funding Sources	3,288,577	3,538,264	4,125,876	3,885,126

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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
Systems Analyst I/II	2.00	3.00
Systems and Network Manager	1.00	1.00
Systems Specialist	1.00	-
Technical Support Supervisor	1.00	1.00
Web Specialist	1.00	1.00
Total Merit	13.75	13.75
Total Per Diem	0.30	0.30
Total Positions	14.05	14.05

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

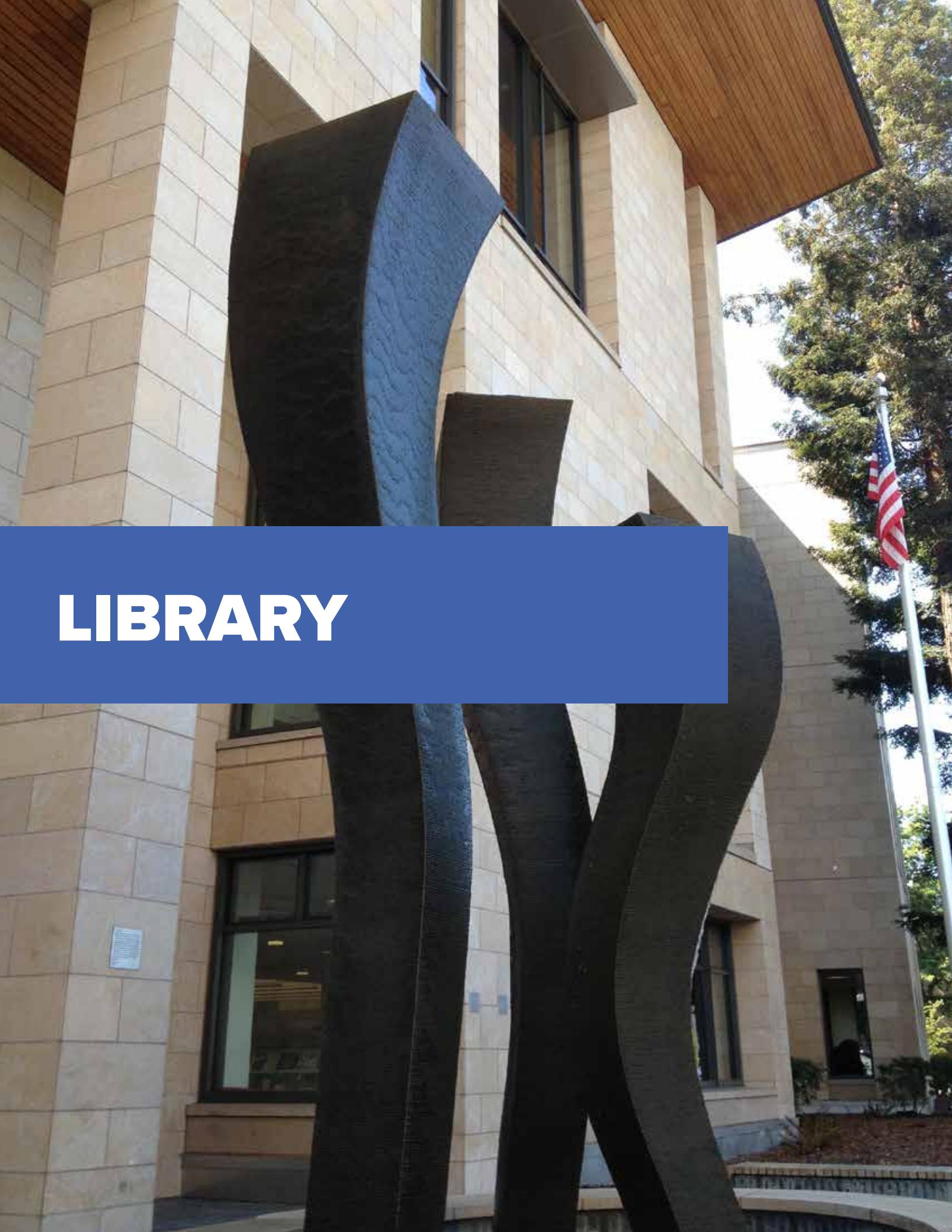
Annual Customer Satisfaction Survey rating

Information Technology

TYPE	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Performance	100%	100%	100%	100%
Performance	82%	95%	97%	90%
Workload	3,969	4,514	4,050	4,000
Performance	99%	96%	90%	90%
Workload	261	260	100 ²	100
Performance	95%	71%	86%	90%
Workload	286	131	185	175
Performance	N/A ¹	>99%	>99%	>99%
Performance	92%	91%	90%	90%

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

² Requests relating to noticing transferred to Community Development Department.



LIBRARY

Library

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	4,423,998	4,636,738	5,289,605	5,296,789
Operating	1,751,127	1,803,201	1,982,682	2,263,413
Capital Outlay	324,361	281,145	271,693	185,829
Total Expenditures	6,499,486	6,721,085	7,543,980	7,746,031
Funding Sources				
General Fund	6,499,486	6,721,085	7,543,980	7,746,031
Total Funding Sources	6,499,486	6,721,085	7,543,980	7,746,031

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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	0.63	0.63
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

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

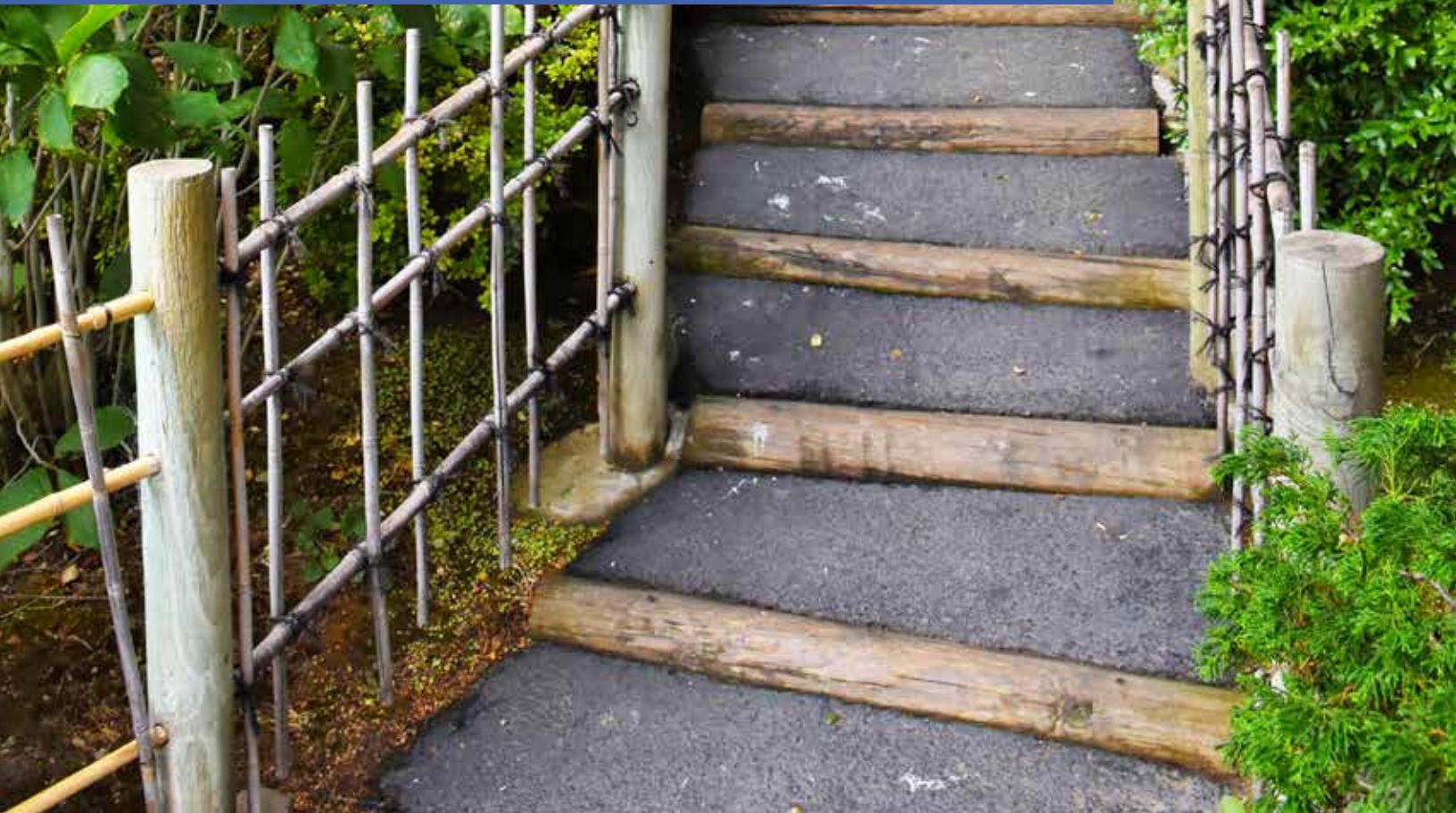
TYPE	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Workload	905,238	889,411	885,000	885,000
Workload	76,274	98,860	100,000	100,000
Performance	53.4%	85% ¹	85%	85%
Workload	16,329	13,151	16,000	16,000
Workload	5,989	8,269	4,906 ²	5,000
Performance	95.7%	95.9%	96.8%	95%
Workload	603,760	610,834	625,000	625,000
Workload	New	3,140	3,200	3,200

¹ 2017-18 result, 2018-19 estimate, and 2019-20 target 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.

² 2018-19 estimate and 2019-20 target are lower than previous years due to change in methodology regarding reading participation through Peninsula Library System (PLS) Summer Learning Challenge participant qualifications.



PARKS AND RECREATION

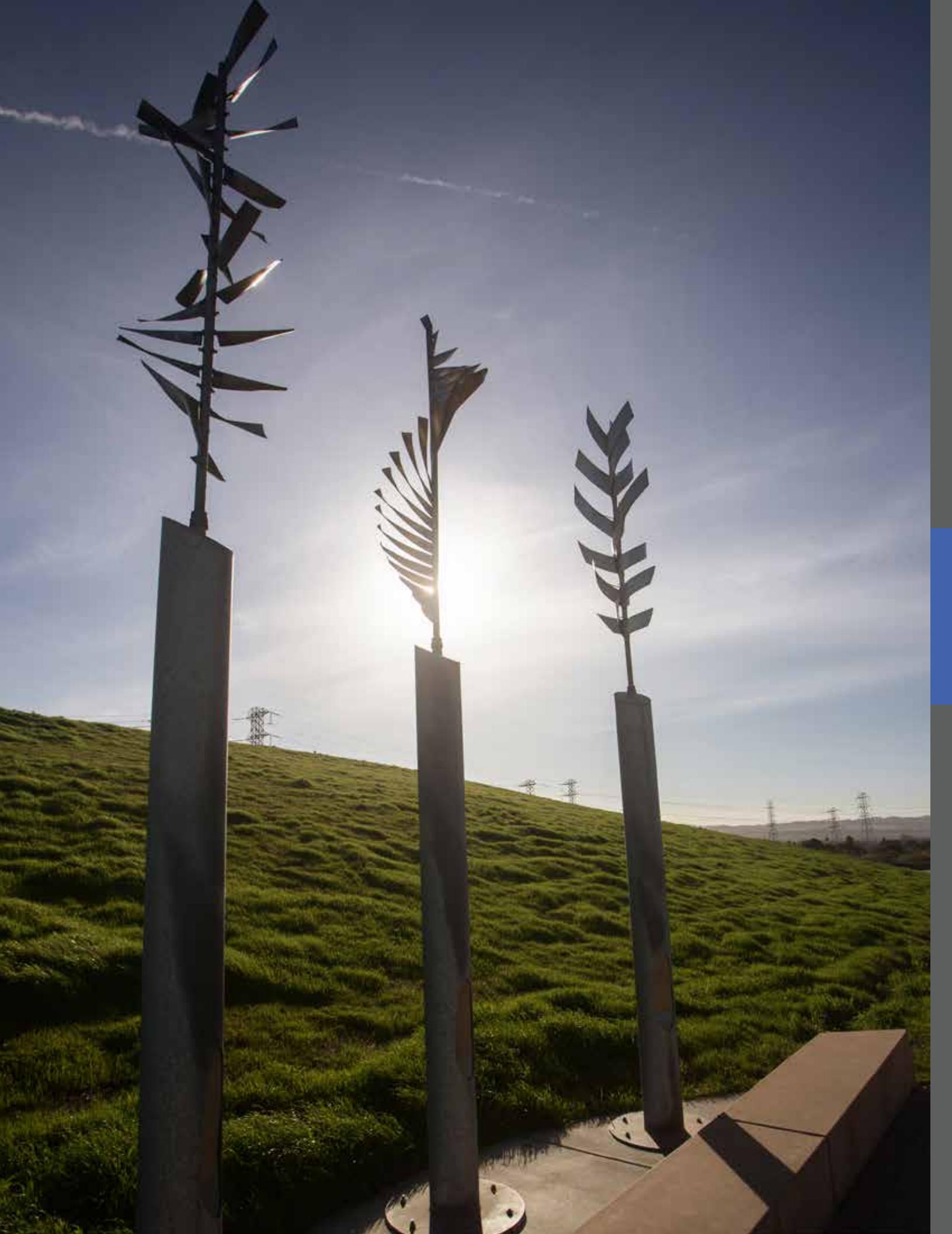


Parks and Recreation

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	9,313,537	9,890,200	11,006,361	11,349,162
Operating	7,115,821	7,006,423	7,560,601	7,803,864
Capital Outlay	232,236	257,535	263,309	261,793
Total Expenditures	16,661,594	17,154,159	18,830,271	19,414,819
Expenditures by Program				
Administrative Services	764,232	596,597	718,314	711,257
Landscape Resources				
Arbor Management	1,038,797	983,830	1,002,151	1,036,634
Park Maintenance	4,813,928	5,152,942	5,662,487	5,831,899
Visitor Management	347,332	360,180	358,579	365,534
Golf and Recreation				
Active and Healthy Lifestyles	1,327,839	1,392,154	1,410,660	1,434,439
Creating Community	2,334,666	2,443,450	2,712,009	2,741,609
Creative Outlets	919,730	905,302	928,662	909,377
Enrichment and Lifelong Learning	323,338	307,542	326,356	336,213
Golf Services	1,995,175	2,138,993	2,194,691	2,266,318
Support Services	809,874	828,854	955,474	1,184,835
Youth Development	1,986,683	2,044,314	2,560,888	2,596,704
Total Expenditures	16,661,594	17,154,159	18,830,271	19,414,819
Funding Sources				
General Fund	14,666,419	15,015,166	18,816,325	19,398,568
Enterprise Fund	1,995,175	2,136,525	-	-
Special Revenue Fund	-	2,467	13,946	16,251
Total Funding Sources	16,661,594	17,154,159	18,830,271	19,414,819

Parks and Recreation

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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	3.00	3.00
Community Services Manager	1.00	1.00
Community Services Section Manager	2.00	2.00
Community Services Supervisor	9.00	9.00
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

METRICS

Landscape Resources - Parks

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

1. Acres of developed park land, civic facilities, medians, and islands maintained ¹
2. Cost per acre to maintain developed park land, civic facilities, medians, and islands
3. Percent of maintenance standards met at park land, civic facilities, medians, and islands
4. Percent of park visitors who agree that the park and park landscaping was well maintained
5. Percent of park visitors who reported feeling a high level of safety in our parks
6. Acres of developed community parks and neighborhood parks with sports fields
7. Water usage per acre at developed community parks and neighborhood parks ²
8. Percentage of maximum labor captured in Cartograph

Landscape Resources - Trees

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

1. Total number of street and park trees maintained
2. Number of street and park trees pruned annually
3. Percent of street and park trees pruned annually
4. Number of new trees planted
5. Percent of street and park trees removed that are replaced by newly planted trees
6. Number of tree service requests
7. Percent of tree service requests responded to within 10 working days

Golf

We efficiently operate an 18 hole golf course.

1. Total number of golf rounds
2. Golf tee time utilization rate
3. Percent of total golf course operating expenses covered by revenues

We provide a community resource.

4. Number of golf course tournaments and clubhouse events facilitated per year

We have happy, satisfied customers.

5. Percent of customers satisfied with overall golf experience

Recreation

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

1. Number of program registrants
2. Number of special events attendees

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

3. Percent of programs covering costs within the cost recovery target range ³
4. 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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Workload	210.2	210.2	210.2	211.3
Performance	\$22,902	\$24,481	\$27,410	\$28,395
Performance	89%	89%	85%	85%
Performance	97%	97%	95%	95%
Performance	99%	91%	95%	95%
Workload	112.9	112.9	112.9	112.9
Performance	356	373	438	440
Performance	New	New	64%	65%
Workload	23,463	23,200	23,000	23,000
Performance	3,062	2,503	2,400	2,400
Performance	13%	11%	10%	10%
Workload	475	180	150	150
Performance	295%	156%	110%	110%
Workload	305	322	300	300
Performance	N/A	98%	90%	90%
Workload	59,348	62,923	67,000	65,000
Performance	66%	48%	72%	75%
Performance	82%	82%	91%	100%
Workload	591	570	565	580
Performance	N/A	N/A	92%	92%
Workload	23,123	23,734	24,000	24,500
Workload	26,782	29,264	27,000	27,250
Performance	New	New	New	New
Other	994	774	995	995

Parks and Recreation

METRICS

Recreation

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

5. Number of Recreation program registrants who are youth
6. Percent of Recreation program registrants who are youth
7. Number of youth registrants made water safe through City swim lessons

We offer our facilities as a community resource.

8. Number of public rentals occurring at recreation centers

We have happy, satisfied customers.

9. Percent of course registration occurring online
10. Percent of Recreation program customers satisfied with overall experience

Parks and Recreation

TYPE	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Performance	14,493	14,264	15,000	15,500
Performance	57%	58%	63%	65%
Performance	2,122	2,124	2,145	2,000
Workload	1,346	1,369	1,360	1,370
Performance	39%	48%	38%	40%
Performance	99%	92%	90%	90%

POLICE



FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	33,195,467	35,026,910	38,456,863	40,567,523
Operating	4,451,847	4,861,020	5,723,252	5,920,465
Capital Outlay	784,962	701,462	563,202	443,283
Total Expenditures	38,432,276	40,589,391	44,743,317	46,931,271
Expenditures by Program				
Asset Forfeiture	-	-	351,978	315,467
Contractual Liaison	1,401,344	1,353,990	1,562,897	1,507,570
Downtown Parking Enforcement and Security	807,498	943,075	1,194,607	1,528,809
Field Operations Services	22,157,464	23,501,695	25,400,946	26,713,061
Investigation Services	4,918,175	5,081,240	5,708,630	6,044,864
Police Activities League	264,233	270,200	490,347	490,347
Police Grants	268,832	298,790	340,673	271,226
Support Services	8,614,730	9,140,402	9,693,239	10,059,927
Total Expenditures	38,432,276	40,589,391	44,743,317	46,931,271
Funding Sources				
General Fund	37,355,946	39,347,527	42,856,059	44,815,769
Special Revenue Fund	1,076,330	1,241,865	1,887,258	2,115,502
Total Funding Sources	38,432,276	40,589,391	44,743,317	46,931,271

Police

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED 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 Engagement and Public Relations Coordinator	1.00	1.00
Community Service Officer I/II	6.00	6.00
Dispatch Services Supervisor	1.00	1.00
Dispatcher I/II	13.00	13.00
Executive Assistant	1.00	1.00
Facilities Coordinator	1.00	1.00
Police Captain	2.00	2.00
Police Digital Forensic Specialist	1.00	1.00
Police Evidence Analyst	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 Business Systems Analyst	1.00	1.00
Senior Community Service Officer	1.00	1.00
Senior Dispatcher	2.00	2.00
Senior Police Records Specialist	2.00	2.00
Traffic Enforcement Coordinator	1.00	1.00
Vehicle Abatement Officer	-	2.00
Total Merit	158.75	160.75
Total Per Diem	18.39	10.76
Total Positions	177.14	171.51

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

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 address 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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Workload	86	73	100	N/A
Workload	245	187	150	N/A
Workload	50	48	48	N/A
Performance	72%	92%	80%	80%
Performance	96%	93%	95%	95%
Performance	100%	100%	100%	100%
Workload	537	667	700	N/A
Workload	2,129	2,200	2,200	N/A
Workload	24,369	28,658	24,000	N/A
Workload	62,106	65,125	66,000	N/A
Workload	15	23	28	+5%
Workload	2,516	4,484	4,000	+5%
Performance	5 min; 54 sec	5 min; 41 sec	5 min; 43 sec	<7 minutes
Performance	99% answered w/in 15 seconds	99% answered w/in 15 seconds	98% answered w/in 15 seconds	95% answered w/in 15 seconds
Workload	1,029	1,286	1,300	N/A
Performance	90%	90%	90%	90%
Other	54,285	111,780	118,000	+5%



PUBLIC WORKS

Public Works

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Personnel	14,440,132	16,213,009	18,531,474	19,203,807
Operating	17,346,740	17,606,956	21,337,287	19,637,316
Capital Outlay	694,195	863,643	1,240,563	1,054,136
Total Expenditures	32,481,067	34,683,608	41,109,324	39,895,259
Expenditures by Program				
Building Maintenance	2,850,166	2,828,714	3,155,452	2,835,015
Citywide Parking and Transportation	-	-	80,952	60,742
Dale Ave Lift Station	535,224	338,243	642,042	634,045
Engineering Services	1,475,830	1,969,773	1,456,381	1,677,479
Environmental Compliance	1,033,493	1,199,104	1,427,833	1,489,451
Fleet Services	1,580,123	1,575,538	2,241,766	1,948,374
Marina Lagoon	390,832	411,522	673,660	487,835
Parking Operations	1,336,959	1,670,573	1,522,924	1,828,040
Sewer Maintenance	4,925,002	4,969,591	6,160,760	6,137,913
Sewer System Engineering Services	2,251,036	2,522,564	3,259,033	3,006,537
Storm and Flood Control	155,131	191,698	369,605	175,254
Storm Water Pollution Control	293,945	351,652	407,393	424,362
Street Maintenance	1,102,100	1,167,830	1,231,947	1,075,299
Street Sweeping	495,681	472,910	692,001	870,812
Traffic Maintenance	1,641,893	1,947,922	2,181,132	2,156,000
Transportation Engineering	926,903	1,022,123	906,091	1,133,954
Waste Management	775,221	843,811	1,115,093	1,152,956
Wastewater Treatment	10,711,528	11,200,038	13,585,259	12,801,191
Total Expenditures	32,481,067	34,683,608	41,109,324	39,895,259
Funding Sources				
General Fund	5,781,739	6,765,707	6,817,364	6,764,132
Debt Service Fund	61,555	68,132	104,237	82,175
Enterprise Fund	19,456,283	20,229,541	25,074,927	24,069,137
Special Revenue Fund	2,751,201	3,215,976	3,715,578	4,196,426
Internal Service Fund	4,430,289	4,404,252	5,397,218	4,783,389
Total Funding Sources	32,481,067	34,683,608	41,109,324	39,895,259

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Public Works Director	1.00	1.00
Administrative Assistant	6.00	6.00
Administrative Technician	2.00	2.00
Associate Transportation Planner	1.00	1.00
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	5.00	5.00
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
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
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
Sweeper Operator	2.00	2.00

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
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 In Training/I/II	9.00	9.00
WWTP Operator III	6.00	6.00
WWTP Shift Supervisor	4.00	4.00
Total Merit	142.00	142.00
Total Per Diem	6.09	6.09
Total Positions	148.09	148.09

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

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	2016-17 RESULTS	2017-18 RESULTS	2018-19 ESTIMATE	2019-20 TARGET
Performance	N/A	20%	24%	35%
Performance	N/A	1,375	- ⁴	9,347
Performance	\$2,214	\$2,207	\$2,100	\$2,400
Performance	3.1	0.4	2.3	0.4
Performance	Yes RMA < 7.9	Yes RMA = 3.8	Yes RMA = 6.8	N/A ⁵
Performance	1.1	-	0.8	0.4
Performance	Yes RMA < 3.6	Yes RMA = 2.4	Yes RMA = 2.7	N/A ⁵
Performance	2.3	3.4	5.5	3.1
Performance	Yes RMA < 9.6	Yes RMA = 8.3	Yes RMA = 8.1	N/A ⁵
Workload	72	88	124	72
Performance	50%	54%	73%	90%
Performance	57%	53%	92%	90%
Performance	85%	100%	100%	100%
Workload	75	75	75	75
Workload	865	865	865	865
Performance	98%	98%	98%	100%
Performance	N/A	4.3	1.5	2.2
Workload	78	64	80	85
Performance	61	61	70	77
Performance	78%	95%	88%	90%
Workload	446	474	635	650
Performance	398	459	627	585
Performance	89%	97%	99%	90%
Performance	99%	100%	99%	100%
Performance	95%	100%	100%	100%
Workload	15.3	15.4	20	20

⁴ Due to design delay.

⁵ Region Municipal Averages will not be available until after the fiscal year has completed, so targets are not currently available.



NON- DEPARTMENTAL



Non-Departmental

FINANCIALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 ADJUSTED BUDGET	2019-20 ADOPTED BUDGET
Expenditures by Category				
Operating	30,386,432	40,644,069	45,842,631	48,091,154
Capital Outlay	8,721,309	9,601,462	12,963,530	8,677,168
Debt Service	5,902,324	11,618,966	9,268,666	22,214,414
Total Expenditures	45,010,065	61,864,497	68,074,827	78,982,736
Funding Sources				
General Fund	2,965,792	3,088,455	3,217,943	10,159,926
Debt Services	12,062,924	18,135,428	9,298,728	21,690,699
Internal Service Fund	29,981,349	40,640,615	55,558,156	47,132,111
Total Funding Sources	45,010,065	61,864,497	68,074,827	78,982,736

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 of 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.

The second largest non-departmental expenditure reflects the commencement of operations for San Mateo Consolidated Fire Department (SMC Fire), a joint powers authority (JPA) between the City of Belmont, City of Foster City, and City of San Mateo, for fire services. In accordance with the SMC Fire JPA, its costs are allocated 20% each to Foster City and Belmont, and 60% to San Mateo. As the City no longer operates its own San Mateo Fire Department (SMFD), the City's contribution to SMC Fire is reflected as a non-departmental expenditure. For 2019-20, that amounts to \$22.5 million.

The non-departmental budget for 2019-20 also includes \$4.6 million in net legacy costs for pension liability, workers' compensation, and retiree medical related to retirees and former employees from SMFD that are now part of SMC Fire. Coupling the legacy costs together with the City's share of SMC Fire costs for 2019-20 of \$22.5 million yields a total cost of \$27 million. Based on SMFD's 2019-20 projected cost to the General Fund reflected in the Adopted 2018-20 Business Plan of \$26.1 million, the transition to SMC Fire is an additional cost of \$0.9 million.

However, without the transition to SMC Fire, in the long term, the City would have needed to add an engine company to ensure reliable response time to the Bay Meadows subdivision. In 2019-20 dollars, on an annual basis, an additional engine company would have cost \$1.4 million in personnel costs and \$0.7 million in annual debt service (to finance a new fire station). On a one-time basis, a new fire engine would have cost the City \$0.7 million.

Another large non-departmental expenditure is the payment of debt service. This includes payment for the Library General

Non-Departmental

Obligation Bonds, Landfill 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 (\$1.3 million in 2019-20) and to additional pension funding (\$2.4 million in 2019-20).



MAIN STREET

A photograph of a man and a woman standing in front of a large, illuminated sign that reads "MAIN STREET". The sign is mounted on a metal frame and is set against a backdrop of a theme park street. The man is on the left, wearing a dark vest over a light shirt and dark pants, holding a coffee cup. The woman is on the right, wearing a dark jacket over a plaid skirt and a white shirt, also holding a coffee cup. They are standing on a paved walkway. In the background, there are buildings with festive decorations, including string lights, and a roller coaster track. A small sign on the left reads "S Mateo Safe Center". The overall atmosphere is that of a theme park or a movie set.

S Mateo
Safe
center



FUND INFORMATION

Introduction

OTHER FUNDS

As noted previously, 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, the ten-year plan for the Sewer Enterprise Fund 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 majority of special revenue funds, and all of the capital and internal service 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 Sewer Enterprise 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 special revenue funds, housing special revenue 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
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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	-	32	347	4
Revenues				
Interest Earnings	-	5	6	6
Asset Seizure	-	26	-	-
State Grants	331	336	238	245
Total Revenues	331	368	244	251
Expenditures				
Personnel	279	315	271	277
Operating	-	75	315	-
Capital Outlay	19	20	-	-
Total Expenditures	299	410	587	277
Transfer In	-	358	-	-
Ending Fund Balance	32	347	4	(21)

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. Revenues for this fund are comprised of state and federal asset forfeiture funds, and grants from mainly two sources: the Citizens' Option for Public Safety Program's Supplemental Law Enforcement Services Funds (COPS/SLESF) 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 began in 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 represented the balance that was moved, and with eligible expenditures spent from the balance, the remaining amount is included in the 2019-20 budget 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 2019-20 budget, 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,

Police Grants and Safety

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 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 2019-20 budget, 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.

The two-year financial plan being presented shows the fund going negative in 2020-21; however, this is not expected to actually be the case. This plan represents the best estimate of grant revenues and the spending plan as of the update of the budget for year two of the business plan. Each aspect will be monitored and adjustments may be made as necessary to keep the fund's balance positive.

Solid Waste

SOLID WASTE	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	3,072	4,160	4,358	4,326	4,272	4,197	4,100
Revenues							
Interest Earnings	28	30	10	10	10	10	10
Grants	-	-	24	24	24	24	24
Service Charges	1,696	2,183	2,200	2,215	2,230	2,245	2,259
Other Revenues	612	562	425	428	431	434	437
Total Revenues	2,336	2,775	2,659	2,677	2,695	2,713	2,730
Expenditures							
Personnel	939	1,038	1,335	1,362	1,389	1,417	1,445
Operating	304	361	548	559	571	582	594
Capital Outlay	5	52	58	59	60	62	63
Total Expenditures	1,249	1,451	1,942	1,980	2,020	2,060	2,102
Transfer Out	-	1,125	750	750	750	750	750
Ending Fund Balance	4,160	4,358	4,326	4,272	4,197	4,100	3,978

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 the 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. Service charges will continue to be evaluated and adjusted as necessary to ensure an alignment with expected expenditures and appropriate reserve levels.

HOME	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	56*	170	581	581
Revenues				
Loan Payments	120	411	10	10
Total Revenues	120	411	10	10
Expenditures				
Personnel	6	-	-	-
Operating	-	-	10	10
Total Expenditures	6	-	10	10
Ending Fund Balance	170	581	581	581

Fund numbers are represented in thousands.

* Fund balance is adjusted by \$333,000 in deferred revenue and loans receivable to reflect available balance 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. In 2017-18 and 2018-19, the City received several loan payoffs, which are reflected in the high amount of loan payments received.

The program income from prior HOME loans will continue to be collected and potential projects will be identified as the fund balance reaches to an appropriate level. Resources accumulated will fund 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	- *	6	-	-
Revenues				
Intergovernmental Contributions	1,032	1,054	734	650
Loan Payments	6	54	30	30
Grant Letter of Credit Drawdown	-	-	20	-
Total Revenues	1,038	1,107	784	680
Expenditures				
Personnel	65	22	21	22
Operating	174	214	208	204
Capital Outlay	2	-	-	-
Total Expenditures	241	235	229	226
Transfer Out	790	878	555	410
Ending Fund Balance	6	-	-	44

Fund numbers are represented in thousands.

* Fund balance is adjusted by \$473,000 in deferred revenue and loans receivable to reflect available balance 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 and street improvements in North Shoreview and North Central neighborhoods, and program administration.

Advance Planning

ADVANCE PLANNING	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	3,999	4,764	4,024	3,261	3,005	2,754	2,509
Revenues							
Interest Earnings	39	37	29	29	27	25	23
General Plan Maintenance Fee	1,274	1,269	1,125	1,148	1,170	1,194	1,218
Total Revenues	1,313	1,306	1,154	1,177	1,197	1,219	1,240
Expenditures							
Personnel	269	513	721	735	750	765	780
Operating	110	1,039	1,196	698	699	699	141
Total Expenditures	379	1,552	1,917	1,433	1,448	1,464	921
Transfer Out	168	494	-	-	-	-	-
Ending Fund Balance	4,764	4,024	3,261	3,005	2,754	2,509	2,828

Fund numbers are represented in thousands.

The Advance Planning Fund accounts for the General Plan maintenance fee 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 kicked into high gear in 2018-19, with work estimated through 2022-23, and this is reflected in the fund's high operating expenditures and the draw down of fund balance in the next few years. In future budget years, 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.

Construction Services

CONSTRUCTION SERVICES	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	31,370	37,888	41,159	41,122	40,913	39,913	38,047
Revenues							
Interest Earnings	295	299	300	300	300	300	300
Plan Check Fees	4,560	3,595	3,865	3,478	3,130	2,817	2,536
Permit Fees	5,808	7,047	4,366	3,929	3,536	3,183	2,864
Other Fees	1,807	284	407	366	330	297	267
Total Revenues	12,471	11,224	8,937	8,074	7,296	6,597	5,967
Expenditures							
Personnel	4,277	4,553	5,905	6,023	6,143	6,266	6,391
Operating	1,614	2,280	1,986	2,025	2,066	2,107	2,149
Capital Outlay	62	84	83	85	87	89	90
Total Expenditures	5,953	6,918	7,974	8,133	8,296	8,462	8,631
Transfer Out	-	1,036	1,000	150	-	-	-
Ending Fund Balance	37,888	41,159	41,122	40,913	39,913	38,047	35,383

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. Building Division staff members also ensure that new construction meets established standards for health and safety, accessibility, energy efficiency, and 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 2018-19 is expected to be \$41 million, which is a significant increase over the ending balance from just two years ago at \$31 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.

Over a period of three years, which began in 2018-19, \$2.15 million is being committed to transfer out 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	768	1,950	(154)	64	14	18	54
Revenues							
Interest Earnings	8	5	5	5	5	6	6
State Gas Tax	1,691	1,782	1,771	1,807	1,843	1,879	1,917
Gas Tax In Lieu of Prop 42	405	371	891	847	804	764	726
State Loan Repayment	118	118	118	-	-	-	-
Road Maintenance and Rehabilitation	606	1,657	1,729	1,764	1,799	1,835	1,872
Total Revenues	2,828	3,933	4,515	4,423	4,452	4,484	4,520
Transfer Out	1,646	6,036	4,298	4,473	4,448	4,448	4,448
Ending Fund Balance	1,950	(154)	64	14	18	54	127

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 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 \$1.8 million in 2018-19. However, a repeal of the legislation was placed on the ballot in November 2018, and threatened this source of increased gas tax revenues. Ultimately, the repeal was proven unsuccessful by the voters, and as such, the current plan projects an ongoing additional baseline revenue amount of approximately \$1.8 million to \$1.9 million annually.

With an ongoing additional revenue projection, the Gas Tax Fund is increasing its annual \$1.2 million capital-related transfer to \$2.7 million to go towards street improvements. Two new maintenance workers were also added in 2018-19 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 \$4.4 million.

Downtown Parking and Security

DOWNTOWN PARKING AND SECURITY	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	3,497	3,246	1,658	1,922	2,216	2,491	3,326
Revenues							
Interest Earnings	29	11	11	11	12	12	12
Parking Revenues	2,704	3,796	3,648	3,721	3,796	3,872	3,949
Lease Revenues	557	524	534	666	673	680	688
Federal Grants	(4)	-	-	-	-	-	-
Parking Bonds	-	-	-	17,570	-	-	-
Total Revenues	3,286	4,332	4,194	21,969	4,480	4,564	4,649
Expenditures							
Personnel	1,268	1,414	1,423	1,451	1,480	1,510	1,540
Operating	1,347	1,414	1,976	2,020	2,060	2,101	2,143
Capital Outlay	38	61	111	113	115	117	120
Total Expenditures	2,654	2,889	3,510	3,585	3,656	3,728	3,802
Transfer Out	884	3,030	420	18,090	550	-	-
Ending Fund Balance	3,246	1,658	1,922	2,216	2,491	3,326	4,173

Fund numbers are represented in thousands.

The Downtown Parking 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.

The \$3 million transfer out to the Capital Improvement Projects Fund in 2018-19 reflects the significant capital investment to upgrade the City's 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, as well as implementing maintenance improvements to existing parking facilities. In 2019-20, the \$420,000 transfer out represents improvements to downtown garage pedestrian safety, downtown streetscape design work, and downtown tenant improvements.

Additional downtown parking spaces are needed in the future, and the five-year plan includes a new parking garage in 2020-21. 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	626*	600	724	577
Revenues				
Housing Fees	14	12	50	50
Loan Payments	0	188	-	-
Total Revenues	14	201	50	50
Expenditures				
Contribution to Other Agencies	47	47	47	47
Contribution to First Time Home Buyers	-	-	150	150
Operating	(7)	30	-	-
Total Expenditures	40	77	197	197
Ending Fund Balance	600	724	577	430

Fund numbers are represented in thousands.

*Fund balance is adjusted by \$55,000 in deferred revenue and loans receivable to reflect available balance 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. In 2018-19, the City received a loan payoff, which is reflected in the high amount of loan repayments received.

This fund can be used to assist housing-related projects when the fund balance is sufficient and appropriate projects are identified. For the next two years, funds are set aside to assist first-time homebuyers on purchasing housing units that the City has acquired in order to retain their below market rate status. Additionally, funds 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	3,302*	4,390	1,843	1,136
Revenues				
Interest Earnings	43	31	11	10
Loan Payments	1,122	117	80	80
Total Revenues	1,165	148	91	90
Expenditures				
Personnel	38	41	42	43
Operating	40	97	86	88
Total Expenditures	78	138	129	131
Transfer Out	-	2,556	670	-
Ending Fund Balance	4,390	1,843	1,136	1,095

Fund numbers are represented in thousands.

* Fund balance is net of \$1.7 million in deferred revenue and loans receivable to reflect available balance 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 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. Over \$1 million in loan payments were received in 2017-18 primarily due to a loan that was refinanced with the City. \$2 million was spent from the fund in 2018-19 to support a new affordable housing project at Bay Meadows. Another \$670,000 is committed in 2019-20 as back-up financing for Bay Meadows in the event other outside competitive funds are not obtained.

Parks and Recreation Revenue

PARKS AND RECREATION REVENUE	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	-	7,368	(928)	2,462	3,192	1,812	922
Revenues							
Interest Earnings	71	61	30	30	20	10	10
Parks and Recreation Tax and Fees	469	360	4,300	3,100	1,200	800	1,065
Total Revenues	540	421	4,330	3,130	1,220	810	1,075
Transfer In	7,662	-	-	-	-	-	-
Transfer Out	833	8,717	940	2,400	2,600	1,700	200
Ending Fund Balance	7,368	(928)	2,462	3,192	1,812	922	1,797

Fund numbers are represented in thousands.

The Parks and Recreation Revenue Fund was established in 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. The \$7.7 million transfer in from 2017-18 represents the revenues that were moved into this fund.

Accumulated resources will be utilized to fund projects through a transfer to the Capital Improvement Projects Fund. Major transfers planned for 2019-20 include improvements related to citywide play area upgrade and the recreation facilities strategic plan. Transfers planned beyond 2019-20 continue the improvements related to citywide play area upgrade and to the Central Park Master Plan.

Traffic Impact Fee

TRAFFIC IMPACT FEE	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	-	2,885	(5,655)	(4,155)	(2,885)	(1,285)	(1,235)
Revenues							
Interest Earnings	32	27	-	-	-	-	-
Traffic Impact Fee	2,229	700	1,800	1,750	1,750	400	400
Total Revenues	2,261	727	1,800	1,750	1,750	400	400
Transfer In	2,020	-	-	-	-	-	-
Transfer Out	1,396	9,266	300	480	150	350	-
Ending Fund Balance	2,885	(5,655)	(4,155)	(2,885)	(1,285)	(1,235)	(835)

Fund numbers are represented in thousands.

The Traffic Impact Fee Fund was established in 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. The \$2 million transfer in from 2017-18 represents the revenues that were moved into this fund.

Traffic Impact Fee revenues collected are used to mitigate the cumulative impacts of new development and to accommodate future development. Currently, resources being accumulated in this fund are used mostly 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	-	2,800	2,816	3,826	4,346	4,876	5,416
Revenues							
Interest Earnings	14	10	10	20	30	40	50
Commercial Linkage Fee	2,786	7	1,000	500	500	500	500
Total Revenues	2,800	17	1,010	520	530	540	550
Ending Fund Balance	2,800	2,816	3,826	4,346	4,876	5,416	5,966

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 an appropriate 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.



DEBT SERVICE

Landfill and General Obligation Bonds

LANDFILL BONDS	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	6,747	1,245	751	926
Revenues				
Interest Earnings	47	6	6	6
Garbage Collection Surcharge	789	600	600	600
Total Revenues	836	606	606	606
Expenditures				
Personnel	22	22	24	25
Operating	63	55	58	59
Debt Service	6,200	349	349	349
Total Expenditures	6,285	427	431	433
Transfer Out	53	673	-	-
Ending Fund Balance	1,245	751	926	1,100

Fund numbers are represented in thousands.

GENERAL OBLIGATION BONDS	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST
Beginning Fund Balance	4,026	4,455	4,785	4,742
Revenues				
Interest Earnings	27	27	25	25
Property Taxes	2,493	2,401	2,038	2,033
Total Revenues	2,521	2,428	2,063	2,058
Expenditures				
Operating	61	67	69	70
Debt Service	2,031	2,031	4,838	4,833
Total Expenditures	2,092	2,097	4,907	4,903
Transfer In	-	-	2,800	2,800
Ending Fund Balance	4,455	4,785	4,742	4,697

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 beginning 2018-19. 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 2019-20. 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 2018-19 total assessed value of \$27.3 billion, San Mateo's legal debt limit for 2018-19 was \$4.1 billion. For 2018-19, the City was only at 0.54% 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	5,500	6,181	(555)	(865)	(268)	285	794
Revenues							
Interest Earnings	49	50	-	-	-	5	10
Transient Occupancy Tax	1,459	1,420	1,314	1,467	1,482	1,496	1,511
Total Revenues	1,508	1,470	1,314	1,467	1,482	1,501	1,521
Expenditures							
Operating	153	150	225	229	234	238	243
Debt Service	500	547	590	640	695	755	823
Total Expenditures	653	697	815	869	929	993	1,066
Transfer Out	174	7,509	809	-	-	-	-
Ending Fund Balance	6,181	(555)	(865)	(268)	285	794	1,249

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, thus increasing the cost of the debt, but not coming close to exceeding the revenues coming into the fund.

The \$7.5 million transfer out to the Capital Improvement Projects Fund in 2018-19 represents the funding commitment for construction work related to the new Fire Station 25. The \$809,000 transfer programmed in 2019-20 is for work related to the Borel Park development. The negative fund balance being shown in the first half of the financial plan represents the expectation that the full transfers will occur in those years; however, 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	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	39,365	31,882	3,402	4,000	4,345	5,167	5,954
Revenues							
Taxes, Fees, and Charges	9,312	30,493	9,472	28,857	11,162	9,912	7,812
Transfers from Sewer Fund	38,773	737,732	17,173	70,826	31,395	23,172	18,767
Other Sources	12,390	79,111	15,484	17,991	10,610	5,410	5,410
Total Revenues	60,475	847,336	42,128	117,674	53,167	38,494	31,989
Expenditures							
Capital Outlay	57,481	875,459	41,530	117,329	52,345	37,707	31,767
Total Expenditures	57,481	875,459	41,530	117,329	52,345	37,707	31,767
Transfer Out	9,756	358	-	-	-	-	-
Ending Fund Balance	32,603	3,402	4,000	4,345	5,167	5,954	6,176

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. Projects in the Capital Improvement Projects Fund 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.





ENTERPRISE

Sewer

SEWER (Cash Basis)	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST
Beginning Fund Balance	25,214	25,214	218,657	44,367	44,861	45,374
Revenues						
Interest Earnings	189	495	622	644	670	697
Service Charges/Operating Revenue	40,479	46,197	52,874	59,662	67,930	76,178
Bond/Loan Proceeds	-	289,228	27,922	121,240	229,592	175,575
Total Revenues	40,668	335,920	81,418	181,546	298,192	252,450
Expenses						
Operating and Maintenance	21,285	23,167	24,094	25,057	26,060	27,102
Capital Projects	31,430	94,926	214,044	134,854	248,317	173,439
Debt Service	4,092	24,384	17,570	21,141	23,302	26,773
Total Expenses	56,807	142,477	255,708	181,052	297,679	227,314
Ending Fund Balance	9,075	218,657	44,367	44,861	45,374	70,510
Operating Reserve	10,643	11,584	12,047	12,529	13,030	13,551
Capital Reserve	(1,568)	207,074	32,320	32,332	32,344	56,959

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 system currently serves approximately 30,000 customer accounts in the City and approximately 11,000 customer accounts in Foster City and the sub-regional partner communities 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 Capital Improvement Projects 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 2019-20 operating budget numbers nor the 2019-2024 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 that took effect July 1, 2018, which follows a 36% rate increase for the previous year. The City believes these 5-year rate increases, which restructured the residential charges to introduce a component of a fixed monthly fee to better stabilize revenue recovery, position the enterprise well to earn an invitation from the Environmental Protection Agency (EPA) to apply for a Water Infrastructure Finance and Innovation Act (WIFIA) loan. Further, the City and Foster City/Esterio Municipal Improvement District, partnering as the Public Financing Authority, earned a Aa2 rating from Moody's on revenue bonds that were issued in June 2019. Proceeds from the bond issuance, loan funds,

2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST	2026-27 FORECAST	2027-28 FORECAST	2028-29 FORECAST	2029-30 FORECAST
70,510	41,466	61,251	83,934	110,169	134,054	159,252
695	713	712	626	641	658	675
84,921	94,529	98,226	102,056	106,039	110,181	114,588
8,836	592	627	-	-	-	-
94,452	95,834	99,565	102,682	106,680	110,839	115,263
28,186	29,314	30,486	31,706	32,974	34,293	35,665
64,904	11,994	11,655	10,000	10,500	11,025	11,576
30,406	34,741	34,741	34,741	39,322	40,323	41,240
123,496	76,049	76,882	76,447	82,796	85,641	88,481
41,466	61,251	83,934	110,169	134,054	159,252	186,034
14,093	14,657	15,243	15,853	16,487	17,146	17,832
27,373	46,594	68,691	94,317	117,567	142,105	168,202

as well as anticipated future bond issuances, have been incorporated into the cash flow analysis of this fund. The cash flow estimates will be continually monitored and this plan will be updated accordingly.



INTERNAL SERVICES

Vehicle and Equipment Replacement

VEHICLE AND EQUIPMENT REPLACEMENT	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	24,469	24,296	22,507	14,708	16,024	16,566	15,796
Revenues							
Interest Earnings	135	106	108	110	113	115	117
Rental Charges - Vehicles	1,425	864	690	704	718	733	747
Rental Charges - Computers	293	180	173	176	180	183	187
Rental Charges - Radios	13	28	17	17	17	18	18
Rental Charges - Major Equipment	759	753	711	725	739	754	769
Rental Charges - Furniture	117	69	69	70	72	73	74
Other Revenues	45	43	-	-	-	-	-
Total Revenues	2,786	2,044	1,768	1,803	1,839	1,876	1,913
Expenses							
Vehicle Replacement	3,070	862	3,039	410	873	1,815	372
Computer Replacement	813	586	614	94	140	814	-
Radio Replacement	-	678	86	-	-	-	-
Major Equipment Replacement	739	406	4,786	378	678	377	1,519
Furniture Replacement	37	68	153	15	15	51	6
Other Capital Outlay	(1,290)	(557)	-	-	-	-	-
Contribution to San Mateo Consolidated Fire Department	-	1,590	1,299	-	-	-	-
Total Expenses	3,369	3,633	9,976	897	1,706	3,056	1,897
Transfer In	410	410	410	410	410	410	410
Transfer Out	-	610	-	-	-	-	-
Ending Fund Balance	24,296	22,507	14,708	16,024	16,566	15,796	16,222
Reserve for Major Building Component Replacements	-	410	820	1,230	1,640	2,050	2,460
Remaining Fund Balance	24,296	22,097	13,888	14,794	14,926	13,746	13,762

Fund numbers are represented in thousands.

Vehicle and Equipment Replacement

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 2018-19. 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.

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. 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 2019-20 budget, baseline collections collected from departments have been reduced to reflect realignment of revenues and expenditures in this fund, as well as to reflect the elimination of collections and related expenses from the Fire Department, as fire operations were transferred San Mateo Consolidated Fire Department (SMC Fire) during 2018-19. Collections that had been collected for fire vehicles and equipment will be transferred over to SMC Fire over a three-year period. The first two transfers will be necessary to fund existing needs in SMC Fire, and are reflected as contributions to SMC Fire in 2018-19 and 2019-20. The final transfer is not shown as required in this five-year plan, and will be determined if necessary after a review of the funding status in SMC Fire by each member agency, including the City of San Mateo.

The five-year plan further captures a portion of the fund balance that is reserved for major building component replacements. The annual \$410,000 transfer in that is reflected in this plan comes from the General Fund and is for the purpose of setting aside funds for major building component replacements that would require a substantial funding commitment. As this reserve balance reaches an appropriate level and major replacement projects are identified, the accumulated funds will be utilized to fund the projects through a transfer to the Capital Improvement Projects Fund, and this plan will be updated accordingly.

Fleet and Building Maintenance

FLEET AND BUILDING MAINTENANCE	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	839	160	(83)	(294)	(146)	156	622
Revenues							
Charges to Dept. - Building	2,277	2,912	2,912	3,203	3,363	3,532	3,708
Charges to Dept. - Fleet	1,437	1,695	1,572	1,818	1,909	2,004	2,105
Other Revenues	12	80	89	8	8	8	8
Total Revenues	3,726	4,687	4,572	5,029	5,280	5,544	5,820
Expenses							
Personnel	1,541	1,651	1,769	1,804	1,840	1,877	1,915
Operating	2,820	3,372	2,986	3,046	3,106	3,169	3,232
Capital Outlay	43	29	29	31	31	32	33
Total Expenses	4,404	5,051	4,783	4,881	4,978	5,078	5,179
Transfer In	-	215	-	-	-	-	-
Transfer Out	1	94	-	-	-	-	-
Ending Fund Balance	160	(83)	(294)	(146)	156	622	1,263

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 the past few years, however, collections for the five-year forecast were set to increase significantly starting in 2018-19 to ensure the fund remains healthy and with an appropriate level of reserves. 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 needs.

Benefits

BENEFITS	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	800	1,591	167	662	1,095	1,461	1,754
Revenues							
Internal Service Charge - Pension	18,883	20,163	20,515	21,466	23,562	25,648	27,032
Internal Service Charge - Social Security/Medicare	3,047	2,992	3,112	3,174	3,238	3,303	3,369
Internal Service Charge - Healthcare	9,918	9,242	9,172	9,357	9,547	9,740	9,938
Internal Service Charge - Severance Trust	1,340	1,248	1,193	1,217	1,242	1,267	1,292
Internal Service Charge - Other	2,535	5,599	2,354	2,404	2,456	2,509	2,563
Total Revenues	35,722	39,246	36,346	37,619	40,044	42,466	44,193
Expenses							
Pension	18,888	20,163	20,515	21,466	23,562	25,648	27,032
Social Security/Medicare	3,047	2,992	3,112	3,174	3,238	3,303	3,369
Healthcare	9,835	9,494	9,135	9,376	9,626	9,885	10,153
Severance	792	2,721	930	957	986	1,016	1,046
Other	2,370	5,299	2,159	2,212	2,266	2,322	2,380
Total Expenses	34,931	40,671	35,850	37,186	39,678	42,173	43,979
Ending Fund Balance	1,591	167	662	1,095	1,461	1,754	1,968

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, severance (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 severance payments, 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 severance payments, 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 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.

Benefits

With commencement of operations in San Mateo Consolidated Fire Department (SMC Fire), the normal cost of pensions and other benefits costs from fire employees who transferred to SMC Fire became the responsibility of SMC Fire. As the fire employees are no longer City employees, those costs are no longer administered through this fund, but in the form of member agency contributions from the City's General Fund to SMC Fire. What remains in this fund as the City's responsibility is the unfunded pension liability and retiree health benefits, since those costs are attributable to prior years of service to the City. These legacy costs will be transferred from the General Fund and administered through this fund.

Dental

DENTAL	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	433	429	465	443	421	399	377
Revenues							
Internal Service Charges	934	870	837	862	888	914	932
Total Revenues	934	870	837	862	888	914	932
Expenses							
Insurance Premiums	938	834	858	884	910	937	964
Total Expenses	938	834	858	884	910	937	964
Ending Fund Balance	429	465	443	421	399	377	345

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 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. As fund balance is drawn down and actual expenses are analyzed over time, annual collections amounts will be adjusted accordingly.

With the transfer of the City's fire operations to San Mateo Consolidated Fire Department (SMC Fire), dental benefit costs for employees who transferred to SMC Fire are no longer administered through this fund, but in the form of member agency contributions from the City's General Fund to SMC Fire.

Workers' Compensation

WORKERS' COMPENSATION INSURANCE	2017-18 ACTUALS	2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 FORECAST	2021-22 FORECAST	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	(1,350)	(1,398)	(844)	(508)	(127)	259	601
Revenues							
Interest Earnings	91	32	32	32	32	32	32
Internal Service Charges	3,244	4,510	4,022	4,088	4,160	4,236	4,318
Total Revenues	3,335	4,542	4,053	4,120	4,191	4,268	4,349
Expenses							
Personnel	352	362	371	380	387	395	403
Operating	649	1,200	736	750	765	781	796
Claims	2,382	2,426	2,611	2,608	2,653	2,751	2,853
Total Expenses	3,383	3,988	3,718	3,738	3,805	3,927	4,052
Ending Fund Balance	(1,398)	(844)	(508)	(127)	259	601	898

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 expenses 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 \$1.7 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 employees, are charged a higher rate than positions with historically lower experience. Collections from departments are set 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, the past three years turned out to be some of the unusually high claims years, causing the fund's balance to be negative in short term. To address this, the baseline collections amount has been set to increase in the five-year forecast to return the fund to a positive fund balance.

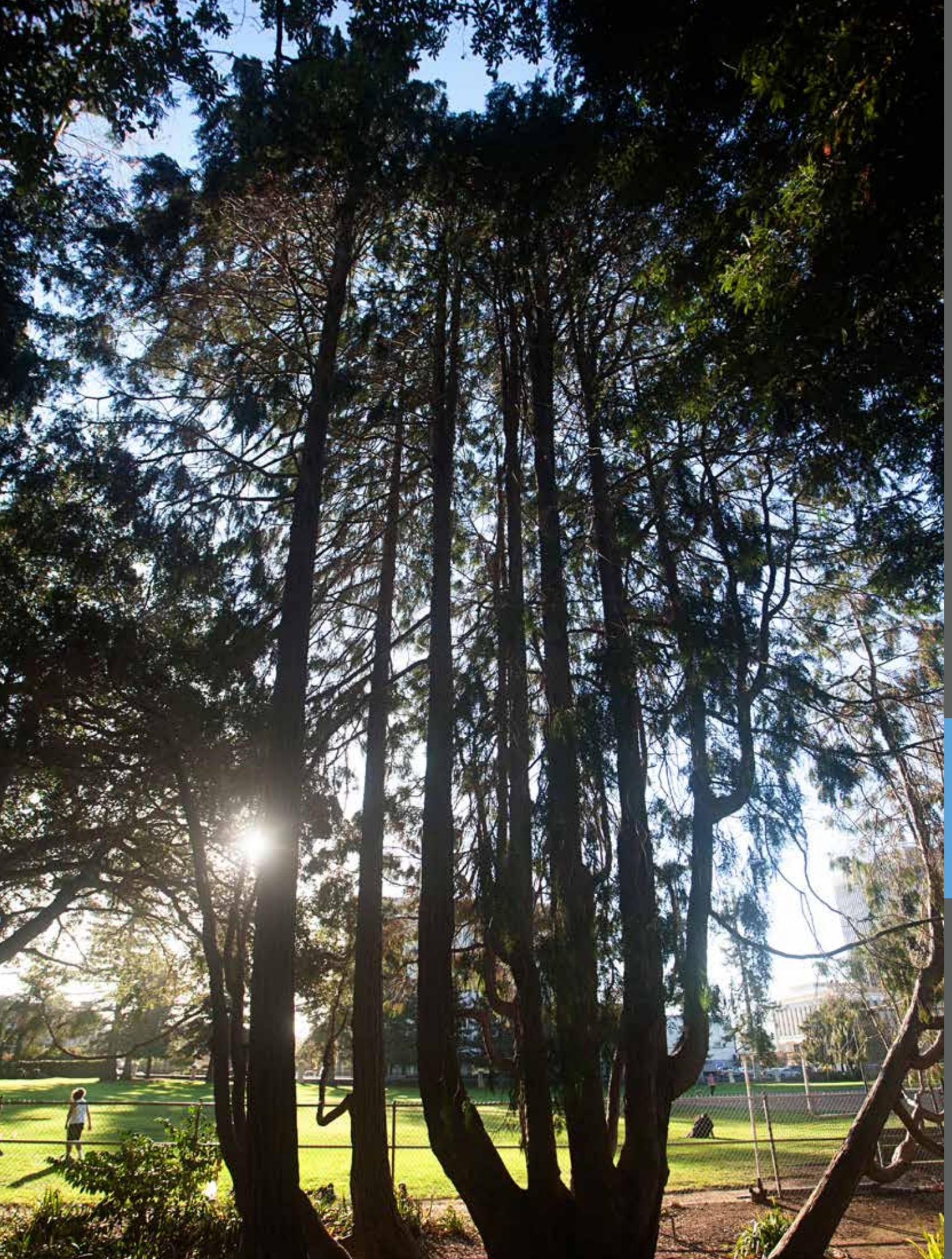
With the transfer of the City's fire operations to San Mateo Consolidated Fire Department (SMC Fire), claims that are incurred in SMC Fire becomes the responsibility of SMC Fire. As the fire employees are no longer City employees, those costs are no longer administered through this fund, but in the form of member agency contributions from the City's General Fund to SMC Fire. What remains in this fund and as the City's responsibility are the workers' compensation claims that were incurred while the fire employees were City employees. These legacy costs are estimated to be amortized over a period of twenty years, and will be transferred from the General Fund to be administered through this fund.

Comprehensive Liability

Comprehensive Liability	2017-18 Actuals	2018-19 Estimated Actuals	2019-20 Adopted Budget	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast
Beginning Fund Balance	2,180	2,733	2,155	1,636	1,374	1,214	1,108
Revenues							
Investment/Interest Earnings	47	5	5	5	6	6	6
Interfund Charges	1,600	1,198	1,297	1,498	1,651	1,755	1,807
Total Revenues	1,647	1,203	1,303	1,504	1,656	1,760	1,813
Expenses							
Personnel	118	172	178	181	185	189	192
Insurance Premiums	639	759	690	711	732	754	777
Claims	(12)	350	354	258	265	273	281
Attorney's Fees	254	327	430	443	456	470	484
Other Costs	94	174	170	174	177	181	185
Total Expenses	1,094	1,782	1,822	1,766	1,816	1,867	1,920
Ending Fund Balance	2,733	2,155	1,636	1,374	1,214	1,108	1,001

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. Contributions to this fund, which are funded by all operating funds, are set to capture the cost of the program adequately while avoiding a General Fund transfer when costs exceeded collections. To that end, collections are set to maintain a level of fund balance that allows for year-over-year fluctuations. 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 were reduced in 2018-19 and set at \$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.







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, Parks and Recreation Director, and the Finance 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 their 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.

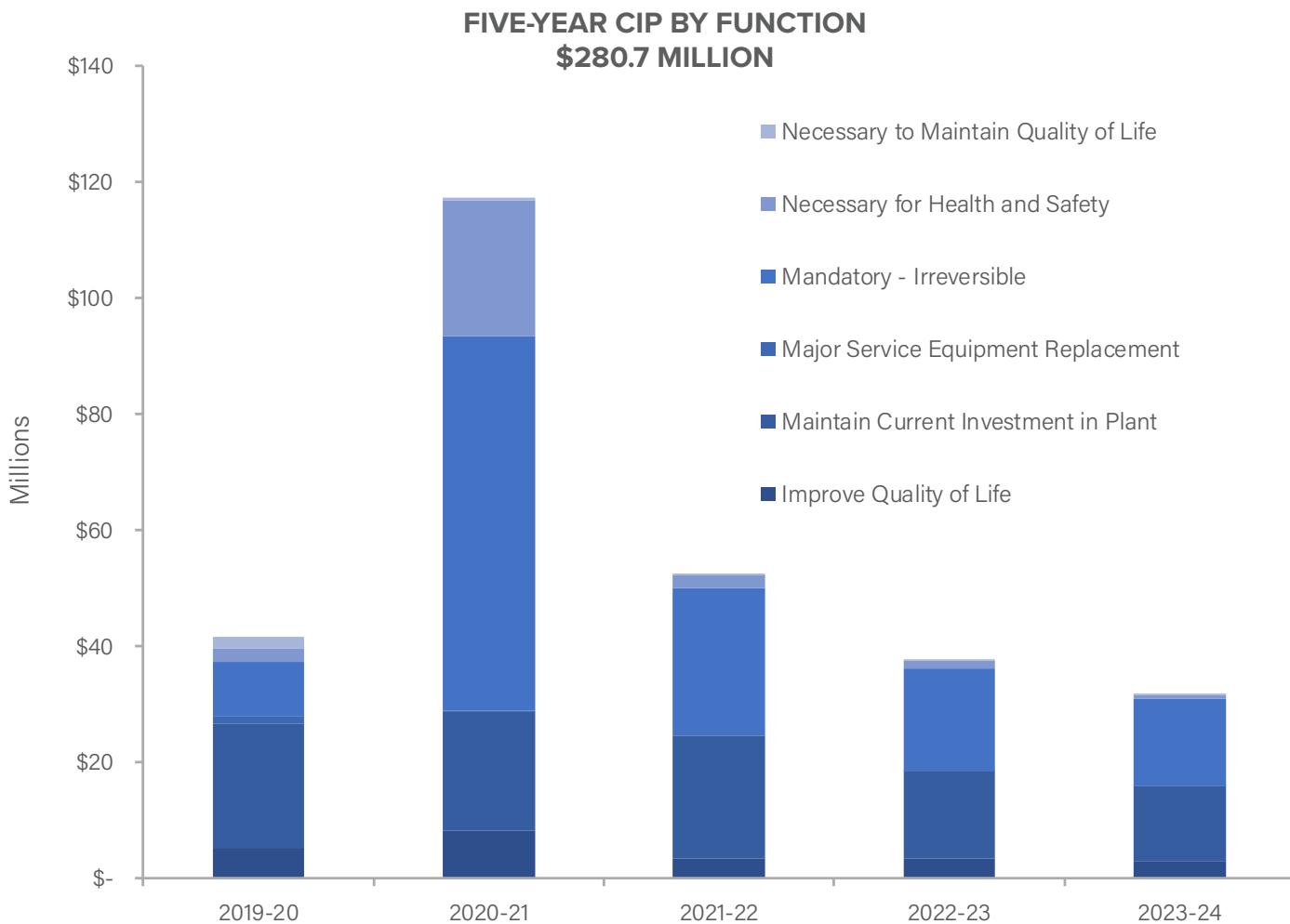
The five-year CIP totals \$280.7 million, with \$41.5 million for 2019-20. Immediately following this narrative is a list of all the capital projects funded in the 2019-2024 CIP ("Funded Projects"). In addition, the table below summarizes the five-year CIP by physical type of the capital projects.

CAPITAL PROJECTS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
Bikeway/Pedestrian	1,030,000	1,695,000	700,000	700,000	700,000	4,825,000
Bridges	237,075	2,915,525	225,000	-	-	3,377,600
Buildings	452,800	18,570,000	550,000	-	-	19,572,800
Parks	2,648,000	2,675,000	2,700,000	1,800,000	300,000	10,123,000
Sanitary Sewer and Wastewater Management (Clean Water Program)	17,082,534	70,926,081	31,495,339	23,271,759	18,866,963	161,642,676
Storm Drains	1,885,000	1,290,000	1,290,000	1,290,000	1,290,000	7,045,000
Street Lights	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Streets	13,605,000	14,512,000	13,250,000	8,100,000	7,800,000	57,267,000
Traffic	930,000	735,000	525,000	935,000	1,200,000	4,325,000
Other City Projects	2,160,000	2,510,000	110,000	110,000	110,000	5,000,000
Total 5-year CIP	41,530,409	117,328,606	52,345,339	37,706,759	31,766,963	280,678,076

Of the total \$280.7 million, \$161.6 million (58% 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 \$57.3 million (20% of the total five-year CIP), while building-related projects amount to \$19.6 million (7% 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, 47% are categorized as Mandatory-Irreversible (the majority of which are Clean Water Program projects), 32% are categorized as Maintain Current Investment, 11% are categorized as Necessary for Health and Safety, 8% for Improve Quality of Life, and the remaining 2% 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 30,000 customer accounts in the City and approximately 11,000 customer accounts in Foster City and the sub-regional partner communities utilizing the WWTP. The current population in the utility's service area is approximately 160,000 residents.

A total of \$161.6 million is planned for the Clean Water five-year capital improvement program. Of this total, \$33.4 million is planned for WWTP projects, \$97.4 million is for sewer collection system improvement projects, and \$30.8 million is for program management for the sewer projects.

CIP Project Descriptions

CLEAN WATER PROGRAM (SEWER) PROJECTS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
Sewer - WWTP	2,364,725	7,006,090	11,804,664	7,476,118	4,754,577	33,406,174
Sewer - Collection Systems	7,102,115	57,568,465	12,998,229	9,862,314	9,908,383	97,439,506
Sewer - Program Management	7,615,694	6,351,526	6,692,446	5,933,327	4,204,003	30,796,996
Total	17,082,534	70,926,081	31,495,339	23,271,759	18,866,963	161,642,676

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 SSOs.

The Regional Board has mandated the City to invest significant staffing and capital funding resources 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 2018 and expected to be reissued in July of 2023, 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 established the Clean Water Program to address the Regional Board's CDO and comply with Wastewater Treatment Plant operation permit requirements. The Clean Water Program is a 10-year, approximately \$1 billion, comprehensive capital improvement plan to address the needs for both the collection system and the WWTP. These improvements are focused on replacing aging infrastructure, providing wet weather capacity assurance, meeting current and anticipated future regulatory requirements, and aligning with the City's sustainability goals. In June 2016, the City Council selected and approved the Clean Water Program's In-System Storage approach and certified the Programmatic Environmental Impact Report.

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, revenue bonds, and direct funding from sewer fees. Sewer fees will pay the debt service on these various financing mechanisms. The City, through a Public Financing Authority (Authority) with Foster City/Esterio Municipal Improvement District (EMID), has already applied for significant funding through SRF and WIFIA loans for the wastewater treatment plant upgrade and expansion project. In June 2018, the Authority submitted a Letter of Interest to WIFIA, and WIFIA has since invited the Authority to apply by October 2019 for a full loan, funding 49% of the project, up to \$277 million. While the Authority goes through the application process for both SRF and WIFIA funds, the City has access to a short-term line of credit in the amount of \$70 million to ensure that current projects have adequate cash to proceed as planned. In June 2019, the first series of revenue bonds were issued for \$270 million to pay off the line of credit and provide additional cash funding for the projects in progress. Additional series of revenue bonds are expected to be issued in future years to supplement the federal and state loan funds to ensure adequate funding in the Clean Water Program.

FUNDING SOURCE	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
Crystal Spring County Sanitation District / San Mateo County / Hillsborough	581,072	851,705	1,220,919	863,751	572,316	4,089,763
Foster City / Esterio (Sewer)	1,493,309	2,455,863	3,654,394	2,518,798	1,653,807	11,776,171
Sewer (interfund transfer)	15,008,153	67,518,513	26,520,026	19,789,210	16,540,840	145,376,742
South Trunk Sewer Relief Impact Fee	-	100,000	100,000	100,000	100,000	400,000
Total	17,082,534	70,926,081	31,495,339	23,271,759	18,866,963	161,642,676

Sewer Capital Projects and Costs

Of the total \$161.6 million planned over the next five years, four capital projects are planned for the City's wastewater treatment plant (WWTP) totaling an estimated \$33.4 million. The largest planned project is \$28.2 million for the plant's flow management upgrade and expansion project, followed by \$4.5 million for annual major components.

Sewer collection system improvements total an estimated \$97.4 million, with eleven different capital projects throughout the City. The largest sewer collection system project is \$61.5 million for basin 4 collection system improvements, followed by \$60.7 million for the basin 4 collection system improvements, and \$27.8 million for the annual citywide sewer rehabilitation program.

Program management costs related to the Sewer CIP are preliminarily estimated to total \$30.8 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 \$57.3 million in street rehabilitation, reconstruction, and improvement projects are planned for the five-year CIP. Funding sources for these projects include Taxes, Fees and Charges (\$15.2 million), Gas Tax (\$13.4 million), General Fund (\$10 million), Measure A-half-cent sales tax (\$8 million), and Measure S (\$4 million) as well as from the proceeds of debt that is expected to be issued in 2019-20. The debt service on this debt will be covered with Measure S revenues.

The City's overall pavement condition has remained constant due to its investment in street rehabilitation. City staff estimates that by 2019-20, there will be approximately 8 miles of failed streets remaining in San Mateo from the original 22 miles of failed streets identified in 2013. The estimated cost for reconstruction is approximately \$30 million dollars, and the work is expected

CIP Project Descriptions

to take five to six years. Street reconstruction projects that are identified for the next five years are programmed with a total of \$32.3 million. These reconstruction projects are the projects in this category that are expected to be debt financed and repaid through Measure S revenues.

City Building and Facilities Improvement Capital Projects

A total of \$19.6 million is planned for various building facilities improvements and new construction. \$18.3 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. \$1 million in parking in-lieu revenues are also programmed as the City's contribution for another parking garage in the downtown redevelopment site.

Bridge Maintenance and Improvement Capital Projects

The sole project within the bridge-related capital improvements category is the Bermuda Drive Bridge Replacement project, totaling \$3.4 million. The project is principally funded with a \$3 million federal grant, with the City's match of \$0.4 million coming from Measure A.

Parks and Recreation Facilities Renovation & Rehabilitation Capital Projects

A total of \$10.1 million in parks and recreation capital improvement projects are planned for the next five years. Of the total planned, the largest parks project is \$4.1 million to maintain safe play areas with high recreation value within all City parks. \$3.4 million is programmed for Central Park, consistent with the capital improvements identified in the approved and updated Central Park Master Plan. \$1.4 million is also programmed to design and construct a new 1.1 acre park on the Borel undeveloped site in conjunction with the proposed relocation of Fire Stations 25.

Of the \$10.1 million total of planned projects, the majority (\$7.8 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.

Stormwater/Flood Control Renovation & Rehabilitation Capital Projects

A total of \$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 \$3.8 million for trash capture devices at various locations over the five-year period. The South Bayfront Levee Special Assessment District provides the funding source for \$2.7 million in debt service payments for completed Bayfront levee improvements south of San Mateo Creek.

Bikeway / Pedestrian Walkway Capital Projects

A total of \$4.8 million is planned for bikeway and pedestrian walkway projects. Of the total, \$2 million is planned for the citywide sidewalk repair program, and \$1.6 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 \$4.3 million is planned for twelve different traffic-related projects throughout the City. Of this amount, the larger projects include \$1.3 million for the traffic signal located at Hillsdale Boulevard and Alameda de las Pulgas, \$1 million for

CIP Project Descriptions

neighborhood traffic management improvements, and \$0.5 million for traffic signal video detection replacement.

The primary funding sources for these traffic-related projects are Measure A (\$2.7 million), Measure S (\$1 million), and Traffic Impact Fees (\$0.6 million).

Street Lights Capital Projects

The sole project in this category removes approximately 450 existing high voltage streetlighting with lower voltage, LED streetlighting. The project will be implemented in phases, and is expected to be completed in 2026. This project is funded by \$7.5 million from the General Fund.

Other City Capital Projects

Various other citywide capital projects are planned totaling \$5 million over the next five years, the largest of which is \$2.5 million budgeted for project development and construction of railroad crossing safety improvements, which include advancement of the City's progress toward achieving a Quiet Zone to reduce the impact of train horn noise on residents. The project is funded by a grant from the California Public Utilities Commission (CPUC), after having studies conducted using the General Fund. In addition, \$1.1 million is budgeted to continue the Community Development Department's efforts to convert and maintain electronic and digital services and equipment.

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 \$226 million. These projects range from large to small and include major construction projects such as \$81.7 million for construction of the Hillsdale Boulevard / US 101 bridge overcrossing, \$35 million for the Bay Meadows Community Park, and \$29.5 million for 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
130001	TRANSIT CENTER NORTH BUILDING TENANT IMPROVEMENTS
130002	DOWNTOWN STREETSCAPE IMPROVEMENTS DESIGN
310026	COMMUNITY DEVELOPMENT DEPARTMENT SERVICE IMPROVEMENTS - ELECTRONIC & DIGITAL
310416	HOUSING LAND PURCHASE NEW
310521	MINOR HOME REPAIR
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) LAURIE MEADOWS
460037	EL CAMINO REAL AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS
460040	HIGH VOLTAGE STREET LIGHT CONVERSION
460053	PAINT EXTERIOR 2ND AVENUE / EL CAMINO REAL GARAGE
460054	PAINT EXTERIOR MAIN STREET GARAGE
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
461002	NEW CORPORATION YARD FACILITY
461007	NEW DOWNTOWN PARKING GARAGE
461110	DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462205	TRAIN QUIET ZONE
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
462249	HILLSDALE CORRIDOR IMPROVEMENTS
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
463338	NORFOLK STREET / FASHION ISLAND BLVD INTERSECTION RECONSTRUCTION
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING
465162	CITYWIDE BICYCLE PARKING
465165	BICYCLE REPAIR STATIONS
465333	CITYWIDE TRAFFIC SIGNAL RETIMING
465631	TRAFFIC CONTROLLER CABINETS
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001	CITYWIDE STREET REHABILITATION PACKAGE 1
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
467771	CITYWIDE STREET RECONSTRUCTION PACKAGE 1
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2

Funded Projects

2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
130,000	-	-	-	-	130,000
150,000	-	-	-	-	150,000
1,000,000	150,000	-	-	-	1,150,000
670,000	-	-	-	-	670,000
115,000	110,000	110,000	110,000	110,000	555,000
50,000	100,000	250,000	-	-	400,000
300,000	1,412,000	-	-	-	1,712,000
1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
-	-	250,000	-	-	250,000
-	-	300,000	-	-	300,000
750,000	-	-	-	-	750,000
-	750,000	-	-	-	750,000
-	-	560,000	-	-	560,000
-	-	190,000	500,000	-	690,000
-	-	-	250,000	750,000	1,000,000
180,000	-	-	-	-	180,000
-	18,570,000	-	-	-	18,570,000
15,000	-	-	-	-	15,000
440,000	300,000	300,000	300,000	300,000	1,640,000
125,000	-	-	-	-	125,000
250,000	250,000	250,000	250,000	-	1,000,000
-	310,000	-	-	-	310,000
237,075	2,915,525	225,000	-	-	3,377,600
400,000	400,000	400,000	400,000	400,000	2,000,000
150,000	-	-	-	-	150,000
25,000	425,000	-	-	-	450,000
-	25,000	-	-	-	25,000
25,000	25,000	-	-	-	50,000
25,000	25,000	25,000	25,000	-	100,000
100,000	-	-	-	-	100,000
-	150,000	150,000	150,000	-	450,000
-	-	-	200,000	-	200,000
200,000	-	-	-	-	200,000
3,300,000	-	-	-	-	3,300,000
175,000	-	-	-	-	175,000
250,000	-	-	-	-	250,000
-	4,500,000	-	-	-	4,500,000
-	-	4,500,000	-	-	4,500,000
80,000	200,000	200,000	300,000	-	780,000
-	-	-	4,500,000	4,500,000	9,000,000
1,700,000	-	-	-	-	1,700,000
6,800,000	-	-	-	-	6,800,000
-	8,300,000	-	-	-	8,300,000

Funded Projects

PROJECT #	PROJECT NAME
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467774	CITYWIDE STREET RECONSTRUCTION
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
468007	COLUMBIA DRIVE / CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
469916	COLLECTION SYSTEM SCADA
469933	ROOT FOAMING
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
46F001	DOWNTOWN PARKING GARAGE PEDESTRIAN SAFETY
46F002	REST ROOM REFURBISHMENT PHASE 4
46F003	CORP YARD MISCELLANEOUS IMPROVEMENTS
46M001	RAILROAD CROSSING IMPROVEMENTS
46R001	HILLSDALE BOULEVARD / ALAMEDA DE LAS PULGAS SIGNAL
46R002	42ND AVENUE AND PACIFIC BOULEVARD SIGNAL IMPROVEMENTS
46R003	DOWNTOWN STREET NAME SIGNS UPGRADE
46R004	TRAFFIC SIGNAL VIDEO DETECTION REPLACEMENT
46S001	BASIN 1A 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 PRGORAM (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 PROJECT PACKAGE I
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECT PACKAGE II
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
46W001	SAN MATEO CREEK FLOOD WALL AUGMENTATION
610008	TREE PLANTING - PARKS DIVISION
610011	BOREL PARK DEVELOPMENT
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION: SYNTHETIC TURF
610027	CENTRAL PARK
610030	PARK SITE AMENITIES
610036	RECREATION FACILITIES STRATEGIC PLAN
612201	HAYWARD PARK SQUARE
664000	MAIN LIBRARY CHILDREN'S SPACE ENHACEMENTS
665000	BRANCH LIBRARY LOBBY ENHACEMENTS

Total Recommended Project Budgets

Funded Projects

2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
-	-	8,300,000	-	-	8,300,000
600,000	-	-	-	-	600,000
-	-	-	3,300,000	3,300,000	6,600,000
500,000	-	-	-	-	500,000
535,000	540,000	540,000	540,000	540,000	2,695,000
(719,437)	-	-	-	-	(719,437)
400,000	400,000	400,000	400,000	400,000	2,000,000
7,615,694	6,351,526	6,692,446	5,933,327	4,204,003	30,796,996
936,915	-	-	-	-	936,915
140,000	520,000	-	-	-	660,000
190,000	175,000	-	-	-	365,000
100,000	-	-	-	-	100,000
250,000	2,250,000	-	-	-	2,500,000
-	-	-	210,000	1,100,000	1,310,000
50,000	-	-	-	-	50,000
140,000	-	-	-	-	140,000
200,000	-	100,000	100,000	100,000	500,000
(1,681,534)	-	-	-	-	(1,681,534)
-	374,383	1,884,785	260,000	100,000	2,619,168
-	51,615,000	4,000,000	3,578,635	2,281,607	61,475,242
78,451	83,281	85,783	88,362	91,006	426,883
7,638,644	4,653,362	5,255,982	5,065,914	5,217,604	27,831,506
-	-	412,381	-	1,334,720	1,747,101
449,076	442,439	459,298	469,403	483,446	2,303,662
-	-	500,000	-	-	500,000
(18,594)	-	-	-	-	(18,594)
-	6,130,610	11,606,215	6,458,820	4,026,539	28,222,184
292,438	409,086	-	-	-	701,524
2,090,881	466,394	198,449	1,017,298	728,038	4,501,060
100,000	-	-	-	-	100,000
100,000	100,000	100,000	100,000	100,000	500,000
1,418,000	-	-	-	-	1,418,000
600,000	1,000,000	1,600,000	700,000	200,000	4,100,000
100,000	-	-	-	-	100,000
-	1,400,000	1,000,000	1,000,000	-	3,400,000
75,000	-	-	-	-	75,000
150,000	-	-	-	-	150,000
15,000	-	-	-	-	15,000
32,800	-	-	-	-	32,800
10,000	-	-	-	-	10,000
41,530,409	117,328,606	52,345,339	37,706,759	31,766,963	280,678,076

AMMATES

BAY MEADOW
301. OWN
EAST





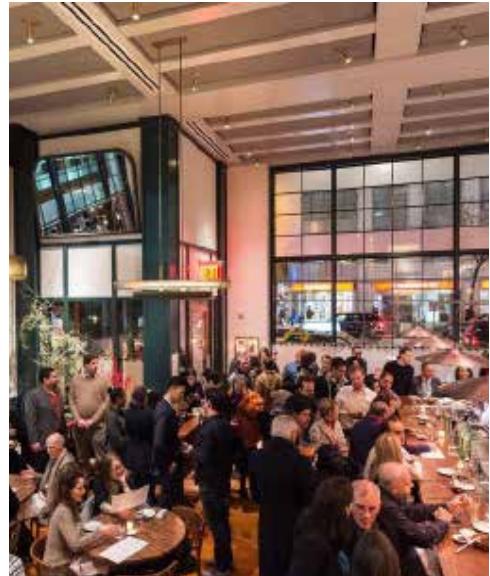
PROJECT CHARTERS

Project Charters Funded

TRANSIT CENTER NORTH BUILDING TENANT IMPROVEMENT

Project No. 130001

Purpose This project provides the negotiated City contribution to the planned tenant improvements for the North Building of the Transit Center for the new tenant Rise Pizza.



Project Type Buildings

Project Category Maintain Current Investment

Project Manager Jennifer Chen, Economic Development Manager

Department City Manager's Office

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Downtown Parking and Security	-	130,000	-	-	-	-	130,000
TOTAL	-	130,000	-	-	-	-	130,000

Project Charters Funded

DOWNTOWN STREETSCAPE IMPROVEMENT DESIGN

Project No. 130002

Purpose This project will evaluate options for sidewalk and landscaping improvements in Downtown and provide preliminary designs and cost estimates for the proposed improvements.



Project Type Streets

Project Category Improve Quality of Life

Project Manager Kathy Kleinbaum, Assistant City Manager

Department City Manager's Office

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Downtown Parking and Security	-	150,000	-	-	-	-	150,000
TOTAL		150,000					150,000

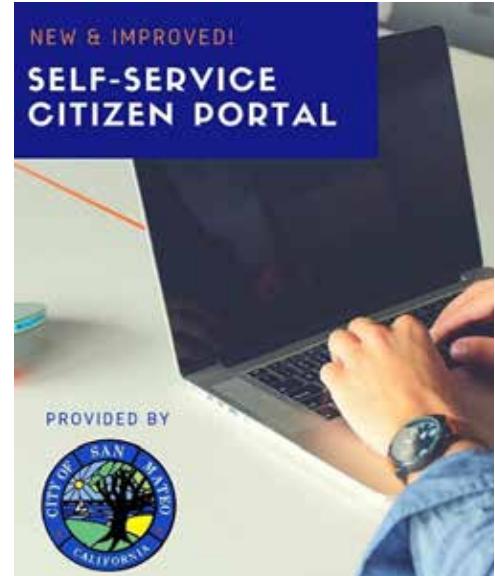
Project Charters

Funded

CDD SERVICE IMPROVEMENT - ELECTRONIC AND DIGITAL

Project No. 310026

Purpose Conversion and maintenance of electronic and digital services and equipment.



Project Type Other City Projects

Project Category Major Service Equipment Replacement

Project Manager Kohar Kojayan, Community Development Director

Department Community Development

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Taxes, Fees, and Charges	1,000,000	1,000,000	150,000	-	-	-	2,150,000
TOTAL	1,000,000	1,000,000	150,000	-	-	-	2,150,000

Project Charters Funded

HOUSING LAND PURCHASE NEW

Project No. 310416

Purpose Provide funds for acquisition and development of housing that is affordable for low- and moderate-income households. Optimize sustainable development principles into the design and construction of affordable housing.



Project Type Other City Projects
Project Category Necessary to Maintain Quality of Life
Project Manager Sandy Council, Housing Manager
Department Community Development

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	5,456,545	-	-	-	-	-	5,456,545
Miscellaneous	19,489,149	-	-	-	-	-	19,489,149
Other Agencies	340,144	-	-	-	-	-	340,144
Taxes, Fees, and Charges	3,280,925	670,000	-	-	-	-	3,950,925
TOTAL	28,566,763	670,000	-	-	-	-	29,236,763

Project Charters Funded

MINOR HOME REPAIR

Project No. 310521

Purpose Fund Citywide home repair programs to help low-income homeowners with deferred maintenance and install critical health, safety, accessibility, and energy efficiency upgrades to their homes free of charge.



Project Type Other City Projects

Project Category Necessary for Health and Safety

Project Manager Sandy Council, Housing Manager

Department Community Development

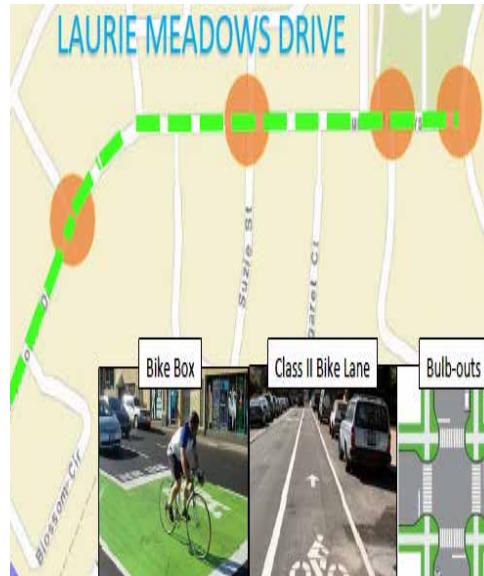
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	640,000	115,000	110,000	110,000	110,000	110,000	1,195,000
Miscellaneous	588,803	-	-	-	-	-	588,803
TOTAL	1,228,803	115,000	110,000	110,000	110,000	110,000	1,783,803

Project Charters Funded

CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG2) LAURIE MEADOWS DRIVE

Project No. 460034

Purpose
This project includes both pavement rehabilitation and improvements to bicycle/pedestrian infrastructure to increase safety for alternative travel modes. Construction schedule to be coordinated with Clean Water Program projects, and construction award required prior to July 2021 to meet grant requirements.



Project Type Streets
Project Category Improve Quality of Life
Project Manager Trieu Tran, Associate Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	987,000	-	-	-	-	-	987,000
Measure A	130,000	50,000	100,000	250,000	-	-	530,000
TOTAL	1,117,000	50,000	100,000	250,000	-	-	1,517,000

Project Charters Funded

Project No.	460037
Purpose	The project installs permanent landscaping at the newly reconstructed El Camino Real (State Route 82) / State Route 92 interchange.
Project Type	Streets
Project Category	Improve Quality of Life
Project Manager	Otis Chan, Senior Engineer
Department	Public Works Department, Engineering Division



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	-	865,000	-	-	-	-	865,000
Measure A	-	217,000	-	-	-	-	217,000
Traffic Impact Fee	300,000	300,000	330,000	-	-	-	930,000
TOTAL	300,000	1,382,000	330,000	-	-	-	2,012,000

Project Charters Funded

HIGH VOLTAGE STREETLIGHT CONVERSION

Project No. 460040

Purpose
The project involves the removal of existing high voltage streetlighting to be replaced with a lower voltage circuit. The project involves approximately 21 miles of trenching and the replacement of 450+ existing streetlights with LED lights. The street light change will be implemented in phases with expected completion in 2026. Annual program budget provides funding for projects within the planning horizon.



Project Type	Street Lights
Project Category	Improve Quality of Life
Project Manager	Otis Chan, Senior Engineer
Department	Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	2,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,000,000
TOTAL	2,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,000,000

Project Charters Funded

PAINT EXTERIOR OF 2ND AVENUE / EL CAMINO REAL GARAGE

Project No. 460053

Purpose
Paint exterior of the parking garage at 2nd Avenue and El Camino Real. The structure is cement and must receive fresh paint in order to maintain the integrity of the structure and prevent surface decay. It has been over 15 years since the building was last painted.



Project Type Buildings
Project Category Maintain Current Investment
Project Manager David Fink, Facilities and Fleet Services Manager
Department Public Works Department, Facilities Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Downtown Parking and Security		-	-	-	250,000	-	250,000
TOTAL		-	-	-	250,000	-	250,000

Project Charters Funded

PAINT EXTERIOR OF MAIN STREET GARAGE

Project No. 460054

Purpose
Paint Main Street Parking Garage Exterior. The building was built in 2003 and has original paint which has faded and is now showing signs of chipping and peeling. Exterior paint should be applied every 10 to 12 years in order to maintain the structure's integrity. This is also a vital downtown structure requiring a consistent positive appearance.



Project Type Buildings
Project Category Maintain Current Investment
Project Manager David Fink, Facilities and Fleet Services Manager
Department Public Works Department, Facilities Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Downtown Parking and Security		-	-	-	300,000	-	300,000
TOTAL		-	-	-	300,000	-	300,000

Project Charters Funded

TRASH CAPTURE AT 3RD AVENUE AND DETROIT DRIVE

Project No. 460056

Purpose
The Regional Water Quality Control Board Stormwater Municipal Regional Permit Section C.10 established trash load reduction milestones with an ultimate goal of reducing trash loads from municipal storm sewer systems by 100% by July 1, 2022. The City assessed the current trash reduction levels and identified projects that if constructed would help the City reach these goals. This project installs a trash capture device at 3rd Avenue and Detroit Drive, prior to the stormwater pump station.



Project Type	Stormwater
Project Category	Mandatory - Irreversible
Project Manager	Mario Ung, Senior Engineer
Department	Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Taxes, Fees, and Charges	510,000	750,000	-	-	-	-	1,260,000
TOTAL	510,000	750,000	-	-	-	-	1,260,000

Project Charters Funded

TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE

Project No. 460059

Purpose
The Regional Water Quality Control Board Stormwater Municipal Regional Permit Section C.10 established trash load reduction milestones with an ultimate goal of reducing trash loads from municipal storm sewer systems by 100% by July 1, 2022. The City assessed the current trash reduction levels and identified projects that if constructed would help the City reach these goals. This project installs a trash capture device at Poplar Avenue and Golf Course.



Project Type Stormwater
Project Category Mandatory - Irreversible
Project Manager Mario Ung, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Taxes, Fees, and Charges	-	-	750,000	-	-	-	750,000
TOTAL	-	-	750,000	-	-	-	750,000

Project Charters Funded

TRASH CAPTURE AT POPLAR AVENUE AND 2ND AVENUE

Project No. 460060

Purpose
The Regional Water Quality Control Board Stormwater Municipal Regional Permit Section C.10 established trash load reduction milestones with an ultimate goal of reducing trash loads from municipal storm sewer systems by 100% by July 1, 2022. The City assessed the current trash reduction levels and identified projects that if constructed would help the City reach these goals. This project installs a trash capture device at Poplar Avenue and 2nd Avenue.



Project Type Stormwater
Project Category Mandatory - Irreversible
Project Manager Mario Ung, Senior Engineer
Department Public Works Department, Engineering Division

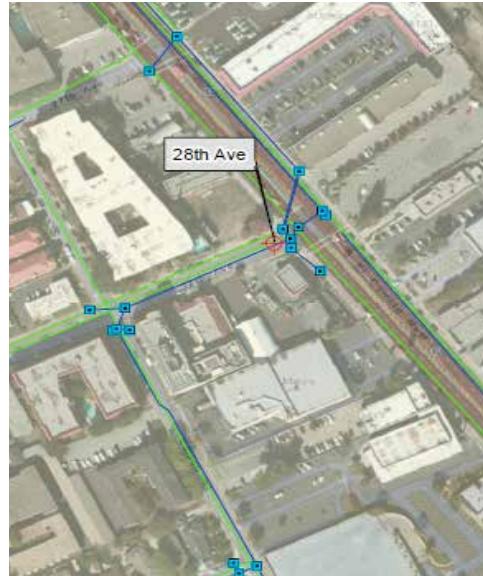
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Taxes, Fees, and Charges		-	-	-	560,000	-	560,000
TOTAL		-	-	-	560,000	-	560,000

Project Charters Funded

TRASH CAPTURE AT HILLSDALE MALL AND 28TH AVENUE

Project No. 460061

Purpose
The Regional Water Quality Control Board Stormwater Municipal Regional Permit Section C.10 established trash load reduction milestones with an ultimate goal of reducing trash loads from municipal storm sewer systems by 100% by July 1, 2022. The City assessed the current trash reduction levels and identified projects that if constructed would help the City reach these goals. This project installs a trash capture device at Hillsdale Mall and 28th Avenue.



Project Type Stormwater
Project Category Mandatory - Irreversible
Project Manager Mario Ung, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Taxes, Fees, and Charges		-	-	-	190,000	500,000	- 690,000
TOTAL		-	-	-	190,000	500,000	- 690,000

Project Charters Funded

TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE

Project No. 460062

Purpose

The Regional Water Quality Control Board Stormwater Municipal Regional Permit Section C.10 established trash load reduction milestones with an ultimate goal of reducing trash loads from municipal storm sewer systems by 100% by July 1, 2022. The City assessed the current trash reduction levels and identified projects that if constructed would help the City reach these goals. This project installs a trash capture device at Poplar Avenue and Monte Diablo Avenue.



Project Type Stormwater

Project Category Mandatory - Irreversible

Project Manager Mario Ung, Senior Engineer

Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL	
Taxes, Fees, and Charges		-	-	-	-	250,000	750,000	1,000,000
TOTAL		-	-	-	-	250,000	750,000	1,000,000

Project Charters Funded

NEW CORPORATION YARD FACILITIES

Project No. 461002

Purpose
The Maintenance Corporation Yard facilities for the City are reaching the end of their useful life and need to be replaced or upgraded. In addition, operational needs have increased and changed which has resulted in inefficiencies on the site. Developing a master plan for the site will insure that all current and future needs are assessed and provide for a site layout and phasing plan for improvements.

Project Type Buildings
Project Category Necessary for Health and Safety
Project Manager Brad Underwood, Director of Public Works
Department Public Works Department, Engineering Division



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	82,314	90,000	-	-	-	-	172,314
Miscellaneous	26,076	-	-	-	-	-	26,076
Sewer	134,586	90,000	-	-	-	-	224,586
TOTAL	242,976	180,000	-	-	-	-	422,976

Project Charters Funded

NEW DOWNTOWN PARKING GARAGE

Project No. 461007

Purpose This project provides funding to construct a new downtown parking garage. This project is to be defined in the Downtown Specific Plan efforts, and will be coordinated with the City Manager's office effort to redevelop the RDA lots downtown. Funding is needed to study potential locations, purchase land, and construct garage.



Project Type Buildings
Project Category Necessary for Health & Safety
Project Manager David Fink, Facilities and Fleet Services Manager
Department Public Works Department, Facilities Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Downtown Parking and Security	-	-	17,570,000	-	-	-	17,570,000
Parking in Lieu	200,000	-	1,000,000	-	-	-	1,200,000
TOTAL	200,000	-	18,570,000	-	-	-	18,770,000

Project Charters Funded

DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION

Project No. 461110

Purpose
Development of a Downtown Transportation Management Association (TMA) to identify and implement Transportation Demand Measures (TDM) for the Downtown. The TMA will work to reduce single vehicle occupancy trips in the Downtown and identify opportunities for multi-modal transportation improvements.



Project Type Traffic
Project Category Necessary to Maintain Quality of Life
Project Manager Sue-Ellen Atkinson, Parking Manager
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Private Contributions	131,509	15,000	-	-	-	-	146,509
TOTAL	131,509	15,000	-	-	-	-	146,509

Project Charters Funded

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS

Project No.	461214	
Purpose	<p>This project utilizes available Community Development Block Grant (CDBG) funds to eliminate sidewalk defects or address failed streets within the CDBG area.</p> <p>In order to be eligible to use CDBG funds, the project location must be within designated CDBG areas, determined using household income data provided by the US Department of Housing and Urban Development Department.</p> <p>The main purpose is continue to provide pedestrian access throughout the CDBG area, improve pedestrian safety and reduce the maintenance backlog on failed streets. The exact location and scope of physical work changes annually.</p>	
Project Type	Bikeway/Pedestrian	
Project Category	Improve Quality of Life	
Project Manager	Sandy Council, Housing Manager / Otis Chan, Senior Engineer	
Department	Public Works Department, Engineering Division	

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	1,385,000	440,000	300,000	300,000	300,000	300,000	3,025,000
TOTAL	1,385,000	440,000	300,000	300,000	300,000	300,000	3,025,000

Project Charters Funded

TRAIN QUIET ZONE

Project No. 462205

Purpose The project is to study ways to achieve a Quiet Zone within San Mateo to reduce the impact of train horn noise on residents. Scope will include project development and future construction of rail crossing safety improvements.



Project Type Other City Projects
Project Category Improve Quality of Life
Project Manager Jefferey Tom, Associate Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	125,000	125,000	-	-	-	-	250,000
TOTAL	125,000	125,000					250,000

Project Charters Funded

NEIGHBORHOOD TRAFFIC MANAGEMENT

Project No. 462226

Purpose
This project will implement the recommendations of the neighborhood Traffic Action Plans. The project will evaluate vehicle, bike, and pedestrian counts, studies and warrants, origin-destination studies, traffic calming devices, and traffic signal modifications and synchronization. Twelve neighborhood Traffic Action Plans have been completed to date with the 13th TAP for Bay Meadows scheduled for completion by Spring 2019.



Project Type Traffic
Project Category Improve Quality of Life
Project Manager Bethany Lopez, Senior Engineer
Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure S	750,000	250,000	250,000	250,000	250,000	-	1,750,000
TOTAL	750,000	250,000	250,000	250,000	250,000	-	1,750,000

Project Charters Funded

HILLSDALE CORRIDOR IMPROVEMENTS

Project No. 462249

Purpose

Design and construct long-term improvements on the Hillsdale/US-101 bridge, which include widening eastbound Hillsdale Boulevard from the easterly bridge deck to the US-101 northbound off-ramp. Widening would add a third eastbound through lane and a dedicated eastbound right turn lane to the US-101 northbound on-ramp. The existing US-101 northbound on-ramp free right turn would be realigned to meet with signalized northbound off-ramp intersection. The widening efforts would likely require modifications to the existing traffic signal. These improvements were identified in the Hillsdale Corridor Improvements report completed in 2017.



Project Type Traffic

Project Category Improve Quality of Life

Project Manager Bethany Lopez, Senior Engineer

Department Public Works Department, Traffic Engineering

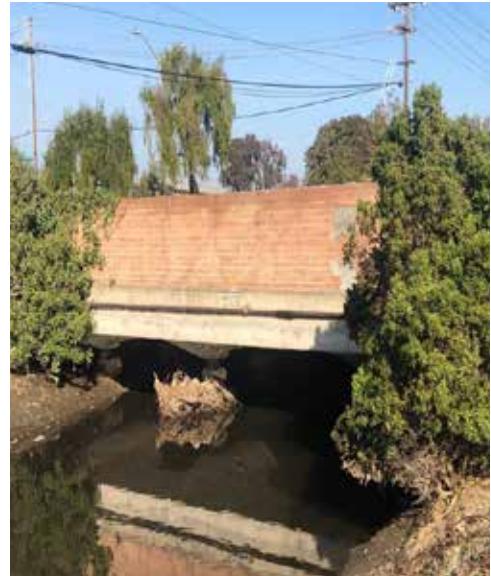
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	360,000	-	310,000	-	-	-	670,000
TOTAL	360,000	-	310,000	-	-	-	670,000

Project Charters Funded

BERMUDA DRIVE BRIDGE REPLACEMENT

Project No. 462250

Purpose
The purpose of this project is to replace the existing bridge that does not meet the current standards. Upon completion of this project, the Bermuda Drive - Fiesta Channel Bridge will no longer be classified as "Structurally Deficient" in the Caltrans bridge inspection report. Caltrans has approved grant funding; City to provide match funds.



Project Type Bridges
Project Category Necessary for Health & Safety
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	473,000	209,075	2,615,525	200,000	-	-	3,497,600
Measure A	593,014	28,000	300,000	25,000	-	-	946,014
TOTAL	1,066,014	237,075	2,915,525	225,000	-	-	4,443,614

Project Charters Funded

CITYWIDE SIDEWALK REPAIR PROGRAM

Project No. 463231

Purpose
The annual sidewalk repair program was approved by the City Council in 2009. The goal is to systematically repair uneven sidewalks in the City over a 15-year period, one neighborhood at a time. The project will provide obstruction-free passageways for pedestrian access, enhance pedestrian safety and reduce potential claims due to uneven sidewalk and/or curb and gutter. The specific scope of work and location is defined annually.



Project Type Bikeway/Pedestrian
Project Category Necessary for Health & Safety
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	7,636,834	250,000	250,000	250,000	250,000	250,000	8,886,834
Measure A	400,000	-	-	-	-	-	400,000
Miscellaneous	206,274	-	-	-	-	-	206,274
Other Agencies	25,363	-	-	-	-	-	25,363
Private Contributions	2,243,730	150,000	150,000	150,000	150,000	150,000	2,993,730
TOTAL	10,512,201	400,000	400,000	400,000	400,000	400,000	12,512,201

Project Charters Funded

NORFOLK / FASHION ISLAND INTERSECTION RECONSTRUCTION

Project No. 463338

Purpose

Study to reconstruct median improvements for eastbound Fashion Island approaching Norfolk. These improvements may include reconfiguration of the Norfolk/Fashion Island to accommodate multiple lanes, as well as reconfigurations of the lanes across the bridge. These improvements are being considered as a means to address the severe congestion along 19th Avenue/Fashion Island Boulevard. The 19th Avenue-Fashion Island Blvd study will be funded with both this project and the 4662337 - 19th Avenue Two Way Street Conversion project.



Project Type Traffic

Project Category Improve Quality of Life

Project Manager Bethany Lopez, Senior Engineer

Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	80,000	150,000	-	-	-	-	230,000
TOTAL	80,000	150,000					230,000

Project Charters Funded

HILLSDALE BOULEVARD / US-101 BRIDGE OVERCROSSING

Project No. 465157

Construction of a new pedestrian and bicycle overcrossing (bridge) over US-101 at the Hillsdale Boulevard interchange.

Project purpose:

- Increase pedestrian and bicyclist safety by providing a separated crossing from motor vehicles.
- Implementation of General Plan Policy C 4.12, Bicycle Master Plan Recommendation 5.1.1, and Pedestrian Master Plan Recommendation 5.2.4. Project conceptual design and environmental clearance (MND) are completed. Remaining project activities and construction are unfunded. Budget is requested to cover cost of pursuing grant opportunities to fund the project. Additional budget in future years is a placeholder for potential project cost.



Project Type Bikeway/Pedestrian

Project Category Improve Quality of Life

Project Manager Otis Chan, Senior Engineer

Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	295,000	25,000	425,000	-	-	-	745,000
Other Agencies	1,222,844	-	-	-	-	-	1,222,844
Traffic Impact Fee	90,000	-	-	-	-	-	90,000
TOTAL	1,607,844	25,000	425,000	-	-	-	2,057,844

Project Charters Funded

CITYWIDE BICYCLE PARKING

Project No. 465162

Purpose
This project will continue the implementation of Bicycle Master Plan Recommendation 5.4.2 - Citywide Bicycle Parking. The purpose of the project will be to increase the proportion of residents and visitors bicycling by providing secure bicycle parking facilities throughout the City, installing decorative bicycle racks at all City facilities, and installing standard inverted-U bicycle racks in the public right of way.



Project Type Bikeway/Pedestrian
Project Category Improve Quality of Life
Project Manager Sue-Ellen Atkinson, Parking Manager
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	27,508	-	25,000	-	-	-	52,508
Grants	58,740	-	-	-	-	-	58,740
TOTAL	86,248	-	25,000	-	-	-	111,248

Project Charters Funded

BICYCLE REPAIR STATIONS

Project No. 465165

Purpose
Evaluate feasibility for installing standalone bicycle repair stations at City owned facilities, including parking garages, parks, pools, and City Hall. These repair stations will enhance bicycle usage throughout the City by providing a place for cyclists to perform quick repairs that may hinder their ability to travel by bicycle.



Project Type	Bikeway/Pedestrian
Project Category	Improve Quality of Life
Project Manager	Sue-Ellen Atkinson, Parking Manager
Department	Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	10,000	25,000	25,000	-	-	-	60,000
TOTAL	10,000	25,000	25,000	-	-	-	60,000

Project Charters Funded

CITYWIDE TRAFFIC SIGNAL RETIMING

Project No. 465333

Purpose This project will be used for various traffic signal timing projects throughout the city. Signal timing is a low-cost way to reduce congestion.



Project Type Traffic
Project Category Improve Quality of Life
Project Manager Bethany Lopez, Senior Engineer
Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	50,000	25,000	25,000	25,000	25,000	-	150,000
TOTAL	50,000	25,000	25,000	25,000	25,000	-	150,000

Project Charters Funded

TRAFFIC CONTROLLER CABINETS

Project No. 465631

Purpose
This project will replace outdated signal controllers at various Citywide locations. Many of the components in the controller cabinets are no longer being manufactured so replacement parts are hard to find. Updating the controllers will improve traffic operations and system efficiencies.



Project Type Traffic
Project Category Necessary for Health and Safety
Project Manager Bethany Lopez, Senior Engineer
Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	215,000	-	-	-	-	-	215,000
Measure A	35,000	100,000	-	-	-	-	135,000
TOTAL	250,000	100,000	-	-	-	-	350,000

Project Charters Funded

CITYWIDE TRAFFIC CALMING

Project No. 466600

Purpose This project will develop and implement the Citywide traffic calming program known as the Neighborhood Traffic Management Program (NTMP). This includes staff time to process traffic-related requests and solutions, such as speed cushions, rectangular rapid flashing beacons, and driver feedback signs.



Project Type Traffic

Project Category Improve Quality of Life

Project Manager Bethany Lopez, Senior Engineer

Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Traffic Impact Fee	1,893,911	-	150,000	150,000	150,000	-	2,343,911
TOTAL	1,893,911	-	150,000	150,000	150,000	-	2,343,911

Project Charters Funded

TRAFFIC MODEL UPDATE

Project No. 466601

Purpose This project will develop a Citywide traffic model to planning year 2030. The model will be consistent with Association of Bay Area Governments' projections and the traffic model used by the San Mateo City/County Association of Governments and Santa Clara County (C/CAG-VTA). The model will be used for planning purposes for new development proposals in the City.

Project Type Traffic
Project Category Necessary for Health and Safety
Project Manager Bethany Lopez, Senior Engineer
Department Public Works Department, Traffic Engineering



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Taxes, Fees and Charges	96,105	-	-	-	-	-	96,105
Traffic Impact Fee	817,092	-	-	-	200,000	-	1,017,092
TOTAL	913,197	-	-	-	200,000	-	1,113,197

Project Charters Funded

CITYWIDE SIGN INVENTORY AND REPLACEMENT

Project No. 466607

Purpose This project will conduct an inventory of all city signs and determine their retro reflectivity levels. This data will be used to establish a sign replacement program for all out of compliance signage. This program was required to be established by June 13, 2014 by the CA MUTCD. Non-compliance of this requirement could lead to federal aid requests being denied.



Project Type	Streets
Project Category	Necessary for Health and Safety
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	163	-	-	-	-	-	163
Measure A	110,000	200,000	-	-	-	-	310,000
TOTAL	110,163	200,000	-	-	-	-	310,163

Project Charters Funded

CITYWIDE STREET REHABILITATION PACKAGE 1

Project No. 467001

Purpose
This project is part of the paving program to maintain the City's street pavement infrastructure based on the Pavement Management Plan. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

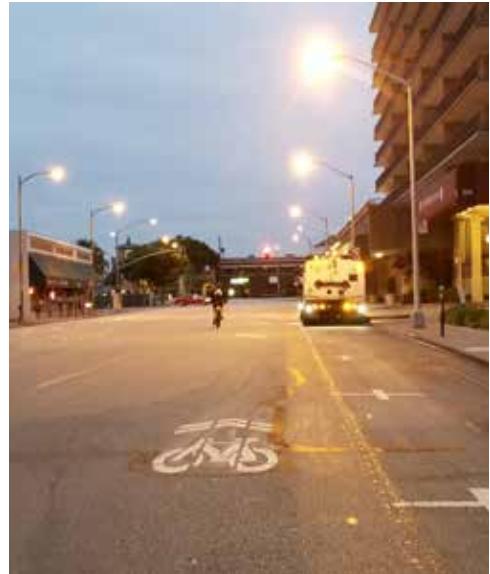
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	-	2,000,000	-	-	-	-	2,000,000
Measure A	-	1,300,000	-	-	-	-	1,300,000
TOTAL	-	3,300,000	-	-	-	-	3,300,000

Project Charters Funded

CITYWIDE STREET REHABILITATION FY 2018-19

Project No. 467002

Purpose This project is part of the paving program to maintain the City's street pavement infrastructure based on the Pavement Management Plan. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	1,200,000	-	-	-	-	-	1,200,000
General Fund	2,000,000	-	-	-	-	-	2,000,000
Measure A	1,000,000	-	-	-	-	-	1,000,000
Taxes, Fees & Charges	-	175,000	-	-	-	-	175,000
TOTAL	4,200,000	175,000	-	-	-	-	4,375,000

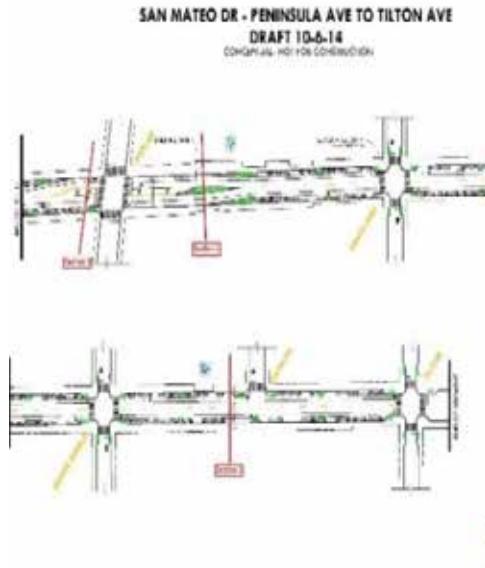
Project Charters Funded

SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT

Project No. 467007

This project will improve pedestrian and bicyclist safety by incorporating Complete Streets features on San Mateo Drive from Peninsula Avenue to Baldwin Avenue.

Purpose
The project consists of installation of approximately one mile of Class II bicycle lanes through the implementation of a road diet, curb extensions at key intersections, enhanced striping and signage, upgraded traffic signals with pedestrian countdown infrastructure at two key intersections, and green street features.



Project Type Streets
Project Category Improve Quality of Life
Project Manager Mario Ung, Senior Engineer
Department Public Works Department, Engineering Division

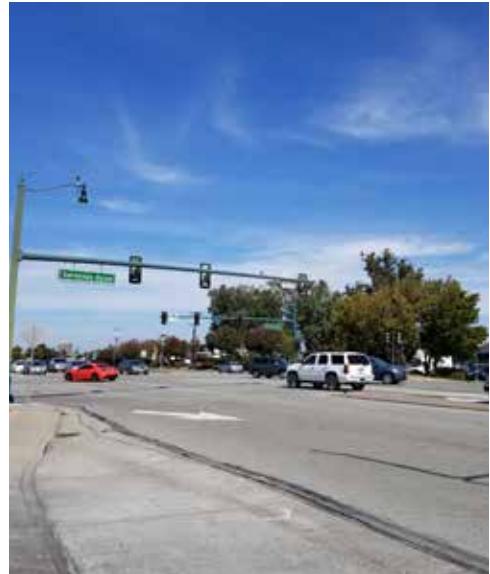
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	705,000	250,000	-	-	-	-	955,000
Grants	400,000	-	-	-	-	-	400,000
Measure A	1,220,000	-	-	-	-	-	1,220,000
Other Agencies	200,000	-	-	-	-	-	200,000
Traffic Impact Fee	568,600	-	-	-	-	-	568,600
TOTAL	3,093,600	250,000	-	-	-	-	3,343,600

Project Charters Funded

CITYWIDE STREET REHABILITATION PACKAGE 2

Project No. 467008

Purpose This project is part of the paving program to maintain the City's street pavement infrastructure based on the Pavement Management Plan. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	-	-	1,200,000	-	-	-	1,200,000
General Fund	-	-	2,000,000	-	-	-	2,000,000
Measure A	-	-	1,300,000	-	-	-	1,300,000
TOTAL	-	-	4,500,000	-	-	-	4,500,000

Project Charters Funded

CITYWIDE STREET REHABILITATION PACKAGE 3

Project No. 467009

Purpose This project is part of the paving program to maintain the City's street pavement infrastructure based on the Pavement Management Plan. Annual program budget provides funding for projects within the planning horizon.



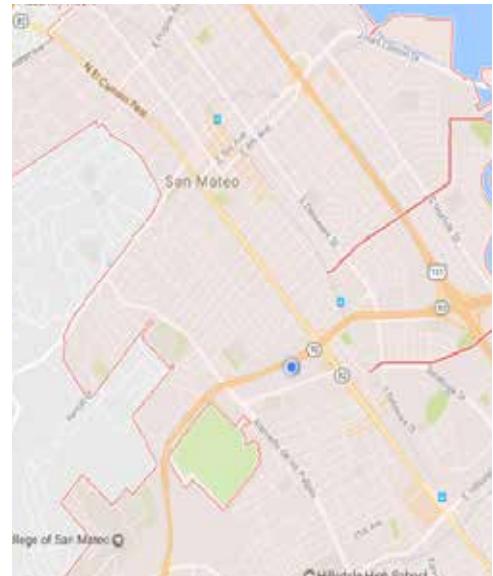
Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	-	-	-	1,200,000	-	-	1,200,000
General Fund	-	-	-	2,000,000	-	-	2,000,000
Measure A	-	-	-	1,300,000	-	-	1,300,000
TOTAL	-	-	-	4,500,000	-	-	4,500,000

Project Charters Funded

CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG2) VARIOUS LOCATIONS

Project No.	467010
This project includes various locations for pavement rehabilitation to be funded by the OBAG2 grant. Work locations include:	
Purpose	<p>Palm Ave, from 16th Ave to 20th Ave; Bermuda Dr, from Sullivan St to Fiesta Dr; Pacific Blvd, from S . Delaware St to Sterling View; E Hillsdale Blvd, from El Camino Real to Saratoga Ave.</p> <p>Construction schedule to be coordinated with Clean Water Program projects, and construction award required prior to July 2022 to meet grant requirements.</p>
Project Type	Streets
Project Category	Maintain Current Investment
Project Manager	Otis Chan, Senior Engineer
Department	Public Works Department, Engineering Division



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	1,520,000	73,000	-	-	-	-	1,593,000
Measure A	200,000	7,000	200,000	200,000	300,000	-	907,000
TOTAL	1,720,000	80,000	200,000	200,000	300,000	-	2,500,000

Project Charters Funded

CITYWIDE STREET REHABILITATION PACKAGE 4

Project No. 467011

Purpose This project is part of the paving program to maintain the City's street pavement infrastructure based on the Pavement Management Plan. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	-	-	-	-	1,200,000	1,200,000	2,400,000
General Fund	-	-	-	-	2,000,000	2,000,000	4,000,000
Measure A	-	-	-	-	1,300,000	1,300,000	2,600,000
TOTAL	-	-	-	-	4,500,000	4,500,000	9,000,000

Project Charters Funded

CITYWIDE STREET RECONSTRUCTION FY 2018-19

Project No. 467770

Purpose This project is part of the Smooth Streets Program to reconstruct failed streets. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	578,000	1,700,000	-	-	-	-	2,278,000
Measure S	1,150,000	-	-	-	-	-	1,150,000
Taxes, Fees, and Charges - Measure S	3,050,000	-	-	-	-	-	3,050,000
TOTAL	4,778,000	1,700,000	-	-	-	-	6,478,000

Project Charters Funded

CITYWIDE STREET RECONSTRUCTION PACKAGE 1

Project No. 467771

Purpose This project is part of the Smooth Streets Program to reconstruct failed streets. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure S	-	800,000	-	-	-	-	800,000
Measure W	-	1,000,000	-	-	-	-	1,000,000
Taxes, Fees, and Charges - Measure S	-	5,000,000	-	-	-	-	5,000,000
TOTAL	-	6,800,000	-	-	-	-	6,800,000

Project Charters Funded

CITYWIDE STREET RECONSTRUCTION PACKAGE 2

Project No. 467772

Purpose This project is part of the Smooth Streets Program to reconstruct failed streets. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	-	-	1,500,000	-	-	-	1,500,000
Measure S	-	-	800,000	-	-	-	800,000
Measure W	-	-	1,000,000	-	-	-	1,000,000
Taxes, Fees, and Charges - Measure S	-	-	5,000,000	-	-	-	5,000,000
TOTAL		-	8,300,000	-	-	-	8,300,000

Project Charters Funded

CITYWIDE STREET RECONSTRUCTION PACKAGE 3

Project No. 467773

Purpose This project is part of the Smooth Streets Program to reconstruct failed streets. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	-	-	-	1,500,000	-	-	1,500,000
Measure S	-	-	-	800,000	-	-	800,000
Measure W	-	-	-	1,000,000	-	-	1,000,000
Taxes, Fees, and Charges - Measure S	-	-	-	5,000,000	-	-	5,000,000
TOTAL		-	-	8,300,000	-	-	8,300,000

Project Charters Funded

CITYWIDE STREET RECONSTRUCTION

Project No. 467774

Purpose
This project is part of the Smooth Streets Program to reconstruct failed streets. Annual program budget provides funding for projects within the planning horizon.

Additional funding requested to address soil conditions on Rochester, Ottawa, and Rand Streets.



Project Type	Streets
Project Category	Maintain Current Investment
Project Manager	Otis Chan, Senior Engineer
Department	Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	262,902	600,000	-	-	-	-	862,902
General Fund	8,355,000	-	-	-	-	-	8,355,000
Grants	1,426,353	-	-	-	-	-	1,426,353
Measure A	669,653	-	-	-	-	-	669,653
Measure S	2,000,000	-	-	-	-	-	2,000,000
Miscellaneous	359,286	-	-	-	-	-	359,286
Other Agencies	2,956,098	-	-	-	-	-	2,956,098
Taxes, Fees, and Charges - Measure S	5,000,000	-	-	-	-	-	5,000,000
TOTAL	21,029,292	600,000	-	-	-	-	21,629,292

Project Charters Funded

CITYWIDE STREET RECONSTRUCTION PACKAGE 4

Project No. 467779

Purpose This project is part of the Smooth Streets Program to reconstruct failed streets. Annual program budget provides funding for projects within the planning horizon.



Project Type Streets
Project Category Maintain Current Investment
Project Manager Otis Chan, Senior Engineer
Department Public Works Department, Engineering Division

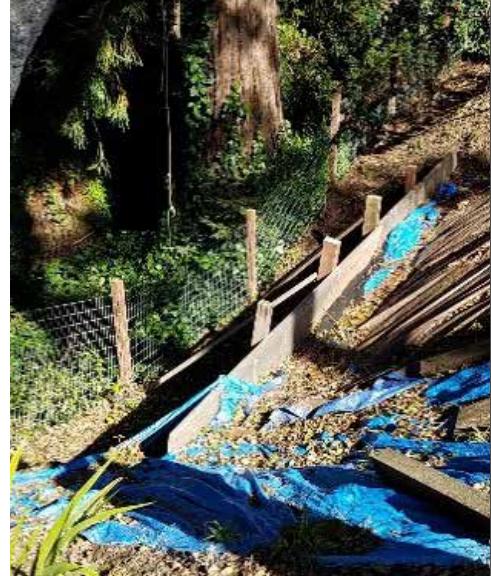
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Gas Tax	-	-	-	-	1,500,000	1,500,000	3,000,000
Measure S	-	-	-	-	800,000	800,000	1,600,000
Measure W	-	-	-	-	1,000,000	1,000,000	2,000,000
TOTAL		-	-	-	3,300,000	3,300,000	6,600,000

Project Charters Funded

COLUMBIA DRIVE / CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL

Project No. 468007

Purpose
The improvements will eliminate the earthen channel in the easement across private property from Columbia Drive to Crystal Springs Road by installing a new stormwater collection system in public right-of-way to divert stormwater away from the easement. The improvements will discharge into San Mateo Creek and require additional funding for environmental studies, permitting, and potential mitigation work.



Project Type Stormwater
Project Category Maintain Current Investment
Project Manager Mario Ung, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	80,000	500,000	-	-	-	-	580,000
Taxes, Fees, and Charges - Measure S	1,420,000	-	-	-	-	-	1,420,000
TOTAL	1,500,000	500,000	-	-	-	-	2,000,000

Project Charters Funded

BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK

Project No. 468301

Purpose
The South Bayfront Levee Improvements, completed in November 2011, protect roughly 8,000 properties from the 100-year flood levels in San Mateo. The project was funded from a Proposition 218 process which formed the South Bayfront Levee Special Assessment District. The budgeted amount of roughly \$550,000 is used to pay back the debt services for the project collected annually from participating properties each year. No further physical improvements are anticipated at this time.



Project Type Stormwater
Project Category Maintain Current Investment
Project Manager Jimmy Vo, Senior Engineer
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Bayfront Levee Assessment	11,325,839	535,000	540,000	540,000	540,000	540,000	14,020,839
TOTAL	11,325,839	535,000	540,000	540,000	540,000	540,000	14,020,839

Project Charters Funded

COLLECTION SYSTEM SCADA

Project No. 469916

Purpose Needed to provide control and data management of collection system components and coordination with the wastewater treatment plant. The project includes a master plan to develop standards for the collection system control system. The standards will be implemented in conjunction with collection system capital improvement projects.



Project Type Sanitary Sewer and Wastewater Management

Project Category Maintain Current Investment

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	2,643,000	(719,437)	-	-	-	-	1,923,563
TOTAL	2,643,000	(719,437)	-	-	-	-	1,923,563

Project Charters Funded

ROOT FOAMING

Project No. 469933

Purpose This project performs the annual root foaming efforts identified in the City's Sanitary Sewer Management Plan (SSMP). Root foaming is performed in sewer lines in areas with historic root intrusion. Approximately 275,000 feet of sewer lines are treated annually.



Project Type Sanitary Sewer and Wastewater Management
Project Category Maintain Current Investment
Project Manager Deryk Daquigan, Engineering Manager
Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	2,647,924	400,000	400,000	400,000	400,000	400,000	4,647,924
TOTAL	2,647,924	400,000	400,000	400,000	400,000	400,000	4,647,924

Project Charters Funded

PROGRAM MANAGEMENT - SEWER PROJECTS

Project No. 469981

Purpose
Needed to deliver the Clean Water Program and address regulatory requirements and provide wet weather capacity in the collection system and at the wastewater treatment plant. The project includes implementation of the Clean Water Program, management of staff, development of tools and processes, owner's agent services, program cost and schedule management, financial management, environmental documentation, permitting oversight, document controls, risk and change management, project management and construction management.



Project Type Sanitary Sewer and Wastewater Management
Project Category Maintain Current Investment
Project Manager Deryk Daquigan, Engineering Manager
Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	49,894,847	7,615,694	6,351,526	6,692,446	5,933,327	4,204,003	80,691,843
TOTAL	49,894,847	7,615,694	6,351,526	6,692,446	5,933,327	4,204,003	80,691,843

Project Charters Funded

EAST SAN MATEO LIFT STATION

Project No. 469988

Purpose Needed to maintain reliability of pump stations transferring flow from sub-basins to the wastewater treatment plant. The project includes wet well rehab, pump replacement/rehab, and/or upgrades to ancillary equipment and components.



Project Type Sanitary Sewer and Wastewater Management

Project Category Necessary to Maintain Quality of Life

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	11,380,506	936,915	-	-	-	-	12,317,421
TOTAL	11,380,506	936,915	-	-	-	-	12,317,421

Project Charters Funded

NEW DOWNTOWN PARKING GARAGE PEDESTRIAN SAFETY

Project No. 46F001

Purpose
Installation of parking garage alert systems at the downtown garages. Garages identified for this project are 2nd & ECR, Main Street Garage, and Central Garage (multiple egress points). The project will include (2) convex mirrors and an visual/audible system at each egress point that has the potential for pedestrian and vehicle conflict. The project will increase awareness for both pedestrians and motorists to improve overall safety.



Project Type Bikeway/Pedestrian
Project Category Necessary for Health and Safety
Project Manager Sue-Ellen, Parking Manager / Jay Yu, Engineering Manager
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Downtown Parking and Security	-	140,000	520,000	-	-	-	660,000
TOTAL	-	140,000	520,000	-	-	-	660,000

Project Charters Funded

PARK RESTROOM REFURBISHMENT PHASE IV

Project No. 46F002

Purpose
Provide refurbishment and upgrades to City Park restrooms for the betterment of San Mateo Quality of Life. Restrooms to be addressed in Phase IV are: full refurbishment for Restroom Building at Casanova Park, Restroom Building at Indian Springs Park, Restroom at Fiesta Meadows Park. Upgrades to doors and security in restrooms at Seal Point and Ryder Parks.



Project Type	Parks
Project Category	Maintain Current Investment
Project Manager	David Fink, Facilities and Fleet Services Manager
Department	Public Works Department, Facilities and Fleet Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	-	190,000	175,000	-	-	-	365,000
TOTAL	-	190,000	175,000	-	-	-	365,000

Project Charters Funded

CORPORATION YARD MISCELLANEOUS IMPROVEMENTS

Project No. 46F003

Purpose The Public Works and Parks Maintenance Corporation Yard requires certain improvements and/or safety improvements to maintain safe work space for staff.



Project Type Buildings

Project Category Necessary for Health and Safety

Project Manager David Fink, Facilities and Fleet Services Manager

Department Public Works Department, Facilities and Fleet Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	-	100,000	-	-	-	-	100,000
TOTAL	-	100,000	-	-	-	-	100,000

Project Charters Funded

RAILROAD CROSSING IMPROVEMENTS

Project No. 46M001

Purpose

Project development and construction of railroad crossing safety improvements. Project locations include 4th and 5th Avenue grade crossings. Safety improvements at these locations will advance the City's progress toward achieving a Quiet Zone to reduce the impact of train horn noise on residents. This project will construct capital improvements related to the studies conducted under project 462205. The total cost for the project is estimated at \$6 million, but the City plans to manage only part of the project.



Project Type Other City Projects

Project Category Improve Quality of Life

Project Manager Jefferey Tom, Associate Engineer

Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Other Agencies	-	250,000	2,250,000	-	-	-	2,500,000
TOTAL	-	250,000	2,250,000	-	-	-	2,500,000

Project Charters Funded

HILLSDALE BOULEVARD / ALAMEDA DE LAS PULGAS SIGNAL

Project No. 46R001

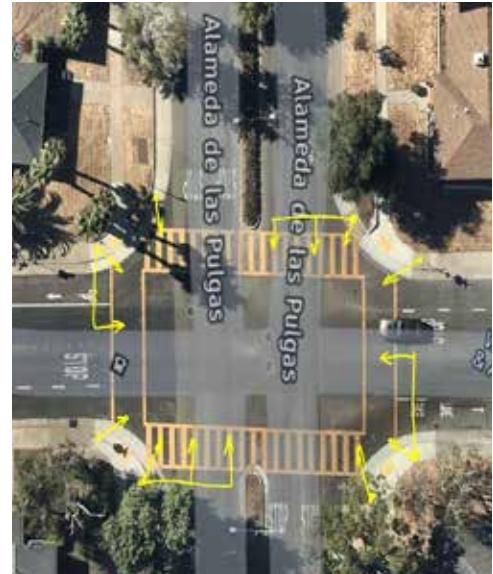
Purpose Install a traffic signal at the Hillsdale Boulevard/Alameda de las Pulgas intersection.

Project Type Traffic

Project Category Improve Quality of Life

Project Manager Bethany Lopez, Senior Engineer

Department Public Works Department, Traffic Engineering



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	-	-	-	-	-	210,000	1,100,000
TOTAL	-	-	-	-	-	210,000	1,100,000

Project Charters Funded

42ND AVENUE AND PACIFIC BOULEVARD SIGNAL IMPROVEMENTS

Project No. 46R002

Purpose Modify existing traffic signal at Pacific Boulevard/42nd Avenue to include right-turn overlaps for the eastbound right turn (concurrent with the northbound left turn), and the southbound right turn (concurrent with the eastbound left turn).



Project Type Traffic
Project Category Improve Quality of Life
Project Manager Bethany Lopez, Senior Engineer
Department Public Works Department, Traffic Engineering

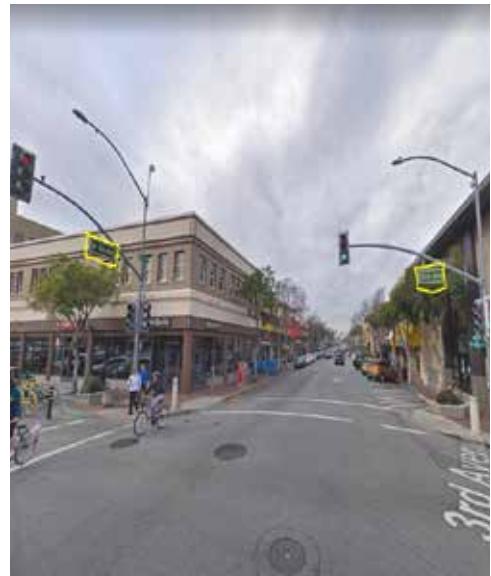
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	-	50,000	-	-	-	-	50,000
TOTAL	-	50,000	-	-	-	-	50,000

Project Charters Funded

DOWNTOWN STREET NAME SIGNS CONVERSION

Project No. 46R003

Purpose Replace outdated and failing internally illuminated street name signs (IISNSs) at signalized intersections in the downtown. The project will also replace existing pole mounted street name signs with IISNSs to provide increased visibility and uniformity in the downtown area.



Project Type Traffic

Project Category Major Service and Equipment Replacement

Project Manager Bethany Lopez, Senior Engineer

Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	-	140,000	-	-	-	-	140,000
TOTAL	-	140,000	-	-	-	-	140,000

Project Charters Funded

TRAFFIC SIGNAL VIDEO DETECTION REPLACEMENT

Project No. 46R004

Purpose Replace outdated and failing video detection systems at signalized intersections. Replacement includes procurement of new cameras, cabinet hardware, miscellaneous wiring and hardware needed for full installation, and labor.



Project Type Traffic

Project Category Major Service and Equipment Replacement

Project Manager Bethany Lopez, Senior Engineer

Department Public Works Department, Traffic Engineering

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	-	200,000	-	100,000	100,000	100,000	500,000
TOTAL	-	200,000	-	100,000	100,000	100,000	500,000

Project Charters Funded

BASIN 1A COLLECTION SYSTEM IMPROVEMENTS

Project No. 46S001

Purpose Needed to provide capacity for wet weather flow and comply with regulatory requirements. The project includes installation of relief pipelines and pipe upsizing (total of approximately 4,300 feet) in the northern area of the collection system.



Project Type Sanitary Sewer and Wastewater Management
Project Category Mandatory - Irreversible
Project Manager Deryk Daquigan, Engineering Manager
Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	13,487,608	(1,681,534)	-	-	-	-	11,806,074
TOTAL	13,487,608	(1,681,534)	-	-	-	-	11,806,074

Project Charters Funded

BASIN 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS

Project No. 46S003

Purpose
Needed to replace aging infrastructure, ensure reliable operations, provide capacity for wet weather flow, and comply with regulatory requirements. The project includes pipeline replacement and upsizing (total of approximately 19,000 feet), pump station upgrades, force main rehabilitation (approximately 2,000 feet), and a new underground flow equalization holding structure (approximately 5.3 million gallons) and associated diversion sewers (3,400 feet) in the central area of the collection system.



Project Type	Sanitary Sewer and Wastewater Management
Project Category	Mandatory - Irreversible
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	144,660,241	-	274,383	1,784,785	160,000	-	146,879,409
South Trunk Sewer Impact Fee	3,090,000	-	100,000	100,000	100,000	100,000	3,490,000
TOTAL	147,750,241	-	374,383	1,884,785	260,000	100,000	150,369,409

Project Charters Funded

BASIN 4 COLLECTION SYSTEM IMPROVEMENTS

Project No. 46S005

Purpose To provide wet weather capacity assurance in the sewer collection system by increasing capacity to manage peak wet weather flows and prevent sanitary sewer overflows as well as reducing inflow and infiltration into the system during wet weather events. Basin 4 is located on the east side of San Mateo.



Project Type	Sanitary Sewer and Wastewater Management
Project Category	Mandatory - Irreversible
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works Department, Engineering Services Division

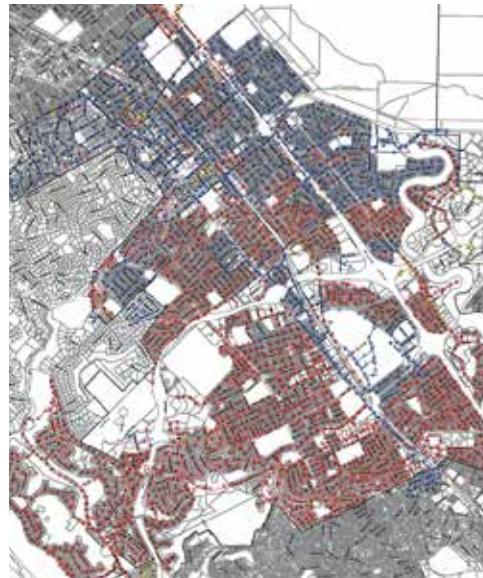
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	10,000,000	-	51,615,000	4,000,000	3,578,635	2,281,607	71,475,242
TOTAL	10,000,000	-	51,615,000	4,000,000	3,578,635	2,281,607	71,475,242

Project Charters Funded

CLEAN WATER PROGRAM (CWP) SEWER FLOW MONITORING AND REPORTING

Project No. 46S090

Purpose
Needed to analyze the changing hydraulics of the collection system. Hydraulic conditions regularly change due to aging infrastructure, changes in rainfall and inflow/infiltration, and impacts of capital improvement projects. The project includes flow monitoring/measurement in the collection system on an as-needed basis, and maintenance of the system hydraulic model.



Project Type Sanitary Sewer and Wastewater Management
Project Category Mandatory - Irreversible
Project Manager Deryk Daquigan, Engineering Manager
Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	307,061	78,451	83,281	85,783	88,362	91,006	733,944
TOTAL	307,061	78,451	83,281	85,783	88,362	91,006	733,944

Project Charters Funded

CLEAN WATER PROGRAM (CWP) ANNUAL CITYWIDE SANITARY SEWER REHABILITATION

Project No. 46S091

Purpose
Annual program needed to repair defects in gravity collection pipes to prevent increase of infiltration and inflow and pipe failures. The project includes rehabilitation needs identified by annual CCTV inspection of collection system gravity pipes and manholes. Projects are recommended on an annual basis and may include sewer spot repairs, gravity sewer lining, full pipe replacements and manhole lining and repairs. The City's sewer system is divided into several basins that are evaluated every five years (Basins A, B, C, D & E and El Camino Real).



Project Type Sanitary Sewer and Wastewater Management

Project Category Mandatory - Irreversible

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	14,759,753	7,638,644	4,653,362	5,255,982	5,065,914	5,217,604	42,591,259
TOTAL	14,759,753	7,638,644	4,653,362	5,255,982	5,065,914	5,217,604	42,591,259

Project Charters Funded

CLEAN WATER PROGRAM (CWP) BIENNIAL PUMP STATION UPGRADES

Project No. 46S092

Purpose
A biennial program needed to maintain pump station reliability. Includes pump station repair and rehabilitation projects identified by pump station and force main condition assessments. Projects are recommended on a biennial basis and may include pump, valve and piping replacement, wet well and valve vault lining and/or repair or complete replacement, instrumentation, controls, and electrical replacement or upgrades, force main repair, and the addition of standby generators.



Project Type	Sanitary Sewer and Wastewater Management
Project Category	Mandatory - Irreversible
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	4,294,996	-	-	412,381	-	1,334,720	6,042,097
TOTAL	4,294,996	-	-	412,381	-	1,334,720	6,042,097

Project Charters Funded

CLEAN WATER PROGRAM (CWP) CLOSED CIRCUIT TELEVISION (CCTV) INSPECTION PROGRAM

Project No. 46S093

Purpose Annual program needed to identify defects in gravity collection pipes. Includes video inspection (closed circuit television, CCTV) of gravity pipes systems every five years (1/5 of collection system inspected each year). All inspected pipes and manholes are assessed and considered for rehabilitation.



Project Type Sanitary Sewer and Wastewater Management

Project Category Mandatory - Irreversible

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	1,599,506	449,076	442,439	459,298	469,403	483,446	3,903,168
TOTAL	1,599,506	449,076	442,439	459,298	469,403	483,446	3,903,168

Project Charters Funded

LARGE DIAMETER CLEANING / CONDITION ASSESSMENT

Project No. 46S095

Purpose Needed for cleaning and inspection of large diameter sewer pipes 24" and greater to identify defects. This work is performed every 10 years using specialty equipment and cleaning/inspection methods.



Project Type	Sanitary Sewer and Wastewater Management
Project Category	Mandatory - Irreversible
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer		-	-	-	500,000	-	500,000
TOTAL		-	-	-	500,000	-	500,000

Project Charters Funded

WWTP IMMEDIATE ACTION PROJECTS (IAP) CONSTRUCTION PACKAGE I

Project No. 46T002

Purpose Needed to maintain operations of the existing wastewater treatment plant. The project includes replacement and repair of various wastewater treatment plant components to improve solids processing, electrical, and instrumentation and controls.



Project Type Sanitary Sewer and Wastewater Management

Project Category Mandatory - Irreversible

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	21,697,448	(18,594)	-	-	-	-	21,678,854
TOTAL	21,697,448	(18,594)	-	-	-	-	21,678,854

Project Charters Funded

WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION

Project No. 46T003

Purpose
Needed to replace aging infrastructure, ensure reliable operations, provide capacity for wet weather flow, and comply with regulatory requirements. The project includes new biological nutrient removal (BNR)/membrane bioreactor (MBR) wastewater treatment facilities. Project includes all preliminary, primary, and secondary treatment facilities, site preparation, stormwater management, automation of the plant, a new administration building, new maintenance warehouse and improvements to the pedestrian and bike path surrounding the plant site. Effluent from new facilities will meet Title 22 recycled water quality.



Project Type	Sanitary Sewer and Wastewater Management
Project Category	Mandatory - Irreversible
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works Department, Engineering Services Division

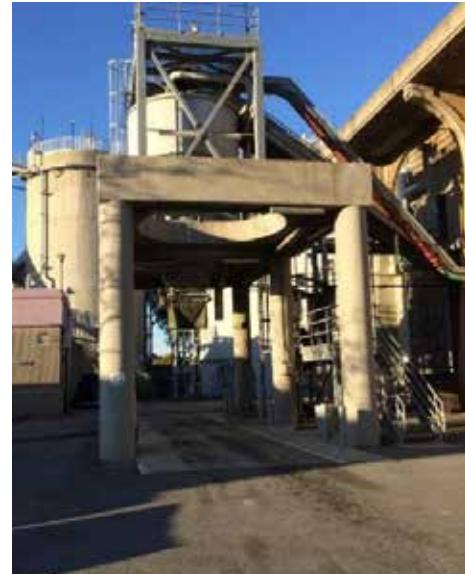
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	504,486,782	-	6,130,610	11,606,215	6,458,820	4,026,539	532,708,966
TOTAL	504,486,782	-	6,130,610	11,606,215	6,458,820	4,026,539	532,708,966

Project Charters Funded

WWTP IMMEDIATE ACTION PROJECTS (IAP) PACKAGE II

Project No. 46T009

Purpose Needed to maintain operations of the existing wastewater treatment plant. The project includes replacement and repair of various wastewater treatment plant components to provide flexibility and redundancy for solids processes and upgrade effluent pump station.



Project Type Sanitary Sewer and Wastewater Management

Project Category Necessary to Maintain Quality of Life

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	12,251,257	292,438	409,086	-	-	-	12,952,781
TOTAL	12,251,257	292,438	409,086	-	-	-	12,952,781

Project Charters Funded

CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS

Project No. 46T090

Purpose Needed to maintain reliable plant operations and meet permit requirements. The project comprises of repair and/or replacement of critical equipment throughout the wastewater treatment plant to maintain reliable operations.



Project Type	Sanitary Sewer and Wastewater Management
Project Category	Mandatory - Irreversible
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works Department, Engineering Services Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Sewer	2,322,841	2,090,881	466,394	198,449	1,017,298	728,038	6,823,901
TOTAL	2,322,841	2,090,881	466,394	198,449	1,017,298	728,038	6,823,901

Project Charters Funded

SAN MATEO CREEK FLOODWALL AUGMENTATION

Project No. 46W001

Purpose Construct incremental height increase for floodwalls along south side of San Mateo Creek as needed to meet newest FEMA flood control requirements. Project must be completed by 2022 to align with Foster City levee improvements.



Project Type Stormwater
Project Category Necessary for Health and Safety
Project Manager TBD Public Works Engineering, CIP
Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure S	-	100,000	-	-	-	-	100,000
TOTAL	-	100,000	-	-	-	-	100,000

Project Charters Funded

TREE PLANTING - PARKS DIVISION

Project No. 610008

Purpose Planting trees in parks and streets within the City to maintain the City's tree canopy.



Project Type Parks

Project Category Necessary to Maintain Quality of Life

Project Manager Matthew Fried, Managing Arborist

Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Tree Replacement Fee	1,934,250	100,000	100,000	100,000	100,000	100,000	2,434,250
TOTAL	1,934,250	100,000	100,000	100,000	100,000	100,000	2,434,250

Project Charters Funded

BOREL PARK DEVELOPMENT

Project No. 610011

Purpose Design and construct a new 1.1 acre park on the Borel undeveloped site in conjunction with the proposed re-located Fire Station 25.



Project Type Parks

Project Category Improve Quality of Life

Project Manager Mike Blondino, Parks Manager

Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	-	609,000	-	-	-	-	609,000
Taxes, Fees, and Charges	-	809,000	-	-	-	-	809,000
TOTAL	-	1,418,000	-	-	-	-	1,418,000

Project Charters Funded

CITYWIDE PLAY AREA UPGRADE

Project No. 610017

Purpose
To maintain safe play areas with high recreation value within all City Parks. The priority playground replacements for FY 19-20 include East Hillsdale park (\$600,000) and FY 20-21 at Sunnybrae park (\$250,000) and Shoreview Park (\$750,000). At East Hillsdale, the plan is to install new play equipment that meets the current safety guidelines, improves recreational opportunities and play value. At Sunnybrae and Shoreview Parks the equipment is old and difficult to find replacement parts along with improving play value, be more accessible and provide a fun, safe, place for children to play.



Project Type	Parks
Project Category	Necessary for Health and Safety
Project Manager	Mike Blondino, Parks Manager
Department	Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Miscellaneous	229,638	-	-	-	-	-	229,638
Parks and Recreation Tax and Fees	4,591,000	600,000	1,000,000	1,600,000	700,000	200,000	8,691,000
Taxes, Fees, and Charges	10,000	-	-	-	-	-	10,000
TOTAL	4,830,638	600,000	1,000,000	1,600,000	700,000	200,000	8,930,638

Project Charters Funded

SPORTS FIELDS CONVERSION: SYNTHETIC TURF

Project No. 610023

Purpose
To convert turf athletic field at King Park to synthetic turf. The Department has identified a need for additional athletic field time within the City's parks system. One way to add additional field time is to convert some of the existing turf fields to synthetic turf so that they are available for more hours. This also reduces the need for water and ongoing turf maintenance.



Project Type Parks
Project Category Improve Quality of Life
Project Manager Sheila Canzian, Director, Parks and Recreation
Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	460,350	-	-	-	-	-	460,350
Parks and Recreation Tax and Fees	4,913,445	100,000	-	-	-	-	5,013,445
TOTAL	5,373,795	100,000	-	-	-	-	5,473,795

Project Charters Funded

CENTRAL PARK

Project No. 610027

Purpose To make improvements to Central Park in accordance with an approved and updated Park Master plan. The first phase of implementation will be the renovation of the existing play area and restrooms in that area.



Project Type Parks

Project Category Improve Quality of Life

Project Manager Sheila Canzian, Director, Parks and Recreation

Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
General Fund	150,000	-	-	-	-	-	150,000
Measure S	500,000	-	-	-	-	-	500,000
Miscellaneous	649,718	-	-	-	-	-	649,718
Parks and Recreation Tax and Fees	5,640,000	-	1,400,000	1,000,000	1,000,000	-	9,040,000
TOTAL	6,939,718	-	1,400,000	1,000,000	1,000,000	-	10,339,718

Project Charters Funded

PARK SITE AMENITIES

Project No. 610030

Purpose Phase II of the Los Prados Community Garden would add approximately 30 plots that would complete the number planned for the area. Plan also includes adding permanent signage, a lattice covered area over the seating and/or work area, and if enough funds, a shed to store tools.



Project Type Parks
Project Category Improve Quality of Life
Project Manager Mike Blondino, Parks Manager
Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Parks and Recreation Tax and Fees	407,288	75,000	-	-	-	-	482,288
Miscellaneous	125,100	-	-	-	-	-	125,100
TOTAL	532,388	75,000	-	-	-	-	607,388

Project Charters Funded

RECREATION FACILITIES STRATEGIC PLAN

Project No. 610036

Purpose Complete site specific building programs for current and future recreation facilities with sufficient detail in order to develop budget level cost estimates and create a funding and implementation plan.



Project Type Parks

Project Category Improve Quality of Life

Project Manager Shiela Canzian, Director, Parks and Recreations

Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Parks and Recreation Tax and Fees	416,000	150,000	-	-	-	-	566,000
TOTAL	416,000	150,000	-	-	-	-	566,000

Project Charters Funded

HAYWARD PARK SQUARE RENOVATION

Project No. 612201

Purpose Renovate this existing small park to make a usable and inviting space for local residents and businesses. Damaged walkways and overgrown landscape will be replanted with plants the require little water and provide more color. We will also be adding 2 picnic tables and 4 benches.



Project Type Parks

Project Category Improve Quality of Life

Project Manager Mike Blondino, Parks Manager

Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Parks and Recreation Tax and Fees	65,000	15,000	-	-	-	-	80,000
TOTAL	65,000	15,000	-	-	-	-	80,000

Project Charters Funded

MAIN LIBRARY CHILDREN'S SPACE ENHANCEMENTS

Project No. 664000

Purpose
This project will modify spaces in the Children's Library to improve visual oversight, acoustics, and the flexibility to accommodate groups for a variety of literacy activities. It is part of the first phase of a "road map" of design and space enhancements for San Mateo library facilities developed by EHDD architects with feedback from staff, patrons and community stakeholders.



Project Type Buildings
Project Category Maintain Current Investment
Project Manager Adriana Valencia, Supervising Librarian
Department Library

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Grants	100,000	-	-	-	-	-	100,000
Miscellaneous	228,000	32,800	-	-	-	-	260,800
TOTAL	328,000	32,800	-	-	-	-	360,800

Project Charters Funded

BRANCH LIBRARIES LOBBY ENHANCEMENTS

Project No. 665000

Purpose
This project will modify lobby spaces at Hillsdale and Marina Branch Libraries to create better visibility into the libraries and a more intuitive experience for library patrons by combining reference and circulation service desks into a single desk model. It is part of the first phase of a “road map” of design and space enhancements for San Mateo library facilities developed by EHDD architects with feedback from staff, patrons and community stakeholders.



Project Type Buildings
Project Category Maintain Current Investment
Project Manager Serena Enger, Supervising Librarian
Department Library

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Miscellaneous	100,000	10,000	-	-	-	-	110,000
TOTAL	100,000	10,000	-	-	-	-	110,000

A paved path through a dense green forest with fallen trees.

**PRIORITY
UNFUNDED**

Project Charters

Priority Unfunded

HILLSDALE BOULEVARD / US-101 BRIDGE OVERCROSSING

Project No. 465157

Construction of a new pedestrian and bicycle overcrossing (bridge) over US-101 at the Hillsdale Boulevard interchange.

Project purpose:

- Increase pedestrian and bicyclist safety by providing a separated crossing from motor vehicles.
- Implementation of General Plan Policy C 4.12, Bicycle Master Plan Recommendation 5.1.1, and Pedestrian Master Plan Recommendation 5.2.4. Project conceptual design and environmental clearance (MND) are completed. Remaining project activities and construction are unfunded and their estimated costs are included below as a placeholder.



Project Type Bikeway/Pedestrian
 Project Category Improve Quality of Life
 Project Manager Otis Chan, Senior Engineer
 Department Public Works Department, Engineering Division

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Measure A	295,000	25,000	425,000	-	-	-	745,000
Other Agencies	1,222,844	-	-	-	-	-	1,222,844
Traffic Impact Fee	90,000	-	-	-	-	-	90,000
Priority Unfunded	-	-	6,675,000	11,175,000	9,850,000	54,000,000	81,700,000
TOTAL	1,607,844	25,000	7,100,000	11,175,000	9,850,000	54,000,000	83,757,844

Project Charters

Priority Unfunded

CITYWIDE PARK SIGNS

Project No. TBD

Purpose
To provide for the replacement of park entry and park rules and regulations signs as well as any miscellaneous directional or interpretive signage that may be needed to provide a better experience for park users.



Project Type Parks

Project Category Improve Quality of Life

Project Manager Mike Blondino, Parks Manager

Department Parks and Recreation

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2019-20	2020-21	2021-22	2022-23	2023-24	TOTAL
Priority Unfunded	-	-	110,000	-	-	-	110,000
TOTAL	-	-	110,000	-	-	-	110,000



A wide-angle photograph of a park playground. In the foreground, a large, modern playground structure with a silver metal frame and a yellow canopy is visible. Two children are standing near the entrance. In the background, there is a blue slide, a yellow swing set, and a wooden picnic table. The park is surrounded by lush green trees and a clear blue sky. A person in a red dress is walking on the left side of the playground.

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 TRACKING FUND TRANSFER IN
MEASURE W
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 TRACKING FUND PROJECTS
MEASURE W
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

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
31,882,117	3,402,072	4,000,072	4,345,072	5,167,072	5,954,072	
4,766,000	5,950,000	5,950,000	4,250,000	4,250,000	4,250,000	24,650,000
3,030,103	420,000	18,090,000	550,000	-	-	19,060,000
4,213,475	2,550,000	2,725,000	2,700,000	2,700,000	2,700,000	13,375,000
2,435,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
1,931,644	1,150,000	1,050,000	1,050,000	1,050,000	800,000	5,100,000
-	1,062,000	1,062,000	1,062,000	1,062,000	1,062,000	5,310,000
100,000	100,000	100,000	100,000	100,000	100,000	500,000
8,716,640	940,000	2,400,000	2,600,000	1,700,000	200,000	7,840,000
737,732,076	17,172,534	70,826,081	31,395,339	23,171,759	18,766,963	161,332,676
550,000	550,000	550,000	550,000	550,000	550,000	2,750,000
100,000	100,000	100,000	100,000	100,000	100,000	500,000
9,266,463	300,000	480,000	150,000	350,000	-	1,280,000
75,000	100,000	100,000	100,000	100,000	100,000	500,000
74,544,973	9,533,875	12,040,525	6,360,000	1,160,000	1,160,000	30,254,400
847,461,375	42,128,409	117,673,606	53,167,339	38,493,759	31,988,963	283,452,076
15,992,200	5,364,000	3,925,000	3,750,000	3,750,000	3,750,000	20,539,000
3,030,103	420,000	18,090,000	550,000	-	-	19,060,000
4,213,475	2,550,000	2,725,000	2,700,000	2,700,000	2,700,000	13,375,000
5,914,709	2,300,000	2,902,000	1,900,000	1,935,000	2,500,000	11,537,000
1,931,644	1,150,000	1,050,000	1,050,000	1,050,000	800,000	5,100,000
-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
5,200,000	-	1,000,000	-	-	-	1,000,000
8,716,640	940,000	2,400,000	2,600,000	1,700,000	200,000	7,840,000
737,732,076	17,172,534	70,826,081	31,395,339	23,171,759	18,766,963	161,332,676
2,408,063	535,000	540,000	540,000	540,000	540,000	2,695,000
3,017,724	-	100,000	100,000	100,000	100,000	400,000
9,266,463	300,000	480,000	150,000	350,000	-	1,280,000
285,542	100,000	100,000	100,000	100,000	100,000	500,000
77,874,981	9,698,875	12,190,525	6,510,000	1,310,000	1,310,000	31,019,400
875,583,621	41,530,409	117,328,606	52,345,339	37,706,759	31,766,963	280,678,076
357,798	-	-	-	-	-	
3,402,072	4,000,072	4,345,072	5,167,072	5,954,072	6,176,072	

General Fund

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
TRANSFER IN FROM GENERAL FUND	
SUSTAINABLE SOLUTIONS TURNKEY PAYMENT	
Total Revenue	
Recommended Project Budgets	
310211	DEVELOPMENT REVIEW SOFTWARE
460033	9TH AVENUE AND B STREET STORM DRAIN (MINOR IMPROVEMENTS)
460036	DOWNTOWN TWINKLE LIGHTS - 2ND AVENUE / 4TH AVENUE AND EL CAMINO REAL / B STREET
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
460064	SUSTAINABLE SOLUTIONS TURNKEY PROGRAM
461002	NEW CORPORATION YARD FACILITY
461004	PUBLIC FACILITY AND SITE IMPROVEMENTS
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
465005	FIESTA MEADOWS PARK PATHWAY REPAIR AND RESURFACING
465006	PARKING LOT REFURBISHMENT AT POPLAR CREEK GOLF COURSE
465147	NORTH B STREET IMPROVEMENT INITIATIVE
465161	CITYWIDE BICYCLE STRIPING AND SIGNAGE
465164	SAFE ROUTES TO SCHOOL PROGRAM
465166	EAST 3RD AVENUE BICYCLE BRIDGE MAINTENANCE
465510	28TH AVENUE BIKE BOULEVARD
467001	CITYWIDE STREET REHABILITATION PACKAGE 1
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 PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
467774	CITYWIDE STREET RECONSTRUCTION
467785	GREEN INFRASTRUCTURE PLAN
468005	STORM SYSTEM DREDGING
468007	COLUMBIA DRIVE AND CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
468201	COYOTE PARK / POPLAR AVENUE PUMP STATION

General Fund

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
11,181,250	(44,950)	541,050	2,241,050	2,241,050	2,241,050	
4,766,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	21,250,000
-	1,700,000	1,700,000	-	-	-	3,400,000
4,766,000	5,950,000	5,950,000	4,250,000	4,250,000	4,250,000	
10,223	-	-	-	-	-	-
75,000	-	-	-	-	-	-
5,869	-	-	-	-	-	-
1,556,356	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
90,000	-	-	-	-	-	-
253,836	-	-	-	-	-	-
250,000	-	-	-	-	-	-
210,200	-	-	-	-	-	-
3,400,000	-	-	-	-	-	-
36,100	90,000	-	-	-	-	90,000
245,784	-	-	-	-	-	-
233,378	-	-	-	-	-	-
125,000	125,000	-	-	-	-	125,000
92,390	-	-	-	-	-	-
203,682	-	-	-	-	-	-
390,339	250,000	250,000	250,000	250,000	250,000	1,250,000
180,000	-	-	-	-	-	-
140,000	-	-	-	-	-	-
312,704	-	-	-	-	-	-
65,652	-	-	-	-	-	-
10,128	-	-	-	-	-	-
100,000	-	-	-	-	-	-
310,000	-	-	-	-	-	-
-	2,000,000	-	-	-	-	2,000,000
2,000,000	-	-	-	-	-	-
2,000,000	-	-	-	-	-	-
925,577	-	-	-	-	-	-
100,000	-	-	-	-	-	-
-	-	2,000,000	-	-	-	2,000,000
-	-	-	2,000,000	-	-	2,000,000
-	-	-	-	2,000,000	2,000,000	4,000,000
13,756	-	-	-	-	-	-
50,000	-	-	-	-	-	-
300,000	-	-	-	-	-	-
80,000	500,000	-	-	-	-	500,000
28,092	-	-	-	-	-	-

General Fund

PROJECT #	DESCRIPTION
468305	NORTH BAYFRONT LEVEE IMPROVEMENTS
469030	NEW BUILDING COMPONENT REPLACEMENT PROJECT
469031	ADA COMPLIANCE AND TRANSITION PLANNING
46F002	REST ROOM REFURBISHMENT PHASE 4
46F003	CORP YARD MISCELLANEOUS IMPROVEMENTS
610011	BOREL PARK DEVELOPMENT
610037	SUGARLOAF HILL TRAIL REPAIR
610041	CITYWIDE ACCESS SYSTEM REPLACEMENT
618280	GOLF COURSE UPGRADES FY 2018-19 (GOLF SUB-FUND)
Total Recommended Project Budgets	
Additional Capital Expenditures	
Ending Fund Balance	

General Fund

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
18,987	-	-	-	-	-	-
1,003,148	-	-	-	-	-	-
50,000	-	-	-	-	-	-
-	190,000	175,000	-	-	-	365,000
-	100,000	-	-	-	-	100,000
-	609,000	-	-	-	-	609,000
50,000	-	-	-	-	-	-
560,000	-	-	-	-	-	-
516,000	-	-	-	-	-	-
15,992,200	5,364,000	3,925,000	3,750,000	3,750,000	3,750,000	20,539,000
-	-	325,000	500,000	500,000	500,000	
(44,950)	541,050	2,241,050	2,241,050	2,241,050	2,241,050	

Downtown Parking and Security

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
INTEREST EARNINGS	
PARKING REVENUES	
LEASE REVENUES	
PARKING BONDS	
Total Revenue	
Operating Expenditures	
Transfer Out to Capital Projects Fund	
130001	TRANSIT CENTER NORTH BUILDING TENANT IMPROVEMENTS
130002	DOWNTOWN STREETSCAPE IMPROVEMENTS DESIGN
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
46F001	DOWNTOWN PARKING GARAGE PEDESTRIAN SAFETY
Total Transfer Out to Capital Projects Fund	
Ending Fund Balance	

Downtown Parking and Security

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
3,245,735	1,658,111	1,921,908	2,216,081	2,490,837	3,326,389	
10,915	11,133	11,356	11,583	11,814	12,051	57,937
3,796,464	3,648,400	3,721,368	3,795,795	3,871,711	3,949,145	18,986,420
524,433	534,000	665,980	673,100	680,362	687,769	3,241,210
-	-	17,570,000	-	-	-	17,570,000
4,331,811	4,193,533	21,968,704	4,480,478	4,563,887	4,648,965	
2,889,333	3,509,736	3,584,531	3,655,721	3,728,336	3,802,402	
-	130,000	-	-	-	-	130,000
-	150,000	-	-	-	-	150,000
-	-	-	250,000	-	-	250,000
-	-	-	300,000	-	-	300,000
2,405,103	-	-	-	-	-	-
-	-	17,570,000	-	-	-	17,570,000
125,000	-	-	-	-	-	-
500,000	-	-	-	-	-	-
-	140,000	520,000	-	-	-	660,000
3,030,103	420,000	18,090,000	550,000	-	-	19,060,000
1,658,111	1,921,908	2,216,081	2,490,837	3,326,389	4,172,951	

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
462227	US 101 / SR 92 INTERCHANGE AREA IMPROVEMENTS SHORT-TERM
462228	US 101 / SR 92 DIRECT CONNECTOR LONG-TERM
463535	US 101 / PENINSULA AVENUE INTERCHANGE PROJECT
465149	BIKEWAY MASTER PLAN
465162	CITYWIDE BICYCLE PARKING
465631	TRAFFIC CONTROLLER CABINETS
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467003	CITYWIDE STREET REHABILITATION FY 2017-18
467005	20TH AVENUE / EL CAMINO REAL SOUTHBOUND RIGHT TURN LANE
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467774	CITYWIDE STREET RECONSTRUCTION
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
Total Transfer Out to Capital Projects Fund	
Additional Capital Expenditures	
Ending Fund Balance	

Gas Tax

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
1,949,604	(78,801)	138,726	88,781	92,825	129,400	
5,100	5,202	5,306	5,412	5,520	5,631	27,071
584,797	581,301	592,927	604,786	616,881	629,219	3,025,114
768,049	763,332	778,599	794,171	810,054	826,255	3,972,410
10,000	10,000	10,000	10,000	10,000	10,000	50,000
419,239	416,713	425,047	433,548	442,219	451,064	2,168,591
370,652	891,165	846,607	804,276	764,063	725,859	4,031,970
117,834	117,834	-	-	-	-	117,834
1,656,899	1,729,480	1,764,070	1,799,351	1,835,338	1,872,045	9,000,283
3,932,570	4,515,027	4,422,555	4,451,544	4,484,075	4,520,073	
1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	
20,000	-	-	-	-	-	-
60,000	-	-	-	-	-	-
36,500	-	-	-	-	-	-
50,000	-	-	-	-	-	-
3,983	-	-	-	-	-	-
27,508	-	25,000	-	-	-	25,000
129,990	-	-	-	-	-	-
1,200,000	-	-	-	-	-	-
1,022,109	-	-	-	-	-	-
190,566	-	-	-	-	-	-
672,819	250,000	-	-	-	-	250,000
-	-	1,200,000	-	-	-	1,200,000
-	-	-	1,200,000	-	-	1,200,000
-	-	-	-	1,200,000	1,200,000	2,400,000
578,000	1,700,000	-	-	-	-	1,700,000
-	-	1,500,000	-	-	-	1,500,000
-	-	-	1,500,000	-	-	1,500,000
222,000	600,000	-	-	-	-	600,000
-	-	-	-	1,500,000	1,500,000	3,000,000
4,213,475	2,550,000	2,725,000	2,700,000	2,700,000	2,700,000	13,375,000
(78,801)	138,726	88,781	92,825	129,400	201,973	

Measure A

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG2) LAURIE MEADOWS
460037	EL CAMINO AT SR 92 LANDSCAPE IMPROVEMENTS
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
463004	CITYWIDE STREET LIGHTS
463330	CURB EXTENSION AT DELAWARE STREET / 5TH AVENUE / 9TH AVENUE
463337	PARROT DRIVE / ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET / FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
465130	TRAFFIC SIGNAL MASTER PLAN
465150	PEDESTRIAN MASTER PLAN
465155	BAY TO TRANSIT TRAIL
465156	CITYWIDE BICYCLE STRIPING AND SIGNAGE
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING
465165	BICYCLE REPAIR STATIONS
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
466004	CITYWIDE TRAFFIC SIGNALS
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001	CITYWIDE STREET REHABILITATION PACKAGE 1
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467003	CITYWIDE STREET REHABILITATION FY 2017-18
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
46R001	HILLSDALE BOULEVARD / ALAMEDA DE LAS PULGAS SIGNAL
46R002	42ND AVENUE AND PACIFIC BOULEVARD SIGNAL IMPROVEMENTS
46R003	DOWNTOWN STREET NAME SIGNS UPGRADE
46R004	TRAFFIC SIGNAL VIDEO DETECTION REPLACEMENT
Total Recommended Project Budgets	
Ending Fund Balance	

Measure A

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
3,992,219	512,510	412,510	(289,490)	10,510	275,510	
2,435,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
117,448	50,000	100,000	250,000	-	-	400,000
-	-	217,000	-	-	-	217,000
7,684	-	-	-	-	-	-
429,151	-	-	-	-	-	-
360,000	-	310,000	-	-	-	310,000
591,133	28,000	300,000	25,000	-	-	353,000
60,000	-	-	-	-	-	-
150,077	-	-	-	-	-	-
150,000	-	-	-	-	-	-
20,000	-	-	-	-	-	-
80,000	150,000	-	-	-	-	150,000
90,000	-	-	-	-	-	-
86,200	-	-	-	-	-	-
13,734	-	-	-	-	-	-
39,223	-	-	-	-	-	-
31,860	25,000	425,000	-	-	-	450,000
10,000	25,000	25,000	-	-	-	50,000
50,000	25,000	25,000	25,000	25,000	-	100,000
20,000	-	-	-	-	-	-
-	100,000	-	-	-	-	100,000
70,000	-	-	-	-	-	-
29,862	-	-	-	-	-	-
110,000	200,000	-	-	-	-	200,000
-	1,300,000	-	-	-	-	1,300,000
1,000,000	-	-	-	-	-	-
1,300,000	-	-	-	-	-	-
898,337	-	-	-	-	-	-
-	-	1,300,000	-	-	-	1,300,000
-	-	-	1,300,000	-	-	1,300,000
200,000	7,000	200,000	200,000	300,000	-	707,000
-	-	-	-	1,300,000	1,300,000	2,600,000
-	-	-	-	210,000	1,100,000	1,310,000
-	50,000	-	-	-	-	50,000
-	140,000	-	-	-	-	140,000
-	200,000	-	100,000	100,000	100,000	500,000
5,914,709	2,300,000	2,902,000	1,900,000	1,935,000	2,500,000	11,537,000
512,510	412,510	(289,490)	10,510	275,510	(24,490)	

Measure S

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
SALES TAX - MEASURE S	
Total Revenue	
Operating Expenditures	
Transfer Out to Debt Service Fund	
Transfer Out to Capital Projects Fund	
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
467771	CITYWIDE STREET RECONSTRUCTION PACKAGE 1
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
46W001	SAN MATEO CREEK FLOOD WALL AUGMENTATION
610027	CENTRAL PARK
Total Transfer Out to Capital Projects Fund	
Transfer Out to General Fund	
Additional Capacity	
Ending Fund Balance	

Measure W

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
SALES TAX - MEASURE W	
Total Revenue	
Recommended Project Budgets	
New Projects	
467771	CITYWIDE STREET RECONSTRUCTION PACKAGE 1
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
Total Recommended Project Budgets	
Ending Fund Balance	

Measure S

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
(36,361)	2,293,670	1,947,416	1,657,166	1,398,409	1,156,385	
5,707,515	5,618,813	5,752,345	5,838,630	5,926,210	6,015,103	29,151,100
5,707,515	5,618,813	5,752,345	5,838,630	5,926,210	6,015,103	
1,445,840	1,676,036	1,703,563	1,755,356	1,823,142	1,881,677	
-	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	
281,644	250,000	250,000	250,000	250,000	-	1,000,000
1,150,000	-	-	-	-	-	-
-	800,000	-	-	-	-	800,000
-	-	800,000	-	-	-	800,000
-	-	-	800,000	-	-	800,000
-	-	-	-	800,000	800,000	1,600,000
-	100,000	-	-	-	-	100,000
500,000	-	-	-	-	-	-
1,931,644	1,150,000	1,050,000	1,050,000	1,050,000	800,000	5,100,000
-	339,032	339,032	339,032	339,032	339,032	
-	-	150,000	153,000	156,060	159,181	
2,293,670	1,947,416	1,657,166	1,398,409	1,156,385	1,191,598	

Measure W

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
-	-	62,000	124,000	186,000	248,000	
-	1,062,000	1,062,000	1,062,000	1,062,000	1,062,000	5,310,000
-	1,062,000	1,062,000	1,062,000	1,062,000	1,062,000	
-	1,000,000	-	-	-	-	1,000,000
-	-	1,000,000	-	-	-	1,000,000
-	-	-	1,000,000	-	-	1,000,000
-	-	-	-	1,000,000	1,000,000	2,000,000
-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
-	62,000	124,000	186,000	248,000	310,000	

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	

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
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION: SYNTHETIC TURF
610027	CENTRAL PARK
610030	PARK SITE AMENITIES
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	

Parking in Lieu

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
6,272,960	1,172,960	1,272,960	372,960	472,960	572,960	
100,000	100,000	100,000	100,000	100,000	100,000	500,000
5,000,000	-	-	-	-	-	-
200,000	-	1,000,000	-	-	-	1,000,000
5,200,000	-	1,000,000	-	-	-	1,000,000
1,172,960	1,272,960	372,960	472,960	572,960	672,960	

Parks and Recreation Tax and Fee

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
7,368,229	(927,545)	2,462,455	3,192,455	1,812,455	922,455	
60,865	30,000	30,000	20,000	10,000	10,000	100,000
360,000	4,300,000	3,100,000	1,200,000	800,000	1,065,000	10,465,000
420,865	4,330,000	3,130,000	1,220,000	810,000	1,075,000	10,565,000
55,867	-	-	-	-	-	-
81,090	-	-	-	-	-	-
203,453	600,000	1,000,000	1,600,000	700,000	200,000	4,100,000
2,336,719	100,000	-	-	-	-	100,000
5,213,415	-	1,400,000	1,000,000	1,000,000	-	3,400,000
-	75,000	-	-	-	-	75,000
95,484	-	-	-	-	-	-
158,200	-	-	-	-	-	-
151,249	150,000	-	-	-	-	150,000
62,067	15,000	-	-	-	-	15,000
42,845	-	-	-	-	-	-
133,000	-	-	-	-	-	-
175,000	-	-	-	-	-	-
8,251	-	-	-	-	-	-
8,716,640	940,000	2,400,000	2,600,000	1,700,000	200,000	7,840,000
(927,545)	2,462,455	3,192,455	1,812,455	922,455	1,797,455	

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 - CITY OF BELMONT	
SEWER CHARGE - COUNTY OF SAN MATEO	
SEWER CHARGE - CRYSTAL SPRINGS	
SEWER CHARGE - FLORES GARDEN	
SEWER CHARGE - FOSTER CITY	
SEWER CHARGE - HILLSBOROUGH	
SEWER CHARGE - MISCELLANEOUS	
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
469913	CITYWIDE SANITARY SEWER REHABILITATION
469916	COLLECTION SYSTEM SCADA
469922	KINGRIDGE SEWER
469933	ROOT FOAMING
469948	WWTP SCADA
469962	SHORT-TERM MOTOR-CONTROL-CABINET REPLACEMENT
469973	SEC SYSTEM IMMEDIATE PROJECTS SCs 1-4 AND RAS PUMP VALVE
469975	GRAVITY THICKENER 1 AND 2
469978	SOLIDS BUILDING: IMMEDIATE PROJECTS CENTRIFUGE HOIST
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
46T002	WWTP IMMEDIATE ACTION PROJECTS PACKAGE I

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
(1,300,418)	22,511,741	20,768,543	8,245,628	19,622,560	20,313,416	
137,711,826	2,074,381	3,307,568	4,875,313	3,382,549	2,226,123	15,865,934
204,000	175,000	100,000	100,000	100,000	100,000	575,000
200,568	204,580	208,672	212,845	217,102	221,444	1,064,643
80,000	80,000	81,600	83,232	84,897	86,595	416,324
600,000,000	-	40,000,000	20,000,000	-	-	60,000,000
110,000	125,000	128,750	132,613	136,591	139,323	662,276
27,000	28,000	28,560	29,131	29,714	30,308	145,713
327,000	340,000	346,800	353,736	360,811	368,027	1,769,374
26,000	30,000	30,900	31,827	32,782	33,437	158,946
2,120,000	2,210,000	2,254,200	2,299,284	2,345,270	2,392,175	11,500,929
623,000	647,000	659,940	673,139	686,602	700,334	3,367,014
966,500	40,000	41,200	42,436	43,709	44,583	211,928
9,000	9,000	9,180	9,364	9,551	9,742	46,836
46,600,000	49,150,000	55,500,000	62,700,000	70,300,000	78,700,000	316,350,000
281,500	140,000	142,800	145,656	148,569	151,541	728,566
789,286,394	55,252,961	102,840,170	91,688,575	77,878,145	85,203,632	412,863,483
27,742,159	39,823,625	44,537,004	48,916,304	54,015,530	57,310,880	244,603,343
36,800	90,000	-	-	-	-	90,000
3,317	-	-	-	-	-	-
2,535,574	(719,437)	-	-	-	-	(719,437)
488,862	-	-	-	-	-	-
751,935	400,000	400,000	400,000	400,000	400,000	2,000,000
446,018	-	-	-	-	-	-
45,849	-	-	-	-	-	-
430,292	-	-	-	-	-	-
180,642	-	-	-	-	-	-
47,590	-	-	-	-	-	-
21,675,274	7,615,694	6,351,526	6,692,446	5,933,327	4,204,003	30,796,996
10,939,053	936,915	-	-	-	-	936,915
12,636,444	(1,681,534)	-	-	-	-	(1,681,534)
12,514,941	-	-	-	-	-	-
138,095,856	-	274,383	1,784,785	160,000	-	2,219,168
9,003,931	-	51,615,000	4,000,000	3,578,635	2,281,607	61,475,242
101,768	78,451	83,281	85,783	88,362	91,006	426,883
12,536,655	7,638,644	4,653,362	5,255,982	5,065,914	5,217,604	27,831,506
3,989,790	-	-	412,381	-	1,334,720	1,747,101
1,219,023	449,076	442,439	459,298	469,403	483,446	2,303,662
-	-	-	500,000	-	-	500,000
5,128,389	(18,594)	-	-	-	-	(18,594)

Sewer

PROJECT #	DESCRIPTION
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	

Sewer

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
489,160,663	-	6,130,610	11,606,215	6,458,820	4,026,539	28,222,184
11,350,039	292,438	409,086	-	-	-	701,524
2,262,825	-	-	-	-	-	-
2,150,544	2,090,881	466,394	198,449	1,017,298	728,038	4,501,060
737,732,076	17,172,534	70,826,081	31,395,339	23,171,759	18,766,963	161,332,676
22,511,741	20,768,543	8,245,628	19,622,560	20,313,416	29,439,205	

South Bayfront Levee Project

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
468301	BAYFRONT LEVEE IMROVEMENT 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

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
1,867,632	9,569	24,569	34,569	44,569	54,569	
550,000	550,000	550,000	550,000	550,000	550,000	
2,408,063	535,000	540,000	540,000	540,000	540,000	2,695,000
2,408,063	535,000	540,000	540,000	540,000	540,000	2,695,000
9,569	24,569	34,569	44,569	54,569	64,569	

South Trunk Sewer Impact Fee

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
3,002,638	84,914	184,914	184,914	184,914	184,914	
100,000	100,000	100,000	100,000	100,000	100,000	
3,017,724	-	100,000	100,000	100,000	100,000	400,000
3,017,724	-	100,000	100,000	100,000	100,000	400,000
84,914	184,914	184,914	184,914	184,914	184,914	

Traffic Impact Fee

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
INTEREST EARNINGS	
TRAFFIC IMPACT FEE	
Total Revenue	
Transfers Out to Capital Projects Fund	
460035	SIGNALIZATION - DELAWARE STREET / 16TH AVENUE / SUNNYBRAE BOULEVARD
460037	EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS
460049	POPLAR AVENUE / HUMBOLDT STREET SIGNAL MODIFY - LEFT TURN
462202	RAIL CORRIDOR GRADE SEPARATION
462225	EL CAMINO AT HIGHWAY 92 INTERCHANGE IMPROVEMENT
465149	BIKEWAY MASTER PLAN
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING
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 Transfers 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

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
2,884,799	(5,654,941)	(4,154,941)	(2,884,941)	(1,284,941)	(1,234,941)	
26,723	-	-	-	-	-	-
700,000	1,800,000	1,750,000	1,750,000	400,000	400,000	6,100,000
726,723	1,800,000	1,750,000	1,750,000	400,000	400,000	
800,000	-	-	-	-	-	-
286,733	300,000	330,000	-	-	-	630,000
825,000	-	-	-	-	-	-
5,236,545	-	-	-	-	-	-
460,472	-	-	-	-	-	-
150,000	-	-	-	-	-	-
90,000	-	-	-	-	-	-
566,030	-	150,000	150,000	150,000	-	450,000
2,210	-	-	-	200,000	-	200,000
280,872	-	-	-	-	-	-
568,600	-	-	-	-	-	-
9,266,463	300,000	480,000	150,000	350,000	-	1,280,000
(5,654,941)	(4,154,941)	(2,884,941)	(1,284,941)	(1,234,941)	(834,941)	

Tree Replacement Fee

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
539,889	329,347	329,347	329,347	329,347	329,347	
75,000	100,000	100,000	100,000	100,000	100,000	
285,542	100,000	100,000	100,000	100,000	100,000	500,000
285,542	100,000	100,000	100,000	100,000	100,000	500,000
329,347	329,347	329,347	329,347	329,347	329,347	

Other Funding Sources

PROJECT #
Beginning Fund Balance
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES & CHARGES
MISCELLANEOUS
Total Beginning Fund Balance
Revenue
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES & CHARGES
MISCELLANEOUS
Total Revenue
Recommended Project Budgets
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES & 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 & CHARGES
MISCELLANEOUS
Total Ending Fund Balance

Other Funding Sources

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
(163,403)	-	-	-	-	-	
(149,846)	-	-	-	-	-	
4,168,024	822,764	657,764	507,764	357,764	207,764	
1,170,139	514,959	514,959	514,959	514,959	514,959	
615	-	-	-	-	-	
5,025,529	1,337,723	1,172,723	1,022,723	872,723	722,723	
15,018,153	837,075	3,890,525	610,000	410,000	410,000	6,157,600
11,687,387	250,000	2,250,000	-	-	-	2,500,000
-	-	-	-	-	-	-
45,775,025	8,404,000	5,900,000	5,750,000	750,000	750,000	21,554,000
2,064,408	42,800	-	-	-	-	42,800
74,544,973	9,533,875	12,040,525	6,360,000	1,160,000	1,160,000	
14,854,750	837,075	3,890,525	610,000	410,000	410,000	6,157,600
11,537,541	250,000	2,250,000	-	-	-	2,500,000
3,345,260	165,000	150,000	150,000	150,000	150,000	765,000
46,430,205	8,404,000	5,900,000	5,750,000	750,000	750,000	21,554,000
1,707,225	42,800	-	-	-	-	42,800
77,874,981	9,698,875	12,190,525	6,510,000	1,310,000	1,310,000	
357,798	-	-	-	-	-	
-	-	-	-	-	-	
-	-	-	-	-	-	
822,764	657,764	507,764	357,764	207,764	57,764	
514,959	514,959	514,959	514,959	514,959	514,959	
-	-	-	-	-	-	
1,337,723	1,172,723	1,022,723	872,723	722,723	572,723	

Grants

PROJECT #	DESCRIPTION
Beginning Fund Balance	
310521	MINOR HOME REPAIR
315000	HOUSING REHABILITATION
461009	DOWNTOWN PARKING TECHNOLOGY
461106	TRASH RECAPTURE
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462204	HILLSDALE STATION RELOCATION PLAN
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
465150	PEDESTRIAN MASTER PLAN
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING
465161	CITYWIDE CROSSWALK IMPROVEMENT
465164	SAFE ROUTES TO SCHOOL PROGRAM
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
310520	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) COMMUNITY FACILITIES
310521	MINOR HOME REPAIR
315000	HOUSING REHABILITATION
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG2) LAURIE MEADOWS
460037	EL CAMINO REAL AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS
460052	TRASH CAPTURE DEVICE AT COYOTE POINT
461009	DOWNTOWN PARKING TECHNOLOGY
461106	TRASH RECAPTURE
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462204	HILLSDALE STATION RELOCATION PLAN
462225	EL CAMINO REAL AT HIGHWAY 92 INTERCHANGE IMPROVEMENT
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
465149	BIKEWAY MASTER PLAN
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING
465161	CITYWIDE CROSSWALK IMPROVEMENT
465164	SAFE ROUTES TO SCHOOL PROGRAM
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
467783	4TH AVENUE AND FREMONT STREET GREEN INFRASTRUCTURE IMPROVEMENTS
664000	MAIN LIBRARY CHILDREN'S SPACE ENHANCEMENTS
Total Recommended Project Budgets	
Ending Fund Balance	

Grants

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
(42,634)						
332,623						
(42,993)						
(47,607)						
(349)						
(60,782)						
(58,817)						
(86,062)						
(42,139)						
(60,981)						
(53,662)						
(163,403)						
15,018,153	837,075	3,890,525	610,000	410,000	410,000	
42,119	-	-	-	-	-	-
122,468	115,000	110,000	110,000	110,000	110,000	555,000
502,889	-	-	-	-	-	-
987,000	-	-	-	-	-	-
-	-	865,000	-	-	-	865,000
1,323,000	-	-	-	-	-	-
1,800,379	-	-	-	-	-	-
752,393	-	-	-	-	-	-
670,544	440,000	300,000	300,000	300,000	300,000	1,640,000
39,218	-	-	-	-	-	-
5,865,000	-	-	-	-	-	-
414,183	209,075	2,615,525	200,000	-	-	3,024,600
99,617	-	-	-	-	-	-
59,972	-	-	-	-	-	-
26,175	-	-	-	-	-	-
135,456	-	-	-	-	-	-
1,520,000	73,000	-	-	-	-	73,000
394,336	-	-	-	-	-	-
100,000	-	-	-	-	-	-
14,854,750	837,075	3,890,525	610,000	410,000	410,000	6,157,600
-	-	-	-	-	-	-

Other Agencies

PROJECT #	DESCRIPTION
Beginning Fund Balance	
462202	RAIL CORRIDOR GRADE SEPARATION
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460063	ENERGY EFFICIENT GRANT PROJECTS
462202	RAIL CORRIDOR GRADE SEPARATION
462225	EL CAMINO REAL AT SR 92 INTERCHANGE IMPROVEMENT
465156	CITYWIDE BICYCLE STRIPING AND SIGNAGE
465510	28TH AVENUE BIKE BOULEVARD
467004	CITYWIDE STREET REHABILITATION
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467774	CITYWIDE STREET RECONSTRUCTION
46M001	RAILROAD CROSSING IMPROVEMENTS
Total Recommended Project Budgets	
Ending Fund Balance	

Other Agencies

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
-	-	-	-	-	-	-
(149,846)	-	-	-	-	-	-
(149,846)	-	-	-	-	-	-
11,687,387	250,000	2,250,000	-	-	-	2,500,000
50,000	-	-	-	-	-	-
9,850,154	-	-	-	-	-	-
276,380	-	-	-	-	-	-
78,231	-	-	-	-	-	-
380,000	-	-	-	-	-	-
193,776	-	-	-	-	-	-
600,000	-	-	-	-	-	-
109,000	-	-	-	-	-	-
-	250,000	2,250,000	-	-	-	2,500,000
11,537,541	250,000	2,250,000	-	-	-	2,500,000
-	-	-	-	-	-	-

Private Contributions

PROJECT #	DESCRIPTION
Beginning Fund Balance	
202020	CAPITAL IMPROVEMENT PROGRAM (CIP) UNALLOCATED FUNDS
461109	CORRIDOR - TRANSPORTATION MANAGEMENT ASSOCIATION
461110	DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION
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
610019	SHORELINE PARKS DEVELOPMENT PROJECT
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
310330	ART IN PUBLIC PLACES
310600	CHILD CARE FACILITIES
461004	PUBLIC FACILITY AND SITE IMPROVEMENTS
461109	CORRIDOR - TRANSPORTATION MANAGEMENT ASSOCIATION
461110	DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
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
610019	SHORELINE PARKS DEVELOPMENT PROJECT
Total Recommended Project Budgets	
Ending Fund Balance	

Private Contributions

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
3,581,823						
(12,090)						
146,509						
32,895						
17,537						
235,000						
166,350						
4,168,024	822,764	657,764	507,764	357,764	207,764	
-	-	-	-	-	-	-
227,421	-	-	-	-	-	-
2,100,000	-	-	-	-	-	-
54,267	-	-	-	-	-	-
18,485	-	-	-	-	-	-
131,509	15,000	-	-	-	-	15,000
361,796	150,000	150,000	150,000	150,000	150,000	750,000
32,895	-	-	-	-	-	-
17,537	-	-	-	-	-	-
235,000	-	-	-	-	-	-
166,350	-	-	-	-	-	-
3,345,260	165,000	150,000	150,000	150,000	150,000	765,000
822,764	657,764	507,764	357,764	207,764	57,764	

Taxes, Fees, and Charges

PROJECT #	DESCRIPTION
Beginning Fund Balance	
210001	PEG PROJECT (PUBLIC EDUCATION GOVERNMENT CATV ACCESS)
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION) - MEASURE S
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 IMPROVEMENT - ELECTRONIC AND DIGITAL
310416	HOUSING LAND PURCHASE NEW
460039	FIRE STATION 25 ACCESS - ALAMEDA DE LAS PULGAS / HIGHWAY 92
460055	TRASH CAPTURE DEVICE AT 42ND AVENUE AND PACIFIC BOULEVARD
460056	TRASH CAPTURE DEVICE AT 3RD AVENUE AND DETROIT DRIVE
460059	TRASH CAPTURE DEVICE AT POPLAR AVENUE AND GOLF COURSE
460060	TRASH CAPTURE DEVICE AT POPLAR AVENUE AND 2ND AVENUE
460061	TRASH CAPTURE DEVICE AT HILLSDALE MALL AND 28TH AVENUE
460062	TRASH CAPTURE DEVICE AT POPLAR AVENUE AND MONTE DIABLO AVENUE
461106	TRASH RECAPTURE
466601	TRAFFIC MODEL UPDATE
467002	CITYWIDE STREET REHABILITATION - VARIOUS LOCATIONS FY 2018-19
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19 - MEASURE S
467771	CITYWIDE STREET RECONSTRUCTION PACKAGE 1 - MEASURE S
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2 - MEASURE S
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3 - MEASURE S
467774	CITYWIDE STREET RECONSTRUCTION - MEASURE S
467785	GREEN INFRASTRUCTURE PLAN
468007	COLUMBIA DRIVE AND 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

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
1,188,434						
(18,295)						
1,170,139	514,959	514,959	514,959	514,959	514,959	
45,775,025	8,404,000	5,900,000	5,750,000	750,000	750,000	21,554,000
673,475	-	-	-	-	-	-
465,812	-	-	-	-	-	-
1,000,000	1,000,000	150,000	-	-	-	1,150,000
2,556,380	670,000	-	-	-	-	670,000
150,000	-	-	-	-	-	-
390,000	-	-	-	-	-	-
510,000	750,000	-	-	-	-	750,000
-	-	750,000	-	-	-	750,000
-	-	-	560,000	-	-	560,000
-	-	-	190,000	500,000	-	690,000
-	-	-	-	250,000	750,000	1,000,000
55,000	-	-	-	-	-	-
63,731	-	-	-	-	-	-
-	175,000	-	-	-	-	175,000
3,050,000	-	-	-	-	-	-
-	5,000,000	-	-	-	-	5,000,000
-	-	5,000,000	-	-	-	5,000,000
-	-	-	5,000,000	-	-	5,000,000
5,000,000	-	-	-	-	-	-
170,000	-	-	-	-	-	-
1,420,000	-	-	-	-	-	-
23,566,705	-	-	-	-	-	-
7,359,102	-	-	-	-	-	-
-	809,000	-	-	-	-	809,000
46,430,205	8,404,000	5,900,000	5,750,000	750,000	750,000	21,554,000
514,959	514,959	514,959	514,959	514,959	514,959	

Miscellaneous

PROJECT #	DESCRIPTION
Beginning Fund Balance	
463004	CITYWIDE STREET LIGHTS
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
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
461203	LANDFILL MAINTENANCE
463004	CITYWIDE STREET LIGHTS
469031	ADA COMPLIANCE AND TRANSITION PLANNING
612901	PARK MASTER PLAN AND ACQUISITION (PARK YARD) AND DEVELOP SAN MATEO CREEK PARK
664000	MAIN LIBRARY CHILDREN'S SPACE ENHANCEMENTS
665000	BRANCH LIBRARY LOBBY ENHACEMENTS
Total Recommended Project Budgets	
Transfer Out Asset Forfeiture Balances to Police Grants and Safety Fund	
Ending Fund Balance	

Miscellaneous

2018-19 ESTIMATED ACTUALS	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
615						
615	-	-	-	-	-	-
2,064,408	42,800	-	-	-	-	42,800
30,000	-	-	-	-	-	-
40,000	-	-	-	-	-	-
15,000	-	-	-	-	-	-
110,000	-	-	-	-	-	-
200,000	-	-	-	-	-	-
673,252	-	-	-	-	-	-
89,578	-	-	-	-	-	-
94,239	-	-	-	-	-	-
127,156	-	-	-	-	-	-
228,000	32,800	-	-	-	-	32,800
100,000	10,000	-	-	-	-	10,000
1,707,225	42,800	-	-	-	-	42,800
357,798	-	-	-	-	-	
-	-	-	-	-	-	

SAN MATEO





FUNDING SOURCE SUMMARY

Funding Source Summary

FUNDING TYPE

2% Hotel tax (Interfund Transfer)
Bayfront Levee Assessment
California Public Utilities Commission Grant
CDBG (Interfund Transfer)
City / County Association of Governments of San Mateo County Vehicle Registration Fee (VRF) - Measure M
Construction Services Fund (Interfund Transfer)
Contribution for Transportation Management Association
Crystal Spring County Sanitary District/San Mateo County/Hillsborough
Donations - San Mateo Public Library Foundation
Federal Bridge Replacement and Rehabilitation Grant
Federal Highway Administration - High Priority Program Grant
Flood Control Bond Proceeds - Measure S
Foster City (Sewer)
Gas Tax Road Maintenance Rehabilitation Account (Interfund Transfer)
Gas Tax (Interfund Transfer)
Gas Tax in lieu of Prop 42 (Interfund Transfer)
General Fund (Interfund Transfer)
Interest Revenue
Low and Moderate Income Housing Asset Fund (Interfund Transfer)
Measure A Half Cent Sales Tax
Measure S Sales Tax
Measure W Half Cent Sales Tax
Miscellaneous Donations
One Bay Area Grant (OBAG)
Parking Fund (Interfund Transfer)
Parking In-Lieu Fees
Parks and Recreation Revenue Fund (Interfund Transfer)
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

2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE-YEAR TOTAL
809,000	-	-	-	-	809,000
530,000	535,000	535,000	535,000	535,000	2,670,000
250,000	2,250,000	-	-	-	2,500,000
555,000	410,000	410,000	410,000	410,000	2,195,000
175,000	-	-	-	-	175,000
1,000,000	150,000	-	-	-	1,150,000
15,000	-	-	-	-	15,000
581,072	851,705	1,220,919	863,751	572,316	4,089,763
32,800	-	-	-	-	32,800
209,075	2,615,525	200,000	-	-	3,024,600
-	865,000	-	-	-	865,000
5,000,000	5,000,000	5,000,000	-	-	15,000,000
1,493,309	2,455,863	3,654,394	2,518,798	1,653,807	11,776,171
1,700,000	-	-	-	-	1,700,000
850,000	2,009,383	2,020,164	1,935,937	1,974,141	8,789,625
-	715,617	679,836	764,063	725,859	2,885,375
5,364,000	3,925,000	3,750,000	3,750,000	3,750,000	20,539,000
5,000	5,000	5,000	5,000	5,000	25,000
670,000	-	-	-	-	670,000
2,300,000	2,902,000	1,900,000	1,935,000	2,500,000	11,537,000
1,150,000	1,050,000	1,050,000	1,050,000	800,000	5,100,000
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
10,000	-	-	-	-	10,000
73,000	-	-	-	-	73,000
420,000	18,090,000	550,000	-	-	19,060,000
-	1,000,000	-	-	-	1,000,000
940,000	2,400,000	2,600,000	1,700,000	200,000	7,840,000
15,098,153	67,518,513	26,520,026	19,789,210	16,540,840	145,466,742
150,000	150,000	150,000	150,000	150,000	750,000
750,000	750,000	750,000	750,000	750,000	3,750,000
-	100,000	100,000	100,000	100,000	400,000
300,000	480,000	150,000	350,000	-	1,280,000
100,000	100,000	100,000	100,000	100,000	500,000
41,530,409	117,328,606	52,345,339	37,706,759	31,766,963	280,678,076



Arboretum
Greenhouse
PLANT SALE

A photograph of a wooden arbor covered in white roses, set in a lush garden with a path and a building in the background.

FUNDING SOURCE DETAIL

Funding Source Detail

FUNDING TYPE / PROJECT

2% Hotel tax (Interfund Transfer)

610011 BOREL PARK DEVELOPMENT

Bayfront Levee Assessment

468301 BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK

California Public Utilities Commission Grant

46M001 RAILROAD CROSSING IMPROVEMENTS

CDBG (Interfund Transfer)

310521 MINOR HOME REPAIR

461214 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS

City / County Association of Governments of San Mateo County Vehicle Registration Fee (VRF) - Measure M

467002 CITYWIDE STREET REHABILITATION FY 2018-19

Construction Services (Interfund Transfer)

310026 COMMUNITY DEVELOPMENT DEPARTMENT SERVICES IMPROVEMENT - ELECTRONIC & DIGITAL

Contribution for Transportation Management Association

461110 DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION

Crystal Spring County Sanitary District / San Mateo County / Hillsborough

469981 PROGRAM MANAGEMENT - SEWER PROJECTS

46T003 WWTP AND FLOW MGMT UPGRADE AND EXPANSION

46T009 WWTP IMMEDIATE ACTION PROJECTS PACKAGE II

46T090 CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS

Donations - San Mateo Public Library Foundation

664000 MAIN LIBRARY CHILDREN'S SPACE ENHANCEMENTS

Federal Bridge Replacement and Rehabilitation Grant

462250 BERMUDA DRIVE BRIDGE REPLACEMENT

Federal Highway Administration - High Priority Program Grant

460037 EL CAMINO REAL AT HIGHWAY 92 LANDSCAPE IMPROVEMENT

Flood Control Bond Proceeds - Measure S

467771 CITYWIDE STREET RECONSTRUCTION PACKAGE 1

467772 CITYWIDE STREET RECONSTRUCTION PACKAGE 2

467773 CITYWIDE STREET RECONSTRUCTION PACKAGE 3

Funding Source Detail

	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE YEAR TOTAL
	809,000	-	-	-	-	809,000
Total	809,000	-	-	-	-	809,000
	530,000	535,000	535,000	535,000	535,000	2,670,000
Total	530,000	535,000	535,000	535,000	535,000	2,670,000
	250,000	2,250,000	-	-	-	2,500,000
Total	250,000	2,250,000	-	-	-	2,500,000
	115,000	110,000	110,000	110,000	110,000	555,000
	440,000	300,000	300,000	300,000	300,000	1,640,000
Total	555,000	410,000	410,000	410,000	410,000	2,195,000
	175,000	-	-	-	-	175,000
Total	175,000	-	-	-	-	175,000
	1,000,000	150,000	-	-	-	1,150,000
Total	1,000,000	150,000	-	-	-	1,150,000
	15,000	-	-	-	-	15,000
Total	15,000	-	-	-	-	15,000
	406,737	339,221	357,428	316,885	224,526	1,644,797
	-	448,444	848,975	472,452	294,535	2,064,406
	21,391	29,924	-	-	-	51,315
	152,944	34,116	14,516	74,414	53,255	329,245
Total	581,072	851,705	1,220,919	863,751	572,316	4,089,763
	32,800	-	-	-	-	32,800
Total	32,800	-	-	-	-	32,800
	209,075	2,615,525	200,000	-	-	3,024,600
Total	209,075	2,615,525	200,000	-	-	3,024,600
	-	865,000	-	-	-	865,000
Total	-	865,000	-	-	-	865,000
	5,000,000	-	-	-	-	5,000,000
	-	5,000,000	-	-	-	5,000,000
	-	-	5,000,000	-	-	5,000,000
Total	5,000,000	5,000,000	5,000,000	-	-	15,000,000

Funding Source Detail

FUNDING TYPE / PROJECT	
Foster City (Sewer)	
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS PACKAGE II
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
Gas Tax Road Maintenance Rehabilitation Account (Interfund Transfer)	
467770	CITYWIDE STREET RECONSTRUCTION FY 2018-19
Gas Tax (Interfund Transfer)	
465162	CITYWIDE BICYCLE PARKING
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467774	CITYWIDE STREET RECONSTRUCTION
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
Gas Tax in lieu of Prop 42 (Interfund Transfer)	
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
General Fund (Interfund Transfer)	
460040	HIGH VOLTAGE STREET LIGHT CONVERSION
461002	NEW CORPORATION YARD FACILITIES
462205	TRAIN QUIET ZONE
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
467001	CITYWIDE STREET REHABILITATION PACKAGE 1
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
468007	COLUMBIA DRIVE /CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
46F002	PARK RESTROOM REFURBISHMENT PHASE IV
46F003	CORP YARD MISCELLANEOUS IMPROVEMENTS
610011	BOREL PARK DEVELOPMENT
Interest Revenue	
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK

Funding Source Detail

	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE YEAR TOTAL
	918,453	765,994	807,109	715,559	507,003	3,714,118
	-	1,478,703	2,799,419	1,557,867	971,201	6,807,190
	70,536	98,672	-	-	-	169,208
	504,320	112,494	47,866	245,372	175,603	1,085,655
Total	1,493,309	2,455,863	3,654,394	2,518,798	1,653,807	11,776,171
	1,700,000	-	-	-	-	1,700,000
Total	1,700,000	-	-	-	-	1,700,000
	-	25,000	-	-	-	25,000
	250,000	-	-	-	-	250,000
	-	484,383	-	-	-	484,383
	-	-	520,164	-	-	520,164
	-	-	-	435,937	474,141	910,078
	-	1,500,000	-	-	-	1,500,000
	-	-	1,500,000	-	-	1,500,000
	600,000	-	-	-	-	600,000
	-	-	-	1,500,000	1,500,000	3,000,000
Total	850,000	2,009,383	2,020,164	1,935,937	1,974,141	8,789,625
	-	715,617	-	-	-	715,617
	-	-	679,836	-	-	679,836
	-	-	-	764,063	725,859	1,489,922
Total	-	715,617	679,836	764,063	725,859	2,885,375
	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
	90,000	-	-	-	-	90,000
	125,000	-	-	-	-	125,000
	250,000	250,000	250,000	250,000	250,000	1,250,000
	2,000,000	-	-	-	-	2,000,000
	-	2,000,000	-	-	-	2,000,000
	-	-	2,000,000	-	-	2,000,000
	-	-	-	2,000,000	2,000,000	4,000,000
	500,000	-	-	-	-	500,000
	190,000	175,000	-	-	-	365,000
	100,000	-	-	-	-	100,000
	609,000	-	-	-	-	609,000
Total	5,364,000	3,925,000	3,750,000	3,750,000	3,750,000	20,539,000
	5,000	5,000	5,000	5,000	5,000	25,000
Total	5,000	5,000	5,000	5,000	5,000	25,000

Funding Source Detail

FUNDING TYPE / PROJECT

Low and Moderate Income Housing Asset Fund (Interfund Transfer)

310416 HOUSING LAND PURCHASE NEW

Measure A Half Cent Sales Tax

460034 CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 LAURIE MEADOWS
460037 EL CAMINO REAL AT HIGHWAY 92 LANDSCAPE IMPROVEMENT
462249 HILLSDALE CORRIDOR IMPROVEMENTS
462250 BERMUDA DRIVE BRIDGE REPLACEMENT
463338 NORFOLK STREET /FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
465157 HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING
465165 BICYCLE REPAIR STATIONS
465333 CITYWIDE TRAFFIC SIGNAL RETIMING
465631 TRAFFIC CONTROLLER CABINETS
466607 CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001 CITYWIDE STREET REHABILITATION PACKAGE 1
467008 CITYWIDE STREET REHABILITATION PACKAGE 2
467009 CITYWIDE STREET REHABILITATION PACKAGE 3
467010 CITYWIDE STREET REHABILITATION -ONE BAY AREA GRANT 2 VARIOUS LOCATIONS
467011 CITYWIDE STREET REHABILITATION PACKAGE 4
46R001 HILLSDALE BOULEVARD / ALAMEDA DE LAS PULGAS SIGNAL
46R002 42ND AVENUE & PACIFIC BOULEVARD SIGNAL IMPROVEMENTS
46R003 DOWNTOWN STREET NAME SIGN CONVERSION
46R004 TRAFFIC SIGNAL VIDEO DETECTION REPLACEMENT

Measure S Sales Tax

462226 NEIGHBORHOOD TRAFFIC MANAGEMENT
467771 CITYWIDE STREET RECONSTRUCTION PACKAGE 1
467772 CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773 CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779 CITYWIDE STREET RECONSTRUCTION PACKAGE 4
46W001 SAN MATEO CREEK FLOODWALL AUGMENTATION

Measure W Half Cent Sales Tax

467771 CITYWIDE STREET RECONSTRUCTION PACKAGE 1
467772 CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773 CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779 CITYWIDE STREET RECONSTRUCTION PACKAGE 4

Miscellaneous Donations

665000 BRANCH LIBRARIES LOBBY ENHANCEMENTS

Funding Source Detail

	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE YEAR TOTAL
	670,000	-	-	-	-	670,000
Total	670,000	-	-	-	-	670,000
	50,000	100,000	250,000	-	-	400,000
	-	217,000	-	-	-	217,000
	-	310,000	-	-	-	310,000
	28,000	300,000	25,000	-	-	353,000
	150,000	-	-	-	-	150,000
	25,000	425,000	-	-	-	450,000
	25,000	25,000	-	-	-	50,000
	25,000	25,000	25,000	25,000	-	100,000
	100,000	-	-	-	-	100,000
	200,000	-	-	-	-	200,000
	1,300,000	-	-	-	-	1,300,000
	-	1,300,000	-	-	-	1,300,000
	-	-	1,300,000	-	-	1,300,000
	7,000	200,000	200,000	300,000	-	707,000
	-	-	-	1,300,000	1,300,000	2,600,000
	-	-	-	210,000	1,100,000	1,310,000
	50,000	-	-	-	-	50,000
	140,000	-	-	-	-	140,000
	200,000	-	100,000	100,000	100,000	500,000
Total	2,300,000	2,902,000	1,900,000	1,935,000	2,500,000	11,537,000
	250,000	250,000	250,000	250,000	-	1,000,000
	800,000	-	-	-	-	800,000
	-	800,000	-	-	-	800,000
	-	-	800,000	-	-	800,000
	-	-	-	800,000	800,000	1,600,000
	100,000	-	-	-	-	100,000
Total	1,150,000	1,050,000	1,050,000	1,050,000	800,000	5,100,000
	1,000,000	-	-	-	-	1,000,000
	-	1,000,000	-	-	-	1,000,000
	-	-	1,000,000	-	-	1,000,000
	-	-	-	1,000,000	1,000,000	2,000,000
Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	10,000	-	-	-	-	10,000
Total	10,000	-	-	-	-	10,000

Funding Source Detail

FUNDING TYPE / PROJECT	
One Bay Area Grant (OBAG)	
467010	CITYWIDE STREET REHABILITATION -ONE BAY AREA GRANT 2 VARIOUS LOCATIONS
Parking Fund (Interfund Transfer)	
130001	TRANSIT CENTER NORTH BUILDING TENANT IMPROVEMENT
130002	DOWNTOWN STREETSCAPE IMPROVEMENTS DESIGN
460053	PAINT EXTERIOR 2ND AVENUE / EL CAMINO REAL GARAGE
460054	PAINT EXTERIOR MAIN STREET GARAGE
461007	NEW DOWNTOWN PARKING GARAGE
46F001	DOWNTOWN PARKING GARAGE PEDESTRIAN SAFETY
Parking In-Lieu Fees	
461007	NEW DOWNTOWN PARKING GARAGE
Parks and Recreation Revenue Fund (Interfund Transfer)	
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION: SYNTHETIC TURF
610027	CENTRAL PARK
610030	PARK SITE AMENITIES
610036	RECREATION FACILITIES STRATEGIC PLAN
612201	HAYWARD PARK SQUARE
Sewer (Interfund Transfer)	
461002	NEW CORPORATION YARD FACILITIES
469916	COLLECTION SYSTEM SCADA
469933	ROOT FOAMING
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
46S001	BASIN 1A 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
46T002	WWTP IMMEDIATE ACTION PROJECTS (IAP) PACKAGE I
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS (IAP) PACKAGE II
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS

Funding Source Detail

	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE YEAR TOTAL
	73,000	-	-	-	-	73,000
Total	73,000	-	-	-	-	73,000
	130,000	-	-	-	-	130,000
	150,000	-	-	-	-	150,000
	-	-	250,000	-	-	250,000
	-	-	300,000	-	-	300,000
	-	17,570,000	-	-	-	17,570,000
	140,000	520,000	-	-	-	660,000
Total	420,000	18,090,000	550,000	-	-	19,060,000
	-	1,000,000	-	-	-	1,000,000
Total	-	1,000,000	-	-	-	1,000,000
	600,000	1,000,000	1,600,000	700,000	200,000	4,100,000
	100,000	-	-	-	-	100,000
	-	1,400,000	1,000,000	1,000,000	-	3,400,000
	75,000	-	-	-	-	75,000
	150,000	-	-	-	-	150,000
	15,000	-	-	-	-	15,000
Total	940,000	2,400,000	2,600,000	1,700,000	200,000	7,840,000
	90,000	-	-	-	-	90,000
	(719,437)	-	-	-	-	(719,437)
	400,000	400,000	400,000	400,000	400,000	2,000,000
	6,290,504	5,246,311	5,527,909	4,900,883	3,472,474	25,438,081
	936,915	-	-	-	-	936,915
	(1,681,534)	-	-	-	-	(1,681,534)
	-	274,383	1,784,785	160,000	-	2,219,168
	-	51,615,000	4,000,000	3,578,635	2,281,607	61,475,242
	78,451	83,281	85,783	88,362	91,006	426,883
	7,638,644	4,653,362	5,255,982	5,065,914	5,217,604	27,831,506
	-	-	412,381	-	1,334,720	1,747,101
	449,076	442,439	459,298	469,403	483,446	2,303,662
	-	-	500,000	-	-	500,000
	(18,594)	-	-	-	-	(18,594)
	-	4,203,463	7,957,821	4,428,501	2,760,803	19,350,588
	200,511	280,490	-	-	-	481,001
	1,433,617	319,784	136,067	697,512	499,180	3,086,160
Total	15,098,153	67,518,513	26,520,026	19,789,210	16,540,840	145,466,742

Funding Source Detail

FUNDING TYPE / PROJECT

Sidewalk repair

463231 CITYWIDE SIDEWALK REPAIR PROGRAM

Solid Waste Fund (Interfund Transfer)

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 & 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

Traffic Impact Fees Fund (Interfund Transfer)

460037 EL CAMINO REAL AT HIGHWAY 92 LANDSCAPE IMPROVEMENT
466600 CITYWIDE TRAFFIC CALMING
466601 TRAFFIC MODEL UPDATE

Tree Planting Fee

610008 TREE PLANTING - PARKS DIVISION

Funding Source Detail

	2019-20 ADOPTED BUDGET	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN	2023-24 PLAN	FIVE YEAR TOTAL
	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
	750,000	-	-	-	-	750,000
	-	750,000	-	-	-	750,000
	-	-	560,000	-	-	560,000
	-	-	190,000	500,000	-	690,000
	-	-	-	250,000	750,000	1,000,000
Total	750,000	750,000	750,000	750,000	750,000	3,750,000
	-	100,000	100,000	100,000	100,000	400,000
Total	-	100,000	100,000	100,000	100,000	400,000
	300,000	330,000	-	-	-	630,000
	-	150,000	150,000	150,000	-	450,000
	-	-	-	200,000	-	200,000
Total	300,000	480,000	150,000	350,000	-	1,280,000
	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000
Total	41,530,409	117,328,606	52,345,339	37,706,759	31,766,963	280,678,076





UNFUNDDED PROJECTS

Unfunded Projects

PROJECT #	PROJECT NAME
461002	NEW CORPORATION YARD FACILITY
462249	HILLSDALE CORRIDOR IMPROVEMENTS
463337	PARROTT DRIVE / ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET / FASHION ISLAND BLVD INTERSECTION RECONSTRUCTION
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING CONSTRUCTION
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
610012	LAURELWOOD / SUGARLOAF OPEN SPACE
610014	CITYWIDE PARK FENCING AND STRUCTURES
610017	CITYWIDE PARK PLAY AREA UPGRADE
610027	CENTRAL PARK
610031	BAY MEADOWS COMMUNITY PARK
612917	PARK RENOVATION SHOREVIEW PARK MASTER PLAN AND IMPLEMENTATION
TBD	3RD AVENUE AND PARROTT DRIVE INTERSECTION IMPROVEMENT
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 RAIL RAMP UPGRADES TO CENTERS
TBD	CALIFORNIA HIGHWAY 92 CROSSING STUDY
TBD	CITYWIDE ONLINE PERMIT SALES MANAGEMENT SYSTEM
TBD	CITYWIDE PAID PARKING INFRASTRUCTURE
TBD	CITYWIDE PARK SIGNS
TBD	CURB EXTENSIONS
TBD	DESIGN / REPLACEMENT SHOREVIEW PARKING LOT
TBD	DESIGN AND CONSTRUCTION NEW MARINA LIBRARY BRANCH
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	FIRE STATION #27 IMPROVEMETNS
TBD	GREEN INFRASTRUCTURE REHABILITATION
TBD	GREEN STREET LAMP REPAIRS
TBD	HUMBOLDT STREET / INDIAN AVENUE HAWK SIGNAL
TBD	INSTALL SECURITY CAMERAS AT SELECTED PARKS
TBD	INTERSECTION IMPROVEMENTS - BARNESON AVENUE AND EL CAMINO REAL
TBD	LAUREL STORM DRAIN REPAIR
TBD	LAURIE MEADOWS DRIVEWAY RECONSTRUCTION
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

Unfunded Projects

2019-20 ESTIMATED COST	2020-21 ESTIMATED COST	2021-22 ESTIMATED COST	2022-23 ESTIMATED COST	2023-24 ESTIMATED COST	FIVE-YEAR TOTAL
-	-	26,000,000	-	-	26,000,000
-	-	1,900,000	-	-	1,900,000
-	260,000	1,500,000	-	-	1,760,000
-	1,150,000	-	-	-	1,150,000
-	6,675,000	11,175,000	9,850,000	54,000,000	81,700,000
-	300,000	300,000	300,000	300,000	1,200,000
-	300,000	70,000	2,975,000	-	3,345,000
-	-	200,000	-	-	200,000
-	1,000,000	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
-	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
-	-	-	100,000	-	100,000
-	425,000	75,000	75,000	-	575,000
-	75,000	75,000	50,000	50,000	250,000
-	110,000	-	-	-	110,000
-	100,000	500,000	-	-	600,000
-	-	-	350,000	-	350,000
-	180,000	100,000	3,000,000	3,000,000	6,280,000
-	600,000	-	-	-	600,000
-	-	900,000	-	-	900,000
-	220,000	-	-	-	220,000
-	50,000	-	-	-	50,000
-	-	260,000	-	-	260,000
-	50,000	350,000	-	-	400,000
-	1,000,000	-	-	-	1,000,000
-	-	-	-	50,000	50,000
-	-	120,000	-	-	120,000
-	660,000	-	-	-	660,000
-	350,000	-	-	-	350,000
-	-	300,000	-	-	300,000
-	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

Unfunded Projects

PROJECT #	PROJECT NAME
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 STREET SOUTH OF 3RD AVENUE BIKE SIGNAL
TBD	PACIFIC BOULEVARD DRAINAGE CHANNEL REHABILITATION
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 MASTER PLAN UPDATE
TBD	PEDESTRIAN REFUGE ISLAND CONSTRUCTION
TBD	PENINSULA AVENUE PEDESTRIAN SCALE LIGHTING
TBD	POLICE DEPARTMENT EXTERIOR - REDESIGN RAIN SCUPPER / PAINT MECH DECK
TBD	POLICE DEPARTMENT EXTERIOR - REPAINT DECK FENCING
TBD	POLICE DEPARTMENT INTERIOR WORK REORGANIZATION
TBD	POOL IMPROVEMENTS (DECK / VAULT)
TBD	PUBLIC WORKS ENGINEERING STANDARDS
TBD	REFUFURBISH / REPLACE FENCE AT JAPANESE GARDEN
TBD	REMODEL SECTIONS OF CITY HALL
TBD	REPLACE COURT FENCING - CITYWIDE
TBD	REPLACE DORM FLOORING STATION #21
TBD	REPLACE PARKING LOT AT LAKESHORE
TBD	REST ROOM BUILDING REPLACEMENT TRINTA
TBD	REST ROOM REFURBISHMENT PHASE 5
TBD	RESURFACE MARINA LIBRARY PARKING LOT
TBD	RESURFACE PARKING LOTS AT LOS PRADOS
TBD	RESURFACE PLAY COURTS - ON-GOING RESTORATIONS
TBD	SOUTH DELAWARE AVENUE PEDESTRIAN SCALE LIGHTING
TBD	SOUTH GRANT PEDESTRIAN SCALE LIGHTING
TBD	STORM DRAIN CONDITION ASSESSMENT PROGRAM
TBD	STORM DRAIN INLET CLEANING PROJECT
TBD	STORM DRAIN MASTER PLAN UPDATE
TBD	SUSTAINABLE STREETS PLAN UPDATE AND ADOPTION
TBD	UTILITY UNDERGROUNDING DISTRICT
TBD	WARREN ROAD STORM DRAIN IMPROVEMENTS
Total	

Unfunded Projects

2019-20 ESTIMATED COST	2020-21 ESTIMATED COST	2021-22 ESTIMATED COST	2022-23 ESTIMATED COST	2023-24 ESTIMATED COST	FIVE-YEAR TOTAL
-	-	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
-	200,000	400,000	-	-	600,000
-	-	-	300,000	3,000,000	3,300,000
-	115,000	-	-	-	115,000
-	122,000	-	-	-	122,000
-	115,000	135,000	125,000	-	375,000
-	-	-	250,000	-	250,000
-	-	100,000	350,000	-	450,000
-	-	-	350,000	3,500,000	3,850,000
-	80,000	-	-	-	80,000
-	50,000	-	-	-	50,000
-	150,000	-	-	-	150,000
-	65,000	65,000	-	-	130,000
-	100,000	100,000	-	-	200,000
-	110,000	125,000	-	-	235,000
-	320,000	500,000	530,000	-	1,350,000
-	-	80,000	80,000	-	160,000
-	60,000	-	-	-	60,000
-	-	-	-	180,000	180,000
-	-	190,000	-	-	190,000
-	-	-	175,000	175,000	350,000
-	30,000	-	-	-	30,000
-	120,000	-	-	-	120,000
-	80,000	-	110,000	80,000	270,000
-	-	-	100,000	100,000	200,000
-	-	-	350,000	3,500,000	3,850,000
-	250,000	250,000	250,000	250,000	1,000,000
-	450,000	450,000	450,000	450,000	1,800,000
-	115,000	-	-	-	115,000
-	-	300,000	-	-	300,000
-	20,000	50,000	50,000	50,000	170,000
-	-	75,000	600,000	-	675,000
-	22,037,000	64,470,000	67,344,000	72,106,000	225,957,000





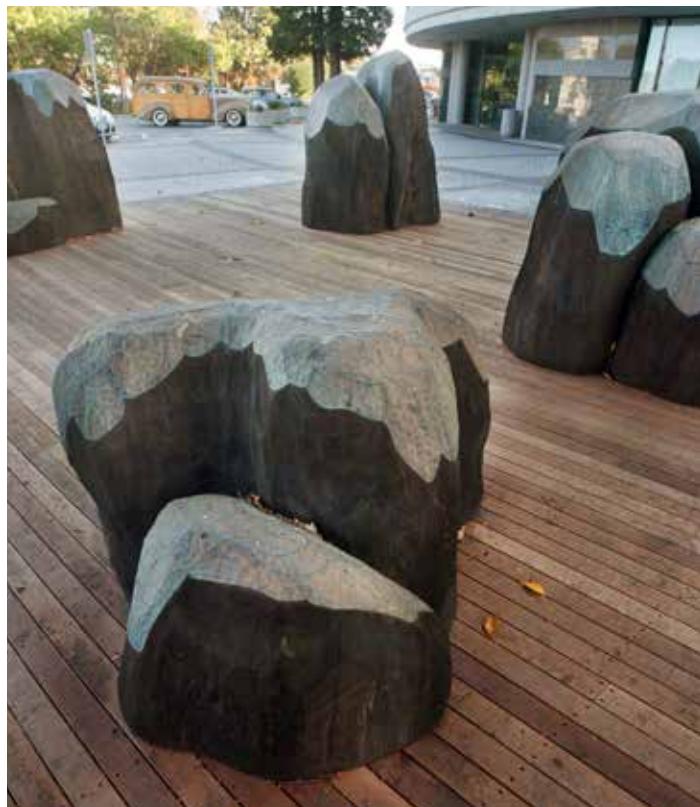
APPENDIX

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 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. Fund Balance and 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

Financial Policies

maintained in accordance with Generally Accepted 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 the 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 Fund

The City's Construction Services Fund will maintain reserves equal to twelve months of operating expenditures.

PENSION AND RETIREMENT FUNDING

The City contracts with the California Public Employees' 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 less than the normal cost.

Financial Policies

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/Equipment Replacement Fund

Through the use of the Vehicle/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 Funds

The City maintains a Comprehensive Liability Insurance Fund and a Workers' Compensation Insurance 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, total revenue is projected over the term of the forecast based on average revenues over an extended period. This method prevents the need to predict the timing of market ebb and flow.

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 capital needs. 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 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 expenditures. 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
Benchmark	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 the 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 will maintain Comprehensive Liability and Workers' Compensation Insurance reserves at no less than marginally acceptable confidence levels.
Status	Met
Benchmark	Through the use of the Vehicle/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 orderly fleet and building maintenance and repair.
Status	Met
Benchmark	A sinking fund for building component/ 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	Projected Property Transfer Tax revenue is based on average revenues over an extended period.
Status	Met. Property transfer tax is estimated at \$9.5 million in 2018-19, \$8.5 million in 2019-20, and \$8.0 million in 2020-21. 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 2019-20, as well as the total appropriations subject to the limit. The adjustment factors utilized for the fiscal year 2019-20 calculation include the growth in California per capita income and the population growth within the County 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 (\$112.2 million) are well below the appropriations limit itself (\$213.7 million).

CITY OF SAN MATEO APPROPRIATIONS LIMIT FOR FISCAL YEAR 2019-20		AMOUNT	SOURCE
A	Last Year's Limit	205,216,046	2018-19 Limit
B	Adjustment Factors		
	1. Population	1.003	CA Dept. of Finance
	2. Inflation	1.039	CA Dept. of Finance
		1.041	B1*B2
	Total Adjustment %	0.041	B1*B2-1
C	Annual Adjustment	8,495,944	A*B
D	This Year's Limit	213,711,990	A+C
E	Tax Proceeds Subject to the Limit		
	Property Tax	63,046,548	2019-20 Budget
	Sales Tax	27,162,219	2019-20 Budget
	Property Transfer Tax	8,500,000	2019-20 Budget
	Other Tax	12,683,589	2019-20 Budget
	Interest Allocation	833,977	2019-20 Budget
	Total	112,226,333	
	Amount Under / (Over) Limit	101,485,657	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.

Glossary

Fund Balance

The total dollars remaining in a fund after current expenditures for operations and capital improvements are 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 service 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	2019-20
	2018-19 Adjusted Budget Total	616.24
Community Development	Add Administrative Assistant	1.00
Community Development	Add Code Enforcement Officer I/II	1.00
Community Development	Convert limited term Associate Planner to full-time merit	-
Community Development	Reallocate Deputy Building Official to Permit Center Supervisor	-
Community Development	Reallocate Senior Building Inspector to Inspection Supervisor	-
Community Development	Reallocate Fire Plan Checker to Plan Checker I/II/Engineer	-
Community Development	Reallocate Development Review Supervisor to Senior Development Review Technician	-
Information Technology	Reallocate Systems Specialist to Systems Analyst I/II	-
Police	Add Vehicle Abatement Officer	2.00
	Total Merit Changes	4.00
	Total Per Diem Changes	(7.63)
	2019-20 Total Positions	612.61

Operating Changes

DEPARTMENT	DESCRIPTION	FUND	2019-20
City Manager	One-time funding for a study to explore the establishment of Property-Based Improvement Districts	General	100,000
City Manager	Funding for a contribution to the County-organized effort to address sea level rise	General	55,000
Community Development	One-time funding for a development impact fee study	General	150,000
Police	Reduction in per diem funding due to addition of two merit Vehicle Abatement Officers	Downtown Parking and Security	(426,500)
Police	Funding for contracted parking enforcement services	Downtown Parking and Security	506,000
		Total	384,500

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 64 (2019)

ADOPTING THE 2019-2020 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 \$191,179,012 for Operating and \$41,530,409 for the Capital Improvement Program (CIP) for fiscal year July 1, 2019 to June 30, 2020; 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

WHEREAS, pass-through transactions have no impact on the City's financial position, as revenues will offset related expenditures.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN MATEO, CALIFORNIA, RESOLVES that:

1. In accordance 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 \$191,179,012 for Operating and \$41,530,409 for Capital Improvement Program, for a total of \$232,709,421, for the fiscal year July 1, 2019 through June 30, 2020, 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 \$5,965,068 in operating expenditures and transfers out for fiscal year July 1, 2019 to June 30, 2020 that includes:
 - a. \$1,424,883 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. \$251,153 in operating expenditures that consist of \$61,863 in the Library Department and \$189,290 in the Parks and Recreation Department; and
 - c. \$1,150,000 transfers to CIP that consist of \$250,000 for the Neighborhood Traffic Improvements, \$800,000 for Citywide Street Reconstruction, and \$100,000 for the San Mateo Creek Flood Wall Augmentation; and
 - d. \$339,032 transfers to the General Fund that represents year one of ten to repay the advance funding from the General Fund; and
 - e. \$2,800,000 in debt service that is assumed on future debt issuance related to streets and

Budget Adoption Documentation

flood control improvements; is approved; and

4. The FTE positions and department personnel changes for fiscal year 2019-2020, including the addition of 4 merit positions and reduction of 7.63 per diem positions, set forth in the accompanying Administrative Report and its attachments, are approved.
5. The City Manager is authorized to adjust the budget for revenues and expenditures for pass-through transactions that have a net zero impact on the City's financial position.
6. The City Manager is authorized and instructed to effectuate the City Budget as approved.

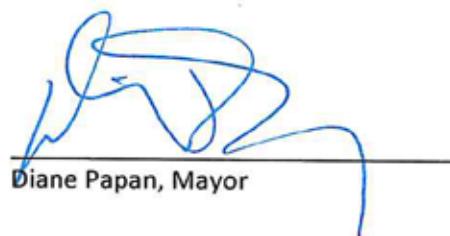
RESOLUTION NO. 64 (2019) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 17, 2019, by the following vote of the City Council:

AYES: Council Members Papan, Freschet, Bonilla, Goethals and Rodriguez
NOES: None
ABSENT: None

ATTEST:



Patrice M. Olds, City Clerk



Diane Papan, Mayor

Budget Adoption Documentation

**CITY OF SAN MATEO
RESOLUTION NO. 65 (2019)**

ESTABLISHING THE CITY'S APPROPRIATIONS LIMIT FOR FISCAL YEAR 2019-2020

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 County of San Mateo population percentage change over the prior year is 0.28 percent and the growth in California per capita personal income is 3.85 percent;

WHEREAS, utilizing the population growth for the County of San Mateo and the growth in California per capital personal income yield the most favorable appropriations limit; and

WHEREAS, the appropriations limit for 2019-2020 is \$213,711,990 and the estimated budgeted proceeds from taxes are \$112,226,333; 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 County's population growth and the growth in California per capita income to determine the appropriations limit for the fiscal year 2019-2020.
2. The City Council approves the appropriation limit on revenue obtained from the proceeds of taxes for fiscal year 2019-2020 to be \$213,711,990 using the selected adjustment factors.

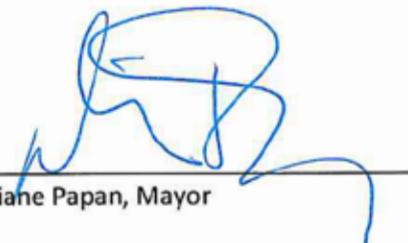
RESOLUTION NO. 65 (2019) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 17, 2019, by the following vote of the City Council:

AYES: Council Members Papan, Freschet, Bonilla, Goethals and Rodriguez
NOES: None
ABSENT: None

ATTEST:



Patrice M. Olds, City Clerk



Diane Papan, Mayor

Budget Adoption Documentation

**CITY OF SAN MATEO
RESOLUTION NO. 66 (2019)**

APPROVING THE 2019-2024 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 2019-2020 Capital Budget presented as part of the proposed budget document that was delivered to Council in May 2019 included details on recommended and funded CIP projects, as well as projects without an identified funding source; and

WHEREAS, the 2019-2024 CIP includes capital projects planned for the five-year period totaling \$280,678,076; and

WHEREAS, no changes to the 2019-2024 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;

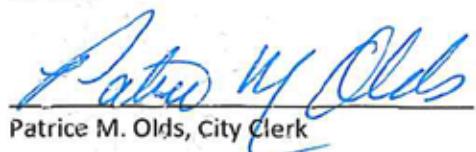
NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN MATEO, CALIFORNIA, RESOLVES that:

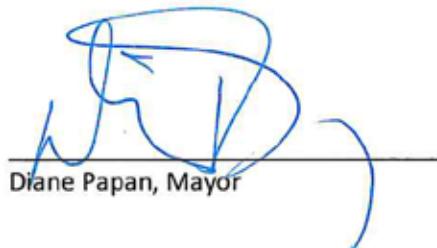
1. In accordance California Environmental Quality Act (CEQA) Guidelines section 15378(b)(4), adoption of the Capital Improvement Program is exempt from CEQA because it is a government fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.
2. The 2019-2024 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. 66 (2019) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 17, 2019, by the following vote of the City Council:

AYES: Council Members Papan, Freschet, Bonilla, Goethals and Rodriguez
NOES: None
ABSENT: None

ATTEST:


Patrice M. Olds, City Clerk


Diane Papan, Mayor

