



CITY OF SAN MATEO

Adopted 2021-22 Budget

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Budget Message



Transmittal of Adopted Budget

City Manager's Letter of Transmittal

Honorable Mayor Rodriguez and Members of the City Council:

Over a year ago, the world found itself in the throes of a pandemic, the likes of which had not been experienced in over a hundred years. In addition to the tragic and exponential loss of life, the resultant impact on the global economy was immediate and severe. In response to the pandemic, the City focused on supporting the San Mateo community and adapting its services to maintain service levels.

With respect to the former, the City leveraged local and federal resources to support those hit hardest by the pandemic. The City Council has taken several actions over the past year to support local businesses, including:

- Contributing \$0.7 million to San Mateo County Strong (SMC Strong) to provide grants to small businesses and provide relief to restaurants, breweries, and wineries;
- Contributing \$1.0 million to Samaritan House to provide rent relief;
- Contributing \$0.3 million to the Child Care Coordinating Council for business support of in-home child care providers;
- Utilizing financial and staff resources to design, permit, and install 30,000 square feet of parklets in the downtown to facilitate outdoor dining;
- Abating and reducing rent for the City's commercial tenants;
- Adopting ordinances to impose eviction moratoriums for those businesses financially impacted by the pandemic;
- Waiving business tax penalties and interest;
- Approving a 50% reduction of Downtown San Mateo Association assessment rates; and
- Redeploying 9.0 full time equivalent of staff resources to place over 1,500 outreach calls to connect local businesses with county and federal resources.

In response to the pandemic and corresponding shelter-in-place order, we immediately adjusted our operations to shift to remote work for those who could do so, developed protocols so that employees who work in the field could do so safely, and provided redeployment opportunities for employees who worked in departments that were not operating during the early stages of the shelter-in-place order. A number of programs and services transitioned and adapted to maintain the City's service levels during the pandemic:

- Online Permit Center and digital plan review services were developed and launched in the intervening weeks between City Hall closing in mid-March 2020 through the first week of May 2020;
- Online business tax applications and renewals launched in December 2020;
- All public meetings, including City Council, boards, and commissions moved to the virtual space within a week of the shelter-in-place order, with weekly COVID-19 updates from mid-March 2020 until June;
- Community recreation and education needs were supported through creative programming, both online and in-person, including successfully and safely executing in-person summer camps at our parks and the Learning and Education Assistance Program (LEAP) at the King and Senior Centers in a joint partnership between the Parks and Recreation Department and the Police Activities League (PAL).
- PAL distributed over 2,700 boxes of food to the community since the onset of the pandemic and distributed Mental Health Wellness Activity Boxes to youth in the community; and
- The Library Department set up a materials pick-up program, and provided Chromebooks and mobile Wi-Fi hotspots (MiFi) for checkout.

In response to feedback received from the community in June 2020, the Police Department began a series of community forums to establish a dialogue on Police Department practices, policies, and training.

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2021-22 Budget and Long-Term Financial Plan Overview

Based on the City's experience to date, the financial impact of the pandemic was most severe on revenues from transient occupancy tax (TOT), sales tax, and parking operations. The majority of the City's TOT tax base comes from business travel, which has shifted to the virtual space, and is anticipated to be one of the last areas of the economy to recover, if at all. Prior to the pandemic, sales tax revenues were already flat and not keeping pace with inflation, which was largely a reflection of the shift in consumer habits toward online commerce and less brick and mortar. As such, pre-pandemic general retail sales tax trends were declining. However, these unfavorable general retail sales tax trends were largely offset by favorable trends in food services and restaurants. Since the onset of the pandemic, both general retail and restaurants have been substantially impacted due to compliance with the varying degrees of health orders and changes in consumer habits due to the pandemic. Sales tax revenues are projected to return to pre-pandemic levels within three years. Parking meter revenues declined due to the reduction of commerce in the downtown during the pandemic, and staff anticipates approximately a five-year recovery to pre-pandemic levels. As such, beginning in fiscal year 2021-22, the Downtown Parking and Security Fund will become a sub-fund of the General Fund, as General Fund resources are needed to subsidize parking operations and capital needs.

The adopted 2021-22 budget projects General Fund total revenues of \$144.5 million and total expenditures of \$146.8 million. As such, the City is anticipated to use \$2.3 million in unassigned fund balance. The adopted budget also includes the second half of approximately \$19.27 million of federal stimulus through the American Rescue Plan Act (ARPA). While the ARPA federal stimulus is historic with respect to magnitude, the amount of federal assistance pales in comparison to the City's projected revenue losses during the specified time horizon (from the onset of the pandemic through December 31, 2024) of approximately \$60 million.

The adopted budget also incorporates the City's Fiscal Sustainability Plan, which was adopted by the City Council in May 2020 to address the immediate and severe impact of COVID-19. The four primary elements of the City's Fiscal Sustainability Plan and the status for each element are noted below:

- \$3.0 million of employee concessions, equivalent to two years of 0% cost of living adjustment (COLA);
 - » The City has reached agreements with the San Mateo Management Association and the San Mateo City Employees' Association to achieve the City's target concessions. The City is currently in negotiations with the San Mateo Police Officers' Association, Service Employees International Union (SEIU) Local 521 Maintenance Unit, and the San Mateo Police Sergeants' Association to achieve the same target concessions.
- \$1.0 million in permanent elimination of vacant positions, while maintaining the service level through new technology;
 - » Seven vacant positions have been identified to date for permanent elimination in fiscal year 2021-22, with a total fully loaded cost of approximately \$1.0 million, comprised of \$0.9 million in employee compensation and \$0.1 million in CalPERS unfunded accrued liability (UAL).
- \$1.0 million of revenue enhancement;
 - » Measure W passed in November 2020, which increased the City's TOT rate from 12% to 14%. However, due to the impact of the pandemic, the additional revenue has not come to fruition in the short-term.
- \$2.0 million a year for the next five years of Capital Improvement Program (CIP) support from the General Fund that will be supplanted by funding from the Construction Services Fund to reflect that the latter did not pay for the full administrative cost to the General Fund during the Great Recession.

Based on the projected economic recovery reflected in the General Fund Long-Term Financial Plan, the General Fund is anticipated to draw down on the Rainy Day Reserve by \$30 million, from the peak of \$54 million in fiscal year 2018-19, the most recent pre-pandemic fiscal year, to the trough of \$24 million in fiscal year 2026-27. The General Fund Long-Term Financial Plan folds in all elements of the Fiscal Sustainability Plan noted above, including employee concessions equivalent to two years of 0% COLA. The net reductions of approximately \$2.0 million reflect the City's structural deficit, in which recurring requirements exceed recurring revenues.

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Absent the target concessions from the City's Fiscal Sustainability Plan that are the equivalent of two years of 0% salary increase, the General Fund would have annual structural deficits of approximately \$4.0 million. In order to remedy the structural deficit, the City would have to 1) account for revenues above what is assumed in the General Fund Long-Term Financial Plan, 2) enhance revenues via a ballot measure, 3) have expenditures come in less than what is assumed, or 4) reduce operating expenditures, or a combination of any of thereof.

In the period of time between the Great Recession and the COVID-19 pandemic, the City of San Mateo prudently prepared itself for the next recession by accumulating reserves in the General Fund above and beyond the 25% operating reserve – the Rainy Day Reserve, which serves as the City's financial backstop during periods of economic retraction. Without it, the City would not be in the position to use measured decision-making, but rather, would have to cut the cost of operations immediately to ensure the City's long-term fiscal sustainability. The City Council's fiscal discipline also ensures that the provision of services at the levels and quality that are needed and expected by the San Mateo community.

2021-22 Adopted Budget

With this framework in mind, I am pleased to present the 2021-22 adopted budget. Overall, the adopted citywide budget, including both operating and capital, is \$253.6 million for fiscal year 2021-22.

The City's adopted budget for 2021-22 continues to provide for core services, Measure S initiatives, and Council priorities, while also making a substantial investment in our capital and infrastructure needs. The table below summarizes the adopted spending plans for operating and capital expenditures for 2021-22.

CATEGORY	2020-21 ADOPTED BUDGET		2021-22 ADOPTED BUDGET	
Citywide Operations				
General Fund	\$	128.9	\$	138.8
Special Revenue / Debt Service Funds	\$	25.7	\$	21.3
Enterprise Fund	\$	40.3	\$	40.9
Total	\$	194.9	\$	201.0
Capital Improvement Program	\$	67.4	\$	52.6
Total	\$	262.3	\$	253.6

In millions. Operating costs include debt service payments.

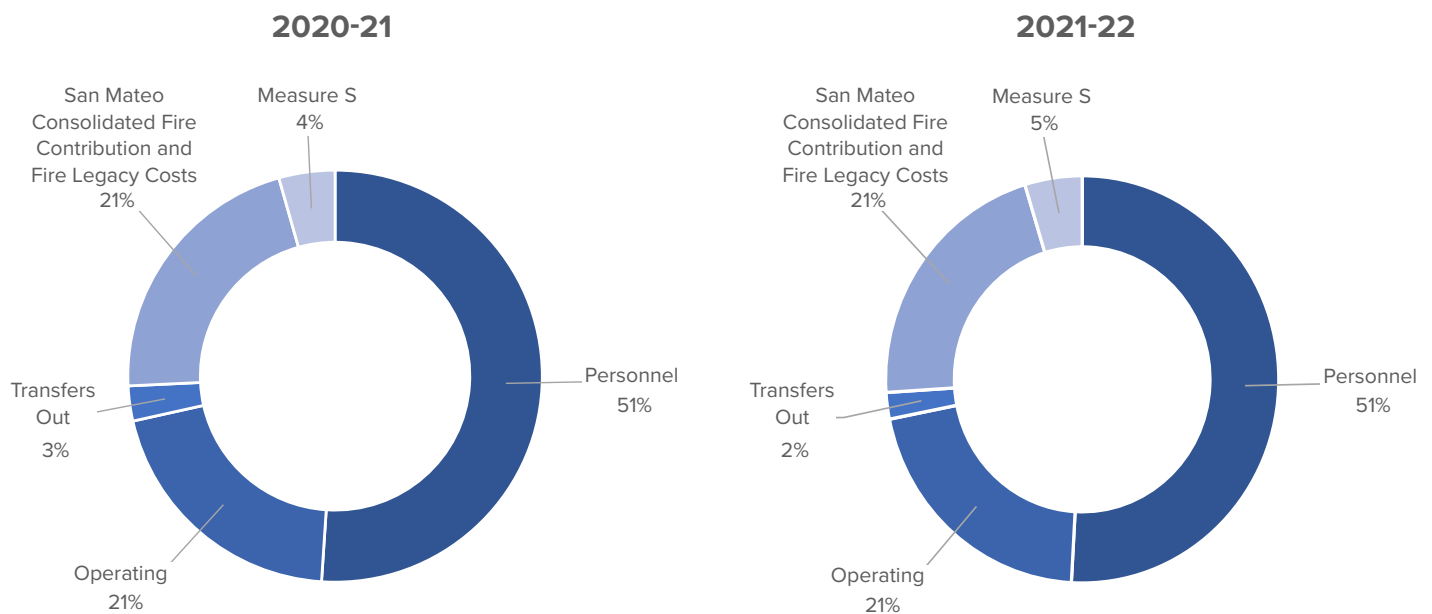
The total City operating budget for 2021-22 is \$201.0 million and is up 3.1% over the adopted 2020-21 budget. The cost escalation is primarily attributable to increases in the cost of salaries and benefits. The City honored all negotiated employee compensation changes for fiscal year 2020-21, and the known cost increases for other non-salary driven benefits, such as the City's unfunded accrued liability payment to the California Public Employees' Retirement System (CalPERS), and healthcare premiums through CalPERS Health. In order to address the pandemic-driven budget deficit in 2020-21, the City held \$3.0 million in vacant positions that are funded directly or indirectly by the General Fund unfilled throughout the fiscal year, which was reflected in an appropriation reduction in the General Fund non-departmental budget. The City will maintain this strategy in 2021-22, but in contrast, the target value of unfilled vacant positions will be \$1.5 million, and appropriations will not be reduced in the General Fund non-departmental budget. It is anticipated that these savings can be achieved through the natural cycle of vacancies that occur and the time it takes to fill them for an organization of our size.

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The Capital Improvement Program (CIP) for 2021-22 totals \$52.6 million, which is \$14.8 million less than the adopted 2020-21 CIP, and only a \$0.2 million less than the 2021-22 CIP Plan estimate from the adopted 2020-21 CIP. Over half of the adopted 2021-22 CIP budget is for Sewer Fund capital improvements, and the majority of which are for the Basins 2 and 3 collection system improvements (\$10.0 million) and Wastewater Treatment Plant (WWTP) Immediate Action Projects Package III (\$8.0 million) from the Clean Water Program.

General Fund and Budget Development Priorities

The General Fund is the primary funding source for the City's core services. The total spending plan for the General Fund for 2021-22, including the transfers to the Capital Improvement Program Fund, is \$146.8 million, and is outlined in the chart below.



The overall adopted budget for 2021-22 is an increase of 7.3% over the adopted 2020-21 budget of \$136.9 million. The primary driver of the increase is the addition of the Downtown Parking and Security Fund (Parking Fund) as a sub-fund of the General Fund, which adds \$4.5 million in appropriations to the overall General Fund in 2021-22. The pandemic significantly reduced parking meter revenue, which left the Parking Fund without sufficient resources to fund operations or capital needs. Parking revenue trends largely reflect the local economy, thus the Parking Fund is expected to be dependent upon a General Fund operating subsidy as well as a funding source for capital needs for the majority of the General Fund Long-Term Financial Plan. Absent the addition of the Parking Fund as a sub-fund of the General Fund, General Fund appropriations increased by \$5.5 million, or 4.0% more than the adopted 2020-21 budget. The growth in General Fund appropriations is principally attributable to:

- \$2.1 million increase in the total operating contribution and legacy costs for San Mateo Consolidated Fire Department (SMC Fire), largely due to SMC Fire honoring negotiated employee compensation changes for 2020-21;
- \$1.0 million increase in the City's Unfunded Accrued Liability (UAL) contribution to CalPERS – effectively a loan payment on the City's unfunded pension liability of \$248 million with an interest rate of 7.0%;
- \$1.0 million increase in Measure S appropriations, reflecting its support for additional CIP projects, including park restroom refurbishment (\$0.5 million), King and Joinville Parks changing room improvements (\$0.2 million), and Storm Drain Condition Assessment Program (\$0.3 million).

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Even with the ongoing disciplined budget development strategy for fiscal year 2021-22, including incorporation of the City's Fiscal Sustainability Plan, with projected General Fund revenues of \$144.5 million, the General Fund is still projected to draw down on the Rainy Day Reserve by \$2.3 million. As reflected in the General Fund Long-Term Financial Plan, the General Fund is anticipated to draw down on the Rainy Day Reserve by \$30 million – from \$54 million at the end of fiscal year 2018-19 to a projected \$24 million in fiscal year 2026-27.

The City's fiscal focus and perspective remains in the long-term to consider how near-term financial decisions impact the City's long-term sustainability. The City's ability to weather economic volatility and emerge from the pandemic-related recession is dependent upon its commitment to consistent, disciplined, and prudent fiscal decisions.

Challenges

Sales Tax

Even before our current financial crisis, sales tax revenues have not kept up with the increase in the Bay Area Consumer Price Index (CPI) over the past decade. Using the local 1% sales tax revenue in 2006-07 as the baseline, which was approximately \$16 million, 2019-20 sales tax revenue would have been \$22 million had it just experienced CPI growth over that time period. Actual sales tax for 2019-20 came in at under \$20 million. This is for a variety of reasons; however, two of the most prominent reasons are the increasing trend of disposable income being utilized for services (non-taxable) instead of goods (taxable) and internet sales. For the latter, the South Dakota v. Wayfair decision by the Supreme Court in 2018 ruled that sales tax from internet sales would be unilaterally assessed by the end of 2019, and has generated additional revenues for the City. However, the City does not receive all of the additional use tax generated through the Wayfair Decision, as use tax is allocated quarterly based on the City's share of the local 1% sales tax (Bradley Burns Uniform Sales and Use Tax). In addition, the localization of use tax will further reduce the amount of use tax flows through the county pool. Two major use tax generators entered into sales tax agreements with local cities which will result in the use tax being allocated to those cities rather than the county pools.



Hotel Tax

Transient occupancy tax, or hotel tax, is dependent on both the occupancy levels and room rates of the City's hotel stock. Hotel tax 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 hotel tax revenue.

The COVID-19 pandemic has devastated hotel tax revenue. Occupancy rates dropped to single-digits during the shelter-in-place mandate that started in March 2020, and have not materially recovered. Revenues are estimated to end 2020-21 at \$0.7 million, which is 10% of the pre-pandemic 2018-19 actuals. The City's TOT tax base is largely from business travel. Based on projections from the University of California Los Angeles Anderson School of Management and the San Mateo/Silicon Valley Convention & Visitors Bureau, tourism is expected to have a prolonged recovery – through 2025, and business travel may not ever recover, as the shift to the virtual platform may be permanent. The City will continue to monitor this trend, its impact on TOT revenues, and update the General Fund Long-Term Financial Plan accordingly.

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Other General Fund Tax Revenue Sources

The real property transfer tax (RPTT), driven by both property values and transaction volume, is the General Fund's most volatile revenue source. Over the past several years, our strong real estate market, coupled with increasing development activity, resulted in a record-high of \$14 million in real property transfer tax in 2018-19. In contrast, the Great Recession saw a \$7 million drop, from \$10 million to \$3 million, in just two years.

In the current environment, the financial crisis from the pandemic was expected to impact real estate transactions significantly. As such, the adopted 2020-21 budget assumed \$6 million in RPTT. However, the ongoing demand for housing, coupled with historic low interest rates, provided the local real estate market the foundation to adapt to the pandemic. As such, the assumption for the adopted 2021-22 budget is \$8.5 million in RPTT, which is a return to the 10-year average, which is the assumption for the General Fund Long-Term Financial Plan. While actual revenue can come in higher or lower, this baseline is projected using average revenues over an extended period so that we can better allocate resources to competing resource demands over the long-term. It is also worthwhile to note that property tax will be affected as well. In the past several years, secured assessed valuations have grown 8% annually as a result of the high number of real estate transactions. The growth in assessed value (AV) for property tax is 4% for the adopted 2021-22 budget, which reflects the 1.036% California Consumer Price Index (CCPI), which is a component of the AV growth. The remainder of the increase is primarily attributable to real estate sales bringing properties up to market value and new developments being added to the City's property tax roll. Beyond 2021-22, the AV is projected to remain at 4% in the long-term plan in order to be more in line with the average growth over the past decade, including years that were impacted by the Great Recession. While property tax revenues are still projected to grow and remain as the General Fund's largest and most stable revenue source, they are projected to grow at a much slower pace than before.

Pension Costs

In total, the impact to revenues from the COVID-19 pandemic translates to lower recurring revenues over the long-term forecast. With lower recurring revenues, a higher portion gets utilized to pay for recurring expenditures that the City has no control over, and a smaller remaining portion goes to support other areas of operations. The City's cost for its contribution to CalPERS for employee pension benefits is the most significant recurring expenditure that is outside of the City's control. 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%, contribution rates continue to increase significantly, putting pressure on General Fund operations. The table below illustrates the City's pension cost in the General Fund, including the legacy pension costs of former Fire Department employees that remain with the City, is projected to increase from \$19.3 million in 2021-22 to \$21.5 million in 2030-31. As I noted earlier in this transmittal letter, the projected local 1% sales tax revenue, which is our second largest General Fund revenue source, is no longer enough to cover the General Fund's share of the pension cost in 2021-22. While the table shows improvement in the ratio of pension contributions to sales tax revenues, it is important to note that beyond the projected return on investment for 2020-21, the pension forecast illustrates the scenario of CalPERS earning 7.0% on its investment portfolio during the forecast horizon, and does not model the impact of any changes to actuarial assumptions, including the discount rate. In addition, the table below illustrates a three year recovery of sales tax to the 2018-19 baseline from the impact of the pandemic.

The pension forecast illustrates the impact of 1) 4.7% return on investment (ROI) for fiscal year 2019-20 and 2) a year-to-date ROI of 16.5%. The City will begin paying for the amortized cost of the 2019-20 market loss, which is the difference between the discount rate of 7.0% and the ROI of 4.7%, beginning in 2022-23. If CalPERS is able to sustain its year-to-date ROI for 2020-21, the market gain will begin amortization in 2023-24, and help to offset the additional cost and unfunded liability that resulted from the prior year market losses.

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Despite the near-term favorable investment returns, the potential result illustrates the volatility of CalPERS investment returns. Interest is a measure of risk; as such, interest returns above the discount rate indicate that CalPERS' investment portfolio is taking on too much risk. To address this, CalPERS adopted a Risk Mitigation Policy, which would automatically reduce the discount rate if CalPERS' investment return exceeds the discount rate. For example, if the 16.5% year-to-date investment return were to come to fruition, CalPERS would reduce its discount rate by 0.15% starting in the actuarial valuation for the measurement period ending June 30, 2021, and the impact of the discount rate reduction would begin in fiscal year 2023-24.

In addition, CalPERS began its quadrennial Asset Liability Management (ALM) cycle in February 2021, which will determine capital market assumptions, the level of risk that the CalPERS Board is willing to take, and ultimately, the discount rate. During the previous reduction of the discount rate from 7.5% to 7.0%, CalPERS suspended the Risk Mitigation Policy until 2020-21 to allow the impact of the discount rate reduction to phase in. Whether through the potential 2020-21 investment return trigger of the Risk Mitigation Policy, or the potential outcome of the ALM cycle, it is highly likely that the discount rate will be reduced, which will automatically increase the City's unfunded pension liability, and the change in actuarial assumption would generate an additional amortization base (loan) that would be paid off over 20 years.

FISCAL YEAR	GENERAL FUND PENSION EXPENDITURE (IN MILLIONS)	PROJECTED LOCAL 1% SALES TAX REVENUE (IN MILLIONS)	PENSION AS A PERCENTAGE OF SALES TAX
2021-22	\$ 19.3	\$ 19.4	100%
2022-23	\$ 20.7	\$ 20.2	102%
2023-24	\$ 20.9	\$ 20.9	100%
2024-25	\$ 21.2	\$ 21.5	99%
2025-26	\$ 20.5	\$ 22.0	93%
2026-27	\$ 20.3	\$ 22.6	90%
2027-28	\$ 20.5	\$ 23.1	89%
2028-29	\$ 20.5	\$ 23.5	87%
2029-30	\$ 21.0	\$ 24.0	88%
2030-31	\$ 21.5	\$ 24.5	88%

General Plan Update

The General Plan Update will establish policies regarding the City's intent for how the community may change over the next twenty years, covering a wide range of topics, including land use, urban design, housing, circulation, safety, parks and conservation, and more. Work on the General Plan Update started in 2018-19 and notable progress was made through Spring 2020, with numerous community workshops and surveys to solicit feedback and develop a Vision for 2040. With the shelter-in-place mandate in March 2020, work on the General Plan Update shifted toward internal, staff driven work. Community outreach activities were paused for about a year and resumed in February 2021 with virtual events. As the county reopens, outreach will continue and expand with live and virtual events, and possibly hybrid events for concurrent in-person and virtual meeting opportunities. The General Plan Update Team is also working on developing targeted outreach to those segments of the community with low participation at previous events, and will tailor messaging and meeting venues in an effort to foster greater participation. The pandemic continues to be a stressful and uncertain time. Ensuring the process is inclusive and thoughtful remains a top priority, and we will continue to follow guidelines from County Health Officer Orders closely as we plan for future activities.

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Opportunities

Capital and Infrastructure Investments

Even as we face the economic crisis from the COVID-19 pandemic, I don't want to lose sight of the many major initiatives that are occurring right now. The priority in investing in our community remains as strong as ever. We have made substantial funding commitments to the \$1 billion Clean Water Program as it moves to build the foundation of the wastewater treatment plant. The City closed nearly \$300 million in low interest loans with the Environmental Protection Agency (EPA) through the Water Infrastructure Finance and Innovation Act (WIFIA) to finance the cost of capital improvements for the wastewater treatment plant and collections system at the end of 2020, and will close short-term notes to take advantage of the current interest rate spread, which will save sewer rate payers approximately \$5.6 million in net present value. Tremendous progress is being made now that will upgrade and expand the wastewater treatment plant to provide high-quality services to our community for decades to come.

Other major initiatives that are underway include accelerated street repair and reconstruction, and the flood control infrastructure in North Shoreview. In February 2020, the City, through the San Mateo – Foster City Public Financing Authority, issued \$42.3 million in lease revenue bonds to finance these improvements. For streets, approximately 9.5 miles of failed streets remain from the original 22 miles that were identified in 2013. Funding from the bonds will be utilized to accelerate street improvement projects, and we are on target to eliminate the remaining 9.5 miles of failed streets by 2024. Funding from the bonds will also be utilized to finance flood control improvements, which will take the North Shoreview neighborhood off the FEMA flood map and save residents from the cost of flood insurance. Carrying on initiatives like these are a testament to the investment and commitment we make to our community, even as we face unprecedented times from the pandemic. The work continues, and I am confident that the investments we are making now will position our community for long-term success.

Measure S

Measure S, the 0.25% sales tax extension, maintains funding for its core priorities, which include safety, public services, and infrastructure improvements. The City has been awarded a Lifeline Transportation Grant from the City/County Association of Governments of San Mateo County (C/CAG) to support the City's Senior Transportation Program for \$160,000 per year. The grant funds offset costs that were funded by Measure S. In addition, the adopted 2021-22 budget appropriates \$1.9 million in Measure S funds for CIP projects, including \$0.25 million for neighborhood traffic management, \$0.8 million for citywide street reconstruction, \$0.48 million for park restroom refurbishment, \$0.25 million for a storm drain condition assessment program, and \$0.2 million for King and Joinville changing room improvements. While Measure S revenues have been reduced as a result of COVID-19, they have not been impacted to the same degree as sales tax revenues due to differences in tax law. The local 1% sales tax is assessed, collected, allocated, and remitted pursuant to the Bradley Burns Uniform Sales and Use Tax, while the Measure S ¼ cent transactions and use tax is under the State of California's District Tax law. Revenues will continue to be monitored carefully, and recommendations on funding adjustments will be presented to the Measure S Oversight Committee as appropriate.



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Continuity of Operations

The shelter-in-place mandate closed many of our City facilities, including City Hall. Many of our staff transitioned to working from home and connected with each other through various technology platforms. When services that used to be provided in-person were no longer possible, our staff worked diligently and creatively to find solutions to maintain the services we provide to our community to the extent possible, including the online permit center to facilitate electronic plan review and permit issuance that was implemented in May 2020 and the online portal for business tax applications and renewals that was rolled out in December 2020. Public meetings moved to a virtual environment, while still giving the public opportunities for public comment. Some recreational and library programming was transitioned to an online format. These solutions empowered the City to not only maintain continuity of operations, but also realize efficiencies that position the City to maintain service levels while permanently eliminating specific vacant positions pursuant to the Fiscal Sustainability Plan.

In anticipation of the State's reopening on June 15, 2021, the City formed a Reopening Task Force to envision how City services will continue to adapt in response to changing conditions, set milestone dates for achieving service-related goals, and establish a path forward to balance the safety of our employees with the provision of service for the San Mateo Community.

Concluding Remarks

The pandemic has changed the way we live and interact with one another and has changed consumer behavior. We used the moment as an opportunity to adapt and evolve our operations, and I am extraordinarily proud of how our City staff have risen to the challenge to meet the needs of the community. Moving forward, the delivery of services may be different, and as an organization, we will need to continue to envision and define what normal looks like as we emerge from the pandemic and corresponding economic crisis. What is certain is our ability to adapt, as we will continue to find creative solutions to provide high-quality services to our community.



This letter summarizes our financial position and the concrete steps we have taken and will prospectively take in the future to address the challenges in front of us. We are making a number of important decisions to ensure the long-term health of our organization and thoughtfully prepare for next year and beyond. We continue to invest in our core priorities of infrastructure needs, and we are finding new ways of providing services and engaging our community while relying on public health guidelines. We have much work ahead, but we have an exceptionally talented and dedicated team of people with great creativity and skill who have shown their commitment to addressing the complexities and challenges of the pandemic, and together, we will continue to prevail.

While events in the past year have been historic, the resultant dilemmas have been equally met by support from the City Council for our community and for our organization. Our staff have stepped up to the moment and proved what is possible when faced with extremely challenging circumstances. And as I take a moment to reflect on the intensity of the past year, I am truly humbled to be a part of this resilient community that has made the best of a once-in-a-lifetime crisis.

Transmittal of Adopted Budget

The development and delivery of the recommended budget to the City 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 City Council for articulating a vision and setting priorities that helped us develop the budget. I would also like to thank the executive team, along with their respective staff members, for their efforts in supporting the budget development process. And finally, I'd like to thank the members of the Finance Department, led by Finance Director Rich Lee, who drove the process to develop the budget and prepare this document.

Respectfully submitted,



Drew Corbett, City Manager

A black and white photograph of a modern building with a tiered fountain in the foreground and lush landscaping. The building has multiple stories with large windows and a prominent entrance on the left. The fountain features a series of stone steps leading down to a pool of water, with large rocks scattered around. The landscaping includes various trees, shrubs, and tall grasses. A street lamp is visible on the right side of the image.

City Overview

City Council Vision

San Mateo

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

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

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



City Council Strategic Direction

The strategic directions express 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.
- Continue to support efforts to improve access to and affordability of early childhood care and education.

Orderly Planning, Development, and Functioning of the Community

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

An Open, Participative, and Effective City Government

- Continue to provide cost-effective and quality services that are accessible to all segments of the San Mateo community.
- Maintain City finances where expenses do not exceed ongoing revenues.
- Expand community outreach and participation opportunities for all who live and/or work in San Mateo.
- Continue to cooperate with regional partners, schools, and other agencies to improve infrastructure and 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.
- Replace all remaining high voltage circuits to improve safety and reliability of the street light system.
- Evaluate funding options for storm system activities and improvements, including dredging the Marina Lagoon.
- Remove North Shoreview from FEMA Flood Assessment.
- Fund and deliver the Clean Water Program.
- Meet the 100% trash reduction mandate.
- Develop an anti-littering trash and cigarette butt outreach campaign.
- Evaluate the feasibility of a Green Fleet by 2030.
- 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 and enhance transparency of outcomes and frequencies 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.
- Continue Safe Streets neighborhood street closures.
- Implement bicycle and pedestrian projects and programs that address safety and align with adopted City plans.
- Implement Library Space Master Plan.
- Create COVID-19 children's programming.
- Create a senior library outreach program with home delivery for homebound seniors.
- Enhance police accountability, transparency, and efficiency and expand on coordinating police services with mental health and social services.
- Assess ability to strengthen existing red tag ordinance.
- Implement the Safe and Secure Neighborhoods Initiative.
- Host a community conversation on policing in San Mateo.
- Explore banning smoking in commercial areas.



City Council Priorities

Framing the Future

- Create a Diversity and Equity taskforce.
- Implement the Climate Action Plan and work to reduce greenhouse gas emissions.
- Create a racial equity community art project.
- Pursue development of additional housing including affordable and workforce housing.
- Evaluate potential mandates regarding composting in multi-family dwellings.
- Consider the adoption of wage theft protections.
- Implement the Central Park Master Plan.
- Update the General Plan.
- Develop a funding strategy for existing infrastructure plans.
- Evaluate appropriate frequency for standardized and routine statistically-valid community surveys.
- Review Municipal Code provisions related to development review process and identify opportunities for streamlining.
- Plan for the downtown grade separations and long-term train corridor improvements.

Economic Vitality

- Create additional parking supply for Downtown San Mateo.
- Enhance the customer experience Downtown and in other commercial districts.
- Assist small businesses with economic recovery, including formation of a Small Business Recovery Committee.
- Evaluate a street closure in the Downtown on B Street.
- Evaluate Downtown parking and transit incentive programs for employees.
- Explore options to discourage commercial vacancies.
- Explore the establishment of Property-Based Improvement Districts (PBIDs).
- Eliminate the City's unfunded pension and Other Public Employee Benefits (OPEB) liabilities by no later than 2050.
- Develop portfolio options for sustained enhanced revenues.



City Profile

Location

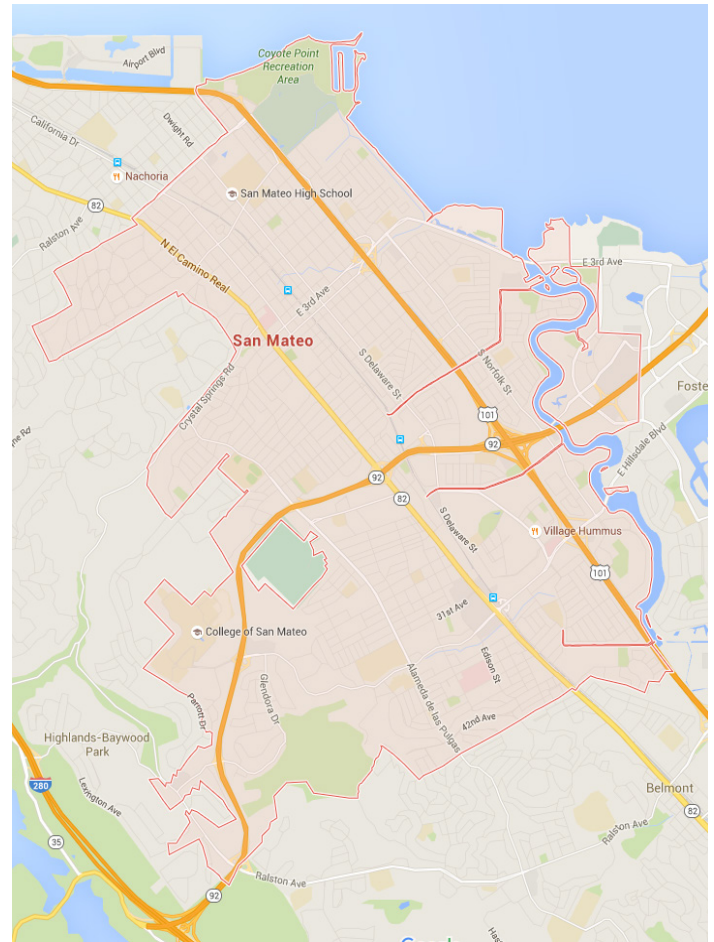
The City of San Mateo is located in San Mateo County, on the Peninsula in the San Francisco Bay Area. It is bordered by Burlingame to the north, Foster City to the east, Belmont to the south, and Hillsborough to the west. The City is conveniently situated 19 miles south of San Francisco and 30 miles north of San Jose. It covers an area of 15.4 square miles, including 3.87 square miles of tidelands from the San Francisco Bay to the east and a range of coastal mountains to the west.

The City

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

Services

The City provides a full range of municipal services. These include police, planning, building, sewer, street maintenance, and general administrative services. Fire service is provided by the 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

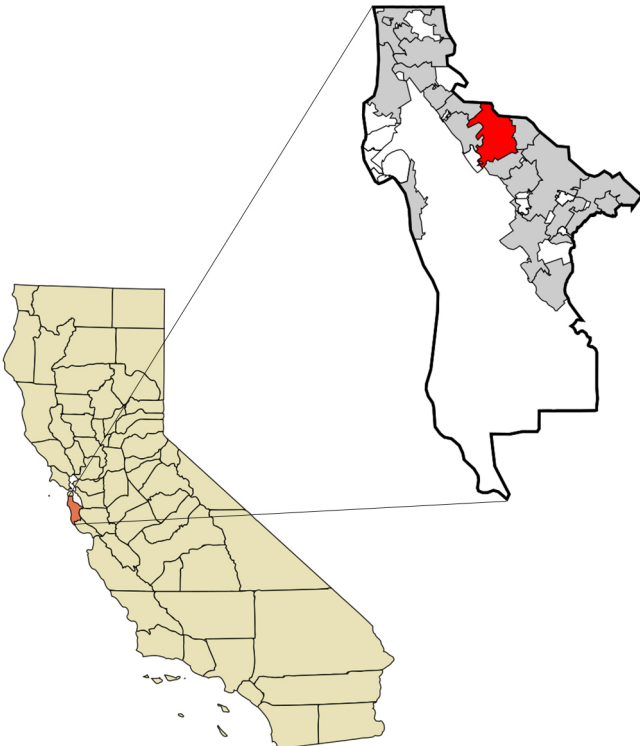
Based on the California Department of Finance, the City's population as of 2021 was just over 103,000, which represents about 13.5 percent of the countywide population. Also based on the most recent U.S. Census data, per capita personal income for San Mateo residents was \$62,784, which is slightly above the amount for San Mateo County as a whole (\$61,545) and well above the value for the State of California (\$36,955). According to the preliminary April 2021 figures from the Employment Development Department, the City's unemployment rate is 4.2%, which is slightly below the County's unemployment rate at 4.8%.

City Profile

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

15.4

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

38.2

Public School Enrollment

21,461

Top Employers

County of San Mateo Medical Center
 Sony Interactive Entertainment
 San Mateo-Foster City Unified School District
 San Mateo Union High School District
 Franklin Templeton Investor

Mission

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

Values

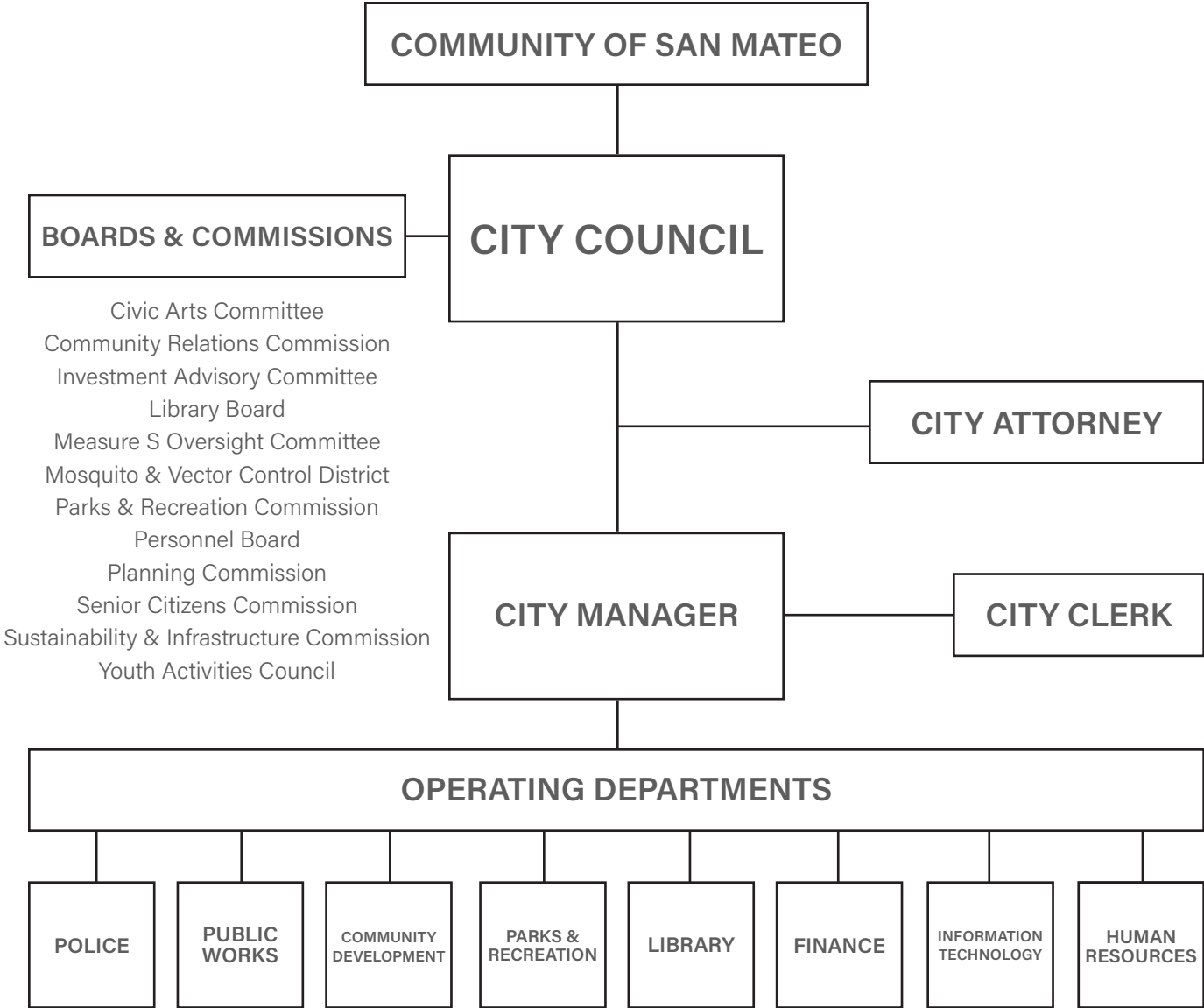
Respect, Creativity, Integrity,
Transparency, Inclusivity

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 Organizational Chart



City Council

Mayor	Eric Rodriguez
Deputy Mayor	Rick Bonilla
Council Member	Joe Goethals
Council Member	Amourence Lee
Council Member	Diane Papan
City Manager	Drew Corbett
City Attorney	Prasanna Rasiah

Department Heads

Assistant City Manager	Kathy Kleinbaum
City Clerk	Patrice Olds
City Librarian	James Moore
Community Development Director	Christina Horrisberger
Finance Director	Rich Lee
Human Resources Director	Casey Echarte
Information Technology Director	Pete Owen
Parks and Recreation Director	Sheila Canzian
Police Chief	Ed Barberini
Public Works Director	Azalea Mitch

Basis of Budgeting

Fund Accounting Budget System

The City of San Mateo's budget is organized on the basis of the fund accounting system, in which each fund is considered a separate budgeting entity. Government resources are allocated to and expenses accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. All operating funds' budgets lapse at the end of the adoption cycle. The capital projects 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 four sub-funds: the Measure S Tracking sub-fund, the Downtown Services 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 Programs Funds

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

Proprietary Fund Types

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

Enterprise Funds

This fund accounts 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. In any budget cycle, to remain adaptable to changing economic and/or operational conditions, the City may choose to develop one-year instead of two-year budget plans. The Department Heads are responsible for containing expenditures within their budgeted appropriations as approved by the City Council. Subsequent to the adoption of the budget, all additional changes to the budget require City Council approval.

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

Budget Preparation Timeline

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 major activities and milestones are as follows:

July Through September

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

October Through December

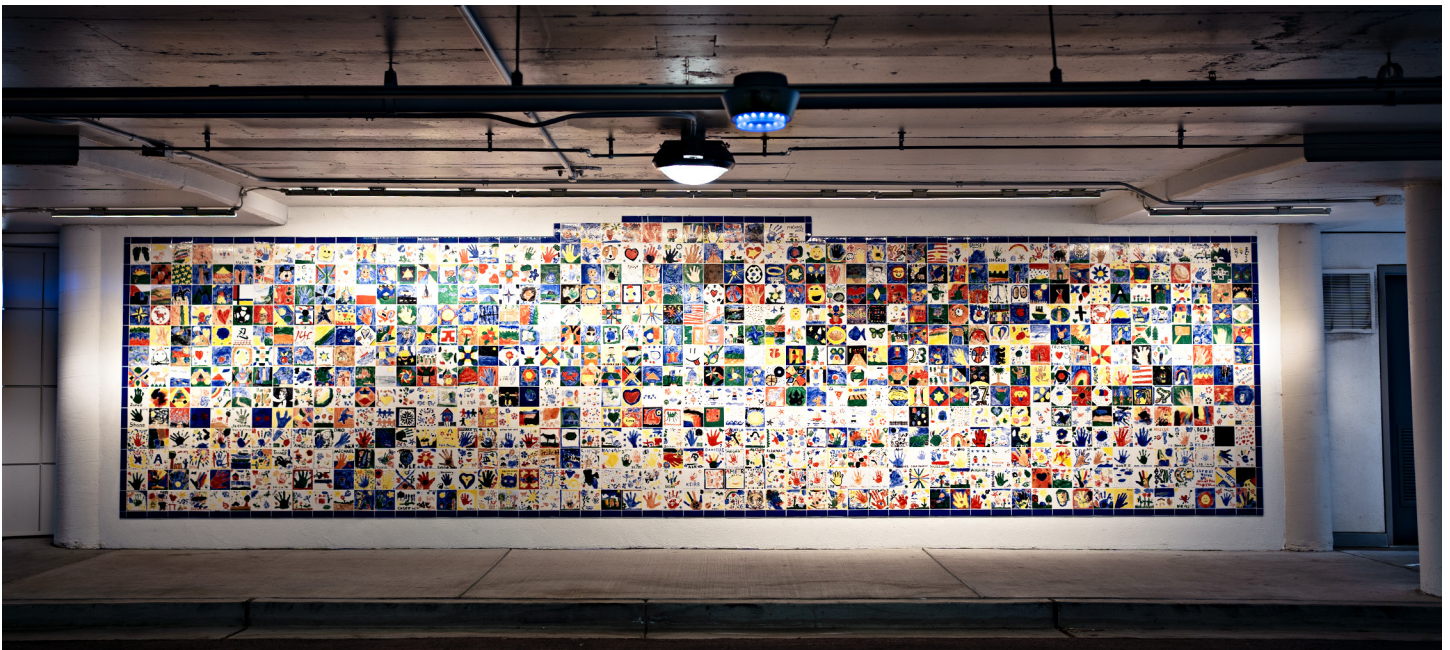
- Schedule for the development of the following fiscal year's budget is established and distributed to departments.
- Final financial results from the previous fiscal year, in the form of the Comprehensive Annual Financial Report, are presented to Council.
- Development of internal service charges and 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.



Budget Preparation 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. With conditions that are proving to evolve and remain uncertain for a period of time, staff recommended temporarily moving to an annual budget cycle beginning with the 2020-21 budget before transitioning back to a two-year cycle for 2022-24.

For the 2020-21 budget year, the focus was on the operating budget. The primary focus was establishing a baseline budget including short-term options to address the structural deficit given the economic impact we were facing due to the coronavirus. The final service level set for 2020-21 was maintained for the 2021-22 budget. As such, updates to the 2021-22 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.



The development of the 2021-22 budget began in the second half of calendar year 2020, as the Capital Improvement Program (CIP) Committee convened to scope out the plan for collection, evaluating, and funding the projects included in the five-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 the currently budgeted projects in the five-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 estimated 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 2021-26 five-year CIP. This process concluded in mid-March, 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-April, staff presented City Council with a preview of the recommended budget which primarily focused on the financial impact of COVID-19 on General Fund revenues, the long-term financial plan, pension related costs, as well as a discussion about the City's share of funds from the American Rescue Plan Act (ARPA). This was intended to give Council advance notice and options in making decisions on how to use ARPA funds the City will receive.

Staff incorporated Council feedback and finalized numbers for the 2021-22 budget, which included five- and ten-year financial plans for each of the applicable funds. Attention then turned towards the design and creation of the budget document. The proposed 2021-22 budget document was delivered at the first City Council meeting in June and public hearings were held with the final budget adopted before June 30.



Government Finance Officers Association

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California**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2019

Christopher P. Morill

Executive Director/CEO



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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**City of San Mateo
California**

For the Biennium Beginning

July 1, 2020

Christopher P. Morill

Executive Director

CSMFO Budget Award

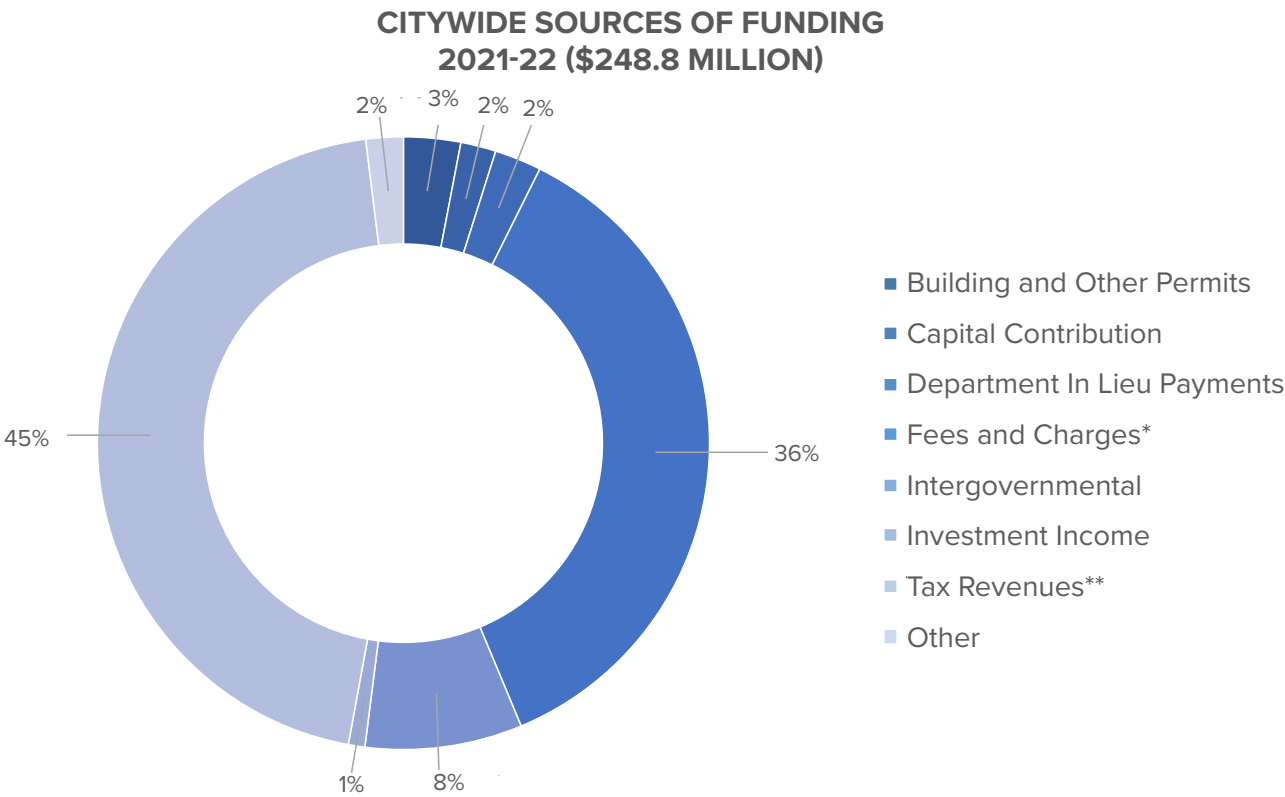




Budget Overview

Citywide Sources of Funding

CATEGORY		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET
Property Tax	\$	67,106,048	\$	65,541,670	\$	68,227,629
Sales Tax		26,958,595		26,259,618		28,382,900
Property Transfer Tax		9,137,370		6,000,000		8,500,000
Transient Occupancy Tax		4,868,365		5,104,102		1,166,667
Business License Tax		6,117,428		5,968,611		6,058,140
Franchises		3,170,550		3,101,355		3,135,182
Bond and Loan Proceeds		55,663,764		14,460,000		-
Building and Other Permits		8,508,962		7,495,500		7,495,500
Capital Contribution		10,947,560		4,184,681		4,643,572
Charges for Services		66,806,243		68,899,708		74,744,017
Department In Lieu Payments		4,103,045		4,685,460		6,161,791
Fines, Forfeitures, and Penalties		1,486,474		2,830,000		2,230,000
Impact Fees		4,706,451		3,465,000		3,650,000
Intergovernmental		13,455,253		11,411,609		20,646,093
Investment Income		13,104,941		2,181,729		2,172,389
Special Assessments		6,713,454		8,800,907		6,723,950
Other		6,276,797		7,114,879		4,903,876
Total Citywide Sources of Funding	\$	309,131,301	\$	247,504,829	\$	248,841,706



* 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.

Citywide Sources of Funding

FUND		2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Fund #	General Funds			
10	General	\$ 119,456,047	\$ 115,611,531	\$ 128,562,658
11	Measure S Tracking	5,414,455	5,452,000	6,262,000
14	Downtown Services	-	-	2,461,800
18	Recreation Services	3,167,886	3,908,358	2,117,387
19	Golf	2,206,781	2,104,000	2,564,000
General Funds Total		\$ 130,245,169	\$ 127,075,889	\$ 141,967,845
Special Revenue Funds				
20	Police Grants and Safety	\$ 337,514	\$ 403,309	\$ 353,309
21	Solid Waste	3,825,684	3,597,907	3,667,950
22	HOME	7,610	10,000	10,000
23	Community Development Block Grant	1,106,095	2,038,536	767,246
25	Advance Planning	762,144	1,230,000	1,330,600
26	Construction Services	8,861,561	8,846,600	8,896,600
27	Gas Tax	4,310,079	2,403,379	2,628,215
28	Downtown Parking and Security	3,235,727	4,203,000	-
30	City Housing	230,464	62,000	62,000
31	Low and Moderate Income Housing Asset	404,978	110,000	80,000
32	Parks and Recreation Revenue	2,469,537	5,189,000	3,427,000
33	Traffic Impact Fee	2,337,303	3,000,000	1,250,000
34	Commercial Linkage Fee	2,395,700	60,000	60,000
35	Road Maintenance and Rehabilitation Account	-	1,879,247	2,046,788
36	Permanent Local Housing Allocation	-	341,894	531,409
Special Revenue Funds Total		\$ 30,284,396	\$ 33,374,872	\$ 25,111,117
Debt Service Funds				
41	Landfill Bonds	\$ 676,927	\$ 615,000	\$ 615,000
48	General Obligation Bonds	2,487,111	2,058,150	2,055,950
Debt Service Funds Total		\$ 3,164,038	\$ 2,673,150	\$ 2,670,950
Capital Program Funds				
56	2% Hotel Tax	\$ 994,133	\$ 850,684	\$ 200,000
59	Capital Improvement Program	68,850,644	9,878,824	7,806,766
Capital Program Funds Total		\$ 69,844,778	\$ 10,729,508	\$ 8,006,766
Enterprise Funds				
72	Sewer	\$ 74,784,609	\$ 73,501,167	\$ 70,933,703
Enterprise Funds Total		\$ 74,784,609	\$ 73,501,167	\$ 70,933,703
Internal Service Funds*				
81	Vehicle and Equipment Replacement	\$ 2,136,074	\$ 1,729,543	\$ 1,746,837
82	Fleet and Building Maintenance	4,728,208	5,200,366	5,184,155
83	Benefits	34,640,072	37,848,017	40,235,057
86	Dental	815,085	853,444	839,285
87	Workers' Compensation	4,812,489	4,461,146	4,407,379
88	Comprehensive Liability	1,286,829	1,410,000	1,620,000
Internal Service Funds Total		\$ 48,418,757	\$ 51,502,516	\$ 54,032,713
Total Citywide Sources of Funding		\$ 309,131,301	\$ 247,504,829	\$ 248,841,706

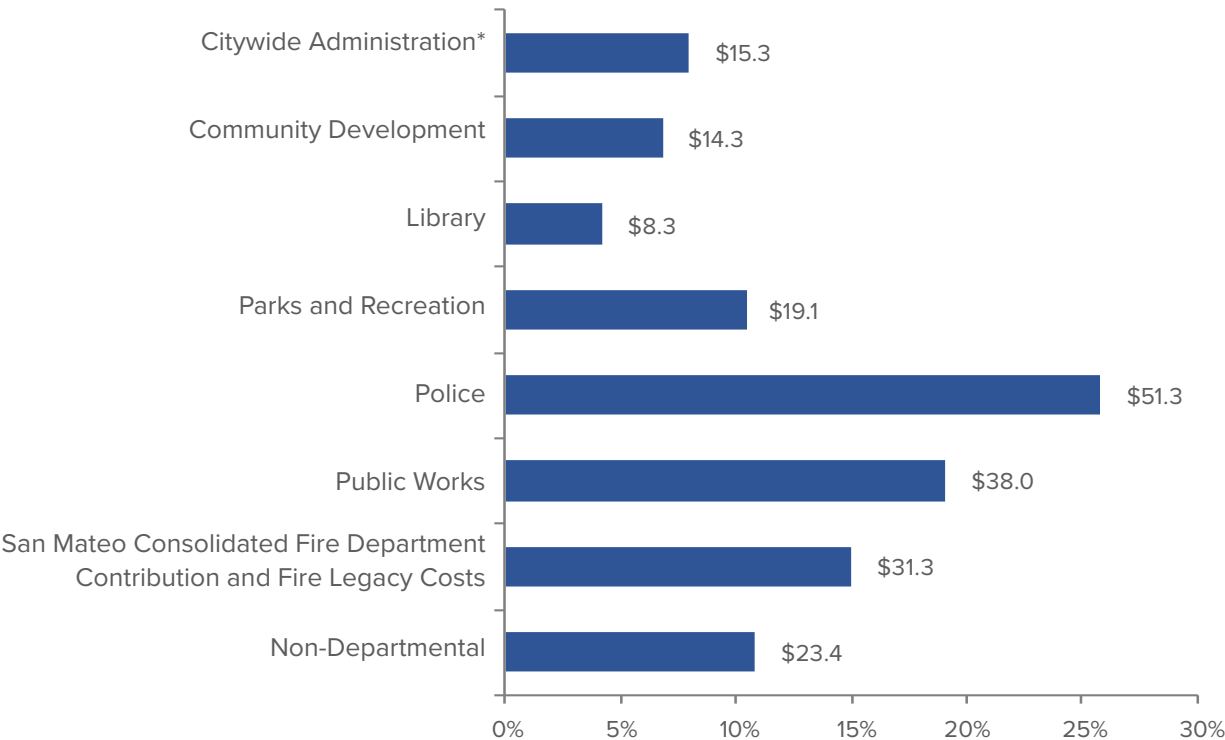
* Only investment income is included in the Total Citywide Sources of Funding to preclude funding that comes from other funds.

City Operating Budget

DEPARTMENT	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
City Attorney	\$ 1,446,726	\$ 1,423,851	\$ 1,404,605
City Clerk	785,987	985,691	792,387
City Council	312,350	358,253	343,250
City Manager	2,644,691	2,977,042	2,483,793
Community Development	9,903,609	15,356,320	14,290,950
Finance	3,785,389	4,145,203	3,984,454
Human Resources	1,992,029	2,368,839	2,239,260
Information Technology	3,385,258	3,838,481	4,068,859
Library	7,260,024	8,248,938	8,256,320
Parks and Recreation	17,442,182	20,660,178	19,086,620
Police	47,220,714	51,050,981	51,293,722
Public Works	31,918,588	38,139,202	38,015,770
San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs	27,231,104	29,250,445	31,306,570
Non-Departmental	23,763,417	21,055,658	23,424,034
Total City Operating Budget	\$ 179,092,068	\$ 199,859,082	\$ 200,990,594

Totals do not include internal services.

CITYWIDE OPERATIONS BY DEPARTMENT 2021-22 (\$201.0 MILLION)



Department totals shown in millions.

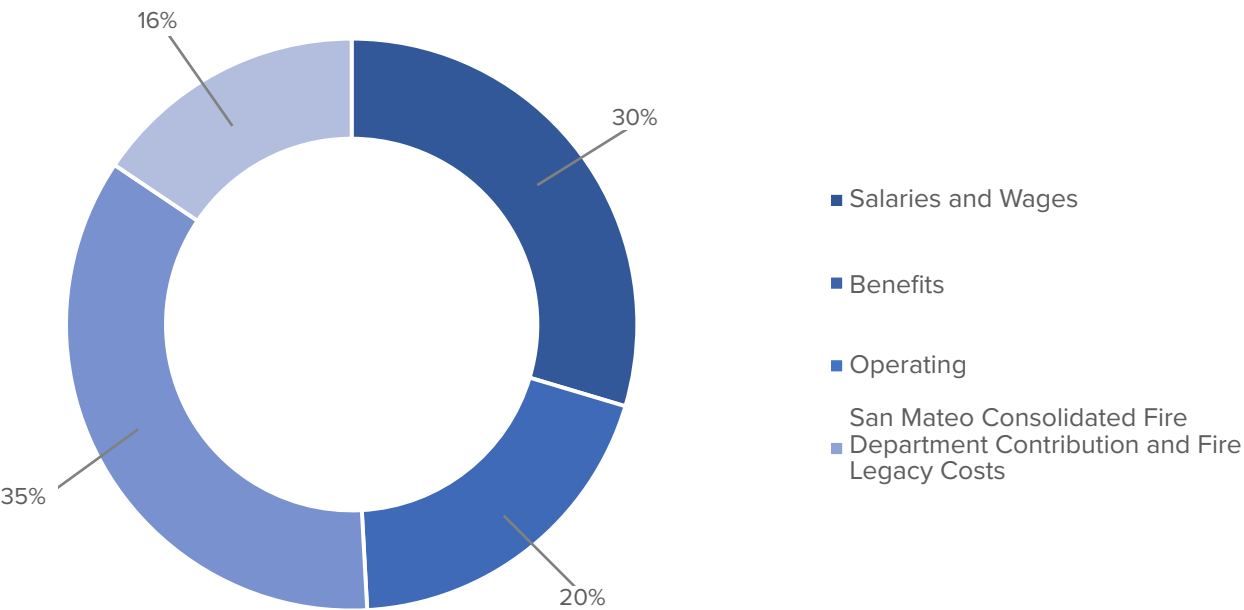
*Citywide Administration includes these departments: City Attorney, City Clerk, City Council, City Manager, Finance, Human Resources, Information Technology.

City Operating Budget

CATEGORY	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Salaries and Wages	\$ 58,632,403	\$ 57,135,441	\$ 59,513,911
Benefits	32,523,342	37,727,889	39,233,547
Operating	60,705,218	75,745,307	70,936,566
San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs	27,231,104	29,250,445	31,306,570
Total City Operating Budget	\$ 179,092,068	\$ 199,859,082	\$ 200,990,594

Totals do not include internal services.

CITYWIDE OPERATIONS BY CATEGORY
2021-22 (\$201.0 MILLION)



City Operating Budget

FUND		2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Fund #	General Funds			
10	General	\$ 110,179,363	\$ 116,039,318	\$ 120,937,941
11	Measure S Tracking	1,760,030	1,893,810	1,921,703
14	Downtown Services	-	-	4,512,819
18	Recreation Services	7,908,837	9,612,658	8,219,964
19	Golf	2,940,012	3,142,908	3,183,615
General Funds Total		\$ 122,788,242	\$ 130,688,694	\$ 138,776,042
Special Revenue Funds				
20	Police Grants and Safety	\$ 389,245	\$ 796,190	\$ 415,308
21	Solid Waste	1,607,993	2,217,908	2,295,648
22	HOME	-	-	10,000
23	Community Development Block Grant	225,116	1,584,336	220,178
25	Advance Planning	1,025,908	1,972,622	2,046,417
26	Construction Services	7,388,655	10,325,112	10,024,737
28	Downtown Parking and Security	3,495,962	4,598,151	-
30	City Housing	50,885	198,500	198,500
31	Low and Moderate Income Housing Asset	100,161	144,405	144,613
32	Parks and Recreation Revenue	-	-	16,866
34	Commercial Linkage Fee	-	-	5,141
36	Permanent Local Housing Allocation	-	-	531,409
Special Revenue Funds Total		\$ 14,283,926	\$ 21,837,224	\$ 15,908,817
Debt Service Funds				
41	Landfill Bonds	\$ 82,548	\$ 433,594	\$ 95,749
42	Street and Flood Control Projects Bond	-	2,712,322	2,663,647
48	General Obligation Bonds	2,106,672	2,098,309	2,079,765
Debt Service Funds Total		\$ 2,189,220	\$ 5,244,225	\$ 4,839,161
Capital Programs Funds				
56	2% Hotel Tax	\$ 671,642	\$ 801,801	\$ 588,478
Capital Programs Funds Total		\$ 671,642	\$ 801,801	\$ 588,478
Enterprise Funds				
72	Sewer	\$ 39,159,038	\$ 41,287,138	\$ 40,878,096
Enterprise Funds Total		\$ 39,159,038	\$ 41,287,138	\$ 40,878,096
Total City Operating Budget		\$ 179,092,068	\$ 199,859,082	\$ 200,990,594
Internal Service Funds*				
81	Vehicle and Equipment Replacement	\$ 3,092,043	\$ 6,806,169	\$ 8,963,916
82	Fleet and Building Maintenance	4,811,817	5,202,447	5,260,428
83	Benefits	34,474,358	37,755,412	39,917,572
86	Dental	634,090	780,252	684,814
87	Workers' Compensation	6,660,334	4,601,873	4,751,636
88	Comprehensive Liability	1,665,527	1,885,768	2,249,355
Internal Service Funds Total		\$ 51,338,170	\$ 57,031,921	\$ 61,827,721

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

Schedule of Interfund Transfers

FUND	2020-21 ADJUSTED BUDGET			2021-22 ADOPTED BUDGET		
	Transfer			Transfer		
	In	Out		In	Out	
General Fund						
From Measure S Tracking Fund	\$ 339,032	\$ -		\$ 339,032	\$ -	
From Downtown Services Fund	-	-		45,000	-	
From Construction Services Fund	457,510	-		2,471,235	-	
From Gas Tax Fund	1,747,500	-		1,747,500	-	
To Downtown Services Fund	-	-		-	2,051,019	
To Recreation Services Fund	-	5,603,522		-	6,102,577	
To Golf Fund	-	1,038,908		-	619,615	
To Downtown Parking and Security Fund	-	1,100,000		-	-	
To 2% Hotel Tax Fund	-	-		-	388,478	
To Capital Improvement Program Fund	-	2,250,000		-	4,295,000	
To Vehicle and Equipment Replacement Fund	-	410,000		-	410,000	
Total	\$ 2,544,042	\$ 10,402,430		\$ 4,602,767	\$ 13,866,689	
Measure S Tracking Fund						
To General Fund	\$ -	\$ 339,032		\$ -	\$ 339,032	
To Street and Flood Control Projects Bond Fund	-	2,712,322		-	2,663,647	
To Capital Improvement Program Fund	-	1,050,000		-	1,993,000	
Total	\$ -	\$ 4,101,354		\$ -	\$ 4,995,679	
Downtown Services Fund						
From General Fund	\$ -	\$ -		\$ 2,051,019	\$ -	
To General Fund	-	-		-	45,000	
Total	\$ -	\$ -		\$ 2,051,019	\$ 45,000	
Recreation Services Fund						
From General Fund	\$ 5,603,522	\$ -		\$ 6,102,577	\$ -	
Total	\$ 5,603,522	\$ -		\$ 6,102,577	\$ -	
Golf Fund						
From General Fund	\$ 1,038,908	\$ -		\$ 619,615	\$ -	
Total	\$ 1,038,908	\$ -		\$ 619,615	\$ -	
Solid Waste Fund						
To Capital Improvement Program Fund	\$ -	\$ 2,400,000		\$ -	\$ 750,000	
Total	\$ -	\$ 2,400,000		\$ -	\$ 750,000	
HOME Fund						
To Capital Improvement Program Fund	\$ -	\$ 640,000		\$ -	\$ -	
Total	\$ -	\$ 640,000		\$ -	\$ -	
Community Development Block Grant Fund						
To Capital Improvement Program Fund	\$ -	\$ 360,000		\$ -	\$ 680,000	
Total	\$ -	\$ 360,000		\$ -	\$ 680,000	
Construction Services Fund						
To General Fund	\$ -	\$ 457,510		\$ -	\$ 2,471,235	
To Capital Improvement Program Fund	-	9,360,000		-	-	
Total	\$ -	\$ 9,817,510		\$ -	\$ 2,471,235	

Schedule of Interfund Transfers

FUND	2020-21 ADJUSTED BUDGET			2021-22 ADOPTED BUDGET		
	Transfer			Transfer		
	In	Out		In	Out	
Gas Tax Fund						
To General Fund	\$ -	\$ 1,747,500		\$ -	\$ 1,747,500	
To Capital Improvement Program Fund	-	30,978		-	1,480,000	
Total	\$ -	\$ 1,778,478		\$ -	\$ 3,227,500	
Downtown Parking and Security Fund						
From General Fund	\$ 1,100,000	\$ -		\$ -	\$ -	
To Capital Improvement Program Fund	-	1,000,000		-	-	
Total	\$ 1,100,000	\$ 1,000,000		\$ -	\$ -	
Low and Moderate Income Housing Asset Fund						
To Capital Improvement Program Fund	\$ -	\$ 1,700,000		\$ -	\$ -	
Total	\$ -	\$ 1,700,000		\$ -	\$ -	
Parks and Recreation Revenue Fund						
To Capital Improvement Program Fund	\$ -	\$ 3,125,000		\$ -	\$ 4,400,000	
Total	\$ -	\$ 3,125,000		\$ -	\$ 4,400,000	
Traffic Impact Fee Fund						
To Capital Improvement Program Fund	\$ -	\$ 2,550,000		\$ -	\$ 50,000	
Total	\$ -	\$ 2,550,000		\$ -	\$ 50,000	
Commerical Linkage Fee Fund						
To Capital Improvement Program Fund	\$ -	\$ 3,960,000		\$ -	\$ -	
Total	\$ -	\$ 3,960,000		\$ -	\$ -	
Road Maintenance and Rehabilitation Account Fund						
To Capital Improvement Program Fund	\$ -	\$ 1,900,000		\$ -	\$ 2,000,000	
Total	\$ -	\$ 1,900,000		\$ -	\$ 2,000,000	
Street and Flood Control Projects Bond Fund						
From Measure S Tracking Fund	\$ 2,712,322	\$ -		\$ 2,663,647	\$ -	
Total	\$ 2,712,322	\$ -		\$ 2,663,647	\$ -	
2% Hotel Tax Fund						
From General Fund	\$ -	\$ -		\$ 388,478	\$ -	
To Capital Improvement Program Fund	-	609,000		-	-	
Total	\$ -	\$ 609,000		\$ 388,478	\$ -	
Sewer Fund						
To Capital Improvement Program Fund	\$ -	\$ 22,416,544		\$ -	\$ 29,715,000	
Total	\$ -	\$ 22,416,544		\$ -	\$ 29,715,000	
Vehicle and Equipment Replacement Fund						
From General Fund	\$ 410,000	\$ -		\$ 410,000	\$ -	
To Capital Improvement Program Fund	-	2,250,000		-	-	
Total	\$ 410,000	\$ 2,250,000		\$ 410,000	\$ -	
Capital Improvement Program Fund						
From General Fund	\$ 2,250,000	\$ -		\$ 4,295,000	\$ -	
From Measure S Tracking Fund	1,050,000	-		1,993,000	-	
From Solid Waste Fund	2,400,000	-		750,000	-	

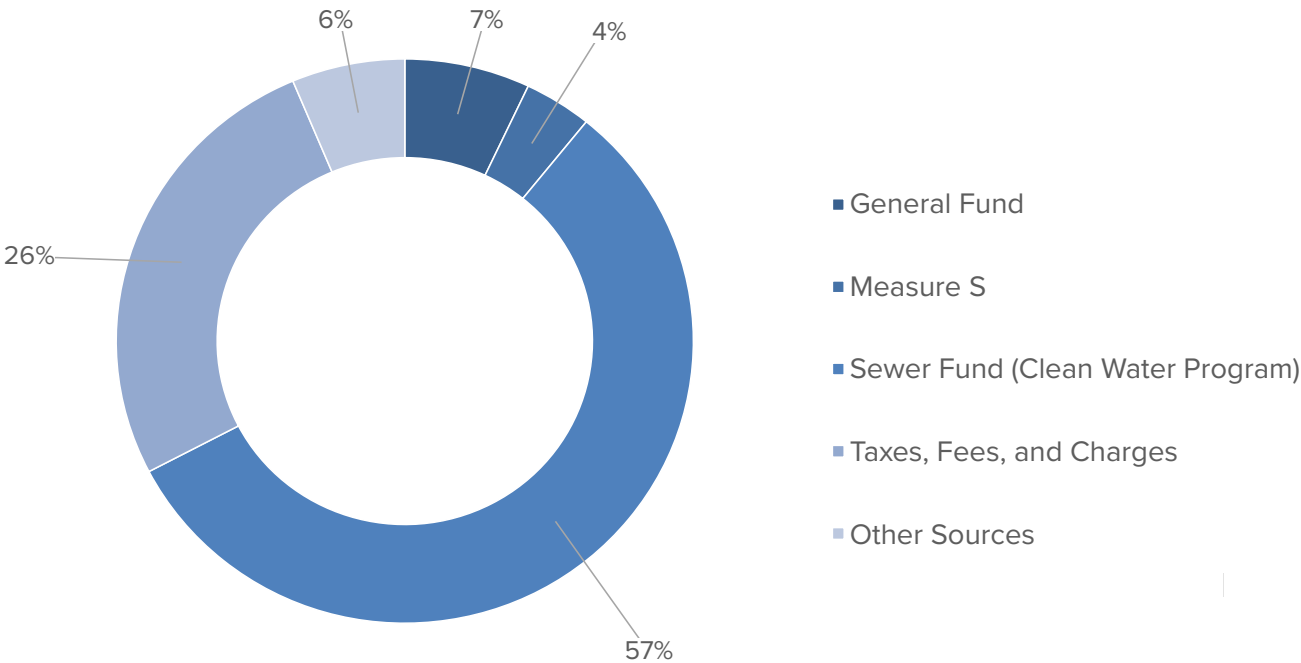
Schedule of Interfund Transfers

FUND	2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
	Transfer		Transfer	
	In	Out	In	Out
Capital Improvement Program Fund (cont.)				
From HOME Fund	640,000	-	-	-
From Community Development Block Grant Fund	360,000	-	680,000	-
From Construction Services Fund	9,360,000	-	-	-
From Gas Tax Fund	30,978	-	1,480,000	-
From Downtown Parking and Security Fund	1,000,000	-	-	-
From Low and Moderate Income Housing Asset Fund	1,700,000	-	-	-
From Parks and Recreation Revenue Fund	3,125,000	-	4,400,000	-
From Traffic Impact Fee Fund	2,550,000	-	50,000	-
From Commercial Linkage Fee Fund	3,960,000	-	-	-
From Road Maintenance and Rehabilitation Account Fund	1,900,000	-	2,000,000	-
From 2% Hotel Tax Fund	609,000	-	-	-
From Sewer Fund	22,416,544	-	29,715,000	-
From Vehicle and Equipment Replacement Fund	2,250,000	-	-	-
Total	\$ 55,601,522	\$ -	\$ 45,363,000	\$ -
Total City Transfers	\$ 69,010,316	\$ 69,010,316	\$ 62,201,103	\$ 62,201,103

Capital Improvement Program (CIP) Budget

CIP BUDGET		2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Total City Transfers	\$	69,010,316	\$ 62,201,103
Less Capital Improvement Program Transfers		55,601,522	45,363,000
Total Operating Transfers	\$	13,408,794	\$ 16,838,103
Total Capital Improvement Program Transfers	\$	55,601,522	\$ 45,363,000
Add Capital Improvement Program Revenue & Fund Balance		9,878,824	7,211,766
Total Capital Improvement Program Budget	\$	65,480,346	\$ 52,574,766

**CAPITAL IMPROVEMENT PROGRAM
2021-22 (\$52.6 MILLION)**



Full Time Equivalent (FTE) Personnel

DEPARTMENT	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET	
	All Funds	All Funds	General Fund	All Funds
City Attorney	6.00	5.00	3.35	5.00
City Clerk	4.40	4.40	4.40	4.40
City Council	5.00	5.00	5.00	5.00
City Manager	8.00	7.00	6.50	7.00
Community Development	51.72	51.40	8.95	51.40
Finance	19.00	19.00	17.25	18.00
Human Resources	11.20	12.20	8.95	11.20
Information Technology	14.05	14.35	13.60	14.35
Library	53.36	53.34	52.34	52.34
Parks and Recreation	120.28	119.15	117.68	120.43
Police	171.51	170.50	166.50	167.50
Public Works	148.09	149.91	41.64	148.91
Total City	612.61	611.25	446.16	605.53

All Funds Budget Summary

ADOPTED 2021-22		BEGINNING FUND BALANCE		REVENUES		INTERFUND TRANSFERS IN
Fund #	General Funds					
10	General ¹	\$	83,126,965	\$	128,626,653	\$ 4,602,767
11	Measure S Tracking		4,249,757		6,262,000	-
14	Downtown Services		-		2,461,800	2,051,019
18	Recreation Services		-		2,117,392	6,102,577
19	Golf		-		2,500,000	619,615
General Funds Total		\$	87,376,722	\$	141,967,845	\$ 13,375,978
Special Revenue Funds						
20	Police Grants and Safety	\$	195,009	\$	353,309	\$ -
21	Solid Waste		8,203,793		3,667,950	-
22	HOME		15,352		10,000	-
23	Community Development Block Grant		793,387		767,246	-
25	Advance Planning		3,252,421		1,330,600	-
26	Construction Services		32,367,517		8,896,600	-
27	Gas Tax		2,237,886		2,628,215	-
30	City Housing		889,249		62,000	-
31	Low and Moderate Income Housing Asset		1,078,745		80,000	-
32	Parks and Recreation Revenue		3,492,825		3,427,000	-
33	Traffic Impact Fee		(5,185,044)		1,250,000	-
34	Commercial Linkage Fee		3,150,364		60,000	-
35	Road Maintenance and Rehabilitation Account		105,605		2,046,788	-
36	Permanent Local Housing Allocation		-		531,409	-
Special Revenue Funds Total		\$	50,597,109	\$	25,111,117	\$ -
Debt Service Funds						
41	Landfill Bonds	\$	1,937,444	\$	615,000	\$ -
42	Street and Flood Control Projects Bond		-		-	2,663,647
48	General Obligation Bonds		5,827,952		2,055,950	-
Debt Service Funds Total		\$	7,765,396	\$	2,670,950	\$ 2,663,647
Capital Program Funds						
56	2% Hotel Tax	\$	-	\$	200,000	\$ 388,479
59	Capital Improvement Program		6,558,866		7,806,766	-
Capital Program Funds Total		\$	6,558,866	\$	8,006,766	\$ 388,479
Enterprise Fund						
72	Sewer	\$	(71,875,084)	\$	70,933,703	\$ -
Enterprise Fund Total		\$	(71,875,084)	\$	70,933,703	\$ -
Internal Service Funds²						
81	Vehicle and Equipment Replacement	\$	18,984,473	\$	1,746,838	\$ 410,000
82	Fleet and Building Maintenance		303,577		5,184,155	-
83	Benefits		(518,714)		40,235,058	-
86	Dental		766,509		839,285	-
87	Workers' Compensation		392,694		4,407,379	-
88	Comprehensive Liability		807,098		1,620,000	-
Internal Service Funds Total		\$	20,735,637	\$	54,032,715	\$ 410,000
Total City		\$	80,423,009	\$	248,841,706	\$ 16,838,103

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

¹Vacancy savings shown in the General Fund Long-Term Financial Plan are incorporated in the amounts under the Operating column.

²For Internal Service Funds, only transfers and investment income are included in totals.

All Funds Budget Summary

INTERFUND TRANSFERS OUT		EXPENDITURES		ENDING FUND BALANCE	
		Operating	Transfer to CIP		
\$	9,571,690	\$ 121,001,934	\$ 4,295,000	\$	81,487,761
	3,002,679		1,993,000		3,594,374
	45,000	4,512,819	-		-
	-	8,219,969	-		-
	-	3,119,615	-		-
\$	12,619,369	\$ 138,776,042	\$ 6,288,000	\$	85,082,135
\$	-	\$ 415,308	\$ -	\$	133,010
	-	2,295,647	750,000		8,826,096
	-	10,000	-		15,352
	-	220,178	680,000		660,455
	-	2,046,417	-		2,536,604
	2,471,235	10,024,737	-		28,768,145
	1,747,500	-	1,480,000		1,638,601
	-	198,500	-		752,749
	-	144,613	-		1,014,132
	-	16,866	4,400,000		2,502,959
	-	-	50,000		(3,985,044)
	-	5,141	-		3,205,223
	-	-	2,000,000		152,393
	-	531,409	-		-
\$	4,218,735	\$ 15,908,816	\$ 9,360,000	\$	46,220,675
\$	-	\$ 95,749	\$ -	\$	2,456,695
	-	2,663,647	-		-
	-	2,079,765	-		5,804,137
\$	-	\$ 4,839,161	\$ -	\$	8,260,832
\$	-	\$ 588,478	\$ -	\$	-
	-	-	7,211,766		7,153,866
\$	-	\$ 588,478	\$ 7,211,766	\$	7,153,866
\$	-	\$ 40,878,095	\$ 29,715,000	\$	(71,534,476)
\$	-	\$ 40,878,095	\$ 29,715,000	\$	(71,534,476)
\$	-	\$ 8,963,917	\$ -	\$	12,177,394
	-	5,260,428	-		227,304
	-	39,917,573	-		(201,229)
	-	684,814	-		920,980
	-	4,751,636	-		48,438
	-	2,249,355	-		177,743
\$	-	\$ 61,827,721	\$ -	\$	13,350,630
\$	16,838,103	\$ 200,990,594	\$ 52,574,766	\$	75,183,032

Pension Long-Term Forecast

	2018-19 ACTUALS	2019-20 ACTUALS / ESTIMATE	2020-21 ESTIMATE	2021-22 ESTIMATE	2022-23 ESTIMATE
Pension Contribution¹					
Miscellaneous	\$ 7,239,769	\$ 7,310,742	\$ 8,981,912	\$ 9,012,380	\$ 9,715,115
Safety	11,673,924	11,291,578	12,992,050	14,173,968	15,152,407
Safety - Additional Discretionary Payment	1,625,000	-	-	-	-
Total Pension Contribution	\$ 20,538,693	\$ 18,602,320	\$ 21,973,961	\$ 23,186,348	\$ 24,867,521
Actuarial Unfunded Liabilities					
Miscellaneous	\$ 82,067,582	\$ 82,501,164	\$ 90,060,000	\$ 70,370,000	\$ 68,040,000
Safety	161,068,154	162,642,351	170,980,000	146,770,000	144,620,000
Total Unfunded Liabilities	\$ 243,135,736	\$ 245,143,515	\$ 261,040,000	\$ 217,140,000	\$ 212,660,000
Funded Percentage					
Miscellaneous	71%	72%	70%	77%	79%
Safety	62%	60%	61%	67%	69%
Total Funded Percentage	65%	64%	64%	71%	72%
General Fund Pension Contribution as % of General Fund Expenditures²					
Miscellaneous	4%	4%	4%	4%	4%
Safety	9%	9%	9%	9%	10%
Safety - Additional Discretionary Payment	1%	0%	0%	0%	0%
Total General Fund Pension Contribution	14%	13%	13%	13%	14%
Pension Contribution as % of General Fund Expenditures²					
Miscellaneous	6%	6%	7%	6%	6%
Safety	9%	9%	10%	10%	10%
Safety - Additional Discretionary Payment	1%	0%	0%	0%	0%
Total Pension Contribution	16%	15%	17%	16%	16%
Pension Contribution as % of Covered Payroll³					
Miscellaneous	13%	14%	15%	19%	21%
Safety	20%	22%	22%	30%	32%
Safety - Additional Discretionary Payment	3%	0%	0%	0%	0%
Total Pension Contribution	36%	36%	37%	49%	53%

¹This is the City's cost after accounting for employees' cost-sharing. The contribution excludes normal cost estimates for fire safety employees as of 1/13/2019 when the City's fire operations transferred to a separate JPA agency.

²General Fund expenditures include transfers out.

³Increases beginning 2018-19 are primarily due to the City's fire operations being transferred to a new JPA agency in 2018-19, resulting in less covered payroll but with the unfunded liabilities remaining as the City's responsibility.

Pension Long-Term Forecast

2023-24 ESTIMATE	2024-25 ESTIMATE	2025-26 ESTIMATE	2026-27 ESTIMATE	2027-28 ESTIMATE	2028-29 ESTIMATE	2029-30 ESTIMATE	2030-31 ESTIMATE
\$ 9,775,850	\$ 9,869,625	\$ 8,782,508	\$ 8,703,101	\$ 8,436,881	\$ 8,653,548	\$ 8,880,285	\$ 9,107,187
15,372,685	15,593,864	15,521,798	15,430,701	15,721,864	15,593,117	15,986,416	16,399,227
-	-	-	-	-	-	-	-
\$ 25,148,535	\$ 25,463,489	\$ 24,304,306	\$ 24,133,802	\$ 24,158,745	\$ 24,246,665	\$ 24,866,701	\$ 25,506,414
\$ 64,750,000	\$ 61,190,000	\$ 57,310,000	\$ 54,340,000	\$ 51,280,000	\$ 48,300,000	\$ 44,910,000	\$ 41,060,000
141,060,000	136,980,000	132,380,000	127,530,000	122,430,000	117,220,000	111,220,000	104,370,000
\$ 205,810,000	\$ 198,170,000	\$ 189,690,000	\$ 181,870,000	\$ 173,710,000	\$ 165,520,000	\$ 156,130,000	\$ 145,430,000
81%	83%	84%	86%	87%	88%	90%	91%
70%	72%	74%	75%	77%	78%	80%	82%
74%	75%	77%	78%	80%	81%	83%	84%
4%	4%	4%	3%	3%	3%	3%	3%
10%	9%	9%	9%	9%	8%	8%	8%
0%	0%	0%	0%	0%	0%	0%	0%
14%	13%	13%	12%	12%	11%	11%	11%
6%	6%	5%	5%	5%	5%	5%	5%
10%	10%	10%	9%	9%	9%	9%	9%
0%	0%	0%	0%	0%	0%	0%	0%
16%	16%	15%	14%	14%	14%	14%	14%
20%	20%	18%	17%	16%	16%	17%	17%
32%	32%	31%	30%	30%	30%	30%	30%
0%	0%	0%	0%	0%	0%	0%	0%
52%	52%	49%	47%	46%	46%	47%	47%

General Fund

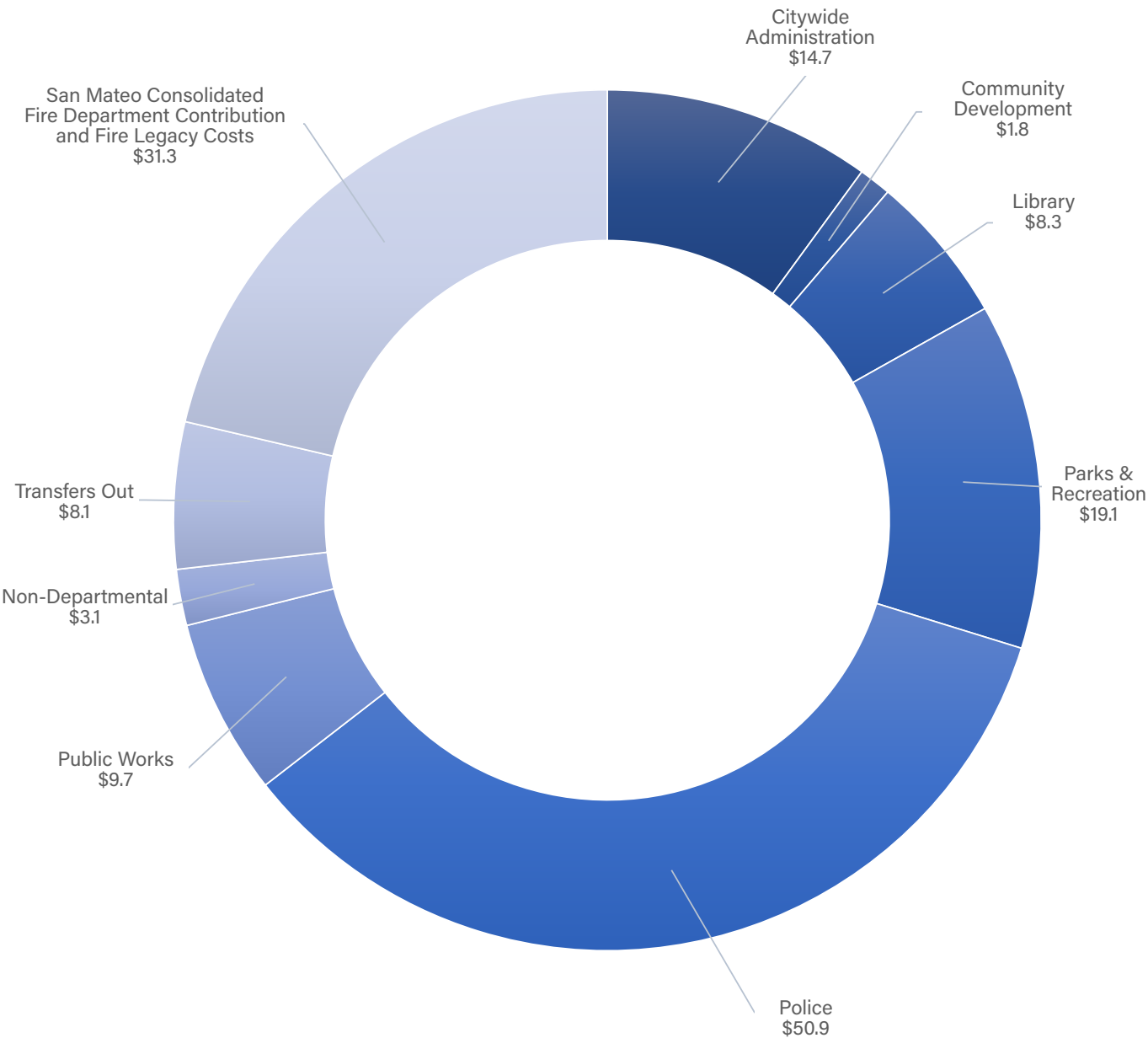


General Fund Summary

GENERAL FUND		2021-22 ADOPTED BUDGET
Revenues		
Property Tax	\$	66,181,679
Sales Tax - Local 1%		19,386,900
Sales Tax - 1/4% Measure S		6,102,000
Property Transfer Tax		8,500,000
Transient Occupancy Tax		1,000,000
Business License Tax		6,058,140
Franchises		3,135,182
Golf Fees		2,500,000
Recreation Service Charges		2,131,487
Permits, Fees, and Fines		5,143,050
Intergovernmental		12,475,126
Interest and Miscellaneous		3,192,490
Transfers In - In Lieu Charges		4,361,791
Transfers In - Rent from Sewer Fund		1,800,000
Transfers In - Construction Services		471,235
Transfers In - Gas Tax		1,747,500
Transfers In - Measure S		339,032
Use of Unassigned Fund Balance		2,339,588
Total Revenues	\$	146,865,200
Expenditures		
City Attorney	\$	1,116,311
City Clerk		792,387
City Council		343,250
City Manager		2,377,394
Community Development		1,778,865
Finance		3,832,949
Human Resources		2,239,260
Information Technology		3,954,179
Library		8,256,320
Parks and Recreation		19,086,620
Police		50,878,414
Public Works		9,716,831
Non-Departmental		3,096,693
Transfers Out		8,089,157
San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs		31,306,570
Total Expenditures	\$	146,865,200
Revenues Over / (Under) Expenditures	\$	-

General Fund Summary

GENERAL FUND OPERATIONS BY DEPARTMENT
2021-22 (\$146.9 MILLION)



Department totals shown 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		2019-20 ACTUALS		2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 FORECAST		2023-24 FORECAST
Beginning Fund Balance	\$	88,187,289	\$	85,562,278	\$	87,376,722	\$	85,037,134	\$	79,640,149
Current Resources										
Property Tax	\$	64,742,316	\$	65,012,378	\$	66,181,679	\$	71,715,588	\$	72,547,525
Sales Tax - Local 1%		17,915,997		18,096,600		19,386,900		20,210,300		20,866,900
Sales Tax - 1/4% Measure S		5,414,455		5,387,000		6,102,000		6,179,000		6,410,000
Property Transfer Tax		9,137,370		9,443,598		8,500,000		8,500,000		8,500,000
Transient Occupancy Tax		4,276,645		700,000		1,000,000		1,500,000		2,000,000
Business License Tax		5,895,591		5,968,611		6,058,140		6,149,012		6,241,247
Franchises		3,170,550		2,916,524		3,135,182		3,197,886		3,261,843
Golf Fees		2,206,008		2,861,464		2,500,000		2,550,000		2,601,000
Recreation Service Charges		3,125,002		1,056,600		2,131,487		4,353,499		4,440,569
Permits, Fees, and Fines		2,052,527		2,231,670		5,143,050		6,257,725		7,113,380
Intergovernmental		2,888,895		13,267,651		12,475,126		3,015,139		3,075,442
Interest and Miscellaneous		5,317,297		2,117,116		3,192,490		2,583,230		2,660,727
Transfers In - In Lieu Charges		2,303,045		2,885,460		4,361,791		4,449,027		4,538,007
Transfers In - Rent from Sewer Fund		1,800,000		1,800,000		1,800,000		1,800,000		1,800,000
Transfers In - Construction Services		400,000		457,510		471,235		485,372		499,933
Transfers In - Gas Tax		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	\$	132,393,199	\$	136,288,714	\$	144,525,612	\$	145,032,309	\$	148,643,105
Use of Unassigned Fund Balance	\$	-	\$	-	\$	2,339,588	\$	-	\$	-
Total Current Resources	\$	132,393,199	\$	136,288,714	\$	146,865,200	\$	145,032,309	\$	148,643,105
Current Requirements										
Salaries and Wages	\$	43,256,681	\$	42,966,031	\$	44,685,669	\$	45,897,732	\$	46,759,462
Benefits		17,281,146		17,427,751		19,783,088		20,167,083		20,867,437
Pension Unfunded Liability		8,065,362		9,040,948		10,253,885		11,479,250		12,653,860
Operating		25,178,959		24,511,998		30,825,127		31,441,629		32,070,462
Transfers Out		9,819,766		5,634,773		3,093,478		2,923,364		2,923,364
San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs		27,246,594		29,250,445		31,306,570		32,040,429		33,050,783
Measure S		4,169,702		5,642,323		6,917,382		8,166,049		6,625,090
Vacancy Savings / Net Reduction		-		-		-		(1,686,243)		(1,719,968)
Total Current Requirements	\$	135,018,210	\$	134,474,269	\$	146,865,200	\$	150,429,294	\$	153,230,491
Resources Over / (Under) Requirements	\$	(2,625,011)	\$	1,814,444	\$	-	\$	(5,396,985)	\$	(4,587,385)
Total Reserves / Fund Balance	\$	85,562,278	\$	87,376,722	\$	85,037,134	\$	79,640,149	\$	75,052,763
25% Operating Reserve	\$	31,234,129	\$	31,268,106	\$	34,698,914	\$	35,335,182	\$	36,435,717
Housing Reserve	\$	4,827,120	\$	4,827,120	\$	4,827,120	\$	4,827,120	\$	4,827,120
Remaining Fund Balance	\$	49,501,029	\$	51,281,496	\$	45,511,100	\$	39,477,847	\$	33,789,926

*Interfund transfers between the Measure S Tracking Fund and General Fund resulted in a net impact of zero.

General Fund Long-Term Financial Plan

2024-25 FORECAST		2025-26 FORECAST		2026-27 FORECAST		2027-28 FORECAST		2028-29 FORECAST		2029-30 FORECAST		2030-31 FORECAST	
\$	75,052,763	\$	71,026,851	\$	69,022,421	\$	68,365,792	\$	69,787,874	\$	71,795,981	\$	74,538,573
\$	75,218,082	\$	78,792,703	\$	84,208,023	\$	89,128,511	\$	92,637,332	\$	96,286,504	\$	100,081,645
	21,469,700		22,047,800		22,602,000		23,054,040		23,515,121		23,985,423		24,465,132
	6,619,000		6,817,000		7,002,000		7,142,040		7,284,881		7,430,578		7,579,190
	8,500,000		8,500,000		8,670,000		8,843,400		9,020,268		9,200,673		9,384,687
	2,500,000		3,000,000		3,500,000		3,570,000		3,641,400		3,714,228		3,788,513
	6,334,866		6,429,889		6,526,337		6,624,232		6,723,596		6,824,450		6,926,816
	3,327,080		3,393,622		3,461,494		3,530,724		3,601,339		3,673,365		3,746,833
	2,653,020		2,706,080		2,760,202		2,815,406		2,871,714		2,929,148		2,987,731
	4,529,380		4,619,968		4,712,367		4,806,614		4,902,747		5,000,802		5,100,818
	7,252,807		7,395,023		7,540,084		7,688,046		7,838,967		7,992,906		8,149,924
	3,136,951		3,199,690		3,263,684		3,328,958		3,395,537		3,463,447		3,532,716
	2,740,548		2,822,765		2,907,448		2,994,671		3,084,511		3,177,047		3,272,358
	4,628,767		4,721,343		4,815,770		4,912,085		5,010,327		5,110,533		5,212,744
	1,800,000		1,800,000		1,800,000		1,800,000		1,800,000		1,800,000		1,800,000
	514,931		530,379		546,291		562,679		579,560		596,947		614,855
	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		-		-
\$	153,311,665	\$	158,862,794	\$	166,402,232	\$	172,887,938	\$	177,993,829	\$	182,933,552	\$	188,391,462
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
\$	153,311,665	\$	158,862,794	\$	166,402,232	\$	172,887,938	\$	177,993,829	\$	182,933,552	\$	188,391,462
\$	47,638,425	\$	48,738,576	\$	49,653,050	\$	50,585,814	\$	51,537,232	\$	52,507,679	\$	53,711,324
	21,585,202		22,240,665		22,888,624		23,551,921		24,229,379		24,919,686		25,642,774
	13,753,650		14,163,799		15,047,381		15,757,375		16,466,321		17,221,363		17,657,602
	32,711,871		33,366,108		34,033,431		34,714,099		35,408,381		36,116,549		36,838,880
	2,923,364		2,923,364		4,923,364		4,923,364		4,923,364		4,923,364		4,923,364
	34,042,574		34,729,241		35,788,913		36,890,886		38,053,328		39,250,430		40,382,203
	6,436,858		6,494,926		6,549,341		6,904,147		7,266,699		7,188,852		7,244,738
	(1,754,367)		(1,789,455)		(1,825,244)		(1,861,749)		(1,898,984)		(1,936,963)		(1,975,703)
\$	157,337,577	\$	160,867,225	\$	167,058,861	\$	171,465,857	\$	175,985,722	\$	180,190,960	\$	184,425,182
\$	(4,025,912)	\$	(2,004,430)	\$	(656,629)	\$	1,422,082	\$	2,008,108	\$	2,742,592	\$	3,966,280
\$	71,026,851	\$	69,022,421	\$	68,365,792	\$	69,787,874	\$	71,795,981	\$	74,538,573	\$	78,504,853
\$	37,524,467	\$	38,405,693	\$	39,453,000	\$	40,479,662	\$	41,533,682	\$	42,619,244	\$	43,677,733
\$	4,827,120	\$	4,827,120	\$	4,827,120	\$	4,827,120	\$	4,827,120	\$	4,827,120	\$	4,827,120
\$	28,675,265	\$	25,789,608	\$	24,085,672	\$	24,481,091	\$	25,435,179	\$	27,092,210	\$	30,000,000

Revenue and Expenditure Assumptions

Revenues and expenditures in the fiscal year 2021-22 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 2021-22 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. Key elements that have an impact on major revenue sources are identified and analyzed to ensure 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 45.8% of the total anticipated revenue for fiscal year 2021-22. 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. The significant growth from the past several years is not expected to continue, especially with impacts from the COVID-19 pandemic that has caused a major financial crisis in the economy. The pandemic directly impacted the 1.036% change in the California Consumer Price Index (CCPI), which is the index used to accrete the assessed value on an annual basis pursuant to Article 13 of the California Constitution. State law limits

the annual increase in assessed value to 2%. While the outlook for property tax remains stable, a return to a more sustainable baseline growth is expected over the next ten years. Total property tax revenue is projected to be \$66.2 million in 2021-22.

The City's property tax revenue includes several main categories such as Secured Property Tax, AB 26 Redevelopment Residual Revenues, AB 1290 Redevelopment Pass-through funds, Educational Revenue Augmentation Fund (ERAF), Unsecured Property Tax, Supplemental Property Tax, Unitary Property Tax, and Homeowners' Property Tax Relief.

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 or new construction is completed after the official lien date.

Revenue and Expenditure Assumptions

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% of 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 ten years, including both recession and recovery years, has been 4.9%.

Secured property tax revenues, excluding those that are remitted as part of the redevelopment residual and pass-through funds, are estimated to increase 4% in 2021-22. This estimate is based on the County Assessor's Office estimated property tax roll as of May 2021. This factors in historic growth rates and the current economic environment.

Property tax revenues from the former Redevelopment Agency (RDA) were impacted by the recent *Chula Vista v. Sandoval* court decision from 2020. The net effect of the new case law is a reduction of approximately \$0.8 million, which reflects the county auditor/controller applying the same proportional allocation of residual property tax revenues of former RDAs before pass-through agreements are factored in. The baseline revenue amount is projected to be \$5.7 million in 2021-22 and grow at the same rate annually as the secured tax projection. Per Council direction, 20% of this residual revenue has been reserved annually in a housing set-aside in the General Fund. This is considered discretionary and as of 2018-19, the housing set-aside has amounted to \$4.8 million. With the financial crisis brought on by the COVID-19 pandemic, contribution to the housing reserve was suspended in 2019-20 and is expected to remain suspended throughout the forecast.

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. Baseline revenues for 2021-22 are projected to be \$1.3 million and grow by the rate of accretion in assessed value for property values.

San Mateo County is one of five counties in the State of California that receives Excess ERAF as a result of the preponderance of basic aid school districts, which by definition, are able to meet their minimum funding requirement through property tax revenues, while conversely, non-basic aid school districts meet their minimum funding requirement through their respective ERAF entitlement. The remaining unused ERAF funds are returned to the taxing entities in the form of Excess ERAF. The County of San Mateo anticipates that over the next 6-7 years, the remaining non-basic aid school districts will reach basic aid status. As such, Excess ERAF revenues are expected to grow over the ten year forecast.

The long-term financial plan also accounts for a structural flaw in a property tax swap that began in 2004, known as the Property Tax in lieu of Vehicle License Fee (VLF), in order to offset the financial impact of reducing the Vehicle License Fee rate by backfilling with property tax or ERAF from non-basic aid school districts. As result of the high assessed value of real estate in San Mateo County, 18 of the 23 school districts are basic aid. The remaining five non-basic aid school districts do not generate enough property tax backfill the Property Tax in lieu of VLF owed to the taxing entities, including the City. The county-wide shortfall in 2020-21 is nearly \$200 million, the City's share of which is \$5.7 million. Consistent with previous shortfalls, the County of San Mateo will file a claim with the State of California for the shortfall for consideration in the State's 2022-23 budget.

As noted in the Excess ERAF narrative above, the remaining non-basic aid school districts are anticipated to reach basic aid status over the next 6-7 years. As such, absent a legislative fix, the Property Tax in lieu of VLF county-wide shortfall is expected to grow in magnitude. The taxing entities' entitlement amount increases along with assessed value as the swap agreement is for property tax. Given the magnitude of this shortfall, representatives from multiple groups, including the San Mateo County Finance Officers'

Revenue and Expenditure Assumptions

Group (SAMFOG), the San Mateo County City Managers' Group, the County of San Mateo, the League of California Cities, and local Assemblymembers and State Senators are actively working to provide a legislative remedy.

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 4% per fiscal year, but the assumption for the long-term financial plan will be monitored and adjusted based on actual results.

Sales Tax

Since 2006-07, 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 South Dakota v. Wayfair decision by the Supreme Court in 2018 partially offset the sales tax inflation lag by ensuring that sales tax from internet sales is unilaterally assessed, however, 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. In addition, the localization of use tax through recent agreements between local cities and large online retailers will shift use tax away from county pools and to the specific cities, including eBay and the City of San Jose, and Walmart and the City of San Bruno.



The shelter-in-place mandate from the COVID-19 pandemic resulted in a drastic decline to sales tax. 2019-20 General Fund sales tax revenues were \$23.3 million, a 10.2% decrease from the 2018-19 baseline year. Sales tax revenues are expected to take until 2022-23 to recover back to the 2018-19 baseline. Sales tax, both the local 1% and the Measure S 0.25%, are then projected to grow modestly between 2% to 2.5% annually in the forecast. This modest growth projection accounts for 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 \$19.4 million in 2021-22. The Measure S 0.25% sales tax is projected to be \$6.1 million in 2021-22.

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 level six years later. The extended period of strong economic growth that followed the Great Recession, coupled with increasing development activity, resulted in a record-high \$13.9 million in property transfer tax in 2018-19. With such significant volatility, projecting revenues based on the trends of the past several years would overstate the long-term forecast.

The demand for real estate, coupled with historically-low interest rates resulted in sustained high real estate market activity, even in the face of a global pandemic. Real property transfer tax revenues for 2021-22 are projected to be \$8.5 million, reflecting the expectation that ongoing demand low interest rate environment will continue. While revenues may fluctuate significantly, utilizing a long-term sustainable baseline projection of around \$8.5 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 that is based on average revenues over an extended period.

Revenue and Expenditure Assumptions

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.

Revenues declined significantly due to the COVID-19 pandemic. Occupancy rates dropped to single-digits during the shelter-in-place mandate that started in March 2020 and have yet to recover. Revenues are estimated to end 2020-21 at \$0.7 million, which is roughly 10% of the 2018-19 actuals. The forecast indicates a slow recovery with estimated revenues of \$3.8 million in fiscal year 2031 which is a little more than half of the 2018-19 actuals. The shift from in-person to virtual business meetings is a contributing factor in the reduced revenue, along with a reduced hotel stock in the City.

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, which is 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 through the extended period of economic growth. However, the COVID-19 pandemic has impacted many businesses. The abrupt drop in revenues from the shelter-in-place mandate has made it extremely difficult for many businesses to sustain operations. Some businesses may close, and it may take some time before new businesses replace them. In response and as it relates to business license tax, Council has approved waiving penalties for late payments. Compared to the \$6.4 million received in 2018-19, revenues are projected to end 2020-21 at \$6.0 million, and are projected to grow modestly by 1.5% annually in the long-term financial plan.

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 45% 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. With trends of decreasing cable-related franchise fees in the past few years, the baseline for overall franchise fee revenues have been reset to a baseline of \$3.1 million in 2021-22. This revenue source will continue to be carefully monitored, with future growth projections adjusted accordingly.

Golf Fees

Golf fee revenues primarily come from rounds of golf played, but other sources include driving range revenue and merchandise sales. During the height of the most restrictive pandemic-related health tiers, golf was one of the few activities that were permitted. As such, the City's golf operating metrics have trended favorably throughout the pandemic, as manifested by the projected \$2.5 million in revenues from golf fees. Baseline golf revenues are projected to be \$2.5 million in 2021-22, and grow by 2% annually in the long-term forecast, reflecting the assumption that the uptick in golf metrics, including number of rounds played, will be sustained throughout the forecast, and that fees will need to increase to keep up with rising operating costs.



Revenue and Expenditure Assumptions

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. The COVID-19 pandemic has significantly impacted in-person recreation programming, and the fee revenues that come along with it. While online offerings are being implemented in areas where feasible, 2021-22 revenues are expected to be approximately \$2.1 million to reflect a reduction of in-person offerings, and back to full service in 2022-23. Revenues 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). Due to the immediate and severe impact of COVID-19 on parking revenues, the Downtown Parking and Security Fund will become a sub-fund of the General Fund in fiscal year 2021-22. As such, all revenues from this new sub-fund will be accounted for in the permits, fees, and fines revenue category. 2021-22 revenues are projected to be \$5.1 million, reflecting an anticipated incremental recovery in parking revenues driven by new parking meter and pay station infrastructure and ongoing recovery of downtown commerce.

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.

As a response to the adverse economic impacts of coronavirus pandemic, Congress passed the American Rescue Plan Act (ARPA), providing local governments with emergency funding to support COVID response, replace lost revenue, and invest in infrastructure. The City's share of ARPA of \$19.27 million will be received over two fiscal years, \$9.6 million in 2020-21 (which has already been received) and \$9.6 million in 2021-22.

The City is continuing with the agreement to provide Human Resources and Finance services to the San Mateo Consolidated Fire Department (SMC Fire), a Joint Powers Authority (JPA) between the cities of Belmont, Foster City, and San Mateo, which commenced operations on January 13, 2019. The amount for 2021-22 is \$746,300, which is reflected in the assumptions for the City's intergovernmental revenues.

Based on known grants and reimbursements, total revenues are projected to be \$12.5 million in 2021-22. Revenues drop in 2022-23, as the ARPA federal stimulus money is one-time, 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 1.0 percent. Recognizing the market volatility due to the financial crisis from COVID-19, projections going forward for investment earnings reflect the expectation that the City will gradually 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 \$2.5 million in 2021-22.

Transfers In – In Lieu Charges

In lieu charges are funds transferred into the General Fund from other funds to cover the cost of City-wide administration. These costs include covering a portion of expenditures related to the operation of the City Manager's Office, City Attorney's Office, City Clerk, Finance, Human Resources, and Information Technology. It also covers costs such as the other funds' share of general liability expenses. A total of approximately \$4.4 million is projected in 2021-22. In lieu charges are set to grow at a rate of 2% annually in the ten-year forecast. Per best practices, the cost allocation study was updated in 2020-21, and it is expected that the study will be maintained and updated on a regular basis to ensure alignment with the cost of providing administrative services throughout the City.

Revenue and Expenditure Assumptions

Transfers In – Construction Services

The Construction Services Fund makes lease payments to the General Fund for the space occupied by construction services staff in the Community Development Department and the atrium space that is utilized for building permit services in City Hall. This practice is consistent with neighboring municipalities and generally accepted accounting principles. Occupancy cost is calculated on a cost per square foot basis with fixed annual increases over the long-term financial plan, which reflects market rates for commercial office space leases. The transfer from the Construction Services Fund to the General Fund is approximately \$471,000 in 2021-22.

Transfers In – Gas Tax

The Gas Tax Fund is set to transfer \$1.7 million annually to the General Fund in the long-term forecast 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 will provide less and less funding in terms of real dollars. While the \$1.7 million was been increased in 2018-19 from the historical transfer of \$1.5 million, the cost of street maintenance along with the revenues from Gas Tax funding will be monitored closely, and future transfers will be adjusted accordingly.

Transfers In – Measure S

Prior to the receipt of Measure S revenues, the 0.25% sales tax extension, a number of Measure S initiatives were implemented and advance funded by the General Fund. More detail is explained under the Measure S sub-section of the General Fund Expenditures section below. The total advance funding was \$3.4 million. The transfer from the Measure S Fund to the General Fund in the long-term financial plan reflects the repayment over a ten-year period, which began in 2019-20.

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 contributions, 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 \$74.8 million for fiscal year 2021-22. It is important to note that this total does not include fire personnel costs, as those are included in the City's contribution to San Mateo Consolidated Fire Department (SMC Fire). Accounting for the contribution to SMC Fire, personnel costs will represent about 70% of total General Fund expenditures. To best reflect the cost of the personnel expenditure category, the ten-year forecast splits costs into three categories: salaries and wages, 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 for the unfunded pension liability. Assumptions for the major categories of personnel expenditures are discussed in the detail below.



Revenue and Expenditure Assumptions

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 at 0% for FY 2021-22, consistent with the City's Fiscal Sustainability Plan, and in the ten-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 Rainy Day Reserve in the General Fund, labor negotiations, and our ability to compete in the market for employees.

As previously discussed, the cost of CalPERS pension contributions is not something the City has control over the way it does over many other expenditures. As a result, the ten-year forecast contains projected increases in the City's contribution rates based on the impact of CalPERS' investment losses from 2019-20. 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 first impacted contribution rates in fiscal year 2018-19, with the full impact incorporated in 2024-25.
- The 4.7% actual return on the CalPERS investment portfolio for the fiscal year ended June 30, 2020.
- 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 increase from \$19.3 million in 2021-22 to \$21.5 million in 2030-31, and the percentage of total operations year-over-year that is dedicated to pension benefits. The market volatility from the financial crisis due to COVID-19 has impacted investment returns significantly, and CalPERS investment return for 2019-20 was 4.7%. The pension model also assumes that CalPERS' favorable year-to-date investment returns of 16.5% are sustained through the remainder of the fiscal year, which will help to offset the investment losses from the prior fiscal year. As the discount rate, or expected rate of return, is 7%, any investment gains or losses that deviate from this target will be amortized over a 20 year period.

FISCAL YEAR	GENERAL FUND NORMAL COST (IN MILLIONS)	GENERAL FUND PAYMENT ON THE UNFUNDED LIABILITY (IN MILLIONS)	GENERAL FUND TOTAL (IN MILLIONS)	PERCENTAGE OF TOTAL OPERATIONS*
2021-22	\$5.8	\$13.5	\$19.3	14%
2022-23	\$6.2	\$14.5	\$20.7	15%
2023-24	\$6.2	\$14.7	\$20.9	14%
2024-25	\$6.3	\$14.9	\$21.2	14%
2025-26	\$5.7	\$14.8	\$20.5	13%
2026-27	\$5.6	\$14.7	\$20.3	12%
2027-28	\$5.5	\$15.0	\$20.5	12%
2028-29	\$5.6	\$14.9	\$20.5	12%
2029-30	\$5.7	\$15.2	\$21.0	12%
2030-31	\$5.9	\$15.6	\$21.5	12%

* Total operations exclude transfers out and capital outlay.

Revenue and Expenditure Assumptions

Payment on the unfunded pension liability includes the payment for fire employees that have transferred to SMC Fire, as those costs correspond to the years of service that the fire employees had worked for the City, and remain the City's responsibility even after transfer of operations. In the ten-year financial plan, fire's portion of the unfunded pension liability is included as part of fire legacy costs. More detail on this is discussed below in the sub-section for San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs.

Overall, the pension cost in the General Fund, including fire's portion, makes up over 65% 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 7% in 2021-22 and then taper off to a 4.5% annual increase starting in 2025-26 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 ten-year financial plan.

Non-Personnel Costs

The remaining 50% of the General Fund's expenditures consist of non-personnel costs. For the purpose of the ten-year forecast, non-personnel expenditures were broken down into distinct categories: operating, transfers out, San Mateo Consolidated Fire Department contribution and fire legacy costs, Measure S, and net reduction. A brief description of the types of expenditures in each category follows.



Operating

Operating expenditures, which total \$30.7 million in fiscal year 2021-22, include spending on a wide variety of expenditure categories related to operation of the City. Some of the major expenditure categories include \$11.8 million in professional and contract services, \$2.9 million in utilities costs, and \$1.4 million in capital outlay. The adopted 2021-22 budget for operating expenditures increased by \$2.7 million in comparison to the prior year adopted budget, largely reflecting the addition of the Downtown Services Fund as a sub-fund of the General Fund, the impetus for which was the immediate and severe decrease in parking revenues.

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 include gas, electricity, water, and telecommunications costs required to operate City facilities. Of the total, 51% goes toward gas and electricity, 33% goes toward water, and the remaining 16% is for telecommunications. For the ten-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 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 \$1.5 million in 2021-22. 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.

Revenue and Expenditure Assumptions

Transfers Out

This category of funding includes the transfers the General Fund makes to various funds to fund ongoing and one-time needs. Ongoing items in the 2021-22 transfer include \$2 million for street rehabilitation and \$250,000 for sidewalk repair to the Capital Improvement Program Fund, and \$410,000 for building component replacement to the Vehicle and Equipment Replacement Fund. All of these expenditures are funded annually throughout the forecast. While an additional \$2 million discretionary funding has been transferred to the Capital Improvement Program Fund for the past several years to fund capital needs, due to the financial impacts from the COVID-19 pandemic, from 2021-22 through 2025-26 and as part of the Fiscal Sustainability Plan, the additional \$2 million in capital funds are included in the transfer amount from the Construction Services Fund. Beyond 2025-26, the \$2 million transfer from the General Fund will resume. Additional detail about the Capital Improvement Program Fund and its long-term financial plan can be found in the Capital Improvement Program section of this budget document.

San Mateo Consolidated Fire Department Contribution and Legacy Costs

On January 13, 2019, the City's fire operations were 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 Mateo. Pursuant to the JPA, SMC Fire costs are split 20% Belmont, 20% Foster City, and 60% San Mateo. For 2021-22, the City's share of SMC Fire costs are projected to be \$25.2 million. Additionally, there are legacy costs that remain with the City, which are costs that were incurred during the time that the fire employees had worked for the City. These legacy costs include the unfunded pension liability, workers' compensation liability, and retiree health benefit liability. Factoring in the legacy costs that remain with the City, the total cost to the City's General Fund for fire service for 2021-22 is \$31.3 million.

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 2025-26 are based on what SMC Fire has developed in its budget and five-year forecast. Beyond that, a 3% annual growth has been projected.

Discretionary Pension Funding

In every year since 2016-17, the City has made an additional discretionary payment to CalPERS against the City's unfunded pension liability. As the City has benefited from the extended period of economic growth, the additional payment did not negatively affect operations and service levels. With the financial crisis brought on by the COVID-19 pandemic, however, many major revenue sources were suddenly halted, and the scope and timing of the recovery remain uncertain. In response and with the focus on maintaining core service levels, Council supported suspending discretionary expenditures in 2019-20 that included the housing set-aside and the additional pension payment to CalPERS.

In the 2021-22 budget and long-term plan, the additional pension payment remains suspended. Depending on how the recovery takes shape and the City's ability to maintain services, funding for additional pension payment can resume, and the forecast will be adjusted accordingly.

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, neighborhood traffic management, restoration of hours at the Library, senior transportation, and mobile recreation were amongst the Measure S priorities that were advance funded by the General Fund 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, which totals approximately \$3.4 million.



Revenue and Expenditure Assumptions

In the 2021-22 budget and corresponding forecast, Measure S revenues have been reduced to reflect the financial impact from COVID-19. Even so, all of the ongoing commitments previously earmarked as Measure S priorities are able to continue being funded by this revenue source. Additionally, \$2.7 million in annual debt service payments are incorporated into the long-term plan beginning 2020-21 for the \$42.3 million lease revenue bonds that the City, through the San Mateo – Foster City Public Financing Authority, issued in February 2020 to finance the levee work in North Shoreview, pump stations, and the City's Smooth Streets Program. Measure S revenues will continue to be monitored carefully, and recommendations on funding adjustments will be presented to the Measure S Oversight Committee as appropriate.

Vacancy Savings

As revenues dropped rapidly from the financial crisis brought on by the COVID-19 pandemic, part of the initial responses from the City was to contain and reduce expenditures where feasible. In addition to suspending the discretionary expenditures that are discussed above, Council approved freezing vacant, non-sworn positions at the onset of the shelter-in-place mandate during 2019-20 and that will continue for 2021-22 for approximately \$1.5 million in savings for the General Fund. As part of the City's Fiscal Sustainability Plan, some of these vacant positions were strategically identified for permanent elimination that will not have a major impact on service levels as a result of efficiency gains that were realized from new technology that has been implemented. This will generate approximately \$1 million savings for the General Fund annually in the 2021-22 budget and long-term plan.

Net Reduction / Use of Rainy Day Reserve

The net reduction amount represents the expenditure reductions and/or revenues exceeding expectations that are required to maintain both the 25% operating reserve and the current housing reserve level throughout the long-term financial plan. This includes drawing down on the Rainy Day Reserve over the course of the forecast. As illustrated in the long-term forecast, a \$2.3 million draw on the Rainy Day Reserve in 2021-22 is required in order to meet budgeted expenditures. Net reductions beginning 2022-23 must be maintained each year throughout the financial plan in order to keep the operating reserve at policy levels, and combined

with the vacancy savings, approximately \$2.0 million of annual savings/net reductions are required. Even though there is \$30 million remaining in unassigned fund balance at the end of the ten-year forecast, it is important to note that the forecast does not yet incorporate the additional pension liability that will result if CalPERS' reduces its discount rate as a part of its quadrennial Asset Liability Management cycle.

Resources Over / (Under) Requirements 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. This became especially amplified when revenues abruptly dropped as a result of the COVID-19 pandemic. The long-term plan illustrates that even with the vacancy savings and net reductions discussed above, resources are not able to meet demands in each year of the plan until 2026-27. The unassigned reserves that have been built up through the extended period of economic growth are being drawn down through the forecast. While this allows for provision of services to be maintained, current pension costs that are already putting pressure on operations will likely see substantial increases during this economic crisis, and put further pressure on operations and on utilizing the Rainy Day Reserve. Even though the 25% operating reserves are maintained in the forecast, they would need to be drawn upon if the Rainy Day Reserve is depleted. That said, the long-term forecast allows the City to foresee structural imbalance, and plan ahead to position itself towards long-term financial sustainability. In May 2020, Phase 1 of the City's Fiscal Sustainability Plan was approved by the City Council to adjust operational expenditures while minimizing the impact on services to the community. Developing and implementing a long-term financial sustainability plan was the lens by which the 2021-22 budget was developed.



Departments

Departments by Fund

The following table identifies the funding sources of each department by fund. Detailed information on the General Fund can be found in the Budget Overview section of this budget document. Detailed information on the other funds can be found in the Fund Information section of this budget document.

FUND #	FUND NAME	CITY ATTORNEY	CITY CLERK	CITY COUNCIL	CITY MANAGER'S OFFICE	COMMUNITY DEVELOPMENT
General Funds						
10	General	X	X	X	X	X
11	Measure S Tracking					
14	Downtown Services					
18	Recreation Services					
19	Golf					
Special Revenue Funds						
20	Police Grants and Safety					
21	Solid Waste					
22	HOME					X
23	Community Development Block Grant					X
25	Advance Planning					X
26	Construction Services	X			X	X
30	City Housing					X
31	Low and Moderate Income Housing Asset					X
32	Parks and Recreation Revenue					
34	Commercial Linkage Fee					
36	Permanent Local Housing Allocation					X
Debt Service Funds						
41	Landfill Bonds					
42	Street and Flood Control Projects Bond					
48	General Obligation Bonds					
Capital Program Funds						
56	2% Hotel Tax					
Enterprise Fund						
72	Sewer	X				
Internal Service Funds						
81	Vehicle and Equipment Replacement					
82	Fleet and Building Maintenance					
83	Benefits					
86	Dental					
87	Workers' Compensation					
88	Comprehensive Liability	X				

Departments by Fund

City Attorney



FINANCIALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category				
Personnel	\$ 1,314,934	\$ 1,287,573	\$ 1,312,932	\$ 1,260,496
Operating	1,759,255	2,002,163	1,950,011	2,353,933
Capital Outlay	1,525	1,517	1,676	1,424
Total Expenditures	\$ 3,075,714	\$ 3,291,253	\$ 3,264,619	\$ 3,615,853
Funding Sources				
General Fund	\$ 1,642,623	\$ 1,844,527	\$ 1,840,768	\$ 1,116,311
Special Revenue Fund	-	163,764	198,110	205,465
Enterprise Fund	1,433,092	1,205,291	1,225,741	82,829
Internal Service Fund	-	77,671	-	2,211,248
Total Funding Sources	\$ 3,075,714	\$ 3,291,253	\$ 3,264,619	\$ 3,615,853

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
City Attorney	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	-	-
Assistant City Attorney	3.00	3.00	3.00	3.00
Executive Secretary to City Attorney	1.00	1.00	1.00	1.00
Total Merit	6.00	6.00	5.00	5.00
Total Per Diem	-	-	-	-
Total Positions	6.00	6.00	5.00	5.00



City Clerk



FINANCIALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category				
Personnel	\$ 657,546	\$ 707,483	\$ 703,936	\$ 720,980
Operating	115,673	71,300	278,193	61,212
Capital Outlay	7,250	7,205	3,562	10,195
Total Expenditures	\$ 780,469	\$ 785,988	\$ 985,691	\$ 792,387
Funding Sources				
General Fund	\$ 780,469	\$ 785,987	\$ 985,691	\$ 792,387
Total Funding Sources	\$ 780,469	\$ 785,988	\$ 985,691	\$ 792,387

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
City Clerk	1.00	1.00	1.00	1.00
Assistant to the City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Management Analyst I/II	1.00	1.00	1.00	1.00
Total Merit	4.00	4.00	4.00	4.00
Total Per Diem	-	0.40	0.40	0.40
Total Positions	4.00	4.40	4.40	4.40

METRICS
Public Transparency and Compliance
We provide public access to legislative decision-making and government records.
Number of Public Records Act (PRA) requests received
Percentage of PRA responses responded to within prescribed timelines
Percentage of Fair Political Practices Commission (FPPC) compliances documents filed on time
Percentage of minutes completed and published on next regular meeting agenda
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
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
Number of Statement of Economic Interest Forms filed

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	1,000	900	1,000	1,000
Performance	97%	95%	95%	95%
Performance	92%	95%	100%	100%
Performance	New	New	100%	100%
Workload	130	130	130	130
Workload	50	60	52	52
Workload	641	500	500	500
Workload	241	200	200	200



City Council

FINANCIALS		2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Expenditures by Category									
Personnel	\$	104,246	\$	108,162	\$	75,266	\$	81,735	
Operating		180,076		181,311		257,993		240,579	
Capital Outlay		23,020		22,877		24,994		20,936	
Total Expenditures	\$	307,342	\$	312,350	\$	358,253	\$	343,250	
Funding Sources									
General Fund	\$	307,341	\$	312,350	\$	358,253	\$	343,250	
Total Funding Sources	\$	307,342	\$	312,350	\$	358,253	\$	343,250	

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
City Council Member		5.00		5.00		5.00		5.00
Total Merit		5.00		5.00		5.00		5.00
Total Per Diem		-		-		-		-
Total Positions		5.00		5.00		5.00		5.00



City Manager's Office

FINANCIALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category				
Personnel	\$ 1,487,390	\$ 1,557,948	\$ 1,603,760	\$ 1,710,243
Operating	589,314	1,084,559	1,368,657	769,790
Capital Outlay	2,198	2,184	4,625	3,760
Total Expenditures	\$ 2,078,901	\$ 2,644,691	\$ 2,977,042	\$ 2,483,793
Funding Sources				
General Fund	\$ 2,072,079	\$ 2,636,826	\$ 2,880,576	\$ 2,377,394
Special Revenue Fund	6,822	7,865	96,466	106,399
Total Funding Sources	\$ 2,078,901	\$ 2,644,691	\$ 2,977,042	\$ 2,483,793

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
Communications and Public Relations Analyst	1.00	-	-	-
Communications Manager	-	1.00	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	1.00	1.00
Executive Secretary to City Manager	1.00	1.00	1.00	1.00
Management Analyst I/II	-	-	1.00	1.00
Sustainability Analyst	1.00	1.00	1.00	1.00
Total Merit	8.00	8.00	7.00	7.00
Per Diem	-	-	-	-
Total Positions	8.00	8.00	7.00	7.00

METRICS

Economic Development

Number of business visits

Communications

Number of citywide eNewsletter subscribers

Percentage of San Mateo households who are Nextdoor members

Volunteer Engagement

Number of volunteers and volunteer hours

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	18	15	3	12
Performance	New	8,500	10,000	11,000
Performance	47%	54%	56%	57%
Workload	2,267 vols 81,595 hrs	3,610 vols 75,775 hrs	2,500 vols 30,000 hrs	3,600 vols 80,000 hrs



Community Development

PARK PLACE

Community Development

FINANCIALS		2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET
Expenditures by Category								
Personnel	\$	6,883,895	\$	6,898,165	\$	8,302,354	\$	8,635,048
Operating		2,890,233		2,909,443		6,951,402		5,591,761
Capital Outlay		96,600		96,001		102,564		64,141
Total Expenditures	\$	9,870,728	\$	9,903,609	\$	15,356,320	\$	14,290,950
Expenditures by Program								
Advanced Planning	\$	1,043,449	\$	1,025,908	\$	1,972,622	\$	2,046,417
Building Permits		4,966,080		5,348,255		6,732,411		6,577,020
Code Enforcement		859,496		963,139		1,090,569		1,221,344
Current Planning		1,507,109		1,316,103		2,515,642		2,349,251
Housing		985,565		956,060		2,656,806		1,880,446
Program Support		509,028		294,144		388,270		216,472
Total Expenditures	\$	9,870,728	\$	9,903,609	\$	15,356,320	\$	14,290,950
Funding Sources								
General Fund	\$	2,458,997	\$	1,832,562	\$	1,890,774	\$	1,778,865
Special Revenue Fund		7,411,731		8,071,047		13,465,546		12,512,085
Total Funding Sources	\$	9,870,728	\$	9,903,609	\$	15,356,320	\$	14,290,950

Community Development

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Community Development Director	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	4.00	4.00	4.00
Administrative Technician	1.00	1.00	1.00	1.00
Associate Planner	5.00	5.00	5.00	5.00
Building Inspector I/II	6.00	6.00	6.00	6.00
Building Official	1.00	1.00	1.00	1.00
Business Systems Analyst I/II	1.00	1.00	-	-
Chief Planner	1.00	-	-	-
Code Enforcement Manager	1.00	1.00	1.00	1.00
Code Enforcement Officer I/II	3.00	4.00	4.00	4.00
Database Specialist	0.25	0.25	-	-
Deputy Building Official	1.00	-	-	-
Deputy Community Development Director	1.00	1.00	1.00	1.00
Development Review Supervisor	1.00	-	-	-
Development Review Technician	5.00	5.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00	1.00
Fire Plan Checker	1.00	-	-	-
Housing and Neighborhood Services Manager	-	1.00	1.00	1.00
Housing Specialist I/II	1.00	1.00	1.00	1.00
Housing Supervisor	1.00	-	-	-
Inspection Supervisor	-	1.00	1.00	1.00
Office Assistant I/II	2.00	2.00	2.00	2.00
Permit Center Supervisor	-	1.00	1.00	1.00
Plan Check Supervisor	1.00	1.00	1.00	1.00
Plan Checker I/II/Engineer	3.00	4.00	4.00	4.00
Planning Manager	-	1.00	1.00	1.00
Principal Planner	2.00	2.00	1.00	1.00
Senior Building Inspector	2.00	1.00	1.00	1.00
Senior Business Systems Analyst	-	-	1.00	1.00
Senior Code Enforcement Officer	1.00	1.00	1.00	1.00
Senior Development Review Technician	-	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Total Merit	48.25	50.25	50.00	50.00
Per Diem	1.47	1.47	1.40	1.40
Total Positions	49.72	51.72	51.40	51.40

Community Development

METRICS
Building
Number of building permit plan check cycles and percentage completed within target time periods ¹
Number of planning application reviews and percentage completed within 10 business days
Number of building inspections and percentage of time that building inspector arrives to inspection within scheduled two hour time window
Number of building development review counter customers and percentage of building development review counter customers waiting 20 minutes or less for service
Number of building development review online customers and percentage of building development review online customers waiting 2 days or less for service ²
Number of express permit customers and percentage of building customers waiting 10 minutes or less for service
Code Enforcement
Number of new nuisances cases and percentage closed within quarter
Number of new building code cases and percentage of closed within quarter
Number of new property maintenance cases and percentage of closed within quarter
Number of new other (zoning, hoarding, etc) cases and percentage of closed within quarter
Number of all new cases and percentage of closed within quarter
Housing
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
Percentage of workers using Workers Resource Center per day and percentage placed in jobs per day
Planning
Number and percentage of planning applications processed from complete date to decision within 20-day Zoning Administrator timeline
Number and percentage of planning applications processed from complete date to decision within 35-day Planning Commission/Categorical Exemption timeline
Number and percentage of planning applications processed from complete date to decision within 55-day Planning Commission/Negative Declaration timeline
Number and percentage of planning applications processed from complete date to decision within 80-day City Council timeline
Number and percentage of building permits processed within 10 working days after assignment to planner

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

² New metric in 2021-22 to reflect and measure new online customer service levels.

Community Development

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	3,669	3,078	4,300	3,700
Performance	88%	95%	95%	90%
Workload	109	93	120	100
Performance	92%	89%	90%	90%
Workload	18,902	15,727	16,000	17,200
Performance	92%	93%	92%	90%
Workload	20,627	9,942	3,300	3,100
Performance	82%	86%	80%	80%
Workload	New	New	New	4,500
Performance	New	New	New	80%
Workload	1,064	494	1,200	1,500
Performance	74%	67%	80%	80%
Workload	166	744	125	160
Performance	71%	78%	70%	70%
Workload	33	103	60	75
Performance	85%	113%	75%	75%
Workload	15	103	60	60
Performance	100%	88%	70%	70%
Workload	189	88	150	100
Performance	73%	76%	75%	75%
Workload	403	431	400	400
Performance	74%	87%	75%	75%
Performance	33	18	30	30
Performance	100%	100%	100%	100%
Performance	52%	53%	60%	60%
	35%	29%	25%	25%
Workload	32	33	35	25
Performance	78%	82%	95%	100%
Workload	16	3	3	4
Performance	100%	100%	100%	100%
Workload	4	0	1	2
Performance	100%	N/A	100%	100%
Workload	5	1	3	2
Performance	83%	100%	100%	100%
Workload	1,272	1,217	1,300	1,200
Performance	82%	62%	40%	80%

A photograph of a modern building courtyard. The scene is split horizontally by a solid blue rectangular overlay. The top half shows the upper floors of a building with large glass windows and a curved facade. The bottom half shows a paved courtyard area with several large potted plants and trees. A small dog is visible in the distance. The sky is clear and blue.

Finance

FINANCIALS	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Expenditures by Category								
Personnel	\$	2,660,774	\$	2,888,851	\$	3,124,469	\$	3,030,127
Operating		738,724		821,231		936,126		878,377
Capital Outlay		75,776		75,306		84,608		75,950
Total Expenditures	\$	3,475,275	\$	3,785,389	\$	4,145,203	\$	3,984,454
Funding Sources								
General Fund	\$	3,339,812	\$	3,647,882	\$	4,003,083	\$	3,832,949
Special Revenue Fund		135,463		137,507		142,120		151,505
Total Funding Sources	\$	3,475,275	\$	3,785,389	\$	4,145,203	\$	3,984,454

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Finance Director		1.00		1.00		1.00		1.00
Accountant I/II		2.00		2.00		2.00		2.00
Accounting Assistant I/II		5.00		6.00		6.00		6.00
Accounting Manager		1.00		1.00		1.00		1.00
Budget Analyst		1.00		1.00		1.00		1.00
Budget Manager		1.00		1.00		1.00		1.00
Management Analyst I/II		1.00		1.00		1.00		1.00
Payroll Supervisor		1.00		1.00		1.00		1.00
Payroll Technician I/II		1.00		1.00		1.00		1.00
Purchasing Coordinator		1.00		1.00		1.00		-
Senior Accountant		2.00		2.00		2.00		2.00
Senior Accounting Assistant		1.00		-		-		-
Treasury and Debt Manager		1.00		1.00		1.00		1.00
Total Merit		19.00		19.00		19.00		18.00
Per Diem		-		-		-		-
Total Positions		19.00		19.00		19.00		18.00

METRICS

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

The City's Comprehensive Annual Financial Report receives the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting

The City's Comprehensive Annual Financial 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

Percentage variance between budget and actual General Fund expenditures

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Performance	Yes	Yes	Yes	Yes
Performance	Yes	Yes	Yes	Yes
Performance	Yes	Yes	Yes	Yes
Workload	5,980	7,100	6,100	6,200
Workload	1,224	1,200	1,200	1,200
Workload	21,878	21,500	22,000	22,000
Performance	>99%	100%	100%	>99%
Workload	18,043	19,382	19,190	19,670
Performance	>99%	99%	99%	>99%
Performance	100%	100%	100%	100%
Other	730 days	730 days	600 days	600 days
Performance	100%	100%	100%	100%
Performance	6%	4%	4%	4%
Performance	98%	98%	98%	98%
Workload	177	185	195	200
Workload	27	35	40	40
Performance	1%	2%	5%	5%



Human Resources

Human Resources

FINANCIALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category				
Personnel	\$ 1,811,298	\$ 1,992,628	\$ 2,121,305	\$ 2,129,164
Operating	3,793,951	3,887,816	4,055,367	3,968,958
Capital Outlay	17,099	16,993	19,090	29,061
Total Expenditures	\$ 5,622,348	\$ 5,897,437	\$ 6,195,762	\$ 6,127,183
Funding Sources				
General Fund	\$ 1,741,981	\$ 1,992,029	\$ 2,368,839	\$ 2,239,260
Internal Service Fund	3,880,367	3,905,407	3,826,923	3,887,923
Total Funding Sources	\$ 5,622,348	\$ 5,897,437	\$ 6,195,762	\$ 6,127,183

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Human Resources Director	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	1.00	-
Deputy Human Resources Director	-	-	1.00	1.00
Human Resources Technician	4.00	4.00	4.00	4.00
Senior Human Resources Analyst	5.00	5.00	4.00	4.00
Senior Human Resources Analyst Risk Manager	1.00	1.00	1.00	1.00
Total Merit	11.00	11.00	12.00	11.00
Per Diem	0.20	0.20	0.20	0.20
Total Positions	11.20	11.20	12.20	11.20

Human Resources

METRICS
Recruitment, Selection, and Classification
Number of recruitments conducted
Length of time from signed Recruitment Plan to Eligibility List
Percentage of hiring departments rating recruitment as good or better
Annual employee turnover rate
Employee and Labor Relations
Percentage of employee performance evaluations completed on time
Percentage of departing merit employees who have an exit interview
Percentage of disciplinary actions determined within 60 days from completion of investigation
Percentage of grievances and disciplinary actions resolved within the agency
Number of labor contracts negotiated
Employee Services/Benefits
Number of employees attending benefits seminars (EAP, deferred comp, CalPERS)
Percentage of employees voluntarily participating in a deferred compensation plan
Number of benefits orientations conducted
Number of leave requests processed
Number of Wellness Program events per year
Employee Services/Employee Development and Workforce Planning
Attendance at training courses
Percentage of training participants who were satisfied with the course taken
Number of employees participating in the Citywide Talent Exchange
Number of employees in Lead Worker, Supervisor, & Leadership Academies
Number of employees utilizing professional leadership coaching
Workers' Compensation and Safety
Number of claims opened during the fiscal year
Cost of incurred claims
Percentage of new hires receiving IIPP training
Support to SMC Fire
Number of recruitments conducted
Percentage of disciplinary actions determined within 60 days from completion of investigation
Number of workers' compensation indemnity claims opened in the fiscal year

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	52	51	45	50
Performance	8.4 weeks	7.5 weeks	8 weeks	8.5 weeks
Performance	100%	99%	99%	95%
Performance	13%	16%	10%	<15%
Performance	75%	66%	75%	75%
Workload	79%	79%	75%	80%
Performance	95%	100%	90%	90%
Performance	100%	100%	90%	90%
Workload	4	5	4	5
Performance	153	132	90	125
Performance	67%	72%	73%	77%
Workload	34	29	0	15
Workload	63	57	60	60
Workload	New	4	2	3
Workload	758	767	750	800
Performance	98%	100%	90%	90%
Performance	3	0	3	5
Workload	New	12	24	24
Performance	New	12	15	18
Workload	98	52	52	<65
Performance	\$3.6M	\$3.3M	\$3.1M	<\$3.6M
Performance	New	New	100%	100%
Workload	New	4	4	5
Performance	New	90%	90%	90%
Performance/ Workload	New	14	25	<25



Information Technology

**CURBSIDE
PICK UP ZONE 4**

contactless
curbside
pickup here

Information Technology

FINANCIALS	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Expenditures by Category								
Personnel	\$	2,400,671	\$	2,484,287	\$	2,635,813	\$	2,726,307
Operating		945,751		672,124		1,158,841		1,131,793
Capital Outlay		236,305		228,848		43,827		210,759
Total Expenditures	\$	3,582,727	\$	3,385,258	\$	3,838,481	\$	4,068,859
Funding Sources								
General Fund	\$	3,582,524	\$	3,294,142	\$	3,717,369	\$	3,954,179
Special Revenue Fund		203		91,117		121,112		114,680
Total Funding Sources	\$	3,582,727	\$	3,385,258	\$	3,838,481	\$	4,068,859

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Information Technology Director		1.00		1.00		1.00		1.00
Consulting and Applications Manager		1.00		1.00		1.00		1.00
Database Specialist		0.75		-		-		-
GIS Coordinator		1.00		1.00		1.00		1.00
GIS Technician I/II		-		1.00		1.00		1.00
IS Support Technician I/II		2.00		2.00		2.00		2.00
Network Analyst		1.00		1.00		1.00		1.00
Senior IS Support Technician		1.00		1.00		1.00		1.00
Systems Analyst I/II		2.00		3.00		3.00		3.00
Systems and Network Manager		1.00		1.00		1.00		1.00
Systems Specialist		1.00		-		-		-
Technical Support Supervisor		1.00		1.00		1.00		1.00
Web Specialist		1.00		1.00		1.00		1.00
Total Merit		13.75		14.00		14.00		14.00
Per Diem		0.30		0.30		0.35		0.35
Total Positions		14.05		14.30		14.35		14.35

Information Technology

METRICS

Percentage of uptime for databases and applications during business hours
Percentage of Help Desk calls completed within 48 hours or less
Number of Help Desk calls annually
Percentage of GIS requests completed within agreed upon time and scope
Number of GIS requests annually
Percentage of web support requests completed within agreed upon time and scope
Number of web support requests annually
Composite Score, technology infrastructure reliability
Annual Customer Satisfaction Survey rating

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Performance	100%	100%	98%	98%
Performance	97%	95%	95%	90%
Workload	4,321	3,473	3,350	3,500
Performance	92%	93%	94%	90%
Workload	68 ¹	44	62	65
Performance	82%	74%	82%	90%
Workload	182	68	56	65
Performance	100%	100%	100%	100%
Performance	98%	98%	95%	90%

¹ Requests relating to noticing transferred to Community Development Department



Library

BIG GREEN
CENTER

INFO

FINANCIALS	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Expenditures by Category								
Personnel	\$	5,111,957	\$	4,802,740	\$	5,494,516	\$	5,592,526
Operating		2,037,941		2,271,455		2,534,261		2,473,340
Capital Outlay		271,239		185,829		220,161		190,454
Total Expenditures	\$	7,421,137	\$	7,260,024	\$	8,248,938	\$	8,256,320
Funding Sources								
General Fund	\$	7,421,137	\$	7,260,024	\$	8,248,938	\$	8,256,320
Total Funding Sources	\$	7,421,137	\$	7,260,024	\$	8,248,938	\$	8,256,320

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
City Librarian		1.00		1.00		1.00		1.00
Accounting Assistant I/II		1.00		-		-		-
Community Services Coordinator		0.50		0.50		0.50		0.50
Deputy City Librarian		1.00		1.00		1.00		1.00
Executive Assistant		1.00		1.00		1.00		1.00
Librarian II		9.63		9.63		9.63		8.63
Library Assistant II		8.75		8.75		8.75		8.75
Library Technology Specialist		1.00		1.00		1.00		1.00
Literacy Program Coordinator		1.00		1.00		1.00		1.00
Literacy Specialist		0.63		0.63		0.63		0.63
Senior Accounting Assistant		-		1.00		1.00		1.00
Senior Library Assistant		3.00		3.00		3.00		3.00
Senior Management Analyst		1.00		1.00		1.00		1.00
Supervising Librarian		3.00		3.00		3.00		3.00
Supervising Library Assistant		1.00		1.00		1.00		1.00
Total Merit		33.50		33.50		33.50		32.50
Per Diem		19.86		19.86		19.84		19.84
Total Positions		53.36		53.36		53.34		52.34

METRICS

Number of non-digital library materials in circulation

Number of digital library materials in circulation

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

Number of annual visits by library patrons

Number of patrons served through outreach

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	974,582	727,550 ²	576,506	600,000
Workload	154,545	194,429	150,000	150,000
Performance	86%	87%	N/A ²	85%
Workload	11,549	8,600 ²	N/A ²	4,000 ²
Workload	7,880	1,469 ³	2,000 ³	2,000 ³
Performance	96.8%	N/A ²	N/A ²	90.0%
Workload	764,469 ¹	422,226 ²	N/A ²	250,000
Workload	7,359	5,053	2,000 ⁴	4,000 ⁴

¹ 2018-19 results are higher potentially due to intermittent functionality of automated patron gate counters.

² These performance metrics will be significantly impacted by COVID-19 mandatory public building closures, social distancing, and changes in patron behavior related to precautionary measures in the use of public spaces.

³ Reading program participation was impacted greatly by COVID-19 mandatory closures, social distancing and limitations to sanitization products needed for book and material distributions.

⁴ Includes virtual outreach.



Parks and Recreation



Parks and Recreation

FINANCIALS		2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET
Expenditures by Category								
Personnel	\$	10,211,071	\$	10,278,857	\$	11,552,972	\$	10,937,541
Operating		7,258,071		6,857,615		8,816,030		7,918,556
Capital Outlay		306,014		303,868		291,176		230,523
Debt Service		-		1,842		-		-
Total Expenditures	\$	17,775,157	\$	17,442,182	\$	20,660,178	\$	19,086,620
Expenditures by Program								
Administrative Services	\$	611,547	\$	555,727	\$	603,632	\$	547,682
Landscape Resources								
Arbor Management		983,615		1,005,430		818,168		786,177
Park Maintenance		5,379,722		5,120,228		6,338,800		6,358,109
Visitor Management		343,842		372,768		381,316		387,164
Golf and Recreation								
Active and Healthy Lifestyles		1,494,520		1,314,098		1,751,642		1,179,926
Creating Community		2,661,287		2,664,947		2,795,771		2,552,413
Creative Outlets		511,311		385,242		595,804		369,884
Enrichment and Lifelong Learning		282,072		283,571		645,635		487,342
Golf Services		2,216,532		2,277,377		2,492,009		2,535,739
Support Services		790,736		835,769		1,343,173		1,372,739
Youth Development		2,499,971		2,627,026		2,894,228		2,509,445
Total Expenditures	\$	17,775,157	\$	17,442,182	\$	20,660,178	\$	19,086,620
Funding Sources								
General Fund	\$	17,775,157	\$	17,442,182	\$	20,660,178	\$	19,086,620
Total Funding Sources	\$	17,775,157	\$	17,442,182	\$	20,660,178	\$	19,086,620

Parks and Recreation

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Parks and Recreation Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00
Community Services Coordinator ¹	3.00	3.00	4.00	4.00
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Section Manager	2.00	2.00	2.00	2.00
Community Services Supervisor ¹	9.00	9.00	9.00	9.00
Custodian	1.00	1.00	1.00	1.00
Deputy Parks and Recreation Director	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Golf Course Maintenance Supervisor	1.00	1.00	1.00	1.00
Golf Equipment Maintenance Specialist	1.00	1.00	1.00	1.00
Golf Services Manager	1.00	1.00	1.00	1.00
Irrigation Specialist	2.00	2.00	2.00	2.00
Landscape Laborer	3.00	3.00	3.00	3.00
Landscape Maintenance Worker I/II	15.00	15.00	15.00	15.00
Lead Teacher	4.00	4.00	4.00	4.00
Managing Arborist	1.00	1.00	1.00	1.00
Park and Landscape Maintenance Supervisor	1.00	1.00	1.00	1.00
Park and Landscape Manager	1.00	1.00	1.00	1.00
Park Planning Administrator	1.00	-	-	-
Program Assistant I/II	1.00	1.00	1.00	1.00
Project Manager I/II	1.00	1.00	1.00	1.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00
Senior Park Landscape Maintenance Worker	3.00	3.00	3.00	3.00
Senior Park Ranger	1.00	1.00	1.00	1.00
Senior Program Assistant ¹	3.00	3.00	3.00	3.00
Tree Maintenance Specialist	1.00	1.00	1.00	1.00
Total Merit	63.00	63.00	64.00	64.00
Per Diem	57.28	57.28	55.15	56.43
Total Positions	120.28	120.28	119.15	120.43

¹ 1.0 FTE Community Services Coordinator, 1.0 FTE Community Services Supervisor, and 1.0 FTE Senior Program Assistant have been defunded in the Proposed 2021-22 Budget.

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.
Number of acres of developed park land, civic facilities, medians, and islands maintained ¹
Cost per acre to maintain developed park land, civic facilities, medians, and islands
Percentage of maintenance standards met at park land, civic facilities, medians, and islands
Percentage of park visitors who agree that the park and park landscaping was well maintained
Percentage of park visitors who reported feeling a high level of safety in our parks
Number of acres of developed community parks and neighborhood parks with sports fields
Water usage per acre at developed community parks and neighborhood parks ²
Percentage of maximum labor captured in Cartegraph
Landscape Resources - Trees
We provide environmental stewardship to the City's street and park trees.
Number of street and park trees maintained
Number of street and park trees pruned annually
Percentage of street and park trees pruned annually
Number of new trees planted
Percentage of street and park trees removed that are replaced by newly planted trees
Number of tree service requests
Percentage of tree service requests responded to within 10 working days
Golf
We efficiently operate an 18 hole golf course.
Number of golf rounds played annually
Percentage of golf tee times utilized
Percentage of golf course operating expenses covered by revenues
We provide a community resource.
Number of golf course tournaments and clubhouse events facilitated annually
Recreation
We provide opportunities for Active and Healthy Lifestyles, Creative Outlets, Creating Community, Youth Development, and Lifelong Learning.
Number of program registrants
Number of special events attendees
We balance providing affordable recreation and access for all with appropriate cost recovery through user fees.
Percentage of programs covering costs within the cost recovery target range ³
Number of unduplicated youth that received fee assistance to attend Recreation programs
We encourage the involvement of youth and create a safe environment for them in our community.
Number of Recreation program registrants who are youth
Percentage of Recreation program registrants who are youth
Number of youth registrants made water safe through City swim lessons

¹ Target does 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. Percentages in 2019-20 and 2020-21 are lower due to impacts from the COVID-19 pandemic.

Parks and Recreation

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	210.2	210.2	211.3	211.3
Performance	\$26,630	\$24,226	\$29,822	\$31,500
Performance	88%	85%	85%	85%
Performance	95%	90%	95%	95%
Performance	96%	93%	95%	97%
Workload	112.9	112.9	112.9	112.9
Performance	388	413	438	438
Performance	68%	62%	70%	72%
Workload	23,600	23,399	23,600	23,600
Performance	1,750	1,032	2,400	2,400
Performance	7%	4%	10%	10%
Workload	114	130	130	130
Performance	98%	135%	100%	100%
Workload	410	282	300	300
Performance	99%	98%	90%	90%
Workload	61,805	60,820	70,000	69,000
Performance	46%	59%	90%	75%
Performance	97%	75%	85%	80%
Workload	570	458	75	100
Workload	22,521	19,702	6,000	20,000
Workload	32,667	23,412	1,000*	16,000
Performance	New	0%	45%	45%
Other	976	494	650	995
Performance	11,242	12,271	3,000*	15,000
Performance	58%	61%	63%	63%
Performance	2,124	1,927	200*	2,155

* Results significantly impacted due to the COVID-19 pandemic.

Parks and Recreation

METRICS
Recreation (cont.)
We offer our facilities as a community resource.
Number of public rentals occurring at recreation centers
We have happy, satisfied customers.
Percentage of course registration occurring online
Percentage of Recreation program customers satisfied with overall experience

Parks and Recreation

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	1,346	827	-*	1,000
Performance	48%	64%	90%	75%
Performance	92%	90%	90%	90%

* Results significantly impacted due to the COVID-19 pandemic.



Police

City of San Mateo
POLICE DEPARTMENT
VISITOR PARKING →

FINANCIALS		2018-19 ACTUALS		2019-20 ACTUALS		2020-21 ADJUSTED BUDGET		2021-22 ADOPTED BUDGET	
Expenditures by Category									
Personnel	\$	38,500,906	\$	40,933,781	\$	43,115,948	\$	43,701,308	
Operating		5,309,279		5,744,301		7,409,587		7,113,180	
Capital Outlay		447,702		542,633		525,446		479,234	
Total Expenditures	\$	44,257,887	\$	47,220,714	\$	51,050,981	\$	51,293,722	
Expenditures by Program									
Asset Forfeiture	\$	65,602	\$	65,980	\$	367,603	\$	100,000	
Contractual Liaison		1,347,293		1,402,353		1,627,532		1,587,798	
Downtown Parking Enforcement and Security		1,121,096		1,520,005		2,309,120		2,362,339	
Field Operations Services		25,800,567		27,538,497		28,130,777		28,616,744	
Investigation Services		5,721,052		5,986,522		6,105,269		5,578,020	
Police Activities League		397,629		478,264		595,215		608,544	
Police Grants		278,431		323,266		428,587		315,308	
Special Events		-		14,217		-		-	
Support Services		9,526,218		9,891,611		11,486,878		12,124,969	
Total Expenditures	\$	44,257,887	\$	47,220,714	\$	51,050,981	\$	51,293,722	
Funding Sources									
General Fund	\$	43,913,855	\$	46,831,469	\$	50,254,791	\$	50,878,414	
Special Revenue Fund		344,033		389,245		796,190		415,308	
Total Funding Sources	\$	44,257,887	\$	47,220,714	\$	51,050,981	\$	51,293,722	

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Chief of Police	1.00	1.00	1.00	1.00
Administrative Assistant	2.75	2.75	2.75	2.75
Administrative Technician	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00
Community Engagement and Public Relations Coordinator	1.00	1.00	1.00	1.00
Community Service Officer I/II	6.00	6.00	5.00	4.00
Dispatch Services Supervisor	1.00	1.00	1.00	1.00
Dispatcher I/II	13.00	13.00	13.00	13.00
Executive Assistant	1.00	1.00	1.00	1.00
Facilities Coordinator	1.00	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00	2.00
Police Digital Forensic Specialist	1.00	1.00	1.00	1.00
Police Evidence Analyst	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	6.00	6.00
Police Officer	90.00	90.00	89.00	88.00
Police Records and Communications Manager	1.00	1.00	1.00	1.00
Police Records Specialist I/II	5.00	5.00	5.00	5.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Sergeant	17.00	17.00	17.00	17.00
Senior Business Systems Analyst	1.00	1.00	1.00	1.00
Senior Community Service Officer	1.00	1.00	1.00	1.00
Senior Dispatcher	2.00	2.00	2.00	2.00
Senior Police Records Specialist	2.00	2.00	3.00	3.00
Traffic Enforcement Coordinator	1.00	1.00	1.00	-
Vehicle Abatement Officer	-	2.00	2.00	2.00
Total Merit	158.75	160.75	160.75	157.75
Per Diem	18.39	10.76	9.75	9.75
Total Positions	177.14	171.51	170.50	167.50

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.
Percentage of survey respondents indicating police service received was good or excellent
Investigations Services
We strive to implement strategies to protect residents and reduce victimization.
Percentage of compliance checks conducted 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."
Number of reported incidents of violent crime (murder, rape, robbery, aggravated assault)
Number of reported incidents of property crime (burglary, motor vehicle theft, auto burglary, larceny, arson)
Number of officer-initiated incidents
Number of 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
Average answering time from moment call enters system to time it takes to answer
Number of Priority 1 calls
Percentage 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	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	106	76	52	N/A
Workload	121	154	192	N/A
Workload	48	46	48	N/A
Performance	50%	49%	100%	100%
Performance	98%	91%	95%	95%
Performance	100%	100%	25% ¹	100%
Workload	702	605	675	N/A
Workload	2,163	2,305	2,300	N/A
Workload	25,807	26,091	21,000	N/A
Workload	67,606	63,717	60,000	N/A
Workload	25	18	12	25
Workload	3,490	2,188	1,000	2,500
Performance	5 min; 51 sec	5 min; 19 sec	5 min; 47 sec	<7 minutes
Performance	99% answered w/in 15 seconds	99% answered w/in 15 seconds	99% answered w/in 15 seconds	95% answered w/in 15 seconds
Workload	1,381	1,536	1,000	N/A
Performance	93%	93%	94%	90%
Other	123,415	138,498	148,000	155,000

¹ Reduction due to COVID-19.

A photograph of a city sidewalk. On the left, there is a landscaped area with green grass, tall reeds, and a bush of small pink and white flowers. A concrete planter with more plants is visible in the background. The sidewalk is made of light-colored concrete slabs with a red brick crosswalk. To the right of the sidewalk are two tall green lampposts with white globe lights. In the background, there are green trees and a building. A blue banner with the text "Public Works" is overlaid on the left side of the image.

Public Works

FINANCIALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category				
Personnel	\$ 17,140,615	\$ 18,020,015	\$ 20,332,560	\$ 20,646,039
Operating	19,009,510	18,260,972	22,024,392	21,677,633
Capital Outlay	682,519	449,419	984,697	952,526
Total Expenditures	\$ 36,832,644	\$ 36,730,405	\$ 43,341,649	\$ 43,276,198
Expenditures by Program				
Administrative Services	\$ -	\$ 2,176	\$ 506,941	\$ 489,512
Building Maintenance	3,314,297	2,982,826	2,970,402	2,987,132
Citywide Parking and Transportation	54,527	67,845	130,707	132,327
Dale Ave Lift Station	330,388	325,366	549,520	613,648
Engineering Services	2,110,811	2,127,573	1,672,322	1,570,123
Environmental Compliance	1,204,453	1,099,559	474,205	705,461
Fleet Services	1,839,093	1,828,992	2,232,045	2,273,296
Marina Lagoon	287,406	349,506	398,138	398,439
Parking Operations	1,707,146	1,910,467	2,262,001	2,133,381
Sewer Maintenance	5,354,806	4,862,157	6,056,011	5,883,812
Sewer System Engineering Services	2,541,848	2,899,304	3,320,640	3,594,622
Storm and Flood Control	224,347	199,081	260,489	288,670
Storm Water Pollution Control	327,768	299,110	446,397	367,532
Street Maintenance	1,062,222	1,158,335	1,308,078	1,320,436
Street Sweeping	654,854	775,104	871,460	938,877
Traffic Maintenance	2,176,652	2,386,590	2,210,526	2,484,253
Transportation Engineering	1,069,500	1,034,895	877,613	913,138
Waste Management	883,315	899,665	1,431,063	1,452,520
Wastewater Treatment	11,689,209	11,521,854	15,363,091	14,729,019
Total Expenditures	\$ 36,832,644	\$ 36,730,405	\$ 43,341,649	\$ 43,276,198
Funding Sources				
General Fund	\$ 8,661,780	\$ 9,077,234	\$ 9,568,287	\$ 9,716,831
Special Revenue Fund	1,824,104	2,064,926	2,561,649	2,532,873
Debt Service Fund	72,664	66,776	84,615	95,749
Enterprise Fund	21,120,705	20,709,652	25,924,651	25,670,317
Internal Service Fund	5,153,391	4,811,817	5,202,447	5,260,428
Total Funding Sources	\$ 36,832,644	\$ 36,730,405	\$ 43,341,649	\$ 43,276,198

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Public Works Director	1.00	1.00	1.00	1.00
Administrative Assistant	6.00	6.00	6.00	6.00
Administrative Technician	2.00	2.00	2.00	2.00
Associate Transportation Planner	1.00	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00
Central Services Worker	1.00	1.00	1.00	1.00
Communications and Public Relations Analyst	1.00	1.00	1.00	1.00
Construction Inspector I/II	4.00	4.00	4.00	4.00
Database Specialist	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Engineering Manager	3.00	3.00	3.00	3.00
Engineering Technician I/II	5.00	5.00	5.00	5.00
Environmental Compliance Inspector	2.00	2.00	2.00	2.00
Environmental Programs Coordinator	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Facilities and Fleet Services Manager	1.00	1.00	1.00	1.00
Facility Maintenance Worker	2.00	2.00	2.00	2.00
Field Maintenance Manager	1.00	1.00	1.00	1.00
Fleet Services Supervisor	-	1.00	1.00	1.00
Instrument Control Technician	1.00	1.00	1.00	1.00
Junior/Assistant/Associate Engineer	12.00	12.00	12.00	12.00
Laboratory Analyst I/II	3.00	3.00	3.00	3.00
Laboratory Supervisor	1.00	1.00	1.00	1.00
Laborer	1.00	1.00	1.00	1.00
Maintenance Planner	1.00	1.00	1.00	1.00
Maintenance Worker I/II	22.00	22.00	24.00	24.00
Management Analyst I/II	3.00	3.00	3.00	3.00
Parking Manager	1.00	-	-	-
Principal Transportation Planner	-	1.00	1.00	1.00
Project Manager I/II	3.00	3.00	3.00	3.00
Public Works Maintenance Leadworker	-	-	3.00	3.00
Public Works Supervisor	3.00	2.00	2.00	2.00
Pump Station Mechanic I/II	2.00	2.00	2.00	2.00
Pump Station Mechanic III	1.00	1.00	1.00	1.00
Regulatory Compliance Manager	1.00	1.00	1.00	1.00
Senior Engineer	7.00	7.00	7.00	7.00

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Senior Facility Maintenance Worker	4.00	4.00	4.00	3.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Sewer Maintenance Leadworker	2.00	2.00	-	-
Solid Waste and Recycling Program Coordinator	1.00	1.00	1.00	1.00
Storm Water Program Coordinator	1.00	-	-	-
Street Maintenance Leadworker	1.00	1.00	-	-
Sweeper Operator	2.00	2.00	-	-
Traffic and Light Technician	1.00	1.00	1.00	1.00
Traffic Engineering Technician	1.00	1.00	1.00	1.00
Traffic Safety Worker	3.00	3.00	3.00	3.00
WWTP Electrical Technician	1.00	1.00	1.00	1.00
WWTP Maintenance Superintendent	1.00	1.00	1.00	1.00
WWTP Manager	1.00	1.00	1.00	1.00
WWTP Mechanic I/II	3.00	3.00	3.00	3.00
WWTP Mechanic III	1.00	1.00	1.00	1.00
WWTP Operations Superintendent	1.00	1.00	1.00	1.00
WWTP Operator In-Training I/II	9.00	9.00	9.00	9.00
WWTP Operator III	6.00	6.00	6.00	6.00
WWTP Shift Supervisor	4.00	4.00	4.00	4.00
Waste Management Supervisor	-	-	1.00	1.00
Total Merit	142.00	142.00	143.00	142.00
Per Diem	6.09	6.09	6.91	6.91
Total Positions	148.09	148.09	149.91	148.91

Public Works

METRICS
Clean Water Program
Feet of sewer pipe rehabilitated annually
Number of Private Sewer Lateral Program applicants completing sewer lateral replacement
Engineering Services - Capital Improvement Program
Citywide Pavement Condition Index (PCI)
Number of miles in the San Mateo street inventory
Number of street miles in street inventory with PCI 30 or less
Number of street miles in street inventory with PCI 25 or less
Engineering Services - Transportation and Private Development
Number of planning applications received
Number of planning applications reviewed within 20 days
Percentage of planning applications reviewed within 20 days
Number of building permits received
Number of building permits reviewed within 20 days
Percentage of building permits reviewed within 20 days
Percentage of customer satisfaction scores of 3 or higher at PW Counter (Scale: 1 - 5, 1 = Not Satisfied 5 = Extremely Satisfied)
Facilities
Percentage of graffiti removed from City facilities or Right of Way within 48 hours of reporting
Percentage of non-emergency rolling fleet that are sustainable
Field Maintenance
Number of miles of sewer main cleaned
Percentage of sewer pump stations inspected with quarterly preventative maintenance performed
Number of sidewalk tripping hazards reported
Number of sidewalk tripping hazards addressed within 7 days (patch or barricade)
Percentage of traffic signals inspected with semi-annual preventive maintenance performed
Percentage of streetlights inspected with semi-annual preventative maintenance performed
Number of Sanitary Sewer Overflows
Regulatory Compliance
Percentage of regulatory requirements monitored and completed on schedule
Percentage of trash reduction in storm water
Number of illegal dumping incidents reported
Wastewater Treatment Plant
Percentage of days per year the Wastewater Treatment Plant was in full compliance with water, air and hazardous materials regulations
Number of gallons of wastewater treated at the City's Wastewater Treatment Plant
Cost of treatment at the City's Wastewater Treatment Plant per millions of gallons

Public Works

TYPE	2018-19 RESULTS	2019-20 RESULTS	2020-21 ESTIMATE	2021-22 TARGET
Workload	6,012	6,798	8,262	7,000
Performance	155	139	243	250
Performance	75	74	71	75
Workload	210	200	200	200
Performance	11	10.5	12.20	<5
Performance	New	10.5	9.00	<5
Workload	74	104	110	115
Performance	65	75	88	98
Performance	88%	72%	80%	85%
Workload	670	752	820	850
Performance	657	674	738	765
Performance	98%	90%	90%	90%
Performance	N/A	100%	90%	90%
Performance	98%	94%	88%	98%
Performance	24%	36%	36%	38%
Workload	232	194	247	250
Performance	25%	100%	100%	100%
Workload	98	125	95	85
Performance	76	108	85	80
Performance	100%	99%	100%	100%
Performance	100%	100%	100%	100%
Workload	22	16	<10	<10
Performance	100%	100%	100%	100%
Performance	92%	92%	90%	90%
Workload	688	997	660	650
Performance	100%	99%	99%	100%
Workload	4,290	3,926	3,702	3,702
Workload	\$2,958	\$3,181	\$4,032	\$4,102

A photograph of a university campus. A paved walkway leads from the foreground into the distance, flanked by lush greenery and trees. On the right, a multi-story building with a terracotta roof is visible. The scene is bright and sunny, with shadows cast on the path.

Non- Departmental

Non-Departmental

FINANCIALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ADJUSTED BUDGET	2021-22 ADOPTED BUDGET
Expenditures by Category				
Operating	\$ 66,037,245	\$ 69,647,769	\$ 68,200,342	\$ 75,240,010
Capital Outlay	6,931,562	6,808,282	6,806,169	8,963,916
Debt Service	6,556,138	15,178,589	21,461,375	20,994,800
Total Expenditures	\$ 79,524,945	\$ 91,634,641	\$ 96,467,886	\$ 105,198,726
Funding Sources				
General Fund	\$ 16,064,465	\$ 29,950,737	\$ 29,124,325	\$ 34,403,262
Special Revenue Fund	2,922,247	-	-	22,007
Debt Services	12,541,678	21,028,294	21,181,778	20,305,335
Internal Service Fund	47,996,555	40,655,610	46,161,783	50,468,122
Total Funding Sources	\$ 79,524,945	\$ 91,634,641	\$ 96,467,886	\$ 105,198,726

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

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. To administer these programs in an efficient manner, 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. 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 City's contribution to 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. Operations in SMC Fire commenced in January 2019, and in accordance with the JPA, its costs are allocated 20% each to Foster City and Belmont, and 60% to San Mateo. For 2021-22, the City's contribution amounts to \$25.2 million.

The non-departmental budget for 2021-22 also includes \$5.2 million in net legacy costs for pension liability, workers' compensation, and retiree medical related to retirees and former employees from the City's fire operations that have transferred to SMC Fire. Combined with the contribution to SMC Fire, the City's cost for fire services totals \$30.4 million for 2021-22.

Another large non-departmental expenditure is the payment of debt service. This includes payment for the library general obligation bonds, golf bonds, sewer bonds, lease revenue bonds related to the funding of the police administration building, and lease revenue bonds for street and flood control improvements.

Finally, the General Fund contribution to the Comprehensive Liability Fund is included as part of non-departmental expenditures. The amount for 2021-22 is \$1.6 million.



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 special revenue, 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 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 & 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
30	City Housing	Special Revenue	2 Years
31	Low & Moderate Income Housing Asset	Special Revenue	2 Years
32	Parks & Recreation Revenue	Special Revenue	5 Years
33	Traffic Impact Fee	Special Revenue	5 Years
34	Commercial Linkage Fee	Special Revenue	5 Years
35	Road Maintenance & Rehabilitation Account	Special Revenue	2 Years
36	Permanent Local Housing Allocation	Special Revenue	5 Years
41	Landfill Bonds	Debt Service	2 Years
42	Street & Flood Control Projects Bond	Debt Service	2 Years
48	General Obligation Bonds	Debt Service	2 Years
56	2% Hotel Tax	Capital Program	5 Years
59	Capital Improvement Program	Capital Program	5 Years
72	Sewer	Enterprise	10 Years
81	Vehicle & Equipment Replacement	Internal Service	5 Years
82	Fleet & Building Maintenance	Internal Service	5 Years
83	Benefits	Internal Service	5 Years
86	Dental	Internal Service	5 Years
87	Workers' Compensation	Internal Service	5 Years
88	Comprehensive Liability	Internal Service	5 Years



Special Revenue

PARK PLACE
AT SAN MATEO

DO NOT
ENTER
WRONG
WAY

Police Grants and Safety

POLICE GRANTS AND SAFETY	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 366	\$ 314	\$ 195	\$ 133
Revenues				
Interest Earnings	\$ 1	\$ -	\$ -	\$ -
Asset Seizure	12	9	-	-
State Grants	325	304	353	305
Total Revenues	\$ 338	\$ 313	\$ 353	\$ 305
Expenditures				
Personnel	\$ 285	\$ 322	\$ 267	\$ 272
Operating	68	105	111	111
Capital Outlay	36	6	38	38
Total Expenditures	\$ 389	\$ 433	\$ 415	\$ 422
Ending Fund Balance	\$ 314	\$ 195	\$ 133	\$ 16

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 Program 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. After the 2018-19 transfer in, and with eligible expenditures spent from the balance, the remaining amount is included in each year's budget under operating expenditures to allow for the funds to be spent as eligible expenditures are identified.

The 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 2021-22 budget, proceeds from this grant will partially cover the cost of two traffic officer positions. While the COPS program is intended to be ongoing and permanent, there is no guarantee that continued funding will be available. However, the two-year forecast assumes this fund will remain operating as usual.

Police Grants and Safety

Recognizing the need to improve overall traffic and transportation safety, Congress passed the National Highway Safety Act, which provides for federal traffic safety funds to states. The California Office of Traffic Safety (OTS) was created to administer the funds and provide grants to both the San Mateo Police Department and regionally to San Mateo County for the purpose of 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 2021-22 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 represents the best estimate of grant revenues and the spending plan as of the update of the budget. Each aspect will be monitored and adjustments may be made as necessary to keep the fund's balance positive.

Solid Waste

SOLID WASTE	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 5,651	\$ 7,832	\$ 8,204	\$ 8,826	\$ 9,253	\$ 9,683	\$ 10,118
Revenues							
Interest Earnings	\$ 185	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15
Grants	26	-	-	-	-	-	-
Service Charges	2,271	2,496	2,991	3,036	3,081	3,128	3,176
Other Revenues	1,344	1,965	662	467	473	478	484
Total Revenues	\$ 3,826	\$ 4,476	\$ 3,668	\$ 3,518	\$ 3,569	\$ 3,621	\$ 3,674
Expenditures							
Personnel	\$ 1,213	\$ 1,227	\$ 1,570	\$ 1,602	\$ 1,634	\$ 1,666	\$ 1,700
Operating	337	357	654	667	680	694	707
Capital Outlay	58	120	72	73	75	76	78
Total Expenditures	\$ 1,608	\$ 1,704	\$ 2,296	\$ 2,342	\$ 2,388	\$ 2,436	\$ 2,485
Transfer Out	\$ 36	\$ 2,400	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Ending Fund Balance	\$ 7,832	\$ 8,204	\$ 8,826	\$ 9,253	\$ 9,683	\$ 10,118	\$ 10,558

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.

Included in the service charges is \$750,000 per year that the fund receives through the garbage collection provider 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 plan shows the transfer out of these funds to the Capital Improvement Program Fund for trash capture device projects 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, services for street cleaning and waste management will continue to be evaluated to ensure that the level of support being provided is sufficient. Service charges will continue to be evaluated and adjusted as necessary to ensure alignment with expected expenditures and appropriate reserve levels.

HOME	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 622	\$ 635	\$ 15	\$ 15
Revenues				
Loan Payments	\$ 13	\$ 20	\$ 10	\$ 10
Total Revenues	\$ 13	\$ 20	\$ 10	\$ 10
Expenditures				
Operating	\$ -	\$ -	\$ 10	\$ 10
Total Expenditures	\$ -	\$ -	\$ 10	\$ 10
Transfer Out	\$ -	\$ 640	\$ -	\$ -
Ending Fund Balance	\$ 635	\$ 15	\$ 15	\$ 15

Fund numbers are represented in thousands.

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

The program income from prior HOME loans will continue to be collected, and potential projects will be identified as the fund balance reaches an appropriate level. Accumulated resources fund HOME-eligible uses, such as new construction of housing, acquisition and rehabilitation of existing buildings, and down payment assistance. \$640,000 has been committed to construct a new family affordable housing project in Downtown San Mateo. Funds are expected to be drawn in fall 2021.

Community Development Block Grant

COMMUNITY DEVELOPMENT BLOCK GRANT	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ -	\$ 12	\$ 793	\$ 660
Revenues				
Intergovernmental Contributions	\$ 1,094	\$ 2,009	\$ 759	\$ 721
Loan Payments	50	8	8	30
Total Revenues	\$ 1,144	\$ 2,017	\$ 767	\$ 751
Expenditures				
Personnel	\$ 30	\$ 23	\$ 23	\$ 24
Operating	195	571	197	201
Total Expenditures	\$ 225	\$ 594	\$ 220	\$ 224
Transfer Out	\$ 906	\$ 642	\$ 680	\$ 410
Ending Fund Balance	\$ 12	\$ 793	\$ 660	\$ 777

Fund numbers are represented in thousands.

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 program income from loan repayments from loans funded with CDBG in the past, as well as prior year unexpended funds. These funds are held by HUD and drawn down on a reimbursement basis to the City.

In 2020-21, the City received \$1,260,683 additional funds to specifically address COVID-19 related impacts to the community. Expenditures of these funds started in 2020 will continue to be drawn from 2021-2023 for emergency rental assistance and small business assistance to child care providers.

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 bike improvements in North Shoreview and North Central neighborhoods, and program administration. Approximately \$1.7 million is budgeted in the CIP for 2020-2022. Funds appropriated for Bike Improvements will be spent 2021-2022.

Advance Planning

ADVANCE PLANNING	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 3,449	\$ 3,126	\$ 3,252	\$ 2,537	\$ 2,377	\$ 2,225	\$ 2,080
Revenues							
Interest Earnings	\$ 154	\$ 30	\$ 31	\$ 31	\$ 32	\$ 32	\$ 33
General Plan Maintenance Fee	608	1,621	1,300	1,326	1,353	1,380	1,407
Total Revenues	\$ 762	\$ 1,651	\$ 1,331	\$ 1,357	\$ 1,384	\$ 1,412	\$ 1,440
Expenditures							
Personnel	\$ 560	\$ 515	\$ 717	\$ 731	\$ 746	\$ 761	\$ 776
Operating	466	473	1,329	785	791	796	402
Total Expenditures	\$ 1,026	\$ 988	\$ 2,046	\$ 1,516	\$ 1,537	\$ 1,557	\$ 1,179
Transfer Out	\$ 59	\$ 537	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 3,126	\$ 3,252	\$ 2,537	\$ 2,377	\$ 2,225	\$ 2,080	\$ 2,342

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.

The robust development environment over the last several years has increased revenues into the fund. Work for the General Plan update kicked off in 2018-19, however, with the coronavirus pandemic in 2019-20, submissions of new building and planning applications were suspended during the shelter-in-place order. Consequently, collections in the General Plan maintenance fee declined in 2019-20. Work resumed in 2020-21 and is expected to continue at an accelerated pace into 2021-22. The five-year plan reflects the increased work 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	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 42,089	\$ 43,113	\$ 32,368	\$28,768	\$25,156	\$21,502	\$17,804
Revenues							
Interest Earnings	\$ 1,341	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Plan Check Fees	3,847	2,723	3,830	3,907	3,985	4,064	4,146
Permit Fees	3,478	4,759	4,367	4,454	4,543	4,634	4,727
Other Fees	196	494	400	408	416	424	433
Total Revenues	\$ 8,862	\$ 8,277	\$ 8,897	\$ 9,069	\$ 9,244	\$ 9,423	\$ 9,605
Expenditures							
Personnel	\$ 5,316	\$ 5,602	\$ 7,022	\$ 7,162	\$ 7,306	\$ 7,452	\$ 7,601
Operating	1,989	1,545	2,965	2,995	3,055	3,116	3,178
Capital Outlay	83	87	38	38	38	38	38
Total Expenditures	\$ 7,389	\$ 7,234	\$ 10,025	\$ 10,195	\$ 10,398	\$ 10,606	\$ 10,817
Transfer Out	\$ 449	\$ 11,788	\$ 2,471	\$ 2,485	\$ 2,500	\$ 2,515	\$ 2,539
Ending Fund Balance	\$ 43,113	\$ 32,368	\$ 28,768	\$ 25,156	\$ 21,502	\$ 17,804	\$ 14,052

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. And 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. While revenues in the five-year plan are expected to return to more sustainable levels in the near term, service demand is 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.

Beginning in 2019-20, lease payments through a transfer out will be made to the General Fund for space occupied by construction services staff in City Hall. Additionally, a number of funding commitments are made to transfer out to the Capital Improvement Program Fund to support the digital storage of property records and electronic review of plans submittals, the traffic model update, and facilities improvements.

Beginning in 2021-22 through 2025-26, as part of the fiscal sustainability plan, and in recognition of the General Fund not charging the full administrative burden to the Construction Services Fund since the Great Recession, a \$2 million annual transfer to the Capital Improvement Program Fund will supplant the General Fund transfer to support priority general capital projects, such as the high voltage streetlight conversion.

GAS TAX	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 1,549	\$ 2,777	\$ 2,238	\$ 1,639	\$ 445	\$ 222	\$ 81
Revenues							
Interest Earnings	\$ 37	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3
State Gas Tax	1,597	1,630	1,702	1,736	1,771	1,824	1,878
Gas Tax In Lieu of Prop 42	747	809	924	942	961	990	1,020
State Loan Repayment	118	-	-	-	-	-	-
Road Maintenance and Rehabilitation	1,811	-	-	-	-	-	-
Total Revenues	\$ 4,310	\$ 2,441	\$ 2,628	\$ 2,682	\$ 2,735	\$ 2,817	\$ 2,901
Transfer Out	\$ 2,901	\$ 2,980	\$ 3,228	\$ 3,876	\$ 2,958	\$ 2,958	\$ 2,948
Reallocated Fund Balance for Creation of Road Maintenance and Rehabilitation Account Fund	\$ 182	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 2,777	\$ 2,238	\$ 1,639	\$ 445	\$ 222	\$ 81	\$ 34

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. The fund makes an annual transfer to the General Fund to partially offset eligible operating costs related to the City's streets and roads maintenance programs. Additionally, it makes annual contributions to the Capital Improvement Program Fund to fund various capital projects.

The Road Repair and Accountability Act of 2017 established transportation taxes that are distributed to cities and counties through the Road Maintenance and Rehabilitation Account (RMRA). When funding began in 2017-18, revenues were deposited into this fund, and then transferred out to the Capital Improvement Program Fund as eligible projects were identified. In order to create greater visibility to available resources for projects and allow for more efficient reporting on how RMRA funds are being utilized, a new fund was created to account for RMRA funds in 2020-21. This is reflected in the reallocation of the accumulated RMRA fund balance from this fund in 2019-20.

While gas consumption is expected to continue to be significantly lower due to the coronavirus pandemic, SB 1 implemented an annual increase in the gas tax rate by the change in the California Consumer Price Index beginning July 2020. There will also be an additional registration tax on zero emissions vehicles beginning July 2021. The net effect is still an increase, and the five-year plan maintains the transfer to the General Fund, and makes contributions to the Capital Improvement Program Fund to fund street reconstruction and rehabilitation projects. As more information becomes available on the impacts to gasoline tax revenues, this plan will be updated accordingly.

CITY HOUSING	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 745	\$ 924	\$ 889	\$ 753
Revenues				
Housing Fees	\$ 230	\$ 12	\$ 62	\$ 62
Total Revenues	\$ 230	\$ 12	\$ 62	\$ 62
Expenditures				
Contribution to Other Agencies	\$ 47	\$ 47	\$ 47	\$ 48
Contribution to First Time Home Buyers	-	-	150	153
Operating	4	-	2	2
Total Expenditures	\$ 51	\$ 47	\$ 199	\$ 202
Ending Fund Balance	\$ 924	\$ 889	\$ 753	\$ 612

Fund numbers are represented in thousands.

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 2019-20, the City received a BMR payoff, which is reflected in the higher than normal revenue.

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 The Housing Endowment and Regional Trust of San Mateo County (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	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 2,995	\$ 3,422	\$ 1,079	\$ 1,014
Revenues				
Interest Earnings	\$ 137	\$ 11	\$ -	\$ -
Loan Payments	391	290	80	80
Total Revenues	\$ 528	\$ 301	\$ 80	\$ 80
Expenditures				
Personnel	\$ 41	\$ 45	\$ 47	\$ 48
Operating	59	39	97	99
Total Expenditures	\$ 100	\$ 84	\$ 145	\$ 148
Transfer Out	\$ -	\$ 2,561	\$ -	\$ -
Ending Fund Balance	\$ 3,422	\$ 1,079	\$ 1,014	\$ 947

Fund numbers are represented in thousands.

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 in its capacity 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. \$3 million has been committed from the fund to support a new affordable housing project, Kiku Crossing in downtown San Mateo in 2021-2022.

Parks and Recreation Revenue

PARKS AND RECREATION REVENUE	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 8,227	\$ 8,242	\$ 3,493	\$ 2,503	\$ 6,046	\$ 8,718	\$ 4,055
Revenues							
Interest Earnings	\$ 296	\$ 30	\$ 20	\$ 10	\$ 20	\$ 30	\$ 30
Parks and Recreation Tax and Fees	2,174	5,159	3,407	8,200	10,170	3,575	4,075
Total Revenues	\$ 2,470	\$ 5,189	\$ 3,427	\$ 8,210	\$ 10,190	\$ 3,605	\$ 4,105
Expenditures							
Operating	\$ -	\$ -	\$ 17	\$ 17	\$ 18	\$ 18	\$ 18
Total Expenditures	\$ -	\$ -	\$ 17	\$ 17	\$ 18	\$ 18	\$ 18
Transfer Out	\$ 2,454	\$ 9,938	\$ 4,400	\$ 4,650	\$ 7,500	\$ 8,250	\$ 8,000
Ending Fund Balance	\$ 8,242	\$ 3,493	\$ 2,503	\$ 6,046	\$ 8,718	\$ 4,055	\$ 142

Fund numbers are represented in thousands.

The Parks and Recreation Revenue Fund accounts for parks and recreation tax, park impact fees, and park in-lieu fees. Revenues projections are based on residential building projects, and are thus dependent on development activity. Accumulated resources in this fund are utilized to fund parks and recreation related projects through a transfer to the Capital Improvement Program Fund.

Major transfers planned for 2021-22 include improvements related to citywide play area upgrade and the Central Park Master Plan. Transfers planned beyond 2021-22 continue improvement to citywide play area upgrade, the Central Park Master Plan, recreation facilities strategic plan, and upgrades to the skate plaza.

Traffic Impact Fee

TRAFFIC IMPACT FEE	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 3,034	\$ 2,763	\$ (5,185)	\$ (3,985)	\$ (1,585)	\$ (135)	\$ 115
Revenues							
Interest Earnings	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Impact Fees	2,254	500	1,250	2,750	1,600	400	400
Total Revenues	\$ 2,337	\$ 500	\$ 1,250	\$ 2,750	\$ 1,600	\$ 400	\$ 400
Transfer Out	\$ 2,608	\$ 8,448	\$ 50	\$ 350	\$ 150	\$ 150	\$ 150
Ending Fund Balance	\$ 2,763	\$ (5,185)	\$ (3,985)	\$ (1,585)	\$ (135)	\$ 115	\$ 365

Fund numbers are represented in thousands.

The Traffic Impact Fee Fund accounts for traffic impact fee revenues that are collected to fund various capital projects to mitigate the cumulative impacts of new development and to accomodate future development. Currently, resources being accumulated in this fund are used mostly to cover the City's match on the rail grade separation project. Additionally in the five-year plan, transfers are being made to fund the Citywide Traffic Calming project and the Traffic Model Update project. The negative fund balance being shown in the financial plan represents the current expectation that the General Fund and/or the Capital Improvement Program Fund will need to temporarily loan funds to the Traffic Impact Fee Fund to cover the City's matching portion for grade separation and/or funding for the Railroad Avenue Wall Enhancement project. If that loan is needed, and how much is needed, will depend on future impact fee revenues collected and the timing of each project's progression. This plan will be updated accordingly as more information is available.

Commercial Linkage Fee

COMMERCIAL LINKAGE FEE	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 2,900	\$ 5,296	\$ 3,150	\$ 3,205
Revenues				
Interest Earnings	\$ 117	\$ -	\$ 10	\$ 10
Commercial Linkage Fee	2,279	1,896	50	50
Total Revenues	\$ 2,396	\$ 1,896	\$ 60	\$ 60
Expenditures				
Operating	\$ -	\$ 42	\$ 5	\$ 5
Total Expenditures	\$ -	\$ 42	\$ 5	\$ 5
Transfer Out	\$ -	\$ 4,000	\$ -	\$ -
Ending Fund Balance	\$ 5,296	\$ 3,150	\$ 3,205	\$ 3,260

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 Program Fund, and this plan will be updated accordingly as more information is available.

The \$4.0 million committed to the affordable housing project, Kiku Crossing, located in downtown San Mateo, will be spent in 2021-2022.

Road Maintenance and Rehabilitation Account

ROAD MAINTENANCE AND REHABILITATION ACCOUNT	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ -	\$ 1,803	\$ 106	\$ 152	\$ 260	\$ 432	\$ 570
Reallocated Balance From Gas Tax Fund	\$ 1,803	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Road Maintenance and Rehabilitation	\$ -	\$ 1,866	\$ 2,044	\$ 2,105	\$ 2,168	\$ 2,233	\$ 2,300
Interest Earnings	-	3	3	3	3	5	10
Total Revenues	\$ -	\$ 1,869	\$ 2,047	\$ 2,108	\$ 2,171	\$ 2,238	\$ 2,310
Transfer Out	\$ -	\$ 3,566	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,100	\$ 2,100
Ending Fund Balance	\$ 1,803	\$ 106	\$ 152	\$ 260	\$ 432	\$ 570	\$ 780

Fund numbers are represented in thousands.

The Road Maintenance and Rehabilitation Account (RMRA) Fund was created in 2020-21. It accounts for transportation taxes established by the Road Repair and Accountability Act of 2017 (SB 1). Prior to 2021-21, RMRA revenues were deposited into the Gas Tax Fund, and then subsequently transferred to the Capital Improvement Program 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.

Accumulated resources will be utilized to fund street reconstruction and rehabilitation projects through a transfer to the Capital Improvement Program Fund. In the five-year plan, the transfer ranges from \$2.0 million to \$3.6 million annually. While the five-year plan maintains the transfer to the Capital Improvement Program Fund to fund street reconstruction and rehabilitation projects, the plan will be updated as more information becomes available on the impacts to RMRA revenues.

Permanent Local Housing Allocation

PERMANENT LOCAL HOUSING ALLOCATION	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ -	\$ -	\$ -
Revenues			
State Grants	\$ 342	\$ 531	\$ 374
Total Revenues	\$ 342	\$ 531	\$ 374
Expenditures			
Operating	\$ 342	\$ 531	\$ 374
Total Expenditures	\$ 342	\$ 531	\$ 374
Ending Fund Balance	\$ -	\$ -	\$ -

Fund numbers are represented in thousands.

The Permanent Local Housing Allocation (PLHA) is a State Grant that is provided to the City, starting in Fall 2020, that will continue on an annual basis based on actual State receipts of document recording fees. These funds are flexible as long as they are used for housing-related projects and programs that assist in addressing the unmet housing needs of San Mateo.



Debt Service



Landfill Bonds

LANDFILL BONDS	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 1,808	\$ 2,403	\$ 1,937	\$ 2,457
Revenues				
Interest Earnings	\$ 77	\$ 15	\$ 15	\$ 15
Garbage Collection Surcharge	600	600	600	600
Total Revenues	\$ 677	\$ 615	\$ 615	\$ 615
Expenditures				
Personnel	\$ 25	\$ 25	\$ 26	\$ 27
Operating	42	46	70	70
Debt Service	16	349	-	-
Total Expenditures	\$ 83	\$ 420	\$ 96	\$ 97
Transfer Out	\$ -	\$ 661	\$ -	\$ -
Ending Fund Balance	\$ 2,403	\$ 1,937	\$ 2,457	\$ 2,975

Fund numbers are represented in thousands.

The City has three debt service funds: the Landfill Bonds Fund, the Street and Flood Control Projects Bond 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 was paid back over a three-year period beginning 2018-19 and ending 2020-21. Surcharge revenues collected will be adjusted in future years to reflect the reduction of the debt service obligation.

Street and Flood Control Projects Bond

STREET AND FLOOD CONTROL PROJECTS BOND	2019-20 ACTUALS		2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 FORECAST	
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-
Expenditures								
Operating	\$	-	\$	76	\$	31	\$	32
Debt Service		-		2,633		2,633		2,632
Total Expenditures	\$	-	\$	2,709	\$	2,664	\$	2,664
Transfer In	\$	-	\$	2,709	\$	2,664	\$	2,664
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-

Fund numbers are represented in thousands.

The Street and Flood Control Projects Bond Fund is a new fund that accounts for debt service payments on lease revenue bonds issued in 2019-20 to finance the construction and acquisition of public improvements of the City, including street and flood control improvements. As these improvements are part of the Measure S initiatives, revenues from Measure S are transferred into this fund to administer the debt services. Additionally, a benefit assessment district was created in the North Shoreview neighborhood as it relates to the flood control improvements. Assessment levies are expected to be collected beginning 2023-24, and will pay approximately 6.9% of annual debt service beginning 2024-25. This plan will be updated accordingly when more information is available.

General Obligation Bonds

GENERAL OBLIGATION BONDS	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST
Beginning Fund Balance	\$ 4,960	\$ 5,340	\$ 5,828	\$ 5,804
Revenues				
Interest Earnings	\$ 123	\$ 10	\$ 10	\$ 10
Property Taxes	2,364	2,576	2,046	2,041
Total Revenues	\$ 2,487	\$ 2,586	\$ 2,056	\$ 2,051
Expenditures				
Operating	\$ 69	\$ 65	\$ 34	\$ 35
Debt Service	2,038	2,033	2,046	2,041
Total Expenditures	\$ 2,107	\$ 2,098	\$ 2,080	\$ 2,076
Ending Fund Balance	\$ 5,340	\$ 5,828	\$ 5,804	\$ 5,779

Fund numbers are represented in thousands.

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.

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 2020-21 total assessed value of \$31.5 billion, San Mateo's legal debt limit for 2020-21 was \$4.7 billion. For 2020-21, the City was only at 0.40% 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 Program

THRU
TRAFFIC
MERGE
LEFT

2% Hotel Tax

2% HOTEL TAX	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 6,515	\$ 3,854	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Interest Earnings	\$ 181	\$ -	\$ 33	\$ 50	\$ 67	\$ 83	\$ 100
Transient Occupancy Tax	814	200	167	250	333	417	500
Total Revenues	\$ 994	\$ 200	\$ 200	\$ 300	\$ 400	\$ 500	\$ 600
Expenditures							
Operating	\$ 120	\$ 139	\$ 131	\$ 134	\$ 137	\$ 140	\$ 142
Debt Service	552	427	457	492	534	581	616
Total Expenditures	\$ 672	\$ 566	\$ 588	\$ 626	\$ 671	\$ 721	\$ 758
Transfer In	\$ -	\$ 1,874	\$ 388	\$ 326	\$ 271	\$ 221	\$ 158
Transfer Out	\$ 2,983	\$ 5,362	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$3,854	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fund numbers are represented in thousands.

The 2% Hotel Tax Fund accounts for the Measure C voter-approved 2% hotel tax revenue, the related transfers to the Capital Improvement Program Fund, and the debt service on the variable rate bonds that were utilized to partially fund the police administration facility.

Revenues in 2020-21 are estimated to decline significantly due to the impacts of the coronavirus pandemic. The five-year plans shows the continued impact and gradual recovery of this revenue source. Transfers out in this fund represents the funding commitment for construction work related to the new Fire Station 25 and to the Borel Park development. As shown in this five-year plan, beginning in fiscal year 2020-21, the fund will require a transfer in from the General Fund to offset expenditures and anticipated funding commitments due to the significant impact on this revenue source from the coronavirus. Ongoing support from the General Fund will likely be required through the duration of this forecast as a result of the expected prolonged recovery of TOT revenues. Revenues in this fund will continue to be monitored closely, and the plan will be updated accordingly as more information becomes available.

Capital Improvement Program

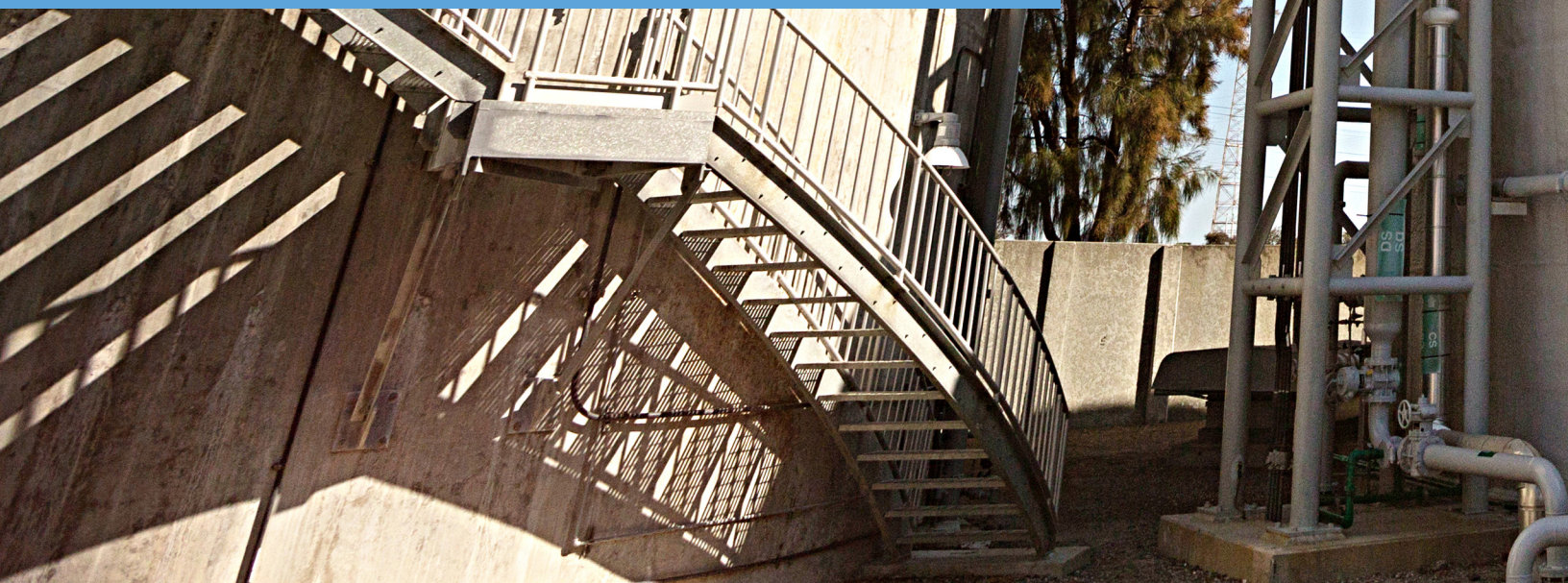
CAPITAL IMPROVEMENT PROGRAM	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 30,211	\$ 83,433	\$ 6,559	\$ 5,590	\$ 5,048	\$ 5,688	\$ 7,088
Revenues							
Taxes, Fees, and Charges	\$ 19,430	\$ 29,090	\$ 14,263	\$ 16,618	\$ 17,020	\$ 17,450	\$ 16,690
Transfers from Sewer Fund	87,736	634,202	29,715	31,739	41,647	16,325	7,982
Other Sources	65,104	49,253	7,628	21,363	7,910	24,580	5,510
Total Revenues	\$ 172,269	\$ 712,545	\$ 51,606	\$ 69,720	\$ 66,577	\$ 58,355	\$ 30,182
Expenditures							
Capital Outlay	\$ 119,047	\$ 789,420	\$ 52,575	\$ 70,262	\$ 65,937	\$ 56,955	\$ 27,152
Total Expenditures	\$ 119,047	\$ 789,420	\$ 52,575	\$ 70,262	\$ 65,937	\$ 56,955	\$ 27,152
Ending Fund Balance	\$ 83,433	\$ 6,559	\$ 5,590	\$ 5,048	\$ 5,688	\$ 7,088	\$ 10,118

Fund numbers are represented in thousands.

The Capital Improvement Program 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, Parks and Recreation Revenue, Road Maintenance and Rehabilitation, and Traffic Impact Fee Funds, as well as from other tax and fee revenue. Projects in the Capital Improvement Program Fund are outlined in the CIP section of this budget document, and detailed information about revenues and expenditures related to projects can be found in that section.



Enterprise



SEWER (CASH BASIS)	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST
Beginning Fund Balance	\$ 280,496	\$ 236,005	\$ 295,052	\$ 401,345	\$ 500,957
Revenues					
Interest Earnings	\$ 5,594	\$ 644	\$ 670	\$ 697	\$ 669
Service Charges/Operating Revenue	53,041	61,527	69,592	77,415	77,511
Bond/Loan Proceeds and Capital Contributions	7,291	160,181	331,148	244,574	72,866
Total Revenues	\$ 65,926	\$ 222,352	\$ 401,410	\$ 322,686	\$ 151,046
Expenses					
Operating and Maintenance	\$ 21,576	\$ 26,362	\$ 26,328	\$ 27,154	\$ 27,785
Capital Projects	77,658	122,018	252,877	179,205	55,518
Debt Service	11,183	14,925	15,912	16,715	16,715
Total Expenses	\$ 110,417	\$ 163,305	\$ 295,117	\$ 223,074	\$ 100,018
Ending Fund Balance	\$ 236,005	\$ 295,052	\$ 401,345	\$ 500,957	\$ 551,985
Operating Reserve	\$ 10,788	\$ 13,181	\$ 13,164	\$ 13,577	\$ 13,893
Capital Reserve	\$ 225,217	\$ 281,871	\$ 388,181	\$ 487,380	\$ 538,093

Fund numbers are represented in thousands.

The Sewer Fund consists of the sewer collection systems, the Wastewater Treatment Plant (WWTP), and disposal facilities serving the residents and businesses of San Mateo, Foster City, and portions 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 subregional customer 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 Program section of this document.

The dollar figures listed in this fund's financial plan are estimates of the cash flow in the fund during the forecast period, and as such, these values will not match the 2021-22 operating budget numbers nor the 2021-2026 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.

2024-25 FORECAST		2025-26 FORECAST		2026-27 FORECAST		2027-28 FORECAST		2028-29 FORECAST		2029-30 FORECAST		2030-31 FORECAST	
\$	551,985	\$	576,588	\$	622,943	\$	654,844	\$	680,821	\$	707,906	\$	738,626
\$	657	\$	651	\$	561	\$	571	\$	583	\$	594	\$	606
76,698		78,975		81,313		83,719		86,198		88,754		91,389	
32,624		26,362		22,084		19,303		20,044		22,053		21,747	
\$	109,979	\$	105,988	\$	103,958	\$	103,593	\$	106,825	\$	111,401	\$	113,742
\$	29,696	\$	30,883	\$	32,119	\$	33,403	\$	34,740	\$	36,129	\$	37,574
37,924		6,459		12,900		13,287		13,686		14,096		14,519	
17,756		22,291		27,038		30,926		31,314		30,456		31,935	
\$	85,376	\$	59,633	\$	72,057	\$	77,616	\$	79,740	\$	80,681	\$	84,028
\$	576,588	\$	622,943	\$	654,844	\$	680,821	\$	707,906	\$	738,626	\$	768,340
\$	14,848	\$	15,442	\$	16,060	\$	16,702	\$	17,370	\$	18,065	\$	18,787
\$	561,740	\$	607,502	\$	638,785	\$	664,120	\$	690,536	\$	720,562	\$	749,553

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 five-year rate increase schedule that took effect July 1, 2018. These five-year rate increases, which restructured the residential charges to introduce a component of a fixed monthly fee to better stabilize revenue recovery, positioned the enterprise well to earn an invitation from the Environmental Protection Agency (EPA) to apply for two Water Infrastructure Finance and Innovation Act (WIFIA) loans. The loan application on the first WIFIA loan, up to \$277 million, was submitted in 2019, and closed in 2020. The loan application for the second WIFIA loan, up to \$85 million, was submitted and closed in 2020. Further, the City and Foster City/Estero Municipal Improvement District, partnering as the San Mateo-Foster City Public Financing Authority, earned a Aa2 rating from Moody's on revenue bonds that were issued in May 2019. Proceeds from the bond issuance and WIFIA loan, as well as anticipated future bond issuances and loan executions, have been incorporated into the cash flow analysis of this fund. While the cash balance is building in the forecast period, the balance will be utilized to cash-fund capital projects in the future and/or to refund or call existing bonds. The cash flow estimates will be continually monitored and this plan will be updated accordingly.



Internal Service



Vehicle and Equipment Replacement

VEHICLE AND EQUIPMENT REPLACEMENT	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 19,872	\$ 19,318	\$ 18,984	\$ 12,177	\$ 11,736	\$ 10,868	\$ 11,473
Revenues							
Interest Earnings	\$ 395	\$ 108	\$ 109	\$ 110	\$ 112	\$ 113	\$ 114
Rental Charges - Vehicles	690	765	653	660	659	667	665
Rental Charges - Computers	173	221	173	175	174	176	176
Rental Charges - Radios	17	20	14	15	14	15	15
Rental Charges - Major Equipment	711	533	729	738	736	745	743
Rental Charges - Furniture	69	82	69	70	70	70	70
Other Revenues	82	21	-	-	-	-	-
Total Revenues	\$ 2,136	\$ 1,750	\$ 1,747	\$ 1,768	\$ 1,764	\$ 1,785	\$ 1,782
Expenses							
Vehicle Replacement	\$ 858	\$ 1,999	\$ 4,104	\$ 1,366	\$ 409	\$ 1,009	\$ 515
Computer Replacement	139	62	1,050	411	244	69	19
Radio Replacement	-	-	75	-	-	150	-
Major Equipment Replacement	624	96	3,462	838	2,380	309	1,219
Furniture Replacement	53	37	274	5	9	53	6
Other Capital Outlay	121	133	-	-	-	-	-
Contribution to San Mateo Consolidated Fire Department	1,297	-	-	-	-	-	-
Total Expenses	\$ 3,092	\$ 2,328	\$ 8,964	\$ 2,619	\$ 3,043	\$ 1,590	\$ 1,758
Transfer In	\$ 410	\$ 410	\$ 410	\$ 410	\$ 410	\$ 410	\$ 410
Transfer Out	\$ 8	\$ 166	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 19,318	\$ 18,984	\$ 12,177	\$ 11,736	\$ 10,868	\$ 11,473	\$ 11,907
Reserve for Major Building Component Replacements	\$ 820	\$ 1,230	\$ 1,640	\$ 2,050	\$ 2,460	\$ 2,870	\$ 3,280
Remaining Fund Balance	\$ 18,498	\$ 17,754	\$ 10,537	\$ 9,686	\$ 8,408	\$ 8,603	\$ 8,627

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 \$18 million at the end of fiscal year 2020-21. Unlike the Fleet and Building Maintenance Fund, which is entirely an operating fund and does not 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 collects annually from the operating departments, so it is also 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.

When the City's fire operations were transferred to San Mateo Consolidated Fire Department (SMC Fire) in 2018-19, collections that had been collected for fire vehicles, apparatus, and equipment were to be transferred to SMC Fire over a three-year period. The first two transfers were necessary to fund existing needs in SMC Fire, and were reflected as contributions to SMC Fire in 2018-19 and 2019-20. Included in 2018-19 was an accounting adjustment made to reflect the transfer of capital assets to SMC Fire. After the second transfer was made in 2019-20, a review of the fund by each member agency determined that the final transfer was not necessary.

In 2020-21, \$2,000,000 was committed as a transfer out to the Capital Improvement Program Fund to fund the replacement of the City's enterprise resource planning (ERP) software. 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 Program Fund, and this plan will be updated accordingly.

Fleet and Building Maintenance

FLEET AND BUILDING MAINTENANCE	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ (42)	\$ (207)	\$ 304	\$ 227	\$ 305	\$ 548	\$ 967
Revenues							
Charges to Department - Building	\$ 2,912	\$ 3,462	\$ 3,462	\$ 3,635	\$ 3,817	\$ 4,008	\$ 4,208
Charges to Department - Fleet	1,633	1,661	1,715	1,800	1,890	1,985	2,084
Other Revenues	183	8	8	8	8	8	8
Total Revenues	\$ 4,728	\$ 5,131	\$ 5,184	\$ 5,443	\$ 5,715	\$ 6,000	\$ 6,300
Expenses							
Personnel	\$ 1,604	\$ 1,609	\$ 1,882	\$ 1,920	\$ 1,958	\$ 1,997	\$ 2,037
Operating	3,147	2,977	3,346	3,413	3,482	3,551	3,622
Capital Outlay	61	33	32	32	32	33	33
Total Expenses	\$ 4,812	\$ 4,620	\$ 5,260	\$ 5,365	\$ 5,472	\$ 5,581	\$ 5,692
Transfer Out	\$ 81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ (207)	\$ 304	\$ 227	\$ 305	\$ 548	\$ 967	\$ 1,574

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, collections for the five-year forecast were set to increase significantly in 2020-21 to ensure the fund remains healthy and with an appropriate level of reserves. The fund is estimated to return to a positive position by the end of 2020-21, while also accumulating a small amount of fund balance to address unexpected needs.

Benefits

BENEFITS	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 235	\$ 401	\$ (519)	\$ (201)	\$ 67	\$ 333	\$ 566
Revenues							
Internal Service Charge - Pension	\$ 19,894	\$ 21,717	\$ 24,504	\$ 25,518	\$ 27,271	\$ 28,984	\$ 29,402
Internal Service Charge - Social Security/Medicare	3,057	2,924	3,215	3,279	3,345	3,411	3,480
Internal Service Charge - Healthcare	8,149	8,113	8,796	8,974	9,156	9,342	9,532
Internal Service Charge - Severance Trust	1,165	1,168	1,213	1,238	1,262	1,288	1,313
Internal Service Charge - Other	2,375	2,366	2,507	2,625	2,681	2,738	2,796
Total Revenues	\$ 34,640	\$ 36,289	\$ 40,235	\$ 41,633	\$ 43,714	\$ 45,763	\$ 46,523
Expenses							
Pension	\$ 19,926	\$ 21,763	\$ 24,504	\$ 25,518	\$ 27,271	\$ 28,984	\$ 29,402
Social Security/Medicare	3,057	2,924	3,215	3,279	3,345	3,411	3,480
Healthcare	8,218	8,853	8,896	9,121	9,295	9,502	9,702
Severance Trust	1,069	827	852	878	904	931	959
Other	2,204	2,840	2,451	2,570	2,634	2,701	2,769
Total Expenses	\$ 34,474	\$ 37,208	\$ 39,918	\$ 41,365	\$ 43,449	\$ 45,530	\$ 46,312
Ending Fund Balance	\$ 401	\$ (519)	\$ (201)	\$ 67	\$ 333	\$ 566	\$ 777

Fund numbers are represented in thousands.

Benefits

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

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

After the transfer of the City's fire operations to SMC Fire in 2018-19, what remains as the City's responsibility is the former fire department employees' unfunded pension liability and retiree health benefits, as those costs are attributable to years of service to the City. These legacy costs are transferred from the General Fund and administered through this fund.

Fund balance has declined significantly in 2020-21, in part due to the record-high year in Unemployment Insurance benefits. Federal legislation provides extended benefits until September 2021, and there should be a decline in unemployment expenses in the second quarter of 2021-22 as the City re-employs staff or the benefit period expires. While the five-year forecast has the fund building back up its fund balance gradually, actual expenses will be analyzed over time and annual collections will be adjusted accordingly.

DENTAL	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 489	\$ 549	\$ 767	\$ 921	\$ 932	\$ 918	\$ 879
Revenues							
Internal Service Charges	\$ 884	\$ 807	\$ 839	\$ 839	\$ 839	\$ 839	\$ 839
Total Revenues	\$ 884	\$ 807	\$ 839	\$ 839	\$ 839	\$ 839	\$ 839
Expenses							
Insurance Premiums	\$ 824	\$ 590	\$ 685	\$ 828	\$ 853	\$ 879	\$ 905
Total Expenses	\$ 824	\$ 590	\$ 685	\$ 828	\$ 853	\$ 879	\$ 905
Ending Fund Balance	\$ 549	\$ 767	\$ 921	\$ 932	\$ 918	\$ 879	\$ 813

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. Actual expenses for 2020-21 are estimated to come in under budget, as employees held off on using dental services during the pandemic. The forecast assumes that expenses will return to prepandemic levels by fiscal year 2022-23. As actual expenses are analyzed over time, annual collections amounts will be adjusted accordingly.

Workers' Compensation

WORKERS' COMPENSATION	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ (1,429)	\$ 223	\$ 393	\$ 48	\$ (59)	\$ (44)	\$ 171
Revenues							
Interest Earnings	\$ 355	\$ 32	\$ 32	\$ 32	\$ 32	\$ 32	\$ 32
Internal Service Charges	4,457	4,421	4,375	4,455	4,604	4,833	5,160
Total Revenues	\$ 4,812	\$ 4,453	\$ 4,407	\$ 4,487	\$ 4,636	\$ 4,865	\$ 5,192
Expenses							
Personnel	\$ 375	\$ 401	\$ 410	\$ 420	\$ 428	\$ 437	\$ 445
Operating	1,262	834	881	899	917	935	954
Claims	5,023	3,049	3,460	3,276	3,275	3,279	3,287
Total Expenses	\$ 6,660	\$ 4,284	\$ 4,752	\$ 4,595	\$ 4,620	\$ 4,650	\$ 4,686
Transfer In	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 223	\$ 393	\$ 48	\$ (59)	\$ (44)	\$ 171	\$ 677

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. 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, total expenses in the fund have been as high as \$5 million and as low as \$1.7 million.

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 several years have had unusually high claims, causing the fund's balance to be negative in the 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 were incurred while the fire employees were City employees will remain in this fund and as the City's responsibility. 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	2019-20 ACTUALS	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 FORECAST	2023-24 FORECAST	2024-25 FORECAST	2025-26 FORECAST
Beginning Fund Balance	\$ 2,232	\$ 1,858	\$ 807	\$ 178	\$ (154)	\$ (164)	\$ 106
Revenues							
Investment / Interest Earnings	\$ (11)	\$ 10	\$ 10	\$ 10	\$ 10	\$ 11	\$ 11
Interfund Charges	1,297	1,400	1,610	1,932	2,318	2,666	3,066
Total Revenues	\$ 1,287	\$ 1,410	\$ 1,620	\$ 1,942	\$ 2,329	\$ 2,677	\$ 3,077
Expenses							
Personnel	\$ 140	\$ 111	\$ 132	\$ 133	\$ 136	\$ 138	\$ 141
Insurance Premiums	818	1,221	1,220	1,257	1,294	1,333	1,373
Claims	92	628	288	258	265	273	281
Attorney's Fees	320	301	430	443	456	470	484
Other Costs	291	200	180	184	188	192	196
Total Expenses	\$ 1,661	\$ 2,461	\$ 2,249	\$ 2,274	\$ 2,339	\$ 2,407	\$ 2,476
Ending Fund Balance	\$ 1,858	\$ 807	\$ 178	\$ (154)	\$ (164)	\$ 106	\$ 707

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. While experience in the general liability program has been better than expected over the past several years, which resulted in a reduction in the actuarially-determined claims liability, insurance premiums are estimated to increase considerably, primarily due to significant industrywide losses caused by unprecedented hurricanes, floods, and wildfires. Collections are set at \$1.6 million in 2021-22 and \$1.9 million in 2022-23, then further increase throughout this forecast to adequately cover the cost of the program while also maintaining enough fund balance to absorb years when claims experience is abnormally high. Activities in this fund will continually be monitored closely and this plan will be updated accordingly.



Five-Year Capital Improvement Program

Summary

During the Capital Improvement Program (CIP) budget process, departments develop project requests for all 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 Finance Director.

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 Program Budget at their meetings in June each year, 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, 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 \$272.9 million, with \$52.6 million for 2021-22. Immediately following this narrative is a list of all the capital projects funded in the 2021-2026 CIP ("Funded Projects"). In addition, the table below summarizes the five-year CIP by physical type of the capital projects.

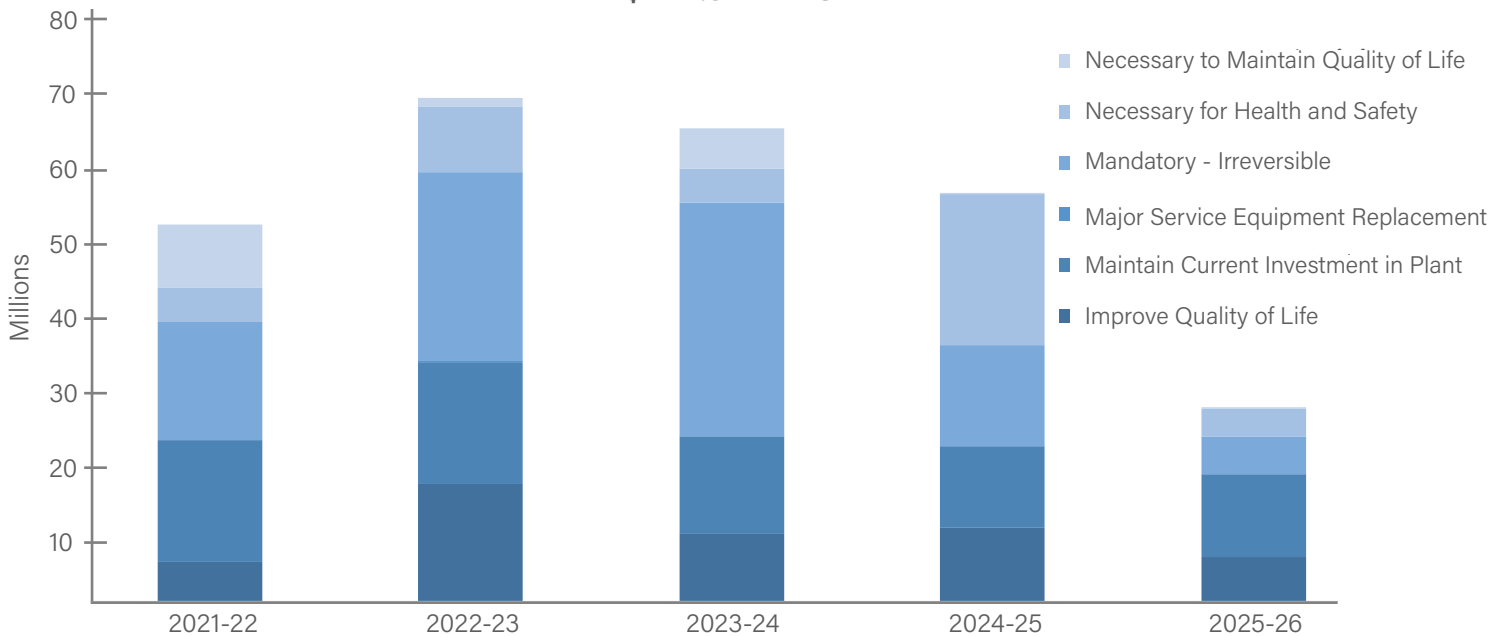
CAPITAL PROJECTS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
Bikeway/Pedestrian	\$ 1,122,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 550,000	\$ 3,352,000
Bridges	205,000	5,992,000	100,000	100,000	100,000	6,497,000
Buildings	384,766	-	1,000,000	17,570,000	-	18,954,766
Parks	5,966,000	5,306,848	7,915,000	8,465,000	8,215,000	35,867,848
Sanitary Sewer and Wastewater Management (Clean Water Program)	31,265,000	32,989,000	41,647,000	16,325,000	7,982,000	130,208,000
Storm Drains	1,510,000	2,510,000	1,430,000	1,260,000	1,260,000	7,970,000
Streetlights	1,375,000	1,625,000	1,500,000	1,500,000	-	6,000,000
Streets	8,550,000	8,450,000	8,450,000	8,550,000	8,535,000	42,535,000
Traffic	690,000	1,550,000	3,225,000	2,515,000	400,000	8,380,000
Other City Projects	1,507,000	11,279,437	110,000	110,000	110,000	13,116,437
Total 5-year CIP	\$ 52,574,766	\$ 70,262,285	\$ 65,937,000	\$ 56,955,000	\$ 27,152,000	\$ 272,881,051

Of the total \$272.9 million, \$130.2 million (48% of the total five-year CIP) is for Clean Water Program capital projects, all of which are funded by sewer services charges, bond and loan proceeds, and capital contributions from the sewer system's sub-regional customers 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 \$42.5 million (16% of the total five-year CIP), while building-related projects amount to \$19.0 million (7% of the total).

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 following chart illustrates capital projects by function. Of the five-year CIP total, 35% are categorized as Mandatory-Irreversible (the majority of which are Clean Water Program projects), 26% are categorized as Maintain Current Investment, 18% for Improve Quality of Life, 16% are categorized as Necessary for Health and Safety and the remaining 5% split amongst the other categories.

Summary

FIVE-YEAR CIP BY FUNCTION \$272.9 MILLION



Clean Water Program Capital Projects

The Clean Water Program consists of projects for the sewer collection system, 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 customers) of Hillsborough, Belmont, the Crystal Springs County Sanitation District ("CSCSD"), and certain unincorporated areas of the County. The Sewer Enterprise system currently serves approximately 30,500 customer accounts in the City and approximately 11,000 customer accounts in Foster City and the sub-regional customer communities utilizing the WWTP. The current population in the utility's service area is approximately 150,000 residents.

A total of \$130.2 million is planned for the Clean Water Program five-year capital improvement program. Of this total, \$78.4 million is for sewer collection system improvement projects, \$21.2 million is for program management, and \$30.6 million is for WWTP projects.

CLEAN WATER PROGRAM (SEWER) PROJECTS		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
Sewer - Collection Systems	\$	16,070,000	\$ 15,450,000	\$ 30,984,000	\$ 10,190,000	\$ 5,689,000	\$ 78,383,000
Sewer - Program Management		6,692,000	5,933,000	4,204,000	2,108,000	2,293,000	21,230,000
Sewer - WWTP		8,503,000	11,606,000	6,459,000	4,027,000	-	30,595,000
Total	\$	31,265,000	\$ 32,989,000	\$ 41,647,000	\$ 16,325,000	\$ 7,982,000	\$ 130,208,000

CIP Project Descriptions

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 and upgrade. 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. Similar to other systems, the City's collection system has challenges with infiltration and inflow 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 and 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. 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 also requires the City to increase capacity at the WWTP to ensure full treatment of all effluent and eliminate "blending" practices.

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. The City's Sewer Fund continues to invest in its operating budget for staff and consultant engineering services to execute the Clean Water Program improvements.

The Clean Water Program's largest capital improvement project is the WWTP Upgrade and Expansion project. The project increases capacity, ensures full treatment of effluent, and eliminates blending practices. As of August 2020, all three phases of the WWTP Upgrade and Expansion construction contract had been awarded. The first phase is for excavation and site preparation, the second phase is to build the foundation, and the third phase is to construct the facilities. The project is anticipated to be completed by August 2024.

The largest collection system capital improvement project is the Basins 2 & 3 Collection System Improvements project, which includes the Underground Flow Equalization System (UFES) project. The UFES consists of an underground 5.3 million gallon structure that will help eliminate SSOs in San Mateo and comply with the Cease and Desist Order. The special use permit and the project environmental impact report were approved in October 2019. The construction contract was awarded in May 2020.

Sewer Capital Project Revenues

The City is pursuing several 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.

CIP Project Descriptions

The City, through the San Mateo – Foster City Public Financing Authority (Authority) with Foster City/Estero Municipal Improvement District (EMID), has already applied for and in some cases received significant funding through SRF and WIFIA loans for the wastewater treatment plant upgrade and expansion project. In November 2020, the Authority finalized a WIFIA loan for the WWTP for \$277 million and in December 2020, the City finalized a second WIFIA loan for its Basins 2 and 3 Collection System Improvement project for \$85 million.

For the SRF funding, the Authority submitted an application in 2017 and updated the application in 2019 to reflect the most recent design. The Authority is working with the SRF Board on the loan application and if all continues to go well, they will be able to finalize a loan of approximately \$137 million in SRF funding by July 2021.

In May 2019, the first series of revenue bonds were issued for \$270 million to provide funding for the projects in progress. Additional series of revenue bonds or other financing vehicles may be issued to supplement the federal and state loan funds to ensure adequate funding in the Clean Water Program.

FUNDING SOURCE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
Crystal Springs County Sanitation District / San Mateo County / Hillsborough	\$ 1,197,103	\$ 1,360,806	\$ 834,301	\$ 476,382	\$ 195,664	\$ 4,064,256
Foster City / Estero (Sewer)	2,857,979	3,514,887	2,064,913	1,225,537	276,536	9,939,852
Sewer (Interfund Transfer)	25,659,918	26,863,307	38,747,786	14,623,081	7,509,800	113,403,892
South Trunk Sewer Relief Impact Fee	1,550,000	1,250,000	-	-	-	2,800,000
Total	\$ 31,265,000	\$ 32,989,000	\$ 41,647,000	\$ 16,325,000	\$ 7,982,000	\$ 130,208,000

Sewer Capital Projects and Costs

Of the total \$130.2 million planned over the next five years, three capital projects are planned for the City's wastewater treatment plant (WWTP) totaling an estimated \$30.6 million. The largest planned project is \$22.1 million for the plant's flow management upgrade and expansion project, followed by \$8.0 million for immediate action plan projects, and \$0.3 million for annual major components.

Sewer collection system improvements total an estimated \$78.4 million, with ten different capital projects throughout the City. The largest sewer collection system project is \$26.1 million for CWP Annual Citywide Sanitary Sewer Rehabilitation, followed by \$25.6 million for Basin 4 Collection System Improvements.

Program management costs related to the Sewer CIP are preliminarily estimated to total \$21.2 million.

Street Rehabilitation, Reconstruction, and Improvement Capital Projects

A total of \$42.5 million in street rehabilitation, reconstruction, and improvement projects are planned for in the five-year CIP. Primary funding sources for these projects include Road Maintenance and Rehabilitation Account Fund (\$10.2 million), General Fund (\$10 million), Measure A half-cent sales tax (\$7.1 million), Gas Tax (\$6.0 million), Measure W half-cent sales tax (\$4.0 million), Measure S (\$4 million), and Other Agencies (\$0.2 million).

CIP Project Descriptions

The City's Pavement Management Program (PMP) uses available funding to minimize deferred maintenance, reduce the failed streets inventory, and maintain the City's streets with a Pavement Condition Index (PCI) above 70. While the PMP focuses on the management of the City's entire pavement assets, a separate Smooth Streets Program (SSP) was created in 2013 to address failed streets. Street segments with a PCI of less than 25 are considered "failed" by common industry practice, and generally require expensive, full street reconstruction to restore. Of the 17 miles identified as failed streets and five miles identified as at-risk, 11 miles have been restored and two miles are currently in construction. The remaining five miles of failed streets and four miles of at-risk streets in the Smooth Streets Program are currently scheduled for completion by 2025. Smooth Streets projects that are identified for the next five years are programmed with a total of \$18.5 million. Of this total, \$4.0 million is expected to be debt financed and repaid through Measure S revenues.

City Building and Facilities Improvement Capital Projects

A total of \$19.0 million is planned for various building facilities improvements and new construction. \$18.6 million of this total is budgeted for the construction of a new downtown parking garage. A new garage is anticipated to be funded with bond proceeds, 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 this parking garage.

Bridge Maintenance and Improvement Capital Projects

Of the total \$6.5 million planned over the next five years for bridge-related capital improvements, the Bermuda Drive Bridge Replacement project totals \$6.1 million and \$0.4 million for citywide bridge maintenance. The Bermuda Drive Bridge Replacement project is principally funded with a \$4.5 million federal grant, with the City's contribution of \$0.5 million coming from Measure A, and \$1.1 million coming from Gas Tax.

Park and Recreation Facilities Renovation and Rehabilitation Capital Projects

A total of \$35.9 million in parks and recreation capital improvement projects are planned for the next five years. Of the total planned, the largest parks project is \$13.2 million to maintain safe play areas with high recreation value within all City parks. \$11.0 million is programmed for Central Park, consistent with the capital improvements identified in the approved and updated Central Park Master Plan. \$6.0 million is also programmed for the recreation facilities strategic plan.

Of the \$35.9 million total of planned projects, the majority (\$32.8 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 development 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 and Rehabilitation Capital Projects

A total of \$8.0 million is planned for storm drainage and flood control projects for the next five years. This does not include the funds budgeted in 2019-20 for flood control improvements needed to remove North Shoreview and portions of the North Central Neighborhood from the FEMA flood map. The funding for this project is provided through the issuance of debt, repaid with Measure S revenues, and 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 \$2.6 million in debt service payments and maintenance costs for the completed Bayfront levee improvements south of San Mateo Creek.

CIP Project Descriptions

Bikeway / Pedestrian Walkway Capital Projects

A total of \$3.4 million is planned for bikeway and pedestrian walkway projects. Of the total, \$1.8 million is budgeted for Community Development Block Grant (CDBG) funded street and sidewalk repair, \$1.1 million is planned for the citywide sidewalk repair program, and \$0.5 million is planned for high priority bicycle projects. 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 \$8.4 million is planned for 12 different traffic-related projects throughout the City. Of this amount, the larger projects include \$2.5 million for a retaining wall at Gramercy Drive, \$2.3 million for the reconstruction of the intersection at Norfolk Street and Fashion Island Boulevard, \$0.8 million for the traffic signal located at Hillsdale Boulevard and Alameda de las Pulgas, and \$0.7 million for citywide traffic calming.

The primary funding sources for these traffic-related projects are Grants (\$2.3 million), Private Contributions (\$1.8 million), Measure A (\$2.0 million), and Measure S (\$1.3 million).

Streetlights Capital Projects

The project in this category removes approximately 450 existing high voltage streetlights with lower voltage, LED streetlights. The project will be implemented in phases and is expected to be completed in 2026. This project is funded by \$6.0 million from the General Fund.

Other City Capital Projects

Various other citywide capital projects are planned totaling \$13.1 million over the next five years, the largest of which is \$10.4 million budgeted for the second phase of 25th Avenue Undergrounding. This project is funded by contributions from other agencies and Measure A. In addition, \$1.6 million is budgeted for railroad crossing improvements, \$0.6 million for minor home repair, and \$0.5 million for various child care facility projects.

CIP Funding

All the projects listed in the following "Funded Projects" sub-section have identified sources of funding. The "Project Charters" sub-sections give a brief description and overview of each funded and priority unfunded projects. 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 several 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 \$318 million. The size and scope of the projects varies and includes major construction projects, such as \$50 million for construction of the Hillsdale Boulevard / US 101 bridge overcrossing, \$40 million for the Bay Meadows Community Park, \$40 million for Shoreline Parks, and smaller renovation projects such as parking lot repair and various facility improvements.



Funded Projects

Funded Projects

PROJECT #	PROJECT NAME
130003	DOWNTOWN EV CHARGING STATIONS
150002	FALLEN HEROES MEMORIAL
310521	MINOR HOME REPAIR
310600	CHILD CARE FACILITIES
460040	HIGH VOLTAGE STREETLIGHT CONVERSION
460058	ADA ENTRY COMPLIANCE - BERESFORD
460062	TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE
461007	NEW DOWNTOWN GARAGE
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462004	CITYWIDE BRIDGE MAINTENANCE
462205	TRAIN QUIET ZONE
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
462227	US 101 / SR 92 INTERCHANGE AREA IMPROVEMENTS SHORT-TERM
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
462897	PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT - PUBLIC WORKS
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
463337	PARROTT DRIVE AND ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET AND FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
463535	US 101 AND PENINSULA AVENUE INTERCHANGE PROJECT
465162	CITYWIDE BICYCLE PARKING
465333	CITYWIDE TRAFFIC SIGNAL RETIMING
465432	EL CAMINO REAL LEFT-TURN POCKET - TILTON AVENUE AND BALDWIN AVENUE
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467001	CITYWIDE STREET REHABILITATION PACKAGE 1
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
467770	CITYWIDE STREET RECONSTRUCTION FY 18-19
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
468007	COLUMBIA DRIVE AND CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
469933	ROOT FOAMING
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
46C001	SMALL TRASH CAPTURE DEVICES
46F002	PARK RESTROOM REFURBISHMENT PHASE IV
46F011	KING AND JOINVILLE CHANGING ROOM IMPROVEMENTS
46M001	RAILROAD CROSSING IMPROVEMENTS

Funded Projects

2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	75,000	\$	-	\$	-	\$	-	\$	-	\$ 75,000
	25,000		-		-		-		-	25,000
	110,000		110,000		110,000		110,000		110,000	550,000
	500,000		-		-		-		-	500,000
	1,375,000		1,625,000		1,500,000		1,500,000		-	6,000,000
	110,000		-		-		-		-	110,000
	250,000		500,000		500,000		250,000		-	1,500,000
	-		-		1,000,000		17,570,000		-	18,570,000
	570,000		300,000		300,000		300,000		300,000	1,770,000
	-		100,000		100,000		100,000		100,000	400,000
	-		50,000		-		-		-	50,000
	250,000		250,000		250,000		250,000		250,000	1,250,000
	15,000		-		-		-		-	15,000
	205,000		5,892,000		-		-		-	6,097,000
	15,000		15,000		15,000		15,000		15,000	75,000
	100,000		250,000		250,000		250,000		250,000	1,100,000
	-		-		-		180,000		-	180,000
	250,000		150,000		-		1,910,000		-	2,310,000
	75,000		-		-		-		-	75,000
	-		10,000		10,000		10,000		-	30,000
	-		25,000		25,000		25,000		-	75,000
	50,000		45,000		-		-		-	95,000
	50,000		150,000		150,000		150,000		150,000	650,000
	-		200,000		-		-		-	200,000
	-		150,000		150,000		150,000		135,000	585,000
	250,000		-		-		-		-	250,000
	4,500,000		4,000,000		-		-		-	8,500,000
	-		1,200,000		4,500,000		4,500,000		-	10,200,000
	-		-		-		-		4,500,000	4,500,000
	(1,650,000)		-		-		-		-	(1,650,000)
	2,000,000		-		-		-		-	2,000,000
	3,450,000		3,100,000		3,800,000		-		-	10,350,000
	-		-		-		3,900,000		3,900,000	7,800,000
	-		1,250,000		170,000		-		-	1,420,000
	510,000		510,000		510,000		510,000		510,000	2,550,000
	400,000		400,000		400,000		400,000		400,000	2,000,000
	6,692,000		5,933,000		4,204,000		2,108,000		2,293,000	21,230,000
	-		800,000		5,114,000		-		-	5,914,000
	500,000		250,000		250,000		500,000		750,000	2,250,000
	478,000		-		-		-		-	478,000
	215,000		-		-		-		-	215,000
	720,000		846,125		-		-		-	1,566,125

Funded Projects

PROJECT #	PROJECT NAME
46R001	HILLSDALE BOULEVARD AND ALAMEDA DE LAS PULGAS SIGNAL
46R004	TRAFFIC SIGNAL VIDEO DETECTION REPLACEMENT
46R009	GRAMMERCY DRIVE RETAINING WALL
46R010	25TH AVENUE UNDERGROUNDING - PHASE II
46R011	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1A
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 AND CONDITION ASSESSMENT
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE 3
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
46W002	STORM DRAIN CONDITION ASSESSMENT PROGRAM
610008	TREE PLANTING - PARKS DIVISION
610011	BOREL PARK DEVELOPMENT
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION - SYNTHETIC TURF
610027	CENTRAL PARK
610035	CITYWIDE PARK SPECIAL FACILITIES UPGRADE
610036	RECREATION FACILITIES STRATEGIC PLAN
610038	SKATE PLAZA UPGRADES
665000	BRANCH LIBRARIES SPACE ENHANCEMENTS
Total Recommended Project Budgets	

Funded Projects

2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
-	430,000	400,000	-	-	830,000
-	100,000	100,000	-	-	200,000
-	200,000	2,300,000	-	-	2,500,000
77,000	10,273,312	-	-	-	10,350,312
452,000	-	-	-	-	452,000
11,570,000	1,250,000	-	-	-	12,820,000
1,000,000	6,500,000	18,125,000	-	-	25,625,000
-	100,000	125,000	125,000	105,000	455,000
900,000	5,900,000	5,000,000	9,265,000	5,000,000	26,065,000
800,000	-	1,820,000	-	-	2,620,000
900,000	500,000	400,000	400,000	184,000	2,384,000
500,000	-	-	-	-	500,000
-	11,606,000	6,459,000	4,027,000	-	22,092,000
7,990,000	-	-	-	-	7,990,000
513,000	-	-	-	-	513,000
250,000	-	-	-	-	250,000
400,000	400,000	400,000	200,000	200,000	1,600,000
673,000	-	-	-	-	673,000
3,400,000	2,241,848	3,000,000	2,250,000	2,500,000	13,391,848
-	-	500,000	1,000,000	500,000	2,000,000
1,000,000	2,000,000	2,000,000	3,000,000	3,000,000	11,000,000
-	250,000	-	-	-	250,000
-	-	2,000,000	2,000,000	2,000,000	6,000,000
-	400,000	-	-	-	400,000
59,766	-	-	-	-	59,766
\$ 52,574,766	\$ 70,262,285	\$ 65,937,000	\$ 56,955,000	\$ 27,152,000	\$ 272,881,051



Project Charters - Funded

Project Charters

Funded

DOWNTOWN EV CHARGING STATIONS

Project No.	130003
Purpose	This project provides matching funds for grant awards for the installation of electric vehicle charging infrastructure at the Main Street and 2nd Avenue and El Camino Real City-owned public garages in Downtown. This project aligns with the City's Climate Action Plan goal to reduce greenhouse gas emissions in the transportation sector by increasing availability of EV charging infrastructure.
Project Type	Buildings - Facilities
Project Category	Improve Quality of Life
Project Manager	Andrea Chow, Sustainability Analyst
Department	City Manager's Office
Master Plan	Climate Action Plan



COUNCIL PRIORITY

Focus Area	Framing the Future
Strategic Initiative	Social Leadership
Objective	Implement the Climate Action Plan and work to reduce greenhouse gas emissions

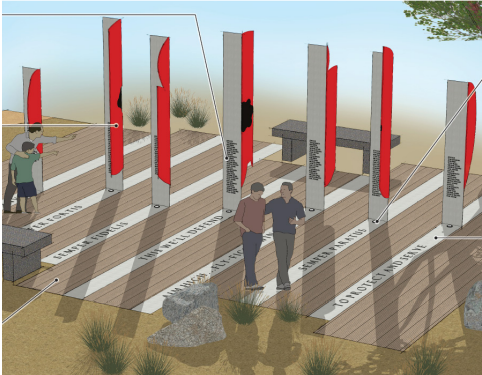
FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	-	\$ 75,000	\$	-	\$	-	\$	-	\$	-	\$ 75,000
Total	\$	-	\$ 75,000	\$	-	\$	-	\$	-	\$	-	\$ 75,000

Project Charters

Funded

FALLEN HEROES MEMORIAL

Project No.	150002
Purpose	Inform and engage the community in raising funds to construct a memorial honoring the courage of San Mateo residents who made the ultimate sacrifice serving our country in the military or City of San Mateo Police and Fire personnel who died in the line of duty.
Project Type	Other City Projects
Project Category	Improve Quality of Life
Project Manager	Patrice Olds, City Clerk
Department	City Clerk
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	25,000	\$	25,000	\$	-	\$	-	\$	-	\$	-	\$ 50,000
Total	\$	25,000	\$	25,000	\$	-	\$	-	\$	-	\$	-	\$ 50,000

Project Charters

Funded

MINOR HOME REPAIR

Project No. 310521

Purpose Provide funds to providers to perform minor home and paint repairs to lower income households Citywide free of charge.



Project Type	Other City Projects
Project Category	Necessary for Health and Safety
Project Manager	Sandra Council, Housing Manager
Department	Community Development
Master Plan	CDBG Consolidated Plan

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Grants	\$	805,000	\$	110,000	\$	110,000	\$	110,000	\$	110,000	\$	110,000	\$ 1,355,000
Miscellaneous		588,803		-		-		-		-		-	588,803
Total	\$	1,393,803	\$	110,000	\$	110,000	\$	110,000	\$	110,000	\$	110,000	\$ 1,943,803

Project Charters

Funded

CHILD CARE FACILITIES

Project No. 310600

Purpose Provide funds to develop or expand child care facilities, or for limited assistance for new or expanding Family Child Care Homes (FCCH), resulting in new/additional child care spaces.

Project Type Other City Projects

Project Category Necessary to Maintain Quality of Life

Project Manager Heather Stewart, Senior Management Analyst

Department Community Development

Master Plan General Plan



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Private Contributions	\$	2,100,000	\$	500,000	\$	-	\$	-	\$	-	\$	2,600,000
Total	\$	2,100,000	\$	500,000	\$	-	\$	-	\$	-	\$	2,600,000

Project Charters

Funded

HIGH VOLTAGE STREETLIGHT CONVERSION

Project No.	460040
Purpose	The program involves the removal of existing high voltage streetlighting to be replaced with a lower voltage circuit and replacement of existing high pressure sodium vapor to LED. The program involves approximately 21 miles of trenching and replacement of 450+ lights. Phase 2 (Baywood circuit) is currently under construction. Phase 3, which includes seven more circuits, is currently under design. It is anticipated that construction on parts of Phase 3 will begin in 2021, but some may have to be deferred.
Project Type	Streetlights
Project Category	Improve Quality of Life
Project Manager	Mike Kato, Associate Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Reliability
Objective	Replace all remaining high voltage circuits to improve safety and reliability of the streetlight system

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 5,375,000	\$ 1,375,000	\$ 1,625,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 11,375,000
Total	\$ 5,375,000	\$ 1,375,000	\$ 1,625,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 11,375,000

Project Charters

Funded

ADA ENTRY COMPLIANCE - BERESFORD

Project No. 460058

Purpose Design and install a fully compliant ADA access route from the parking lot to the front door of Beresford Recreation Center. The current path of travel includes inclines that are greater than ADA code allowance.

Project Type Buildings

Project Category Improve Quality of Life

Project Manager Stephen Wu, Project Manager

Department Public Works, Facilities

Master Plan -



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	220,000	\$	110,000	\$	-	\$	-	\$	-	\$	-	\$ 330,000
Total	\$	220,000	\$	110,000	\$	-	\$	-	\$	-	\$	-	\$ 330,000

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	Storm Drains
Project Category	Mandatory - Irreversible
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	Storm Drain Master Plan



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Meet the 100% trash reduction mandate

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL	
Taxes, Fees & Charges	\$	-	\$ 250,000	\$ 500,000	\$ 500,000	\$ 250,000	\$ -	\$	1,500,000
Total	\$	-	\$ 250,000	\$ 500,000	\$ 500,000	\$ 250,000	\$ -	\$	1,500,000

Project Charters

Funded

NEW DOWNTOWN 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 the garage.
Project Type	Buildings
Project Category	Necessary for Health & Safety
Project Manager	Sue-Ellen Atkinson, Principal Transportation Planner
Department	Public Works, Engineering Division
Master Plan	-



COUNCIL PRIORITY

Focus Area	Economic Vitality
Strategic Initiative	Commercial/Retail Districts
Objective	Create additional parking supply for Downtown San Mateo; Evaluate a street closure in the Downtown on B Street

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Parking In-Lieu	\$ 200,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,200,000
Miscellaneous	-	-	-	-	17,570,000	-	17,570,000
Total	\$ 200,000	\$ -	\$ -	\$ 1,000,000	\$ 17,570,000	\$ -	\$ 18,770,000

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 improve pedestrian, bicycle, and paving improvements within the CDBG area. The exact location and scope of work changes annually.</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 United States Department of Housing and Urban Development Department.</p>
Project Type	Bikeway / Pedestrian
Project Category	Improve Quality of Life
Project Manager	Sandy Council, Housing Manager / Elton Yee, Associate Engineer
Department	Public Works
Master Plan	Bicycle Master Plan; Pedestrian Master Plan



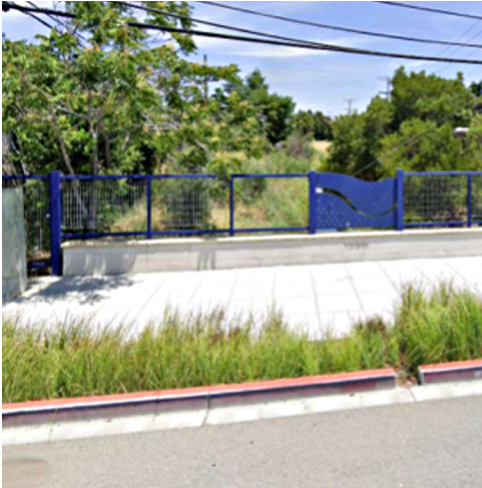
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Grants	\$ 2,125,000	\$ 570,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 3,895,000
Total	\$ 2,125,000	\$ 570,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 3,895,000

Project Charters

Funded

CITYWIDE BRIDGE MAINTENANCE

Project No.	462004
Purpose	Maintain City-owned bridges in a structurally safe and serviceable condition.
Project Type	Bridges
Project Category	Necessary for Health & Safety
Project Manager	Jana Cadiz, Assistant Engineer
Department	Public Works
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure A	\$ 1,202,600	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,602,600
Total	\$ 1,202,600	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,602,600

Project Charters

Funded

TRAIN QUIET ZONE

Project No.	462205
Purpose	Reduce train horn volumes in San Mateo and establish a "Quiet Zone" to restrict the sounding of train horns at grade crossings by performing assessments and implementing supplemental safety measures at-grade railroad crossings.
Project Type	Other City Projects
Project Category	Improve Quality of Life
Project Manager	Jana Cadiz, Assistant Engineer
Department	Public Works
Master Plan	-



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	Minimize impacts to residents from train horn noise at City at-grade crossings

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 250,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 300,000
Total	\$ 250,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 300,000

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. Fourteen neighborhood Traffic Action Plans have been completed to date.

Project Type Traffic

Project Category Necessary to Maintain Quality of Life

Project Manager Bethany Lopez, Senior Engineer

Department Public Works, Traffic Engineering

Master Plan -



COUNCIL PRIORITY

Focus Area Quality of Life

Strategic Initiative Neighborhoods

Objective Expedite traffic management improvements based on public input received from Neighborhood Traffic Forums, Neighborhood Traffic Management Program, and best practices and enhance transparency of outcomes and frequencies of Council status reports

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure S	\$ 1,250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 2,500,000
Total	\$ 1,250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 2,500,000

Project Charters

Funded

US 101 / HIGHWAY 92 INTERCHANGE AREA IMPROVEMENTS SHORT-TERM

Project No.	462227
Purpose	This project will develop a Project Initiation Document (PID) first and then a Project Approval and Environmental Document (PAED) after seeking conceptual approval from CalTrans for short-term safety and operational improvements at the US-101 SR-92 interchange. This project is co-sponsored by the City of Foster City and will be implemented by the San Mateo County Transportation Authority. The City of San Mateo is contributing 5% (\$35,000) towards the PID cost of the project (\$700,000), plus City staff time for the PAED portion.
Project Type	Streets
Project Category	Improve Quality of Life
Project Manager	Jay Yu, Engineer Manager
Department	Public Works, Engineering Division
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Gas Tax	\$	60,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$ 60,000
Measure A		-		15,000		-		-		-		-	15,000
Total	\$	60,000	\$	15,000	\$	-	\$	-	\$	-	\$	-	75,000

Project Charters

Funded

BERMUDA DRIVE BRIDGE REPLACEMENT

Project No.	462250
Purpose	Replace existing bridge in accordance with recommendations in Caltrans bridge inspection report and upgrade to current standards.
Project Type	Bridges
Project Category	Necessary for Health & Safety
Project Manager	Leo Chow, Associate Engineer
Department	Public Works
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Gas Tax	\$	-	\$ 205,000	\$ 918,000	\$ -	\$ -	\$ -	\$ 1,123,000
Measure A		621,014	-	450,000	-	-	-	1,071,014
Grants		88,500	-	4,524,000	-	-	-	4,612,500
Total	\$	709,514	\$ 205,000	\$ 5,892,000	\$ -	\$ -	\$ -	\$ 6,806,514

Project Charters

Funded

PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT - PUBLIC WORKS

Project No.	462897
Purpose	The playground equipment at various City parks require routine maintenance and/or replacement.
Project Type	Parks
Project Category	Major Service & Equipment Replacement
Project Manager	Eric Bell, Facilities and Fleet Services Manager
Department	Public Works, Facilities
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 345,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 420,000
Total	\$ 345,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 420,000

Project Charters

Funded

CITYWIDE SIDEWALK REPAIR PROGRAM

Project No. 463231

Purpose This project provides annual funding for the Sidewalk Repair Program. The purpose of the program is to correct uneven sidewalks City-wide. Work is focused in a different neighborhood each year.



Project Type	Bikeway / Pedestrian
Project Category	Improve Quality of Life
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-

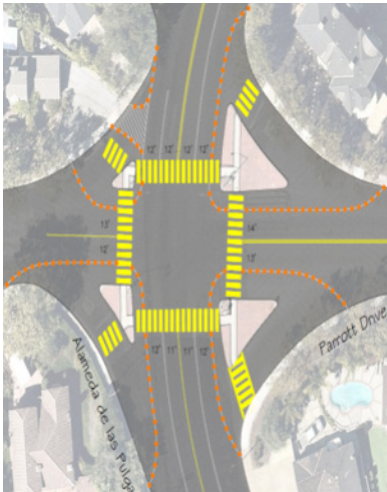
FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	7,906,934	\$	100,000	\$	200,000	\$	200,000	\$	200,000	\$	200,000	\$ 11,442,301
Measure A		400,000		-		-		-		-		-	250,000
Other Agencies		25,363		-		-		-		-		-	250,000
Private Contributions		2,003,730		-		-		-		-		-	250,000
Miscellaneous		206,275		-		-		-		-		-	250,000
Total	\$	10,542,301	\$	100,000	\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$ 11,692,301

Project Charters

Funded

PARROTT DRIVE AND ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION

Project No.	463337
Purpose	Design and construct intersection reconfiguration at Alameda de las Pulgas/Parrott Drive using striping and flexible bollards as part of the Baywood Neighborhood Traffic Action Plan. The initial 2018-19 funding was for short-term installation, with separate request for long-term intersection reconfiguration in 2024-25 for design and 2025-26 for construction.
Project Type	Traffic
Project Category	Improve Quality of Life
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	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

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure A	\$ 20,000	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ 200,000
Total	\$ 20,000	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ 200,000

Project Charters

Funded

NORFOLK STREET AND FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION

Project No.	463338
Purpose	Study to reconstruct median improvements for eastbound Fashion Island Boulevard approaching Norfolk Street. These improvements may include reconfiguration of the Norfolk Street/Fashion Island Boulevard intersection 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 Boulevard study will be funded with both this project and the 19th Avenue Two Way Street Conversion project.
Project Type	Traffic
Project Category	Improve Quality of Life
Project Manager	Mike Kato, Associate Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	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

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL	
Measure A	\$	230,000	\$ -	\$ 150,000	\$ -	\$ 410,000	\$ -	\$	790,000
Private Contributions		-	250,000	-	-	1,500,000	-		1,750,000
Total	\$	230,000	\$ 250,000	\$ 150,000	\$ -	\$ 1,910,000	\$ -	\$	2,540,000

Project Charters

Funded

US 101 AND PENINSULA AVENUE INTERCHANGE PROJECT

Project No.	463535
Purpose	The US-101 and Peninsula Avenue Interchange project is funded by San Mateo County Transportation Authority (SMCTA). The project is in Caltrans' PAED phase. The original \$50,000 was to fund staff time associated with completion of this phase. Another \$650,000 was added to the project to help cover a funding gap in this phase. Requesting an additional \$75,000 to cover staff time associated with completing this phase (expected completion in spring 2022).
Project Type	Traffic
Project Category	Improve Quality of Life
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Gas Tax	\$	50,000	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$ 125,000
Measure A		650,000		-		-		-		-		-	650,000
Total	\$	700,000	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$ 775,000

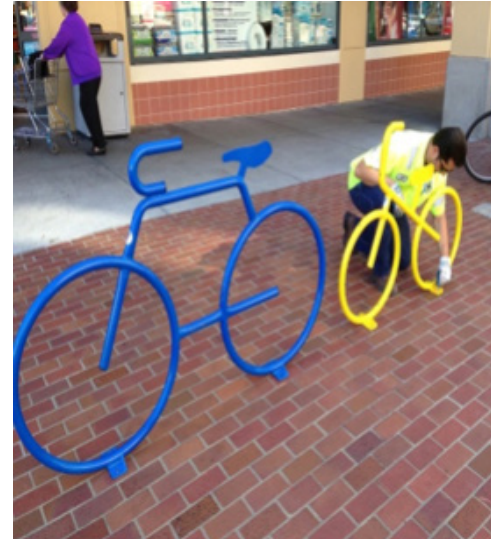
Project Charters

Funded

CITYWIDE BICYCLE PARKING

Project No. 465162

Purpose This project will continue the implementation of bicycle parking as recommended in the 2020 Bicycle Master Plan. The purpose of the project will be to increase proportion of residents and visitors bicycling by providing secure bicycle parking facilities throughout the City.



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Gas Tax	\$	27,508	\$	-	\$	10,000	\$	10,000	\$	10,000	\$	-	\$ 57,508
Grants		58,740		-		-		-		-		-	58,740
Total	\$	86,248	\$	-	\$	10,000	\$	10,000	\$	10,000	\$	-	\$ 116,248

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, Traffic Engineering
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure A	\$ 100,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 175,000
Total	\$ 100,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 175,000

Project Charters

Funded

EL CAMINO REAL LEFT-TURN POCKET - TILTON AVENUE AND BALDWIN AVENUE

Project No.	465432
Purpose	Evaluate whether left-turn pockets for the northbound and southbound directions at El Camino Real/Tilton Avenue and El Camino Real/Baldwin Avenue are feasible and recommended. Otherwise, implement left-turn restrictions at both intersections. Both intersections have been identified as bottlenecks along the El Camino Real corridor due to the lack of left-turn pockets, which causes significant delay to the entire corridor. Travel time and delay are both expected to be reduced with the installation or removal.
Project Type	Traffic
Project Category	Improve Quality of Life
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	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

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure A	\$	20,000	\$	50,000	\$	45,000	\$	-	\$	-	\$	-	\$ 115,000
Total	\$	20,000	\$	50,000	\$	45,000	\$	-	\$	-	\$	-	\$ 115,000

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	Necessary for Health & Safety
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	Expedite traffic management improvements based on public input received from Neighborhood Traffic Forums, Neighborhood Traffic Management Program, and best practices and enhance transparency of outcomes and frequencies of Council status reports

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL	
Traffic Impact Fee	\$	2,043,911	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$	2,693,911
Total	\$	2,043,911	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$	2,693,911

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 & Safety
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Traffic Impact Fee	\$	817,092	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 1,017,092
Taxes, Fees, and Charges		96,105	-	-	-	-	-	96,105
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 retroreflectivity 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, in compliance with Caltrans' California Manual on Uniform Traffic Control Devices (CA MUTCD). Non-compliance of this requirement could lead to federal aid requests being denied.
Project Type	Traffic
Project Category	Necessary for Health & Safety
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure A	\$	310,163	\$ -	\$	150,000	\$	150,000	\$	150,000	\$	135,000	\$ 895,163
Total	\$	310,163	\$ -	\$	150,000	\$	150,000	\$	150,000	\$	135,000	\$ 895,163

Project Charters

Funded

CITYWIDE STREET REHABILITATION PACKAGE 1

Project No. 467001

Purpose This project account funds maintenance and rehabilitation projects in the City's Pavement Management Program to maintain the street pavement infrastructure. The annual program budget provides funding for projects within the planning horizon.



Project Type	Streets
Project Category	Maintain Current Investment
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 3,260,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,260,000
Measure A	1,300,000	-	-	-	-	-	1,300,000
Other Agencies	-	250,000	-	-	-	-	250,000
Taxes, Fees, and Charges	1,700,000	-	-	-	-	-	1,700,000
Total	\$ 6,260,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 6,510,000

Project Charters

Funded

CITYWIDE STREET REHABILITATION PACKAGE 2

Project No. 467008

Purpose This project account funds maintenance and rehabilitation projects in the City's Pavement Management Program to maintain the street pavement infrastructure. The annual program budget provides funding for projects within the planning horizon.



Project Type Streets

Project Category Maintain Current Investment

Project Manager Cathi Zammit, Engineering Manager

Department Public Works

Master Plan -

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 740,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 4,740,000
Gas Tax	100,000	1,200,000	-	-	-	-	1,300,000
Measure A	800,000	1,300,000	1,300,000	-	-	-	3,400,000
Measure W	-	-	700,000	-	-	-	700,000
Road Maintenance and Rehabilitation Account	1,900,000	-	-	-	-	-	1,900,000
Taxes, Fees, and Charges	1,260,000	-	-	-	-	-	1,260,000
Total	\$ 4,800,000	\$ 4,500,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 13,300,000

Project Charters

Funded

CITYWIDE STREET REHABILITATION PACKAGE 3

Project No. 467009

Purpose This project account funds maintenance and rehabilitation projects in the City's Pavement Management Program to maintain the street pavement infrastructure. The annual program budget provides funding for projects within the planning horizon.



Project Type	Streets
Project Category	Maintain Current Investment
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL	
General Fund	\$	-	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$	4,000,000
Gas Tax		-	-	1,200,000	1,200,000	1,200,000	-		3,600,000
Measure A		-	-	-	1,300,000	1,300,000	-		2,600,000
Total	\$	-	\$ -	\$ 1,200,000	\$ 4,500,000	\$ 4,500,000	\$ -	\$	10,200,000

Project Charters

Funded

CITYWIDE STREET REHABILITATION PACKAGE 4

Project No. 467011

Purpose

This project account funds maintenance and rehabilitation projects in the City's Pavement Management Program to maintain the street pavement infrastructure. The annual program budget provides funding for projects within the planning horizon.



Project Type	Streets
Project Category	Maintain Current Investment
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,000,000	\$ 2,000,000
Gas Tax		-		-		-		-		-		1,200,000	1,200,000
Measure A		-		-		-		-		-		1,300,000	1,300,000
Total	\$	-	\$	-	\$	-	\$	-	\$	-	\$	4,500,000	\$ 4,500,000

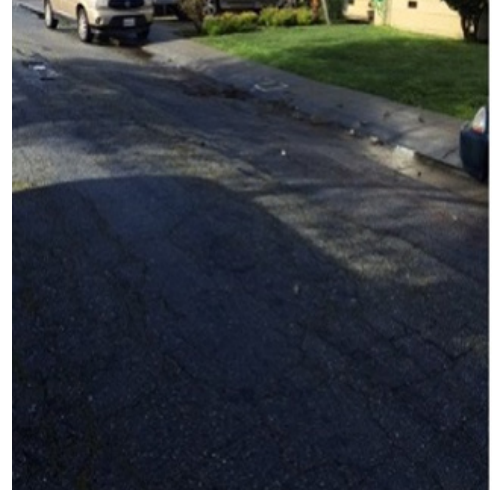
Project Charters

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	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-

COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Reliability
Objective	Reconstruct all failed streets in San Mateo by 2024

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure S	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
Measure W	800,000	-	-	-	-	-	800,000
Road Maintenance and Rehabilitation Account	-	2,000,000	-	-	-	-	2,000,000
Taxes, Fees, and Charges	3,600,000	-	-	-	-	-	3,600,000
Total	\$ 5,200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,200,000

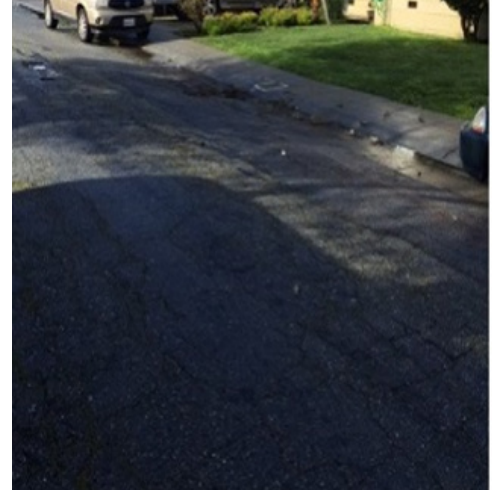
Project Charters

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	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-

COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Reliability
Objective	Reconstruct all failed streets in San Mateo by 2024

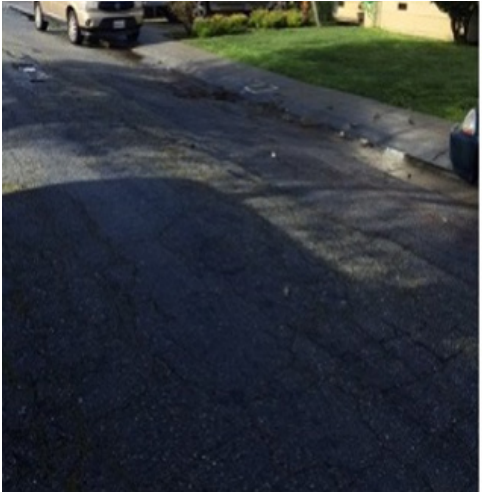
FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure S	\$	-	\$ 800,000	\$ 800,000	\$ 800,000	\$ -	\$ -	\$ 2,400,000
Measure W		-	1,000,000	300,000	1,000,000	-	-	2,300,000
Road Maintenance and Rehabilitation Account		-	-	2,000,000	2,000,000	-	-	4,000,000
Taxes, Fees, and Charges		-	1,650,000	-	-	-	-	1,650,000
Total	\$	-	\$ 3,450,000	\$ 3,100,000	\$ 3,800,000	\$ -	\$ -	\$ 10,350,000

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	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Reliability
Objective	Reconstruct all failed streets in San Mateo by 2024

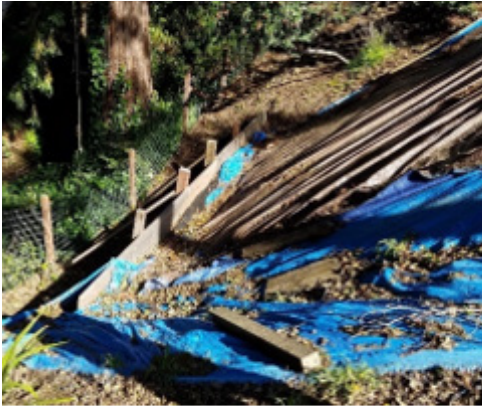
FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure S	\$	-	\$	-	\$	-	\$	-	\$	800,000	\$	800,000	\$ 1,600,000
Measure W		-		-		-		-		1,000,000		1,000,000	2,000,000
Road Maintenance and Rehabilitation Account		-		-		-		-		2,100,000		2,100,000	4,200,000
Total	\$	-	\$	-	\$	-	\$	-	\$	3,900,000	\$	3,900,000	\$ 7,800,000

Project Charters

Funded

COLUMBIA DRIVE AND CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL

Project No.	468007
Purpose	Manage storm water that conveys along the open drainage ditch located in the public easement that traverses from Columbia Drive to Crystal Springs Road.
Project Type	Storm Drains
Project Category	Necessary for Health and Safety
Project Manager	Elton Yee, Associate Engineer
Department	Public Works
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	580,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 580,000
Measure S		-	-	1,250,000		170,000		-		-		1,420,000
Total	\$	580,000	\$ -	\$ 1,250,000	\$	170,000	\$	-	\$	-	\$	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 protects 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 budget amount of roughly \$510,000 is used to pay back the debt services for the project collected annually from participatin properties each year. No further physical improvements are anticipated at this time.
Project Type	Storm Drains
Project Category	Maintain Current Investment
Project Manager	Cathi Zammit, Engineering Manger
Department	Public Works
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
South Bayfront Levee	\$ 12,400,839	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 14,950,839
Total	\$ 12,400,839	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 14,950,839

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 3,448,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 5,448,000
Total	\$ 3,448,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 5,448,000

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 63,863,000	\$ 6,692,000	\$ 5,933,000	\$ 4,204,000	\$ 2,108,000	\$ 2,293,000	\$ 85,093,000
Total	\$ 63,863,000	\$ 6,692,000	\$ 5,933,000	\$ 4,204,000	\$ 2,108,000	\$ 2,293,000	\$ 85,093,000

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Sewer	\$	12,317,421	\$	-	\$	800,000	\$	5,114,000	\$	-	\$	-	\$ 18,231,421
Total	\$	12,317,421	\$	-	\$	800,000	\$	5,114,000	\$	-	\$	-	\$ 18,231,421

Project Charters

Funded

SMALL TRASH CAPTURE DEVICES

Project No.	46C001
Purpose	This program will install small trash capture devices at various locations throughout the City, and is identified as high priority toward meeting City trash reduction requirements. Annual budget provides funding for individual projects within the planning horizon.
Project Type	Storm Drains
Project Category	Necessary for Health & Safety
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works, Engineering
Master Plan	-



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Meet the 100% trash reduction mandate

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Taxes, Fees, and Charges	\$ 900,000	\$ 500,000	\$ 250,000	\$ 250,000	\$ 500,000	\$ 750,000	\$ 3,150,000
Total	\$ 900,000	\$ 500,000	\$ 250,000	\$ 250,000	\$ 500,000	\$ 750,000	\$ 3,150,000

Project Charters

Funded

PARK RESTROOM REFURBISHMENT - PHASE IV

Project No.	46F002
Purpose	Update and remodel the restrooms at Indian Springs, Fiesta Meadows and Casanova Parks. Use materials as were used in phases 1 and 2 including Neolith stone walls and epoxy flooring.
Project Type	Buildings
Project Category	Necessary to Maintain Quality of Life
Project Manager	Stephen Wu, Project Manager
Department	Public Works, Facilities
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000
Measure S	-	478,000	-	-	-	-	478,000
Total	\$ 320,000	\$ 478,000	\$ -	\$ -	\$ -	\$ -	\$ 798,000

Project Charters

Funded

KING AND JOINVILLE CHANGING ROOM IMPROVEMENTS

Project No. 46F011

Purpose

Install a gender neutral corridor to allow persons to pass from lobby to pool without entering locker rooms. Install a family changing room and shower facility.



Project Type

Parks

Project Category

Improve Quality of Life

Project Manager

Stephen Wu, Project Manager

Department

Public Works, Facilities

Master Plan

-

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	275,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$ 275,000
Measure S		-		215,000		-		-		-		-	215,000
Total	\$	275,000	\$	215,000	\$	-	\$	-	\$	-	\$	-	\$ 490,000

Project Charters

Funded

RAILROAD CROSSING IMPROVEMENTS

Project No.	46M001
Purpose	Install City's portion of improvements (within City right of way) associated with California Public Utilities Commission (CPUC) Section 130 railroad crossing improvements at 4th Avenue and 5th Avenue at-grade railroad crossings.
Project Type	Other City Projects
Project Category	Improve Quality of Life
Project Manager	Jana Cadiz, Assistant Engineer
Department	Public Works
Master Plan	-



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	Minimize impacts to residents from train horn noise at City at-grade crossings

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Other Agencies	\$	250,000	\$	720,000	\$	846,125	\$	-	\$	-	\$	-	\$ 1,816,125
Total	\$	250,000	\$	720,000	\$	846,125	\$	-	\$	-	\$	-	\$ 1,816,125

Project Charters

Funded

HILLSDALE BOULEVARD AND ALAMEDA DE LAS PULGAS SIGNAL

Project No.	46R001
Purpose	Install a traffic signal at the Hillsdale Boulevard and Alameda de las Pulgas intersection.
Project Type	Traffic
Project Category	Improve Quality of Life
Project Manager	Mike Kato, Associate Engineer
Department	Public Works, Traffic Engineering
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Measure A	\$	-	\$ -	\$ 430,000	\$ 400,000	\$ -	\$ -	\$ 830,000
Total	\$	-	\$ -	\$ 430,000	\$ 400,000	\$ -	\$ -	\$ 830,000

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 & Equipment Replacement
Project Manager	Bethany Lopez, Senior Engineer
Department	Public Works, Traffic Engineering
Master Plan	Traffic Signal Master Plan



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure A	\$	200,000	\$ -	\$	100,000	\$	100,000	\$	-	\$	-	\$ 400,000
Total	\$	200,000	\$ -	\$	100,000	\$	100,000	\$	-	\$	-	\$ 400,000

Project Charters

Funded

GRAMMERCY DRIVE RETAINING WALL

Project No.	46R009
Purpose	Long term roadway reconstruction and stabilization via retaining wall.
Project Type	Streets
Project Category	Necessary for Health and Safety
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
General Fund	\$	200,000	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$ 400,000
Grants		-		-		-		2,300,000		-		-	2,300,000
Total	\$	200,000	\$	-	\$	200,000	\$	2,300,000	\$	-	\$	-	\$ 2,700,000

Project Charters

Funded

25TH AVENUE UNDERGROUNDING - PHASE II

Project No.	46R010
Purpose	Relocate all overhead electrical below ground per Rule 20A on 25th Avenue from El Camino Real to Delaware Street.
Project Type	Other City Projects
Project Category	Improve Quality of Life
Project Manager	Elton Yee, Associate Engineer; Jana Cadiz, Assistant Engineer
Department	Public Works
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure A	\$	53,000	\$	77,000	\$	132,000	\$	-	\$	-	\$	-	\$ 209,000
Other Agencies		-		-		10,141,312		-		-		-	10,141,312
Total	\$	53,000	\$	77,000	\$	10,273,312	\$	-	\$	-	\$	-	\$ 10,350,312

Project Charters

Funded

HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1A

Project No.	46R011
Purpose	Design of six high-priority bicycle facilities: Delaware Street/ State Street/Claremont Street Bike Corridor (#7); Monte Diablo Avenue Bike Boulevard (#8); Tilton Avenue Bike Lane (#9); Railroad Avenue Bike Corridor (#12); Downtown Bike Access Improvement (#13); 5th Avenue and San Mateo Drive Bike Corridor (#16). Projects are identified in the 2020 Bicycle Master Plan as high-priority for design and implementation.
Project Type	Bikeway / Pedestrian
Project Category	Improve Quality of Life
Project Manager	Sue-Ellen Atkinson, Principal Transportation Planner
Department	Public Works, Transportation
Master Plan	Bicycle Master Plan



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Neighborhoods
Objective	Implement bicycle and pedestrian projects and programs that address safety and align with adopted City plans

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure A	\$	-	\$ 452,000	\$	-	\$	-	\$	-	\$	-	\$ 452,000
Total	\$	-	\$ 452,000	\$	-	\$	-	\$	-	\$	-	\$ 452,000

Project Charters

Funded

BASINS 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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 144,760,241	\$ 10,020,000	\$ -	\$ -	\$ -	\$ -	\$ 154,780,241
South Trunk Sewer Impact Fee	3,190,000	1,550,000	1,250,000	-	-	-	5,990,000
Total	\$ 147,950,241	\$ 11,570,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ 160,770,241

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

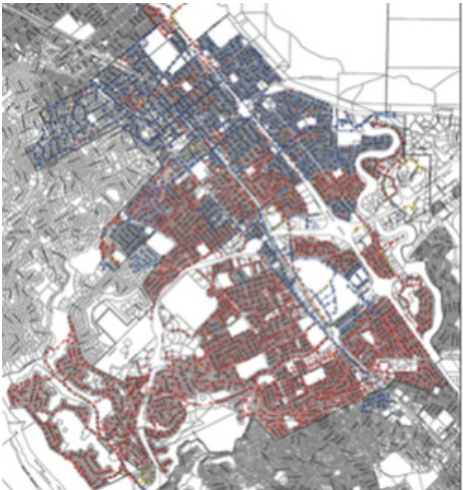
FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 13,456,000	\$ 1,000,000	\$ 6,500,000	\$ 18,125,000	\$ -	\$ -	\$ 39,081,000
Total	\$ 13,456,000	\$ 1,000,000	\$ 6,500,000	\$ 18,125,000	\$ -	\$ -	\$ 39,081,000

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 472,000	\$ -	\$ 100,000	\$ 125,000	\$ 125,000	\$ 105,000	\$ 927,000
Total	\$ 472,000	\$ -	\$ 100,000	\$ 125,000	\$ 125,000	\$ 105,000	\$ 927,000

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 closed circuit television (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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 27,051,000	\$ 900,000	\$ 5,900,000	\$ 5,000,000	\$ 9,265,000	\$ 5,000,000	\$ 53,116,000
Total	\$ 27,051,000	\$ 900,000	\$ 5,900,000	\$ 5,000,000	\$ 9,265,000	\$ 5,000,000	\$ 53,116,000

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 4,584,000	\$ 800,000	\$ -	\$ 1,820,000	\$ -	\$ -	\$ 7,204,000
Total	\$ 4,584,000	\$ 800,000	\$ -	\$ 1,820,000	\$ -	\$ -	\$ 7,204,000

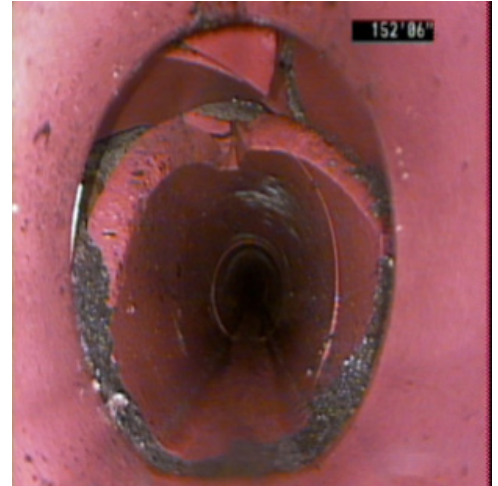
Project Charters

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 & Wastewater Management (CWP)

Project Category Necessary to Maintain Quality of Life

Project Manager Deryk Daquigan, Engineering Manager

Department Public Works

Master Plan Clean Water Program

COUNCIL PRIORITY

Focus Area Stewardship of Infrastructure

Strategic Initiative Environmental Responsibility

Objective Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 2,531,000	\$ 900,000	\$ 500,000	\$ 400,000	\$ 400,000	\$ 184,000	\$ 4,915,000
Total	\$ 2,531,000	\$ 900,000	\$ 500,000	\$ 400,000	\$ 400,000	\$ 184,000	\$ 4,915,000

Project Charters

Funded

LARGE DIAMETER CLEANING AND 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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Deryk Daquigan, Engineering Manager
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Sewer	\$	-	\$ 500,000	\$	-	\$	-	\$	-	\$	-	\$ 500,000
Total	\$	-	\$ 500,000	\$	-	\$	-	\$	-	\$	-	\$ 500,000

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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Azalea Mitch, Public Works Director
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 510,617,000	\$ -	\$ 11,606,000	\$ 6,459,000	\$ 4,027,000	\$ -	\$ 532,709,000
Total	\$ 510,617,000	\$ -	\$ 11,606,000	\$ 6,459,000	\$ 4,027,000	\$ -	\$ 532,709,000

Project Charters

Funded

WWTP IMMEDIATE ACTION PROJECTS PACKAGE 3

Project No.	46T010
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 & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Azalea Mitch, Public Works Director
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 2,262,825	\$ 7,990,000	\$ -	\$ -	\$ -	\$ -	\$ 10,252,825
Total	\$ 2,262,825	\$ 7,990,000	\$ -	\$ -	\$ -	\$ -	\$ 10,252,825

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 is comprised of repair and/or replacement of critical equipment throughout the wastewater treatment plant to maintain reliable operations.
Project Type	Sanitary Sewer & Wastewater Management (CWP)
Project Category	Necessary to Maintain Quality of Life
Project Manager	Azalea Mitch, Public Works Director
Department	Public Works
Master Plan	Clean Water Program



COUNCIL PRIORITY

Focus Area	Stewardship of Infrastructure
Strategic Initiative	Environmental Responsibility
Objective	Fund and deliver the Clean Water Program

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Sewer	\$ 4,881,000	\$ 513,000	\$ -	\$ -	\$ -	\$ -	\$ 5,394,000
Total	\$ 4,881,000	\$ 513,000	\$ -	\$ -	\$ -	\$ -	\$ 5,394,000

Project Charters

Funded

STORM DRAIN CONDITION ASSESSMENT PROGRAM

Project No.	46W002
Purpose	Clean and inspect stormwater conveyance system City-wide to establish a condition assessment for asset management purposes. The condition assessment will inform the extent of rehabilitation needed for future incorporation into storm system capital improvement program.
Project Type	Storm Drains
Project Category	Maintain Current Investment
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	Storm Drain Master Plan



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Measure S	\$	-	\$ 250,000	\$	-	\$	-	\$	-	\$	-	\$ 250,000
Total	\$	-	\$ 250,000	\$	-	\$	-	\$	-	\$	-	\$ 250,000

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, Arbor
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Tree Replacement Fee	\$ 2,234,250	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 3,034,250
Miscellaneous	200,000	200,000	200,000	200,000	100,000	100,000	1,000,000
Total	\$ 2,434,250	\$ 400,000	\$ 400,000	\$ 400,000	\$ 200,000	\$ 200,000	\$ 4,034,250

Project Charters

Funded

BOREL PARK DEVELOPMENT

Project No.	610011
Purpose	Design and construct a new 1.1 acre park on the Shafter Street, undeveloped site in conjunction with the newly re-located Fire Station 25. The project will include two small playgrounds, one for children under 5 and one for children under 12. There will also be a lawn area for passive recreation, and plenty of seating for park visitors.
Project Type	Parks
Project Category	Improve Quality of Life
Project Manager	Dennis Frank, Park Planning Administrator; Bob Palacio, Community Services Manager
Department	Parks and Recreation
Master Plan	Borel Park Master Plan



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$ 1,318,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,318,000
2% Hotel Tax	1,418,000	-	-	-	-	-	1,418,000
Grants	-	673,000	-	-	-	-	673,000
Total	\$ 2,736,000	\$ 673,000	\$ -	\$ -	\$ -	\$ -	\$ 3,409,000

Project Charters

Funded

CITYWIDE PARK PLAY AREA UPGRADE

Project No. 610017

Purpose

To maintain safe play areas with high recreation value within all City Parks. The next group of parks to receive upgrades are East Hillsdale, Sunnybrae, and Shoreview. The plan is to install new play equipment and amenities that meet the current safety and accessibility guidelines, improves recreational opportunities, and increases play value for all children.



Project Type	Parks
Project Category	Necessary for Health and Safety
Project Manager	Dennis Frank, Park Planning Administrator
Department	Parks and Recreation
Master Plan	-

FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Parks and Recreation Tax and Fees	\$ 6,416,000	\$ 3,400,000	\$ 2,000,000	\$ 3,000,000	\$ 2,250,000	\$ 2,500,000	\$ 19,566,000
Grants	200,000	-	-	-	-	-	200,000
Other Agencies	-	-	241,848	-	-	-	241,848
Taxes, Fees & Charges	10,000	-	-	-	-	-	10,000
Miscellaneous	1,077,238	-	-	-	-	-	1,077,238
Total	\$ 7,703,238	\$ 3,400,000	\$ 2,241,848	\$ 3,000,000	\$ 2,250,000	\$ 2,500,000	\$ 21,095,086

Project Charters

Funded

SPORTS FIELDS CONVERSION - SYNTHETIC TURF

Project No. 610023

Purpose

The Parks and Recreation Department has identified a need for additional athletic field time within the City's parks system. One way to add additional field capacity is to convert selected existing turf fields to synthetic turf so that they are available for more hours. The City has completed two such projects at Los Prados and King Parks. A third project is desirable at one of the remaining two fields, Fiesta Meadows or Bayside Joinville.

Project Type	Parks
Project Category	Improve Quality of Life
Project Manager	Ron Hostick, Parks and Landscape Manager
Department	Parks and Recreation
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
Parking In-Lieu	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Parks and Recreation Tax and Fees	5,323,445	-	-	500,000	1,000,000	500,000	7,323,445
Grants	460,350	-	-	-	-	-	460,350
Total	\$ 5,793,795	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 500,000	\$ 7,793,795

Project Charters

Funded

CENTRAL PARK

Project No. 610027

Purpose To make improvements to Central Park in accordance with the approved and updated Park Master plan. The first phase of implementation will include the renovation of the existing play area, including restrooms as well as installation of the Fallen Heroes Memorial.

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



COUNCIL PRIORITY

Focus Area	Framing the Future
Strategic Initiative	Strategic Planning
Objective	Implement the Central Park Master Plan

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	TOTAL
General Fund	\$	150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Measure S		500,000	-	-	-	-	-	500,000
Parking In-Lieu		55,000	-	-	-	-	-	55,000
Parks and Recreation Tax and Fees		7,485,000	1,000,000	2,000,000	2,000,000	3,000,000	3,000,000	18,485,000
Miscellaneous		649,718	-	-	-	-	-	649,718
Total	\$	8,839,718	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	\$ 3,000,000	\$ 3,000,000	\$ 19,839,718

Project Charters

Funded

CITYWIDE PARK SPECIAL FACILITIES UPGRADE

Project No.	610035
Purpose	To provide selected improvements to park amenities, such as landscape renovations, trail upgrades, etc. for the enjoyment of park patrons.
Project Type	Parks
Project Category	Maintain Current Investment
Project Manager	Sheila Canzian, Director of Parks and Recreation; Ron Hostick, Parks and Landscape Manager
Department	Parks and Recreation
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Parks and Recreation Tax and Fees	\$	275,000	\$	-	\$	250,000	\$	-	\$	-	\$	-	\$ 525,000
Total	\$	275,000	\$	-	\$	250,000	\$	-	\$	-	\$	-	\$ 525,000

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 Sheila Canzian, Director of Parks and Recreation

Department Parks and Recreation

Master Plan Recreation Facilities Master Plan



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Parking In-Lieu	\$	1,101	\$	-	\$	-	\$	-	\$	-	\$	-	\$ 1,101
Parks and Recreation Tax and Fees		564,899		-		-		2,000,000		2,000,000		2,000,000	6,564,899
Total	\$	566,000	\$	-	\$	-	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 6,566,000

Project Charters

Funded

SKATE PLAZA UPGRADES

Project No.	610038
Purpose	The two existing skate plazas at Shoreview and Beresford Parks are in need of renovation after nearly 20 years of use. Some areas of the skating surfaces are worn and minor cracks are occurring. This will also be an opportunity to improve and upgrade some of the plaza amenities following input from users.
Project Type	Parks
Project Category	Maintain Current Investment
Project Manager	Sheila Canzian, Director of Parks and Recreation
Department	Parks and Recreation
Master Plan	-



FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Parks and Recreation Tax and Fees	\$	-	\$	-	\$	400,000	\$	-	\$	-	\$	-	\$ 400,000
Total	\$	-	\$	-	\$	400,000	\$	-	\$	-	\$	-	\$ 400,000

Project Charters

Funded

BRANCH LIBRARIES SPACE 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	James Moore, City Librarian
Department	Library
Master Plan	Library Space Master Plan



COUNCIL PRIORITY

Focus Area	Quality of Life
Strategic Initiative	Community Services
Objective	Implement Library Space Master Plan

FUNDING SOURCE	TOTAL COMMITMENT TO DATE		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		TOTAL
Miscellaneous	\$	201,000	\$	59,766	\$	-	\$	-	\$	-	\$	-	\$ 260,766
Total	\$	201,000	\$	59,766	\$	-	\$	-	\$	-	\$	-	\$ 260,766



Project Charters - Priority Unfunded

Project Charters

Priority Unfunded

KING CENTER LARGE KITCHEN

Project No. 460043

Purpose

The King Center large kitchen is in need of refurbishment due to age and extensive use. The kitchen is used to service a number of meal programs and is used as a rental facility for the Recreation Department. The cabinets and appliances are old and in need of replacement to maintain the facility in a safe and healthy manner.



Project Type

Parks

Project Category

Major Service and Equipment Replacement

Project Manager

Eric Bell, Facilities and Fleet Services Manager

Department

Public Works, Facilities

Master Plan

POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET		2022-23 ESTIMATE		2023-24 ESTIMATE		2024-25 ESTIMATE		2025-26 ESTIMATE		ESTIMATED TOTAL	
General Fund	\$	-	\$	-	\$	400,000	\$	-	\$	-	\$	400,000
Measure S												
Total	\$	-	\$	-	\$	400,000	\$	-	\$	-	\$	400,000

Project Charters

Priority Unfunded

RESTROOM REFURBISHMENT PHASE V (LAKESHORE/SHOREVIEW)

Project No.	46F002
Purpose	Phase 1, 2 and 3 involved remodels of public restrooms at Joinville Park, Beresford Park, Central Park, Los Prados, King Center, Indian Springs, Fiesta Meadows and Casanova Parks. This phase includes the remodel of the restrooms at Shoreview and Lakeshore Parks. Materials will be similar to Phases 1 and 2 including Neolith stone walls, concrete sinks and epoxy flooring.
Project Type	Buildings
Project Category	Necessary to Maintain Quality of Life
Project Manager	Stephen Wu, Project Manager
Department	Parks and Recreation
Master Plan	-



POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET		2022-23 ESTIMATE		2023-24 ESTIMATE		2024-25 ESTIMATE		2025-26 ESTIMATE		ESTIMATED TOTAL	
General Fund	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	300,000
Measure S												
Total	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	300,000

Project Charters

Priority Unfunded

CNG METER UPGRADES

Project No.	TBD
Purpose	CNG Meter Upgrades required by 2022 by Bay Area Air Quality Management District (BAAQMD) for California Air Resources Board (CARB) counts at the WWTP.
Project Type	Buildings - Facilities
Project Category	Maintain Current Investment
Project Manager	Stephen Wu, Project Manager
Department	Public Works
Master Plan	-



POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET	2022-23 ESTIMATE	2023-24 ESTIMATE	2024-25 ESTIMATE	2025-26 ESTIMATE	ESTIMATED TOTAL
General Fund	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000
Total	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000

Project Charters

Priority Unfunded

COMPLETE STREETS PLAN

Project No.	TBD
Purpose	The develop a complete streets plan where our streets are designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders.
Project Type	Bikeway / Pedestrian
Project Category	Necessary to Maintain Quality of Life
Project Manager	Sue-Ellen Atkinson, Parking Manager
Department	Public Works, Engineering Division
Master Plan	Bicycle Master Plan; Pedestrian Master Plan



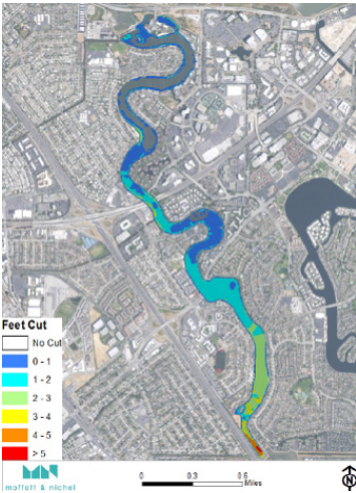
POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET		2022-23 ESTIMATE		2023-24 ESTIMATE		2024-25 ESTIMATE		2025-26 ESTIMATE		ESTIMATED TOTAL
General Fund	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$ 300,000
Grants											
Total	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$ 300,000

Project Charters

Priority Unfunded

MARINA LAGOON DREDGING

Project No.	TBD
Purpose	Develop a detailed Marina Lagoon Dredging Plan, obtain regulatory permits, perform additional analysis as needed, and begin focused efforts on strategic dredging of areas where water quality concerns due to shallow depths are high, and to maximize recreational uses and stormwater retention capacity. Costs include estimated sediment testing costs, permitting fees, engineering design, and construction costs.
Project Type	Storm Drain
Project Category	Necessary for Health and Safety
Project Manager	TBD
Department	Public Works
Master Plan	Storm Drain Master Plan



POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET	2022-23 ESTIMATE	2023-24 ESTIMATE	2024-25 ESTIMATE	2025-26 ESTIMATE	ESTIMATED TOTAL
General Fund	\$ -	\$ 1,900,000	\$ 10,000,000	\$ 1,900,000	\$ 1,900,000	\$ 15,700,000
Sewer	\$ -	\$ 1,900,000	\$ 10,000,000	\$ 1,900,000	\$ 1,900,000	\$ 15,700,000
Total	\$ -	\$ 1,900,000	\$ 10,000,000	\$ 1,900,000	\$ 1,900,000	\$ 15,700,000

Project Charters

Priority Unfunded

PARKING LOT REPAIRS AT SHORELINE PARKS

Project No. TBD

Purpose Make repairs, seal, and stripe parking lots at Shoreline and Seal Point Parks. These parking stalls have not been refreshed since 2006.

Project Type Parks

Project Category Maintain Current Investment

Project Manager TBD

Department Public Works

Master Plan -



POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET		2022-23 ESTIMATE		2023-24 ESTIMATE		2024-25 ESTIMATE		2025-26 ESTIMATE		ESTIMATED TOTAL	
General Fund	\$	-	\$	115,000	\$	-	\$	-	\$	-	\$	115,000
Total	\$	-	\$	115,000	\$	-	\$	-	\$	-	\$	115,000

Project Charters

Priority Unfunded

PUBLIC WORKS ENGINEERING STANDARDS

Project No.	TBD
Purpose	Develop and update Public Works Standard Plans and Specifications, Computer Aided Design (CAD) Standards, Project Management Procedures Manual, Design Guidelines, and Standard Operating Procedures.
Project Type	Other City Projects
Project Category	Maintain Current Investment in Plant
Project Manager	Matt Zucca, Deputy Director Public Works
Department	Public Works
Master Plan	-



COUNCIL PRIORITY

Focus Area	Framing the Future
Strategic Initiative	Strategic Planning
Objective	Review Municipal Code provisions related to development review process and identify opportunities for streamlining

POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET		2022-23 ESTIMATE		2023-24 ESTIMATE		2024-25 ESTIMATE		2025-26 ESTIMATE		ESTIMATED TOTAL
General Fund	\$	-	\$	100,000	\$	100,000	\$	-	\$	-	\$ 200,000
Total	\$	-	\$	100,000	\$	100,000	\$	-	\$	-	\$ 200,000

Project Charters

Priority Unfunded

STORM DRAIN MASTER PLAN UPDATE

Project No.	TBD
Purpose	This project will update the City's Storm Drain Master Plan to incorporate City General or Specific Plan amendments. The update will identify capacity deficiencies in the storm drain system and recommend capital improvements.
Project Type	Storm Drain
Project Category	Necessary for Health and Safety
Project Manager	Cathi Zammit, Engineering Manager
Department	Public Works
Master Plan	Storm Drain Master Plan



POTENTIAL FUNDING SOURCE	2021-22 ADOPTED BUDGET		2022-23 ESTIMATE		2023-24 ESTIMATE		2024-25 ESTIMATE		2025-26 ESTIMATE		ESTIMATED TOTAL	
General Fund	\$	-	\$	250,000	\$	-	\$	-	\$	-	\$	250,000
Measure S												
Total	\$	-	\$	250,000	\$	-	\$	-	\$	-	\$	250,000



Projects By Funding Source

Capital Improvement Program Fund

DESCRIPTION
Beginning Fund Balance
Revenue
GENERAL FUND
2% HOTEL TAX 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
ROAD MAINTENANCE AND REHABILITATION 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
2% HOTEL TAX 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
ROAD MAINTENANCE AND REHABILITATION 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
Ending Fund Balance

Capital Improvement Program Fund

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 83,433,462	\$ 6,558,866	\$ 5,589,866	\$ 5,047,866	\$ 5,687,866	\$ 7,087,866	
\$ 3,750,000	\$ 4,295,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 21,295,000
5,362,260	-	-	-	-	-	-
1,232,447	1,480,000	2,128,000	1,210,000	1,210,000	1,200,000	7,228,000
2,100,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
1,855,948	1,993,000	2,300,000	1,220,000	1,050,000	1,050,000	7,613,000
960,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
200,000	350,000	300,000	300,000	300,000	300,000	1,550,000
9,937,784	4,400,000	4,650,000	7,500,000	8,250,000	8,000,000	32,800,000
3,566,104	2,000,000	2,000,000	2,000,000	2,100,000	2,100,000	10,200,000
634,202,152	29,715,000	31,739,000	41,647,000	16,325,000	7,982,000	127,408,000
540,000	540,000	540,000	540,000	540,000	540,000	2,700,000
100,000	100,000	1,000,000	750,000	500,000	-	2,350,000
8,447,940	50,000	350,000	150,000	150,000	150,000	850,000
150,000	150,000	150,000	150,000	150,000	150,000	750,000
40,140,702	3,332,766	17,113,285	3,660,000	20,330,000	1,260,000	45,696,051
\$ 712,545,337	\$ 51,605,766	\$ 69,720,285	\$ 66,577,000	\$ 58,355,000	\$ 30,182,000	\$ 276,440,051
\$ 18,413,546	\$ 3,700,000	\$ 4,090,000	\$ 3,715,000	\$ 3,715,000	\$ 2,215,000	\$ 17,435,000
5,362,260	-	-	-	-	-	-
1,232,447	1,480,000	2,128,000	1,210,000	1,210,000	1,200,000	7,228,000
5,459,911	1,894,000	2,882,000	2,075,000	2,165,000	1,535,000	10,551,000
1,855,948	1,993,000	2,300,000	1,220,000	1,050,000	1,050,000	7,613,000
849,516	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
5,800,000	-	-	1,000,000	-	-	1,000,000
9,937,784	4,400,000	4,650,000	7,500,000	8,250,000	8,000,000	32,800,000
3,566,104	2,000,000	2,000,000	2,000,000	2,100,000	2,100,000	10,200,000
634,202,152	29,715,000	31,739,000	41,647,000	16,325,000	7,982,000	127,408,000
1,938,372	510,000	510,000	510,000	510,000	510,000	2,550,000
-	1,550,000	1,250,000	-	-	-	2,800,000
8,447,940	50,000	350,000	150,000	150,000	150,000	850,000
337,186	200,000	200,000	200,000	100,000	100,000	800,000
92,016,767	4,082,766	17,163,285	3,710,000	20,380,000	1,310,000	46,646,051
\$ 789,419,933	\$ 52,574,766	\$ 70,262,285	\$ 65,937,000	\$ 56,955,000	\$ 27,152,000	\$ 272,881,051
\$ 6,558,866	\$ 5,589,866	\$ 5,047,866	\$ 5,687,866	\$ 7,087,866	\$ 10,117,866	

General Fund

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Reallocated Balance from Downtown Parking & Security Fund	
Revenue	
TRANSFER IN FROM GENERAL FUND	
TRANSFER IN FROM CONSTRUCTION SERVICES FUND	
TRANSFER IN FROM DOWNTOWN SERVICES FUND	
SUSTAINABLE SOLUTIONS TURNKEY PAYMENT	
Total Revenue	
Recommended Project Budgets	
130002	DOWNTOWN STREETScape IMPROVEMENTS DESIGN
130003	DOWNTOWN EV CHARGING STATIONS
150002	FALLEN HEROES MEMORIAL
313134	EMERGENCY TENANT RELOCATION ASSISTANCE
460040	HIGH VOLTAGE STREETLIGHT CONVERSION
460048	RELOCATE ELECTRICAL ROOM AT TRANSIT CENTER
460057	CITYWIDE FIRE - INTRUSION ALARM SYSTEM UPGRADE
460058	ADA ENTRY COMPLIANCE - BERESFORD
460064	SUSTAINABLE SOLUTIONS TURNKEY PROGRAM
461001	DOWNTOWN PARKING IMPROVEMENTS
461002	NEW CORPORATION YARD FACILITY
461004	PUBLIC FACILITY AND SITE IMPROVEMENTS
461008	CITYWIDE PAID PARKING EVALUATION AND IMPLEMENTATION
461009	DOWNTOWN PARKING TECHNOLOGY
462202	RAIL CORRIDOR GRADE SEPARATION
462205	TRAIN QUIET ZONE
462897	PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT - PUBLIC WORKS
463004	CITYWIDE STREETLIGHTS
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
465006	PARKING LOT REFURBISHMENT AT POPLAR CREEK GOLF COURSE
465161	CITYWIDE CROSSWALK IMPROVEMENT
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 FY 18-19
467003	CITYWIDE STREET REHABILITATION FY 17-18
467004	CITYWIDE STREET REHABILITATION
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
468005	STORM SYSTEM DREDGING
468007	COLUMBIA DRIVE AND CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL

General Fund

	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$	3,245,188	\$ 746,161	\$ 1,341,161	\$ 1,501,161	\$ 2,036,161	\$ 2,571,161	
\$	2,164,518	\$ -	\$ -	\$ -	\$ -	\$ -	
\$	2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 11,250,000
-		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
-		45,000	-	-	-	-	45,000
1,500,000		-	-	-	-	-	-
\$	3,750,000	\$ 4,295,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 21,295,000
\$	150,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-		75,000	-	-	-	-	75,000
-		25,000	-	-	-	-	25,000
50,000		-	-	-	-	-	-
3,487,745		1,375,000	1,625,000	1,500,000	1,500,000	-	6,000,000
90,000		-	-	-	-	-	-
250,000		-	-	-	-	-	-
210,200		110,000	-	-	-	-	110,000
170,600		-	-	-	-	-	-
310,000		-	-	-	-	-	-
126,100		-	-	-	-	-	-
103,175		-	-	-	-	-	-
125,000		-	-	-	-	-	-
446,317		-	-	-	-	-	-
233,378		-	-	-	-	-	-
211,358		-	50,000	-	-	-	50,000
76,998		15,000	15,000	15,000	15,000	15,000	75,000
203,682		-	-	-	-	-	-
175,100		100,000	200,000	200,000	200,000	200,000	900,000
140,000		-	-	-	-	-	-
44,252		-	-	-	-	-	-
22,954		-	-	-	-	-	-
100,000		-	-	-	-	-	-
218,550		-	-	-	-	-	-
2,909,684		-	-	-	-	-	-
38,449		-	-	-	-	-	-
582,874		-	-	-	-	-	-
8,136		-	-	-	-	-	-
760,000		-	-	-	-	-	-
740,000		2,000,000	2,000,000	-	-	-	4,000,000
-		-	-	2,000,000	2,000,000	-	4,000,000
-		-	-	-	-	2,000,000	2,000,000
254,087		-	-	-	-	-	-
542,568		-	-	-	-	-	-

General Fund

PROJECT #	DESCRIPTION
468201	COYOTE PARK / POPLAR PUMP STATION
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION)
469030	NEW BUILDING COMPONENT REPLACEMENT PROJECT
469031	ADA COMPLIANCE AND TRANSITION PLANNING
46F001	DOWNTOWN PARKING GARAGE PEDESTRIAN SAFETY
46F002	PARK RESTROOM REFURBISHMENT PHASE IV
46F003	CORP YARD MISCELLANEOUS IMPROVEMENTS
46F004	POLICE DEPARTMENT SUBSTATION AND BARRACKS
46F010	LOS PRADOS AND JOINVILLE COURTS
46F011	KING AND JOINVILLE CHANGING ROOM IMPROVEMENTS
46F012	CENTRAL PARK GARAGE REPAIRS
46R009	GRAMMERCY DRIVE RETAINING WALL
561625	NEW FIRE STATION #25
610011	BOREL PARK DEVELOPMENT
610037	SUGARLOAF TRAIL REPAIR
610041	CITYWIDE ACCESS SYSTEM REPLACEMENT
618280	GOLF COURSE UPGRADES FY 18-19 (GOLF SUB-FUND)
Total Recommended Project Budgets	
Ending Fund Balance	

General Fund

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
53,449	-	-	-	-	-	-
115,000	-	-	-	-	-	-
39,913	-	-	-	-	-	-
189,345	-	-	-	-	-	-
133,202	-	-	-	-	-	-
320,000	-	-	-	-	-	-
100,000	-	-	-	-	-	-
27,391	-	-	-	-	-	-
320,000	-	-	-	-	-	-
275,000	-	-	-	-	-	-
1,000,000	-	-	-	-	-	-
200,000	-	200,000	-	-	-	200,000
1,300,000	-	-	-	-	-	-
1,190,747	-	-	-	-	-	-
38,180	-	-	-	-	-	-
14,527	-	-	-	-	-	-
315,585	-	-	-	-	-	-
\$ 18,413,546	\$ 3,700,000	\$ 4,090,000	\$ 3,715,000	\$ 3,715,000	\$ 2,215,000	\$ 17,435,000
\$ 746,161	\$ 1,341,161	\$ 1,501,161	\$ 2,036,161	\$ 2,571,161	\$ 4,606,161	

2% Hotel Tax

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Expenditures	
OPERATING EXPENDITURES	
DEBT SERVICE	
Total Expenditures	
Transfer Out to Capital Program Fund	
460039	FIRE STATION 25 ACCESS - ALAMEDA DE LAS PULGAS / HIGHWAY 92
561625	NEW FIRE STATION #25
610011	BOREL PARK DEVELOPMENT
Total Transfer Out to Capital Program Fund	
Transfer In From General Fund	
Ending Fund Balance	

2% Hotel Tax

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	3,854,358	\$	-	\$	-	\$	-	\$	-	\$	-	
\$	200,000	\$	200,000	\$	300,000	\$	400,000	\$	500,000	\$	600,000	\$ 2,000,000
\$	139,381	\$	131,478	\$	134,108	\$	136,790	\$	139,526	\$	142,316	\$ 684,219
	427,000		457,000		492,000		534,000		581,000		616,000	2,680,000
\$	566,381	\$	588,478	\$	626,108	\$	670,790	\$	720,526	\$	758,316	\$ 3,364,219
\$	49,143	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	3,895,117		-		-		-		-		-	-
	1,418,000		-		-		-		-		-	-
\$	5,362,260	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
\$	1,874,283	\$	388,478	\$	326,108	\$	270,790	\$	220,526	\$	158,317	\$ 1,364,219
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	

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
Total Revenue	
Transfer Out to General Fund	
Transfer Out to Capital Program Fund	
462227	US 101 / SR 92 INTERCHANGE AREA IMPROVEMENTS SHORT-TERM
462228	US 101 / SR 92 DIRECT CONNECTOR LONG-TERM
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
463535	US 101 AND PENINSULA AVENUE INTERCHANGE PROJECT
465162	CITYWIDE BICYCLE PARKING
465631	TRAFFIC CONTROLLER CABINETS
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 18-19
Total Transfer Out to Capital Program Fund	
Ending Fund Balance	

Gas Tax

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	2,776,551	\$	2,237,888	\$	1,638,603	\$	444,642	\$	222,052	\$	81,120	
\$	2,000	\$	2,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$ 14,000
	557,784		601,927		613,966		626,245		645,032		664,383	3,151,553
	707,996		707,996		722,156		736,599		758,697		781,458	3,706,906
	10,000		10,000		10,000		10,000		10,000		10,000	50,000
	354,264		382,530		390,181		397,984		409,924		422,221	2,002,840
	809,240		923,762		942,237		961,082		989,914		1,019,612	4,836,608
\$	2,441,284	\$	2,628,215	\$	2,681,539	\$	2,734,910	\$	2,816,567	\$	2,900,674	\$ 13,761,906
\$	1,747,500	\$	1,747,500	\$	1,747,500	\$	1,747,500	\$	1,747,500	\$	1,747,500	\$ 8,737,500
\$	30,143.34	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	31,702		-		-		-		-		-	-
	-		205,000		918,000		-		-		-	1,123,000
	35,302		75,000		-		-		-		-	75,000
	19,778		-		10,000		10,000		10,000		-	30,000
	110,638		-		-		-		-		-	-
	784,884		-		-		-		-		-	-
	100,000		1,200,000		-		-		-		-	1,200,000
	-		-		1,200,000		1,200,000		1,200,000		-	3,600,000
	-		-		-		-		-		1,200,000	1,200,000
	120,000		-		-		-		-		-	-
\$	1,232,447	\$	1,480,000	\$	2,128,000	\$	1,210,000	\$	1,210,000	\$	1,200,000	\$ 7,228,000
\$	2,237,888	\$	1,638,603	\$	444,642	\$	222,052	\$	81,120	\$	34,294	

Measure A

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG) LAURIE MEADOWS
462004	CITYWIDE BRIDGE MAINTENANCE
462227	US 101 / SR 92 INTERCHANGE AREA IMPROVEMENTS SHORT-TERM
462249	HILLSDALE CORRIDOR IMPROVEMENTS
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
462337	19TH AVENUE TWO-WAY STREET CONVERSION
463004	CITYWIDE STREETLIGHTS
463337	PARROTT DRIVE AND ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET AND FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
463535	US 101 AND PENINSULA AVENUE INTERCHANGE PROJECT
465130	TRAFFIC SIGNAL MASTER PLAN
465157	HILLSDALE BOULEVARD AND US 101 BRIDGE OVERCROSSING CONSTRUCTION
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 AVE POCKET PARK TRAFFIC CALMING
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
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
467783	4TH AVENUE AND FREMONT STREET GREEN INFRASTRUCTURE IMPROVEMENTS
46M003	TRANSIT ORIENTED DEVELOPMENT PEDESTRIAN ACCESS STUDY
46R001	HILLSDALE BOULEVARD AND 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
46R010	25TH AVENUE UNDERGROUNDING - PHASE II
46R011	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1A
Total Recommended Project Budgets	
Ending Fund Balance	

Measure A

	2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$	4,559,468	\$ 1,199,557	\$ 1,505,557	\$ 823,557	\$ 948,557	\$ 983,557	
\$	2,100,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 11,000,000
\$	6,622.19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	388,450	-	100,000	100,000	100,000	100,000	400,000
	-	15,000	-	-	-	-	15,000
	299,168	-	-	-	-	-	-
	287,310	-	450,000	-	-	-	450,000
	10,374	-	-	-	-	-	-
	238,831	-	-	-	-	-	-
	648	-	-	-	180,000	-	180,000
	165,607	-	150,000	-	410,000	-	560,000
	650,000	-	-	-	-	-	-
	31,939	-	-	-	-	-	-
	38,697	-	-	-	-	-	-
	25,233	-	-	-	-	-	-
	97,291	-	25,000	25,000	25,000	-	75,000
	19,084	50,000	45,000	-	-	-	95,000
	100,000	-	-	-	-	-	-
	11,339	-	-	-	-	-	-
	285,395	-	150,000	150,000	150,000	135,000	585,000
	898,337	-	-	-	-	-	-
	800,000	1,300,000	1,300,000	-	-	-	2,600,000
	-	-	-	1,300,000	1,300,000	-	2,600,000
	586,782	-	-	-	-	-	-
	-	-	-	-	-	1,300,000	1,300,000
	687	-	-	-	-	-	-
	75,117	-	-	-	-	-	-
	-	-	430,000	400,000	-	-	830,000
	50,000	-	-	-	-	-	-
	140,000	-	-	-	-	-	-
	200,000	-	100,000	100,000	-	-	200,000
	53,000	77,000	132,000	-	-	-	209,000
	-	452,000	-	-	-	-	452,000
\$	5,459,911	\$ 1,894,000	\$ 2,882,000	\$ 2,075,000	\$ 2,165,000	\$ 1,535,000	\$ 10,551,000
\$	1,199,557	\$ 1,505,557	\$ 823,557	\$ 948,557	\$ 983,557	\$ 1,648,557	

Measure S

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Operating Expenditures	
Transfer Out to Street and Flood Control Projects Bond Fund	
Transfer Out to Capital Program Fund	
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
468007	COLUMBIA DRIVE AND CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
46F002	PARK RESTROOM REFURBISHMENT PHASE IV
46F011	KING AND JOINVILLE CHANGING ROOM IMPROVEMENTS
46W002	STORM DRAIN CONDITION ASSESSMENT PROGRAM
610027	CENTRAL PARK
Total Transfer Out to Capital Program Fund	
Transfer Out to General Fund	
Additional Capacity	
Ending Fund Balance	

Measure W

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467774	CITYWIDE STREET RECONSTRUCTION
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
Total Recommended Project Budgets	
Ending Fund Balance	

Measure S

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 5,650,233	\$ 4,249,757	\$ 3,594,374	\$ 1,661,713	\$ 982,127	\$ 803,536	
\$ 5,386,863	\$ 6,262,000	\$ 6,178,942	\$ 6,409,969	\$ 6,619,418	\$ 6,816,773	\$ 32,127,102
\$ 1,883,038	\$ 1,921,705	\$ 2,009,054	\$ 2,069,124	\$ 2,128,886	\$ 2,182,163	\$ 10,309,758
\$ 2,709,322	\$ 2,663,647	\$ 2,663,517	\$ 2,661,399	\$ 2,480,091	\$ 2,483,749	\$ 12,952,404
\$ 555,948	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
800,000	-	-	-	-	-	-
-	800,000	800,000	800,000	-	-	2,400,000
-	-	-	-	800,000	800,000	1,600,000
-	-	1,250,000	170,000	-	-	1,420,000
-	478,000	-	-	-	-	478,000
-	215,000	-	-	-	-	215,000
-	250,000	-	-	-	-	250,000
500,000	-	-	-	-	-	-
\$ 1,855,948	\$ 1,993,000	\$ 2,300,000	\$ 1,220,000	\$ 1,050,000	\$ 1,050,000	\$ 7,613,000
\$ 339,032	\$ 339,032	\$ 339,032	\$ 339,032	\$ 339,032	\$ 339,032	\$ 1,695,158
\$ -	\$ -	\$ 800,000	\$ 800,000	\$ 800,000	\$ 200,000	\$ 2,600,000
\$ 4,249,757	\$ 3,594,374	\$ 1,661,713	\$ 982,127	\$ 803,536	\$ 1,365,366	

Measure W

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$145,087	\$255,572	\$255,572	\$255,572	\$255,572	\$255,572	
\$ 960,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ 700,000
800,000	-	-	-	-	-	-
-	1,000,000	300,000	1,000,000	-	-	2,300,000
49,516	-	-	-	-	-	-
-	-	-	-	1,000,000	1,000,000	2,000,000
\$ 849,516	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
\$ 255,572	\$ 255,572	\$ 255,572	\$ 255,572	\$ 255,572	\$ 255,572	

Parking In-Lieu

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460632	DOWNTOWN REDEVELOPMENT SITE PARKING GARAGE
461007	NEW DOWNTOWN GARAGE
46F012	CENTRAL PARK GARAGE REPAIRS
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	
Operating Expenditures	
Transfer Out to Capital Program Fund	
610012	LAURELWOOD AND 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
610038	SKATE PLAZA UPGRADES
612917	PARK RENOVATION SHOREVIEW PARK MASTER PLAN AND IMPLEMENTATION
618273	GOLF COURSE UPGRADES FY 17-18
618278	GOLF COURSE - WELL DRILLING
Total Transfer Out to Capital Program Fund	
Ending Fund Balance	

Parking In-Lieu

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 9,282,614	\$ 3,682,614	\$ 4,032,614	\$ 4,332,614	\$ 3,632,614	\$ 3,932,614	
\$ 200,000	\$ 350,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,550,000
\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
200,000	-	-	1,000,000	-	-	1,000,000
600,000	-	-	-	-	-	-
\$ 5,800,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
\$ 3,682,614	\$ 4,032,614	\$ 4,332,614	\$ 3,632,614	\$ 3,932,614	\$ 4,232,614	

Parks and Recreation Tax and Fee

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 8,241,609	\$ 3,492,825	\$ 2,502,959	\$ 6,045,756	\$ 8,718,208	\$ 4,055,310	
\$ 30,000	\$ 20,000	\$ 10,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 110,000
5,159,000	3,407,000	8,200,000	10,170,000	3,575,000	4,075,000	29,427,000
\$ 5,189,000	\$ 3,427,000	\$ 8,210,000	\$ 10,190,000	\$ 3,605,000	\$ 4,105,000	\$ 29,537,000
\$ -	\$ 16,866	\$ 17,203	\$ 17,547	\$ 17,898	\$ 18,256	\$ 87,771
\$ 57,724	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
81,090	-	-	-	-	-	-
2,020,597	3,400,000	2,000,000	3,000,000	2,250,000	2,500,000	13,150,000
216,937	-	-	500,000	1,000,000	500,000	2,000,000
7,027,104	1,000,000	2,000,000	2,000,000	3,000,000	3,000,000	11,000,000
75,000	-	-	-	-	-	-
95,484	-	-	-	-	-	-
21,061	-	250,000	-	-	-	250,000
109,514	-	-	2,000,000	2,000,000	2,000,000	6,000,000
-	-	400,000	-	-	-	400,000
42,845	-	-	-	-	-	-
15,427	-	-	-	-	-	-
175,000	-	-	-	-	-	-
\$ 9,937,784	\$ 4,400,000	\$ 4,650,000	\$ 7,500,000	\$ 8,250,000	\$ 8,000,000	\$ 32,800,000
\$ 1,099,288	\$ 3,153,288	\$ 58,988	\$ 247,488	\$ 3,140,488	\$ 4,428,888	

Road Maintenance and Rehabilitation Account

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
ROAD MAINTENANCE AND REHABILITATION	
INTEREST EARNINGS	
Total Revenue	
Transfer Out to Capital Program Fund	
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467770	CITYWIDE STREET RECONSTRUCTION FY 18-19
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
Total Transfer Out to Capital Program Fund	
Ending Fund Balance	

Road Maintenance and Rehabilitation Account

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	1,802,555	\$	105,605	\$	152,393	\$	260,495	\$	431,840	\$	570,142	
\$	1,866,154	\$	2,043,788	\$	2,105,102	\$	2,168,255	\$	2,233,302	\$	2,300,301	\$ 10,850,748
	3,000		3,000		3,000		3,090		5,000		10,000	24,090
\$	1,869,154	\$	2,046,788	\$	2,108,102	\$	2,171,345	\$	2,238,302	\$	2,310,301	\$ 10,874,838
\$	1,900,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	1,666,104		-		-		-		-		-	-
	-		2,000,000		-		-		-		-	2,000,000
	-		-		2,000,000		2,000,000		-		-	4,000,000
	-		-		-		-		2,100,000		2,100,000	4,200,000
\$	3,566,104	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	2,100,000	\$	2,100,000	\$ 10,200,000
\$	105,605	\$	152,393	\$	260,495	\$	431,840	\$	570,142	\$	780,443	

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
	WIFIA LOANS
	SEWER BOND PROCEEDS
	SEWER CHARGE - BELMONT
	SEWER CHARGE - COUNTY OF SAN MATEO
	SEWER CHARGE - CRYSTAL SPRINGS
	SEWER CHARGE - FLORES GARDEN
	SEWER CHARGE - FOSTER CITY
	SEWER CHARGE - HILLSBOROUGH
	SEWER CHARGE - MISCELLANEOUS
	SEWER CHARGE - PENINSULA GOLF
	SEWER SERVICE FEE - CITY OF SAN MATEO
	SEWER SERVICE / CONNECT FEES
Total Revenue	
Operating Expenses	
Transfer Out to Capital Program Fund	
461002	NEW CORPORATION YARD FACILITY
469916	COLLECTION SYSTEM SCADA
469922	KINGRIDGE SEWER
469933	ROOT FOAMING
469975	GRAVITY THICKENER 1 AND 2
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
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 AND CONDITION ASSESSMENT
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T009	WWTP IMMEDIATE ACTION PROJECTS PACKAGE 2
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE 3
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
Total Transfer Out to Capital Program Fund	
Ending Fund Balance	

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 39,117,768	\$ (71,875,084)	\$ 32,465,524	\$ 38,279,332	\$ 31,670,156	\$ 49,397,729	
\$ 3,434,681	\$ 3,893,572	\$ 4,875,693	\$ 2,899,214	\$ 1,701,919	\$ 472,200	\$ 13,842,598
100,000	150,000	100,000	100,000	100,000	100,000	550,000
344,486	370,131	396,871	368,962	356,812	351,389	1,844,166
40,000	60,000	60,000	60,000	60,000	60,000	300,000
314,294,961	-	-	-	-	-	-
185,000,000	104,000,000	-	-	-	-	104,000,000
160,000	180,000	201,600	205,632	209,745	213,940	1,010,916
20,000	24,000	24,480	24,970	25,469	25,978	124,897
300,000	345,000	351,900	358,938	366,117	373,439	1,795,394
58,000	65,000	72,800	74,256	75,741	77,256	365,053
2,325,000	2,100,000	2,142,000	2,184,840	2,228,537	2,273,108	10,928,484
800,000	815,000	831,300	847,926	864,885	882,182	4,241,293
25,000	25,000	25,500	26,010	26,530	27,061	130,101
16,000	16,000	16,320	16,646	16,979	17,319	83,265
56,520,000	62,740,000	70,000,000	70,250,000	71,250,000	73,387,500	347,627,500
80,000	150,000	150,000	150,000	150,000	150,000	750,000
\$ 563,518,128	\$ 174,933,703	\$ 79,248,465	\$ 77,567,395	\$ 77,432,734	\$ 78,411,372	\$ 487,593,667
\$ 40,308,828	\$ 40,878,095	\$ 41,695,657	\$ 42,529,570	\$ 43,380,161	\$ 44,247,765	\$ 212,731,247
\$ 126,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1,750,528	-	-	-	-	-	-
454,819	-	-	-	-	-	-
926,396	400,000	400,000	400,000	400,000	400,000	2,000,000
180,642	-	-	-	-	-	-
16,595,607	6,692,000	5,933,000	4,204,000	2,108,000	2,293,000	21,230,000
7,948,304	-	800,000	5,114,000	-	-	5,914,000
1,034	-	-	-	-	-	-
117,407,169	10,020,000	-	-	-	-	10,020,000
11,460,738	1,000,000	6,500,000	18,125,000	-	-	25,625,000
251,743	-	100,000	125,000	125,000	105,000	455,000
16,665,948	900,000	5,900,000	5,000,000	9,265,000	5,000,000	26,065,000
2,664,112	800,000	-	1,820,000	-	-	2,620,000
1,645,366	900,000	500,000	400,000	400,000	184,000	2,384,000
-	500,000	-	-	-	-	500,000
443,972,224	-	11,606,000	6,459,000	4,027,000	-	22,092,000
5,997,526	-	-	-	-	-	-
1,994,609	7,990,000	-	-	-	-	7,990,000
4,158,588	513,000	-	-	-	-	513,000
\$ 634,202,152	\$ 29,715,000	\$ 31,739,000	\$ 41,647,000	\$ 16,325,000	\$ 7,982,000	\$ 127,408,000
\$ (71,875,084)	\$ 32,465,524	\$ 38,279,332	\$ 31,670,156	\$ 49,397,729	\$ 75,579,336	

South Bayfront Levee Project

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

South Trunk Sewer Impact Fee

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

South Bayfront Levee Project

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	1,353,837	\$	(44,535)	\$	(14,535)	\$	15,465	\$	45,465	\$	75,465	
\$	540,000	\$	540,000	\$	540,000	\$	540,000	\$	540,000	\$	540,000	\$ 2,700,000
\$	1,938,372	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$ 2,550,000
\$	1,938,372	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$ 2,550,000
\$	(44,535)	\$	(14,535)	\$	15,465	\$	45,465	\$	75,465	\$	105,465	

South Trunk Sewer Impact Fee

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	644,470	\$	744,470	\$	(705,530)	\$	(955,530)	\$	(205,530)	\$	294,470	
\$	100,000	\$	100,000	\$	1,000,000	\$	750,000	\$	500,000	\$	-	\$ 2,350,000
\$	-	\$	1,550,000	\$	1,250,000	\$	-	\$	-	\$	-	\$ 2,800,000
\$	-	\$	1,550,000	\$	1,250,000	\$	-	\$	-	\$	-	\$ 2,800,000
\$	744,470	\$	(705,530)	\$	(955,530)	\$	(205,530)	\$	294,470	\$	294,470	

Traffic Impact Fee

PROJECT #	DESCRIPTION
Beginning Fund Balance	
Revenue	
Transfer Out to Capital Program Fund	
460035	SIGNALIZATION - DELAWARE STREET / 16TH AVENUE / SUNNYBRAE BOULEVARD
460037	EL CAMINO REAL AT HIGHWAY 92 LANDSCAPRE IMPROVEMENT
460049	POPLAR AVENUE / HUMBOLDT STREET SIGNAL MODIFY - LEFT TURN
462202	RAIL CORRIDOR GRADE SEPARATION
462204	HILLSDALE STATION RELOCATION PLAN
462225	EL CAMINO REAL AND HIGHWAY 92 INTERCHANGE IMPROVEMENTS
465149	BIKEWAY MASTER PLAN
465157	HILLSDALE BOULEVARD AND US 101 BRIDGE OVERCROSSING CONSTRUCTION
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
467005	20TH AVENUE AND EL CAMINO REAL SOUTHBOUND RIGHT TURN LANE
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
46R008	RAILROAD AVENUE WALL ENHANCEMENT
Total Transfer Out to Capital Program 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

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 2,762,896	\$ (5,185,044)	\$ (3,985,044)	\$ (1,585,044)	\$ (135,044)	\$ 114,956	
\$ 500,000	\$ 1,250,000	\$ 2,750,000	\$ 1,600,000	\$ 400,000	\$ 400,000	\$ 6,400,000
\$ 791,614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
769,039	-	-	-	-	-	-
778,159	-	-	-	-	-	-
3,276,025	-	-	-	-	-	-
37,127	-	-	-	-	-	-
479,865	-	-	-	-	-	-
3,723	-	-	-	-	-	-
90,000	-	-	-	-	-	-
270,706	50,000	150,000	150,000	150,000	150,000	650,000
2,210	-	200,000	-	-	-	200,000
280,872	-	-	-	-	-	-
568,600	-	-	-	-	-	-
1,100,000	-	-	-	-	-	-
\$ 8,447,940	\$ 50,000	\$ 350,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 850,000
\$ (5,185,044)	\$ (3,985,044)	\$ (1,585,044)	\$ (135,044)	\$ 114,956	\$ 364,956	

Tree Replacement Fee

2020-21 ESTIMATED ACTUALS	2021-22 ADOPTED BUDGET	2022-23 PLAN	2023-24 PLAN	2024-25 PLAN	2025-26 PLAN	FIVE-YEAR TOTAL
\$ 881,768	\$ 694,582	\$ 644,582	\$ 594,582	\$ 544,582	\$ 594,582	
\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
\$ 337,186	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 800,000
\$ 337,186	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 800,000
\$ 694,582	\$ 644,582	\$ 594,582	\$ 544,582	\$ 594,582	\$ 644,582	

Other Funding Sources

DESCRIPTION
Beginning Fund Balance
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Beginning Fund Balance
Revenue
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Revenue
Recommended Project Budgets
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Recommended Project Budgets
Ending Fund Balance
GRANTS
OTHER AGENCIES
PRIVATE CONTRIBUTIONS
TAXES, FEES, AND CHARGES
MISCELLANEOUS
Total Ending Fund Balance

Other Funding Sources

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	288,184	\$	-	\$	-	\$	-	\$	-	\$	-	
	(593,689)		-		-		-		-		-	
	3,683,009		1,148,826		398,826		348,826		298,826		248,826	
	50,122,062		296,138		296,138		296,138		296,138		296,138	
	(178,538)		-		-		-		-		-	
\$	53,321,028	\$	1,444,964	\$	694,964	\$	644,964	\$	594,964	\$	544,964	
\$	14,305,738	\$	1,353,000	\$	4,934,000	\$	2,710,000	\$	410,000	\$	410,000	\$ 24,122,738
	3,790,659		970,000		11,229,285		-		-		-	15,989,944
	-		-		-		-		1,500,000		-	1,500,000
	18,400,435		750,000		750,000		750,000		18,320,000		750,000	39,720,435
	3,643,870		259,766		200,000		200,000		100,000		100,000	4,503,636
\$	40,140,702	\$	3,332,766	\$	17,113,285	\$	3,660,000	\$	20,330,000	\$	1,260,000	\$ 85,836,753
\$	14,593,922	\$	1,353,000	\$	4,934,000	\$	2,710,000	\$	410,000	\$	410,000	\$ 24,410,922
	3,196,970		970,000		11,229,285		-		-		-	15,396,255
	2,534,183		750,000		50,000		50,000		1,550,000		50,000	4,984,183
	68,226,359		750,000		750,000		750,000		18,320,000		750,000	89,546,359
	3,465,332		259,766		200,000		200,000		100,000		100,000	4,325,098
\$	92,016,767	\$	4,082,766	\$	17,163,285	\$	3,710,000	\$	20,380,000	\$	1,310,000	\$ 138,662,818
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
	-		-		-		-		-		-	
	1,148,826		398,826		348,826		298,826		248,826		198,826	
	296,138		296,138		296,138		296,138		296,138		296,138	
	-		-		-		-		-		-	
\$	1,444,964	\$	694,964	\$	644,964	\$	594,964	\$	544,964	\$	494,964	

PROJECT #	DESCRIPTION
Beginning Fund Balance	
315000	HOUSING REHABILITATION
460059	TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE
461106	TRASH RECAPTURE
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION)
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
310416	HOUSING LAND PURCHASE NEW
310520	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) COMMUNITY FACILITIES
310521	MINOR HOME REPAIR
315000	HOUSING REHABILITATION
460034	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG) LAURIE MEADOWS
460059	TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE
461009	DOWNTOWN PARKING TECHNOLOGY
461106	TRASH RECAPTURE
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
462225	EL CAMINO REAL AND HIGHWAY 92 INTERCHANGE IMPROVEMENTS
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
465164	SAFE ROUTES TO SCHOOL PROGRAM
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
467010	CITYWIDE STREET REHABILITATION - ONE BAY AREA GRANT 2 (OBAG 2) VARIOUS LOCATIONS
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION)
46M003	TRANSIT ORIENTED DEVELOPMENT PEDESTRIAN ACCESS STUDY
46R009	GRAMMERCY DRIVE RETAINING WALL
610011	BOREL PARK DEVELOPMENT
Total Recommended Project Budgets	
Ending Fund Balance	

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	570,907	\$	-	\$	-	\$	-	\$	-	\$	-	
	(582)		-		-		-		-		-	
	(52,518)		-		-		-		-		-	
	(64,536)		-		-		-		-		-	
	(165,087)		-		-		-		-		-	
\$	288,184	\$	-	\$	-	\$	-	\$	-	\$	-	
\$	14,305,738	\$	1,353,000	\$	4,934,000	\$	2,710,000	\$	410,000	\$	410,000	\$ 9,443,870
\$	640,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	43,969		-		-		-		-		-	-
	153,526		110,000		110,000		110,000		110,000		110,000	550,000
	578,889		-		-		-		-		-	-
	987,000		-		-		-		-		-	-
	329,418		-		-		-		-		-	-
	1,839,622		-		-		-		-		-	-
	1,052		-		-		-		-		-	-
	444,344		570,000		300,000		300,000		300,000		300,000	1,770,000
	5,865,000		-		-		-		-		-	-
	46,588		-		4,524,000		-		-		-	4,524,000
	123,397		-		-		-		-		-	-
	400,000		-		-		-		-		-	-
	1,593,000		-		-		-		-		-	-
	1,473,000		-		-		-		-		-	-
	75,117		-		-		-		-		-	-
	-		-		-		2,300,000		-		-	2,300,000
	-		673,000		-		-		-		-	673,000
\$	14,593,922	\$	1,353,000	\$	4,934,000	\$	2,710,000	\$	410,000	\$	410,000	\$ 9,817,000
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	

Other Agencies

PROJECT #	DESCRIPTION
Beginning Fund Balance	
460063	ENERGY EFFICIENT GRANT PROJECTS
462202	RAIL CORRIDOR GRADE SEPARATION
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
460037	EL CAMINO REAL AT HIGHWAY 92 LANDSCAPRE IMPROVEMENT
460063	ENERGY EFFICIENT GRANT PROJECTS
462202	RAIL CORRIDOR GRADE SEPARATION
462225	EL CAMINO REAL AND HIGHWAY 92 INTERCHANGE IMPROVEMENTS
465157	HILLSDALE BOULEVARD AND US 101 BRIDGE OVERCROSSING CONSTRUCTION
465510	28TH AVENUE BIKE BOULEVARD
467001	CITYWIDE STREET REHABILITATION PACKAGE 1
467007	SAN MATEO DRIVE SUSTAINABLE STREETS PROJECT
46M001	RAILROAD CROSSING IMPROVEMENTS
46R010	25TH AVENUE UNDERGROUNDING - PHASE II
610017	CITYWIDE PARK PLAY AREA UPGRADE
Total Recommended Project Budgets	
Ending Fund Balance	

Other Agencies

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	15,019	\$	-	\$	-	\$	-	\$	-	\$	-	
	(608,709)		-		-		-		-		-	
\$	(593,689)	\$	-	\$	-	\$	-	\$	-	\$	-	
\$	3,790,659	\$	970,000	\$	11,229,285	\$	-	\$	-	\$	-	\$ 12,199,285
\$	1,100,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	15,019		-		-		-		-		-	-
	959,527		-		-		-		-		-	-
	245,934		-		-		-		-		-	-
	46,489		-		-		-		-		-	-
	380,000		-		-		-		-		-	-
	200,000		-		-		-		-		-	-
	250,000		720,000		846,125		-		-		-	1,566,125
	-		-		10,141,312		-		-		-	10,141,312
	-		250,000		-		-		-		-	250,000
	-		-		241,848		-		-		-	241,848
\$	3,196,970	\$	970,000	\$	11,229,285	\$	-	\$	-	\$	-	\$ 12,199,285
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	

Private Contributions

PROJECT #	DESCRIPTION
Beginning Fund Balance	
202020	CIP UNALLOCATED FUNDS
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
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
310330	ART IN PUBLIC PLACES
310600	CHILD CARE FACILITIES
461110	DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION
462249	HILLSDALE CORRIDOR IMPROVEMENTS
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
463338	NORFOLK STREET AND FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
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
467003	CITYWIDE STREET REHABILITATION FY 17-18
46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
610019	SHORELINE PARKS
Total Recommended Project Budgets	
Ending Fund Balance	

Private Contributions

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	3,081,021	\$	-	\$	-	\$	-	\$	-	\$	-	
	176,445		-		-		-		-		-	
	(26,239)		-		-		-		-		-	
	32,895		-		-		-		-		-	
	17,537		-		-		-		-		-	
	235,000		-		-		-		-		-	
	166,350		-		-		-		-		-	
\$	3,683,009	\$	1,148,826	\$	398,826	\$	348,826	\$	298,826	\$	248,826	
\$	-	\$	-	\$	-	\$	-	\$	1,500,000	\$	-	\$ 1,500,000
\$	201,728	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	1,412,018		500,000		-		-		-		-	500,000
	146,445		-		-		-		-		-	-
	99,251		-		-		-		-		-	-
	30,839		-		50,000		50,000		50,000		50,000	200,000
	32,895		-		-		-		-		-	-
	17,537		-		-		-		-		-	-
	235,000		-		-		-		-		-	-
	92,120		-		-		-		-		-	-
	166,350		-		-		-		-		-	-
	100,000		-		-		-		-		-	-
	-		250,000		-		-		1,500,000		-	1,750,000
\$	2,534,183	\$	750,000	\$	50,000	\$	50,000	\$	1,550,000	\$	50,000	\$ 2,450,000
\$	1,148,826	\$	398,826	\$	348,826	\$	298,826	\$	248,826	\$	198,826	

Taxes, Fees, and Charges

PROJECT #	DESCRIPTION
Beginning Fund Balance	
202020	CIP UNALLOCATED FUNDS
210001	PEG PROJECT (PUBLIC EDUCATION GOVERNMENT CATV ACCESS)
467771	CITYWIDE STREET RECONSTRUCTION PACKAGE 1 - MEASURE S
46M002	TRANSPORTATION ANALYSIS POLICY DEVELOPMENT
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 SERVICES IMPROVEMENT - ELECTRONIC AND DIGITAL
310416	HOUSING LAND PURCHASE NEW
460059	TRASH CAPTURE AT POPLAR AVENUE AND GOLF COURSE
460062	TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE
461007	NEW DOWNTOWN GARAGE
466601	TRAFFIC MODEL UPDATE
467001	CITYWIDE STREET REHABILITATION PACKAGE 1 - MEASURE S
467008	CITYWIDE STREET REHABILITATION PACKAGE 2 - MEASURE S
467770	CITYWIDE STREET RECONSTRUCTION FY 18-19 - 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
468202	NORTH SHOREVIEW FLOOD IMPROVEMENTS (CONSTRUCTION) - MEASURE S
46C001	SMALL TRASH CAPTURE DEVICES
46F007	CITY HALL RESTROOM IMPROVEMENTS
46F008	CITY HALL IMPROVEMENTS
46M002	TRANSPORTATION ANALYSIS POLICY DEVELOPMENT
Total Recommended Project Budgets	
Ending Fund Balance	

Taxes, Fees, and Charges

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	49,136,054	\$	-	\$	-	\$	-	\$	-	\$	-	
	1,133,964		-		-		-		-		-	
	(112,803)		-		-		-		-		-	
	(35,153)		-		-		-		-		-	
\$	50,122,062	\$	296,138	\$	296,138	\$	296,138	\$	296,138	\$	296,138	
\$	18,400,435	\$	750,000	\$	750,000	\$	750,000	\$	18,320,000	\$	750,000	\$ 21,320,000
\$	541,914	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -
	457,352		-		-		-		-		-	-
	2,086,502		-		-		-		-		-	-
	6,926,380		-		-		-		-		-	-
	1,500,000		-		-		-		-		-	-
	-		250,000		500,000		500,000		250,000		-	1,500,000
	-		-		-		-		17,570,000		-	17,570,000
	61,101		-		-		-		-		-	-
	1,700,000		-		-		-		-		-	-
	1,260,000		-		-		-		-		-	-
	5,043,877		(1,650,000)		-		-		-		-	(1,650,000)
	6,540,819		-		-		-		-		-	-
	3,600,000		-		-		-		-		-	-
	-		1,650,000		-		-		-		-	1,650,000
	28,345,838		-		-		-		-		-	-
	900,000		500,000		250,000		250,000		500,000		750,000	2,250,000
	585,000		-		-		-		-		-	-
	8,625,000		-		-		-		-		-	-
	52,576		-		-		-		-		-	-
\$	68,226,359	\$	750,000	\$	750,000	\$	750,000	\$	18,320,000	\$	750,000	\$ 21,320,000
\$	296,138	\$	296,138	\$	296,138	\$	296,138	\$	296,138	\$	296,138	

Miscellaneous

PROJECT #	DESCRIPTION
Beginning Fund Balance	
467770	CITYWIDE STREET RECONSTRUCTION FY 18-19
664000	MAIN LIBRARY - CHILDREN'S SPACE ENHANCEMENTS
665000	BRANCH LIBRARIES SPACE ENHANCEMENTS
Total Beginning Fund Balance	
Revenue	
Recommended Project Budgets	
150001	DOCUMENT MANAGEMENT SYSTEM REPLACEMENT
200001	ENTERPRISE RESOURCE PLANNING SOFTWARE
460043	KING CENTER KITCHENS REMODEL
460048	RELOCATE ELECTRICAL ROOM AT TRANSIT CENTER
461203	LANDFILL MAINTENANCE
463004	CITYWIDE STREET LIGHTS
610008	TREE PLANTING - PARKS DIVISION
665000	BRANCH LIBRARIES SPACE ENHANCEMENTS
Total Recommended Project Budgets	
Ending Fund Balance	

Miscellaneous

2020-21 ESTIMATED ACTUALS		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL	
\$ (338,304)		\$ -		\$ -		\$ -		\$ -		\$ -			
59,766		-		-		-		-		-			
100,000		-		-		-		-		-			
\$ (178,538)		\$ -		\$ -		\$ -		\$ -		\$ -			
\$ 3,643,870		\$ 259,766		\$ 200,000		\$ 200,000		\$ 100,000		\$ 100,000		\$ 859,766	
\$ 250,000		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
2,000,000		-		-		-		-		-		-	
40,000		-		-		-		-		-		-	
102,200		-		-		-		-		-		-	
660,593		-		-		-		-		-		-	
14,284		-		-		-		-		-		-	
197,255		200,000		200,000		200,000		100,000		100,000		800,000	
201,000		59,766		-		-		-		-		59,766	
\$ 3,465,332		\$ 259,766		\$ 200,000		\$ 200,000		\$ 100,000		\$ 100,000		\$ 859,766	
\$ -		\$ -		\$ -		\$ -		\$ -		\$ -			



Funding Source Summary

Funding Source Summary

FUNDING TYPE
Bayfront Levee Assessment
California Public Utilities Grant
Child Care Development Impact Fee
City/County Association of Governments (C/CAG) Vehicle Registration Fee (VRF) - Measure M
Community Development Block Grant (CDBG) Fund (Interfund Transfer)
Crystal Springs County Sanitation District / San Mateo County / Hillsborough
Damages Recovered
Federal Bridge Replacement & Rehabilitation Grant
Foster City (Sewer)
Gas Tax Fund (Interfund Transfer)
General Fund (Interfund Transfer)
Land & Water Conservation Fund (LWCF) Grant
Measure A Half Cent Sales Tax
Measure S Sales Tax
Measure W Half Cent Sales Tax
Miscellaneous
Parking Bonds
Parking In-Lieu Fees
Parks & Recreation Revenue Fund (Interfund Transfer)
Private Developer Contributions
Proposition 68 Per Capita Grant
Road Maintenance Rehabilitation Account (RMRA) Fund (Interfund Transfer)
Sewer Fund (Interfund Transfer)
Sidewalk Repair
Solid Waste Fund (Interfund Transfer)
South Trunk Sewer Relief Impact Fee
Traffic Impact Fees Fund (Interfund Transfer)
Transportation Development Act (TDA) Grant
Tree Planting Fee
Total

Funding Source Summary

2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$ 2,550,000
	720,000		10,987,437		-		-		-	11,707,437
	500,000		-		-		-		-	500,000
	250,000		-		-		-		-	250,000
	680,000		410,000		410,000		410,000		410,000	2,320,000
	1,197,102		1,360,806		834,301		476,382		195,664	4,064,255
	200,000		200,000		200,000		100,000		100,000	800,000
	-		4,524,000		-		-		-	4,524,000
	2,857,979		3,514,887		2,064,913		1,225,537		276,536	9,939,852
	1,480,000		2,128,000		1,210,000		1,210,000		1,200,000	7,228,000
	3,700,000		4,090,000		3,715,000		3,715,000		2,215,000	17,435,000
	673,000		-		-		-		-	673,000
	1,894,000		2,882,000		2,075,000		2,165,000		1,535,000	10,551,000
	1,993,000		2,300,000		1,220,000		1,050,000		1,050,000	7,613,000
	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	5,000,000
	59,766		-		-		-		-	59,766
	-		-		-		17,570,000		-	17,570,000
	-		-		1,000,000		-		-	1,000,000
	4,400,000		4,650,000		7,500,000		8,250,000		8,000,000	32,800,000
	250,000		-		-		1,500,000		-	1,750,000
	-		241,848		-		-		-	241,848
	2,000,000		2,000,000		2,000,000		2,100,000		2,100,000	10,200,000
	25,659,919		26,863,307		38,747,786		14,623,081		7,509,800	113,403,893
	-		50,000		50,000		50,000		50,000	200,000
	750,000		750,000		750,000		750,000		750,000	3,750,000
	1,550,000		1,250,000		-		-		-	2,800,000
	50,000		350,000		150,000		150,000		150,000	850,000
	-		-		2,300,000		-		-	2,300,000
	200,000		200,000		200,000		100,000		100,000	800,000
\$	52,574,766	\$	70,262,285	\$	65,937,000	\$	56,955,000	\$	27,152,000	\$ 272,881,051



Funding Source Detail

Funding Source Detail

FUNDING TYPE / PROJECT	
Bayfront Levee Assessment	
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
City/County Association of Governments (C/CAG) Vehicle Registration Fee (VRF) - Measure M	
468301	BAYFRONT LEVEE IMPROVEMENT SOUTH OF SAN MATEO CREEK
Community Development Block Grant (CDBG) Fund (Interfund Transfer)	
310521	MINOR HOME REPAIR
461214	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROJECTS
Child Care Development Impact Fee	
310600	CHILD CARE FACILITIES
California Public Utilities Grant	
46M001	RAILROAD CROSSING IMPROVEMENTS
46R010	25TH AVENUE UNDERGROUNDING - PHASE II
Crystal Springs County Sanitation District / San Mateo County / Hillsborough	
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE 3
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
Damages Recovered	
610008	TREE PLANTING - PARKS DIVISION
Federal Bridge Replacement & Rehabilitation Grant	
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
Land & Water Conservation Fund (LWCF) Grant	
610011	BOREL PARK DEVELOPMENT
Foster City (Sewer)	
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE 3
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS

Funding Source Detail

	2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$ 2,550,000
Total	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$	510,000	\$ 2,550,000
	\$	250,000	\$	-	\$	-	\$	-	\$	-	\$ 250,000
Total	\$	250,000	\$	-	\$	-	\$	-	\$	-	\$ 250,000
	\$	110,000	\$	110,000	\$	110,000	\$	110,000	\$	110,000	\$ 550,000
		570,000		300,000		300,000		300,000		300,000	1,770,000
Total	\$	680,000	\$	410,000	\$	410,000	\$	410,000	\$	410,000	\$ 2,320,000
	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$ 500,000
Total	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$ 500,000
	\$	720,000	\$	846,125	\$	-	\$	-	\$	-	\$ 1,566,125
		-		10,141,312		-		-		-	10,141,312
Total	\$	720,000	\$	10,987,437	\$	-	\$	-	\$	-	\$ 11,707,437
	\$	571,036	\$	506,269	\$	358,732	\$	179,878	\$	195,664	\$ 1,811,579
		-		854,537		475,569		296,504		-	1,626,610
		588,295		-		-		-		-	588,295
		37,771		-		-		-		-	37,771
Total	\$	1,197,102	\$	1,360,806	\$	834,301	\$	476,382	\$	195,664	\$ 4,064,255
	\$	200,000	\$	200,000	\$	200,000	\$	100,000	\$	100,000	\$ 800,000
Total	\$	200,000	\$	200,000	\$	200,000	\$	100,000	\$	100,000	\$ 800,000
	\$	-	\$	4,524,000	\$	-	\$	-	\$	-	\$ 4,524,000
Total	\$	-	\$	4,524,000	\$	-	\$	-	\$	-	\$ 4,524,000
	\$	673,000	\$	-	\$	-	\$	-	\$	-	\$ 673,000
Total	\$	673,000	\$	-	\$	-	\$	-	\$	-	\$ 673,000
	\$	807,055	\$	715,520	\$	507,002	\$	254,225	\$	276,536	\$ 2,560,338
		-		2,799,367		1,557,911		971,312		-	5,328,590
		1,927,188		-		-		-		-	1,927,188
		123,736		-		-		-		-	123,736
Total	\$	2,857,979	\$	3,514,887	\$	2,064,913	\$	1,225,537	\$	276,536	\$ 9,939,852

Funding Source Detail

FUNDING TYPE / PROJECT	
Gas Tax Fund (Interfund Transfer)	
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
463535	US 101 AND PENINSULA AVENUE INTERCHANGE PROJECT
465162	CITYWIDE BICYCLE PARKING
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
General Fund (Interfund Transfer)	
130003	DOWNTOWN EV CHARGING STATIONS
150002	FALLEN HEROES MEMORIAL
460040	HIGH VOLTAGE STREETLIGHT CONVERSION
460058	ADA ENTRY COMPLIANCE - BERESFORD
462205	TRAIN QUIET ZONE
462897	PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT - PUBLIC WORKS
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
46R009	GRAMMERCY DRIVE RETAINING WALL
Measure A Half Cent Sales Tax	
462004	CITYWIDE BRIDGE MAINTENANCE
462227	US 101 / SR 92 INTERCHANGE AREA IMPROVEMENTS SHORT-TERM
462250	BERMUDA DRIVE BRIDGE REPLACEMENT
463337	PARROTT DRIVE AND ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
463338	NORFOLK STREET AND FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
465333	CITYWIDE TRAFFIC SIGNAL RETIMING
465432	EL CAMINO REAL LEFT-TURN POCKET - TILTON AVENUE AND BALDWIN AVENUE
466607	CITYWIDE SIGN INVENTORY AND REPLACEMENT
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467009	CITYWIDE STREET REHABILITATION PACKAGE 3
467011	CITYWIDE STREET REHABILITATION PACKAGE 4
46R001	HILLSDALE BOULEVARD AND ALAMEDA DE LAS PULGAS SIGNAL
46R004	TRAFFIC SIGNAL VIDEO DETECTION REPLACEMENT
46R010	25TH AVENUE UNDERGROUNDING - PHASE II
46R011	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1A

Funding Source Detail

	2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL	
	\$	205,000	\$	918,000	\$	-	\$	-	\$	-	\$	1,123,000
		75,000		-		-		-		-		75,000
		-		10,000		10,000		10,000		-		30,000
		1,200,000		-		-		-		-		1,200,000
		-		1,200,000		1,200,000		1,200,000		-		3,600,000
		-		-		-		-		1,200,000		1,200,000
Total	\$	1,480,000	\$	2,128,000	\$	1,210,000	\$	1,210,000	\$	1,200,000	\$	7,228,000
	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	75,000
		25,000		-		-		-		-		25,000
		1,375,000		1,625,000		1,500,000		1,500,000		-		6,000,000
		110,000		-		-		-		-		110,000
		-		50,000		-		-		-		50,000
		15,000		15,000		15,000		15,000		15,000		75,000
		100,000		200,000		200,000		200,000		200,000		900,000
		2,000,000		2,000,000		-		-		-		4,000,000
		-		-		2,000,000		2,000,000		-		4,000,000
		-		-		-		-		2,000,000		2,000,000
		-		200,000		-		-		-		200,000
Total	\$	3,700,000	\$	4,090,000	\$	3,715,000	\$	3,715,000	\$	2,215,000	\$	17,435,000
	\$	-	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	400,000
		15,000		-		-		-		-		15,000
		-		450,000		-		-		-		450,000
		-		-		-		180,000		-		180,000
		-		150,000		-		410,000		-		560,000
		-		25,000		25,000		25,000		-		75,000
		50,000		45,000		-		-		-		95,000
		-		150,000		150,000		150,000		135,000		585,000
		1,300,000		1,300,000		-		-		-		2,600,000
		-		-		1,300,000		1,300,000		-		2,600,000
		-		-		-		-		1,300,000		1,300,000
		-		430,000		400,000		-		-		830,000
		-		100,000		100,000		-		-		200,000
		77,000		132,000		-		-		-		209,000
		452,000		-		-		-		-		452,000
Total	\$	1,894,000	\$	2,882,000	\$	2,075,000	\$	2,165,000	\$	1,535,000	\$	10,551,000

Funding Source Detail

FUNDING TYPE / PROJECT	
Measure S Sales Tax	
462226	NEIGHBORHOOD TRAFFIC MANAGEMENT
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
468007	COLUMBIA DRIVE AND CRYSTAL SPRINGS ROAD STORM DRAIN CHANNEL
46F002	PARK RESTROOM REFURBISHMENT PHASE IV
46F011	KING AND JOINVILLE CHANGING ROOM IMPROVEMENTS
46W002	STORM DRAIN CONDITION ASSESSMENT PROGRAM
Measure W Half Cent Sales Tax	
467008	CITYWIDE STREET REHABILITATION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4
Miscellaneous	
665000	BRANCH LIBRARIES SPACE ENHANCEMENTS
Parking Bonds	
461007	NEW DOWNTOWN GARAGE
Parking In-Lieu Fees	
461007	NEW DOWNTOWN GARAGE
Parks & Recreation Revenue Fund (Interfund Transfer)	
610017	CITYWIDE PARK PLAY AREA UPGRADE
610023	SPORTS FIELDS CONVERSION - SYNTHETIC TURF
610027	CENTRAL PARK
610035	CITYWIDE PARK SPECIAL FACILITIES UPGRADE
610036	RECREATION FACILITIES STRATEGIC PLAN
610038	SKATE PLAZA UPGRADES
Private Developer Contributions	
463338	NORFOLK STREET AND FASHION ISLAND BOULEVARD INTERSECTION RECONSTRUCTION
Proposition 68 Per Capita Grant	
610017	CITYWIDE PARK PLAY AREA UPGRADE
Road Maintenance Rehabilitation Account (RMRA) Fund (Interfund Transfer)	
467772	CITYWIDE STREET RECONSTRUCTION PACKAGE 2
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
467779	CITYWIDE STREET RECONSTRUCTION PACKAGE 4

Funding Source Detail

		2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL
	\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$	1,250,000
		800,000		800,000		800,000		-		-		2,400,000
		-		-		-		800,000		800,000		1,600,000
		-		1,250,000		170,000		-		-		1,420,000
		478,000		-		-		-		-		478,000
		215,000		-		-		-		-		215,000
		250,000		-		-		-		-		250,000
Total	\$	1,993,000	\$	2,300,000	\$	1,220,000	\$	1,050,000	\$	1,050,000	\$	7,613,000
	\$	-	\$	700,000	\$	-	\$	-	\$	-	\$	700,000
		1,000,000		300,000		1,000,000		-		-		2,300,000
		-		-		-		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
	\$	59,766	\$	-	\$	-	\$	-	\$	-	\$	59,766
Total	\$	59,766	\$	-	\$	-	\$	-	\$	-	\$	59,766
	\$	-	\$	-	\$	-	\$	17,570,000	\$	-	\$	17,570,000
Total	\$	-	\$	-	\$	-	\$	17,570,000	\$	-	\$	17,570,000
	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	1,000,000
Total	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	1,000,000
	\$	3,400,000	\$	2,000,000	\$	3,000,000	\$	2,250,000	\$	2,500,000	\$	13,150,000
		-		-		500,000		1,000,000		500,000		2,000,000
		1,000,000		2,000,000		2,000,000		3,000,000		3,000,000		11,000,000
		-		250,000		-		-		-		250,000
		-		-		2,000,000		2,000,000		2,000,000		6,000,000
		-		400,000		-		-		-		400,000
Total	\$	4,400,000	\$	4,650,000	\$	7,500,000	\$	8,250,000	\$	8,000,000	\$	32,800,000
	\$	250,000	\$	-	\$	-	\$	1,500,000	\$	-	\$	1,750,000
Total	\$	250,000	\$	-	\$	-	\$	1,500,000	\$	-	\$	1,750,000
	\$	-	\$	241,848	\$	-	\$	-	\$	-	\$	241,848
Total	\$	-	\$	241,848	\$	-	\$	-	\$	-	\$	241,848
	\$	2,000,000	\$	-	\$	-	\$	-	\$	-	\$	2,000,000
		-		2,000,000		2,000,000		-		-		4,000,000
		-		-		-		2,100,000		2,100,000		4,200,000
Total	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	2,100,000	\$	2,100,000	\$	10,200,000

Funding Source Detail

FUNDING TYPE / PROJECT	
Sewer Fund (Interfund Transfer)	
469933	ROOT FOAMING
469981	PROGRAM MANAGEMENT - SEWER PROJECTS
469988	EAST SAN MATEO LIFT STATION
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 AND CONDITION ASSESSMENT
46T003	WWTP AND FLOW MANAGEMENT UPGRADE AND EXPANSION
46T010	WWTP IMMEDIATE ACTION PROJECTS PACKAGE 3
46T090	CLEAN WATER PROGRAM (CWP) WWTP ANNUAL MAJOR COMPONENTS
Sidewalk Repair	
463231	CITYWIDE SIDEWALK REPAIR PROGRAM
Solid Waste Fund (Interfund Transfer)	
460062	TRASH CAPTURE AT POPLAR AVENUE AND MONTE DIABLO AVENUE
46C001	SMALL TRASH CAPTURE DEVICES
South Trunk Sewer Relief Impact Fee	
46S003	BASINS 2 AND 3 COLLECTION SYSTEM IMPROVEMENTS
Street & Flood Control Bond Proceeds	
467770	CITYWIDE STREET RECONSTRUCTION FY 18-19
467773	CITYWIDE STREET RECONSTRUCTION PACKAGE 3
Transportation Development Act (TDA) Grant	
46R009	GRAMMERCY DRIVE RETAINING WALL
Traffic Impact Fees Fund (Interfund Transfer)	
466600	CITYWIDE TRAFFIC CALMING
466601	TRAFFIC MODEL UPDATE
Tree Planting Fee	
610008	TREE PLANTING - PARKS DIVISION

Funding Source Detail

	2021-22 ADOPTED BUDGET		2022-23 PLAN		2023-24 PLAN		2024-25 PLAN		2025-26 PLAN		FIVE-YEAR TOTAL	
	\$	400,000	\$	400,000	\$	400,000	\$	400,000	\$	400,000	\$	2,000,000
		5,313,909		4,711,211		3,338,266		1,673,897		1,820,800		16,858,083
		-		800,000		5,114,000		-		-		5,914,000
		10,020,000		-		-		-		-		10,020,000
		1,000,000		6,500,000		18,125,000		-		-		25,625,000
		-		100,000		125,000		125,000		105,000		455,000
		900,000		5,900,000		5,000,000		9,265,000		5,000,000		26,065,000
		800,000		-		1,820,000		-		-		2,620,000
		900,000		500,000		400,000		400,000		184,000		2,384,000
		500,000		-		-		-		-		500,000
		-		7,952,096		4,425,520		2,759,184		-		15,136,800
		5,474,517		-		-		-		-		5,474,517
		351,493		-		-		-		-		351,493
Total	\$	25,659,919	\$	26,863,307	\$	38,747,786	\$	14,623,081	\$	7,509,800	\$	113,403,893
	\$	-	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	200,000
Total	\$	-	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	200,000
	\$	250,000	\$	500,000	\$	500,000	\$	250,000	\$	-	\$	1,500,000
		500,000		250,000		250,000		500,000		750,000		2,250,000
Total	\$	750,000	\$	750,000	\$	750,000	\$	750,000	\$	750,000	\$	3,750,000
	\$	1,550,000	\$	1,250,000	\$	-	\$	-	\$	-	\$	2,800,000
Total	\$	1,550,000	\$	1,250,000	\$	-	\$	-	\$	-	\$	2,800,000
	\$	(1,650,000)	\$	-	\$	-	\$	-	\$	-	\$	(1,650,000)
		1,650,000		-		-		-		-		1,650,000
Total	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	\$	-	\$	-	\$	2,300,000	\$	-	\$	-	\$	2,300,000
Total	\$	-	\$	-	\$	2,300,000	\$	-	\$	-	\$	2,300,000
	\$	50,000	\$	150,000	\$	150,000	\$	150,000	\$	150,000	\$	650,000
		-		200,000		-		-		-		200,000
Total	\$	50,000	\$	350,000	\$	150,000	\$	150,000	\$	150,000	\$	850,000
	\$	200,000	\$	200,000	\$	200,000	\$	100,000	\$	100,000	\$	800,000
Total	\$	200,000	\$	200,000	\$	200,000	\$	100,000	\$	100,000	\$	800,000
Total	\$	52,574,766	\$	70,262,285	\$	65,937,000	\$	56,955,000	\$	27,152,000	\$	272,881,051



Unfunded Projects

Unfunded Projects

PROJECT #	DESCRIPTION
460043	KING CENTER LARGE KITCHEN
460053	PAINT EXTERIOR & INTERIOR EL CAMINO GARAGE
460054	PAINT EXTERIOR & INTERIOR MAIN STREET GARAGE
460057	CITYWIDE FIRE INTRUSION - ALARM SYS UPDRAGE
461002	NEW CORPORATION YARD FACILITY
462249	HILLSDALE CORRIDOR IMPROVEMENTS
463337	PARROTT DRIVE / ALAMEDA DE LAS PULGAS INTERSECTION RECONSTRUCTION
465157	HILLSDALE BOULEVARD / US 101 BRIDGE OVERCROSSING CONSTRUCTION
46F002	REST ROOM REFURBISHMENT PHASE V (LAKESHORE/SHOREVIEW)
46F005	PAINT EXTERIOR & INTERIOR - CENTRAL PARK GARAGE
46F006	PAINT EXTERIOR & INTERIOR - TRANSIT CENTER
46R011	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1A
46W002	STORM DRAIN CONDITION ASSESSMENT PROGRAM
610012	LAURELWOOD / SUGARLOAF OPEN SPACE
610014	CITYWIDE PARK FENCING AND STRUCTURES
610017	CITYWIDE PARK PLAY AREA UPGRADE
610019	SHORELINE PARKS
610027	CENTRAL PARK
610031	BAY MEADOWS COMMUNITY PARK
612917	PARK RENOVATION SHOREVIEW PARK MASTER PLAN AND IMPLEMENTATION
TBD	16TH AVENUE DRAINAGE AREA
TBD	19TH AVENUE DRAINAGE AREA
TBD	3RD AVENUE AND PARROTT DRIVE INTERSECTION IMPROVEMENT
TBD	3RD AVENUE / NORFOLK STREET INTERSECTION PED / BIKE ACCESS IMPROVEMENT
TBD	BIKE WAYFINDING SIGNAGE PLAN
TBD	BIO-TECH LEARNING CENTER AT MAIN LIBRARY (2ND FLOOR)
TBD	BUSINESS LIBRARY (MAIN 2ND FLOOR)
TBD	CITY HALL ACOUSTICAL ATTENUATION PROJECT - CONF A&B
TBD	CITY HALL ACOUSTICAL ATTENUATION PROJECT - IT OFFICE
TBD	CITY HALL ACOUSTICAL ATTENUATION PROJECT - LAW OFFICES
TBD	CITYWIDE PARK SIGNS
TBD	CNG METER UPGRADES
TBD	COMPLETE STREETS PLAN
TBD	CONVERSION OF PERIODICAL STORAGE AT MAIN LIBRARY (3RD FLOOR)
TBD	COUNCIL CHAMBERS BACKUP GENERATOR
TBD	COYOTE POINT DRAINAGE AREA
TBD	CREEK AND LAGOON ROUTINE MAINTENANCE PERMITTING
TBD	DESIGN AND CONSTRUCTION NEW MARINA LIBRARY BRANCH
TBD	DETROIT DRIVE DRAINAGE AREA
TBD	DOWNTOWN PARKING TECHNOLOGY PHASE II
TBD	DOWNTOWN TWINKLE LIGHT PHASE II
TBD	DOWNTOWN TWINKLE LIGHT PHASE III

Unfunded Projects

2021-22 ESTIMATED COST			2022-23 ESTIMATED COST			2023-24 ESTIMATED COST			2024-25 ESTIMATED COST			2025-26 ESTIMATED COST			FIVE-YEAR TOTAL
\$	-	\$	-	\$	400,000	\$	-	\$	-	\$	-	\$	-	\$	400,000
	-		-		214,000		-		-		-		-		214,000
	-		388,000		-		-		-		-		-		388,000
	-		200,000		-		-		-		-		-		200,000
	-		-		-		-		26,000,000		-		-		26,000,000
	-		-		1,900,000		-		-		-		-		1,900,000
	-		-		-		-		1,700,000		-		-		1,700,000
	-		-		-		50,000,000		-		-		-		50,000,000
	-		-		300,000		-		-		-		-		300,000
	-		-		-		234,000		-		-		-		234,000
	-		-		-		-		127,000		-		-		127,000
	-		2,421,000		-		-		-		-		-		2,421,000
	-		250,000		250,000		250,000		-		-		-		750,000
	-		150,000		1,250,000		4,950,000		1,655,000		-		-		8,005,000
	-		225,000		-		-		-		-		-		225,000
	-		-		-		1,000,000		1,000,000		-		-		2,000,000
	-		-		-		21,000,000		18,900,000		-		-		39,900,000
	-		4,500,000		10,000,000		9,000,000		-		-		-		23,500,000
	-		-		-		-		40,000,000		-		-		40,000,000
	-		300,000		-		-		1,200,000		-		-		1,500,000
	-		-		-		-		9,521,000		-		-		9,521,000
	-		-		-		-		11,972,000		-		-		11,972,000
	-		35,000		350,000		-		-		-		-		385,000
	-		-		-		-		370,000		-		-		370,000
	-		-		135,000		-		-		-		-		135,000
	-		-		-		54,247		-		-		-		54,247
	-		-		-		318,867		-		-		-		318,867
	-		225,600		-		-		-		-		-		225,600
	-		92,400		-		-		-		-		-		92,400
	-		92,400		-		-		-		-		-		92,400
	-		125,000		-		-		-		-		-		125,000
	-		110,000		-		-		-		-		-		110,000
	-		300,000		-		-		-		-		-		300,000
	-		-		-		670,812		-		-		-		670,812
	-		450,000		-		-		-		-		-		450,000
	-		-		-		-		17,050,000		-		-		17,050,000
	-		380,000		-		-		-		-		-		380,000
	-		180,000		100,000		3,000,000		3,000,000		-		-		6,280,000
	-		-		-		-		5,728,000		-		-		5,728,000
	-		-		110,000		574,000		-		-		-		684,000
	-		-		600,000		-		-		-		-		600,000
	-		-		900,000		-		-		-		-		900,000

Unfunded Projects

PROJECT #	DESCRIPTION
TBD	EAST 5TH AVENUE PEDESTRIAN SCALE LIGHTING
TBD	EL CAMINO REAL / 17TH AVENUE LEFT-TURN STUDY FOR 17TH AVENUE
TBD	FENCE - CONCAR - RESIDENCES ON CONNIE
TBD	FIRE STATION #27 IMPROVEMENTS
TBD	FRIENDS BOOK SHOP & CAFÉ AT MAIN LIBRARY (1ST FLOOR)
TBD	GATEWAY PARK PEDESTRIAN BRIDGE REFURBISHMENT
TBD	GRADE SEPARATION MASTER PLAN
TBD	GREEN INFRASTRUCTURE REHABILITATION
TBD	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1B
TBD	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1C
TBD	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1D
TBD	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1E
TBD	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1F
TBD	HIGH PRIORITY BICYCLE PROJECTS PACKAGE 1G
TBD	INSTALL SECURITY CAMERAS AT SELECTED PARKS
TBD	INTERSECTION IMPROVEMENTS - BARNESON AND EL CAMINO
TBD	JOB SEEKERS AT MAIN LIBRARY (2ND FLOOR)
TBD	JOINVILLE POOL REFURBISHMENTS (DECK RESURFACE ETC.)
TBD	KING POOL REFURBISHMENTS (DECK RESURFACE ETC.)
TBD	LAGOON MAINTENANCE PERMITTING RENEWAL
TBD	LAUREL CREEK DRAINAGE AREA
TBD	LOBBY ENHANCEMENT BERESFORD / KING
TBD	MAIN LIBRARY LOBBY IMPROVEMENTS (1ST FLOOR)
TBD	MAIN LIBRARY TEEN LOUNGE (3RD FLOOR)
TBD	MARINA LAGOON DREDGING
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	PATHWAY REPAIRS AT VARIOUS PARKS
TBD	PENINSULA AVENUE BIKE CORRIDOR
TBD	POLICE DEPARTMENT EXTERIOR - REDESIGN RAIN SCUPPER/PAINT MECH DECK
TBD	POLICE DEPARTMENT EXTERIOR - REPAINT DECK FENCING
TBD	POLICE DEPARTMENT INTERIOR WORK REORGANIZATION
TBD	PUBLIC WORKS ENGINEERING STANDARDS
TBD	REFURBISH/REPLACE FENCE AT JAPANESE GARDEN
TBD	REFURBISH NORTH END OF KOI POND
TBD	REFURBISH UPPER PARKING LOT AT BERESFORD
TBD	REFURBISH/REPLACE JAPANESE GARDEN FENCE (CUSTOM)
TBD	REPLACE PARKING LOT AT LAKESHORE
TBD	REST ROOM BUILDING REPLACEMENT TRINTA

Unfunded Projects

2021-22 ESTIMATED COST	2022-23 ESTIMATED COST	2023-24 ESTIMATED COST	2024-25 ESTIMATED COST	2025-26 ESTIMATED COST	FIVE-YEAR TOTAL
-	220,000	-	-	-	220,000
-	50,000	-	-	-	50,000
-	150,000	-	-	-	150,000
-	260,000	-	-	-	260,000
-	-	-	822,968	-	822,968
-	310,000	-	-	-	310,000
-	-	164,000	-	-	164,000
-	50,000	350,000	-	-	400,000
-	559,000	3,594,000	-	-	4,153,000
-	307,000	1,707,000	-	-	2,014,000
-	-	247,000	1,615,000	-	1,862,000
-	-	625,613	4,711,868	-	5,337,481
-	-	-	328,000	1,782,243	2,110,243
-	-	-	102,000	516,000	618,000
-	120,000	-	-	-	120,000
-	660,000	-	-	-	660,000
-	-	-	241,000	-	241,000
-	-	622,500	-	-	622,500
-	-	400,000	-	-	400,000
-	200,000	-	-	-	200,000
-	-	-	-	9,567,000	9,567,000
-	185,000	-	-	-	185,000
-	-	-	420,746	-	420,746
-	-	-	654,935	-	654,935
-	1,900,000	10,000,000	1,900,000	1,900,000	15,700,000
-	-	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
-	115,000	135,000	125,000	-	375,000
-	-	237,000	1,945,000	-	2,182,000
-	80,000	-	-	-	80,000
-	50,000	-	-	-	50,000
-	150,000	-	-	-	150,000
-	100,000	100,000	-	-	200,000
-	110,000	125,000	-	-	235,000
-	-	90,000	-	-	90,000
-	-	156,000	-	-	156,000
-	-	250,000	-	-	250,000
-	-	-	100,000	-	100,000
-	350,000	-	-	-	350,000

Unfunded Projects

PROJECT #	DESCRIPTION
TBD	RESURFACE MARINA LIBRARY PARKING LOT
TBD	RESURFACE PARKING LOTS AT LOS PRADOS
TBD	SAN MATEO CREEK DRAINAGE AREA
TBD	SHOREVIEW TENNIS COURTS
TBD	STORM DRAIN MASTER PLAN UPDATE

Unfunded Projects

2021-22 ESTIMATED COST		2022-23 ESTIMATED COST		2023-24 ESTIMATED COST		2024-25 ESTIMATED COST		2025-26 ESTIMATED COST		FIVE-YEAR TOTAL
-		60,000		-		-		-		60,000
-		-		150,000		-		-		150,000
-		-		-		-		2,620,000		2,620,000
-		-		140,000		-		-		140,000
-		250,000		-		-		-		250,000
\$	-	\$	16,975,400	\$	36,632,113	\$	110,018,443	\$	154,608,243	\$ 319,013,713



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 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
2. Accounting, Auditing, and Financial Reporting
3. Funding Balance and Reserve
4. Pension and Retirement Funding
5. Internal Service Fund
6. Debt
7. Revenue
8. Capital Improvement
9. Investment
10. Operating Budget

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

Accounting Standards

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).

Annual Audit

An independent certified 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.

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 City Council, citizens, and City employees to understand and utilize.

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.

Financial Policies

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, 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, 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 Reserve

The General Fund reserve will be maintained in an amount equal to at least three months of the annual General Fund operating expenditure budget. This reserve is designed to be used in the event of significant financial emergency: for catastrophic events such as an earthquake, and for service stability to moderate 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. As such, based on actual and projected General Fund revenues and expenditure trends, the General Fund Rainy Day Reserve, which is the remaining fund balance after accounting for the 25% reserve and the housing set-aside, will maintain a balance of \$30 million. This amount reflects the difference between the peak of the Rainy Day Reserve in 2018-19 of \$54 million to the projected trough of \$24 million in 2026-27.

Enterprise Fund Reserve

The City's Sewer Enterprise Fund will maintain reserves equal to four months of operating expenses.

Special Revenue Fund Reserves

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

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. Actuarial valuations will be conducted on a biennial basis consistent with accounting standards.

Financial Policies

Internal Service Fund

Vehicle and 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 department's proportionate share of estimated expenses*. Sufficient reserves will be maintained in the Replacement Fund to provide for the scheduled replacement of equipment 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 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.

*Internal service funds are allocated proportionate to the expenses with exception of the Community Development Block Grant Fund, which needs to maintain less than 10% in indirect costs. Charges may be reduced in this fund if necessary.

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 for its general obligation (GO) bonds to maintain a AAA rating, and for the Sewer Enterprise to maintain a AA-/Aa2 credit rating. The factors that contribute to the 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 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, revenue is projected using a consistent methodology based on historical averages.

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.

Financial Policies

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, planned capital improvements that may be necessary from time to time, and maintains a debt coverage ratio of at least 120% of net revenues for compliance purposes with outstanding debt covenants.

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 be comprised of all the City's funds. The City has been working toward providing a reasonable regular contribution from the General Fund to capital improvements without reducing services. The first year of the five-year CIP will be consistent with, and adopted as a component of, the annual operating budget. In the development of the Capital Improvement Program, the operating costs associated with the capital project will be projected and considered in conjunction with the CIP.

Enterprise Fund Capital Improvements

Capital Improvements funded from the Enterprise Fund shall be paid for in a 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 enterprise service 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 and available resources 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 budget document 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 be provided 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. In any budget cycle, to remain adaptable to changing economic and/or operational conditions, the City may choose to develop a one-year plan instead of a two-year budget plan.

Financial Policies

The City Manager shall annually prepare and present a proposed operating budget through two study sessions by no later than June of the prior fiscal year; and City Council will adopt said budget no later than June 30th 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

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 that have a financial impact require City Manager and 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.

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 Rainy Day Reserve will maintain a balance of at least \$30 million.
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 budgeted 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 and Equipment Replacement Fund, the City will annually budget sufficient funds to provide for the orderly replacement of the City's fleet, vehicles, computers, radios, equipment, technology infrastructure, and other major capital outlay.
Status	Met

Financial Policies

Benchmark	Through the use of the Fleet and Building Maintenance Fund, the City will annually budget sufficient funds to provide for the orderly fleet and building maintenance and repair.
Status	Met
Benchmark	A sinking fund for building component/replacement will be maintained.
Status	Annual baseline funding of \$410,000 has been provided for HVAC, roofing, floor covering, and remodel projects.
DEBT	
Benchmark	It is the City's goal for its general obligation (GO) bonds to maintain a AAA rating, and for the Sewer Enterprise to maintain a AA-/Aa2 credit rating.
Status	Met. GO Bonds rated AAA by S&P. Sewer Enterprise rated Aa2 by Moody's, AA- by S&P.
REVENUE	
Benchmark	Budgeted revenues will be estimated conservatively using accepted standards and estimates provided by the state, other governmental agencies, or reliable economic forecasters when available.
Status	Met
Benchmark	Property Transfer Tax is projected using a consistent methodology, which takes a long-term perspective to temper variance from year to year.
Status	Met. Property transfer tax is estimated at \$8.5 million from Fiscal Years 2022-26, increasing by 2% thereafter in the General Fund Long-Term Financial Plan.
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 \$2.66 million to fund streets, building components, and sidewalk repair.
Benchmark	Continue to use bond proceeds and other funding sources for capital projects.
Status	Met. Examples are streets and flood control, golf course, wastewater treatment plant, library, and fire station.
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 and available resources are equal to or exceed operating expenditures.
Status	Met
Benchmark	The City Manager shall annually prepare and present a proposed operating budget through two study sessions by no later than June of the prior fiscal year; and City Council will adopt said budget no later than June 30th 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."

In 1980, the State Legislature 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 personal 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 2021-22, as well as the total appropriations subject to the limit. The adjustment factors utilized for the fiscal year 2021-22 calculation include the growth in California per capita personal income and the population growth within the County of San Mateo. As the table demonstrates, the City's appropriations subject to the limit (\$106.6 million) are well below the appropriations limit itself (\$237.6 million).

CITY OF SAN MATEO APPROPRIATIONS LIMIT FOR FISCAL YEAR 2021-22			AMOUNT	SOURCE
A	Last Year's Limit	\$	229,376,224	2020-21 Limit
B	Adjustment Factors			
	1. Population		1.0027	CA Dept. of Finance
	2. Inflation		1.0573	CA Dept. of Finance
			1.0602	B1*B2
	Total Adjustment %		0.0602	B1*B2-1
C	Annual Adjustment	\$	13,808,449	A*B
D	This Year's Limit	\$	243,184,673	A+C
E	Tax Proceeds Subject to the Limit			
	Property Tax	\$	64,846,513	2021-22 Budget
	Sales Tax		25,154,000	2021-22 Budget
	Property Transfer Tax		8,500,000	2021-22 Budget
	Other Tax		7,157,640	2021-22 Budget
	Interest Allocation		953,744	2021-22 Budget
	Total	\$	106,611,897	
	Amount Under / (Over) Limit	\$	136,572,776	D-E

Budget Changes

Full Time Equivalent (FTE) Personnel Changes

DEPARTMENT	DESCRIPTION	2021-22
2020-21 Adjusted Budget Total		611.25
Finance	Eliminate Purchasing Coordinator	(1.00)
Human Resources	Eliminate Administrative Assistant	(1.00)
Library	Eliminate Librarian II	(1.00)
Police	Eliminate Community Services Officer I/II	(1.00)
Police	Eliminate Police Officer	(1.00)
Police	Eliminate Traffic Enforcement Coordinator	(1.00)
Public Works	Eliminate Senior Facility Maintenance Worker	(1.00)
Total Merit Changes		(7.00)
Total Per Diem Changes		1.28
Total Positions		605.53

Operating Changes

DEPARTMENT	DESCRIPTION	FUND	2021-22
Police	New Mental Health Clinician contract	General Fund	\$ 77,513
Police	Increase funding for purchase of dashboard cameras and data storage for patrol vehicles	General Fund	100,000
Police	Ongoing funding for annual service fees for Flock	General Fund	50,000
Police	Increase funding for essential training related to de-escalation, sanctity of life, crisis response and intervention, mindfulness, behavioral health, etc., consistent with Council priorities	General Fund	80,000
Public Works	New rental equipment for the Safe Streets program initiated due to COVID-19	General Fund	20,000
Public Works	New materials needed to maintain signs for the Safe Streets program initiated due to COVID-19	General Fund	20,000
Total			\$ 347,513

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 certified public 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 the City of San Mateo, this period of time is July 1 through June 30.

Full Time Equivalent (FTE)

Conversion of a position to full time equivalent. For example, one person working half time would count as 0.50 FTE; one person working full time would count as 1.00 FTE.

Fund

A separate, independent accounting entity used to set forth the financial position of operations related to the specific purpose for which the fund was created. Examples of funds used in the City of San Mateo are the General Fund, Capital Projects Fund, and Sewer Fund.

Fund Balance

The difference between assets and liabilities.

Glossary

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.

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 62 (2021)

ADOPTING THE 2021-22 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 \$200,990,594 for Operating and \$52,577,004 for the Capital Improvement Program (CIP) for fiscal year July 1, 2021 to June 30, 2022; 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.

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 \$200,990,594 for Operating and \$52,577,004 for Capital Improvement Program, for a total of \$253,567,598, for the fiscal year July 1, 2021 through June 30, 2022, 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, \$6,917,382 in operating expenditures and transfers out for fiscal year July 1, 2021 to June 30, 2022 that includes:
 - a. \$1,703,584 in salaries and benefits covering 3.0 Full Time Equivalent (FTE) merit Police Officers, 2.0 FTE merit Police Sergeant, 1.35 FTE merit Library Assistant I/II, and 0.16 FTE merit Community Services Supervisor; and
 - b. \$209,165 in operating expenditures that consist of \$64,585 in the Library Department and \$144,580 in the Parks and Recreation Department; and
 - c. \$1,993,000 in transfers to CIP that consist of \$250,000 for the Neighborhood Traffic Improvements, \$800,000 for Citywide Street Reconstruction, \$478,000 for Park Restroom Refurbishment, \$215,000 for King and Joinville Changing Room Improvements, and

Budget Adoption Documentation

Resolution No. 62 (2021)
Fiscal Year 2021-22 Operating and CIP

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- \$250,000 for Storm Drain Condition Assessment Program; and
 - d. \$339,032 in transfers to the General Fund that represents year two of ten to repay the advance funding from the General Fund; and
 - e. \$2,663,647 in debt service on street and flood control lease revenue bonds; is approved; and
- 4. The FTE positions by department as noted in the table below for fiscal year 2021-22 are hereby approved the pay period that includes July 1, 2021; and

FULL TIME EQUIVALENT (FTE) PERSONNEL	2021-22 PROPOSED BUDGET
CITY ATTORNEY	
City Attorney	1.00
Assistant City Attorney	3.00
Executive Secretary to City Attorney	1.00
CITY CLERK	
City Clerk	1.00
Assistant to the City Clerk	1.00
Deputy City Clerk	1.00
Management Analyst I/II	1.00
CITY COUNCIL	
City Council Member	5.00
CITY MANAGER	
City Manager	1.00
Assistant City Manager	1.00
Communications Manager	1.00
Economic Development Manager	1.00
Executive Secretary to City Manager	1.00
Management Analyst I/II	1.00
Sustainability Analyst	1.00

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Resolution No. 62 (2021)
Fiscal Year 2021-22 Operating and CIP

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COMMUNITY DEVELOPMENT

Community Development Director	1.00
Administrative Assistant	4.00
Administrative Technician	1.00
Associate Planner	5.00
Building Inspector I/II	6.00
Building Official	1.00
Code Enforcement Manager	1.00
Code Enforcement Officer I/II	4.00
Deputy Community Development Director	1.00
Development Review Technician	5.00
Executive Assistant	1.00
Housing and Neighborhood Services Manager	1.00
Housing Specialist I/II	1.00
Inspection Supervisor	1.00
Office Assistant I/II	2.00
Permit Center Supervisor	1.00
Plan Check Supervisor	1.00
Plan Checker I/II/Engineer	4.00
Planning Manager	1.00
Principal Planner	1.00
Senior Building Inspector	1.00
Senior Business Systems Analyst	1.00
Senior Code Enforcement Officer	1.00
Senior Development Review Technician	1.00

Budget Adoption Documentation

Resolution No. 62 (2021)
Fiscal Year 2021-22 Operating and CIP

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Senior Management Analyst	2.00
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Senior Planner	1.00
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FINANCE

Finance Director	1.00
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Accountant I/II	2.00
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Accounting Assistant I/II	6.00
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Accounting Manager	1.00
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Budget Analyst	1.00
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Budget Manager	1.00
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Management Analyst I/II	1.00
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Payroll Supervisor	1.00
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Payroll Technician I/II	1.00
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Senior Accountant	2.00
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Treasury and Debt Manager	1.00
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HUMAN RESOURCES

Human Resources Director	1.00
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Deputy Human Resources Director	1.00
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Human Resources Technician	4.00
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Senior Human Resources Analyst	4.00
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Senior Human Resources Analyst Risk Manager	1.00
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INFORMATION TECHNOLOGY

Information Technology Director	1.00
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Consulting and Applications Manager	1.00
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GIS Coordinator	1.00
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GIS Technician I/II	1.00
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IS Support Technician I/II	2.00
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Budget Adoption Documentation

Resolution No. 62 (2021)
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Network Analyst	1.00
Senior IS Support Technician	1.00
Systems Analyst I/II	3.00
Systems and Network Manager	1.00
Technical Support Supervisor	1.00
Web Specialist	1.00
LIBRARY	
City Librarian	1.00
Community Services Coordinator	0.50
Deputy City Librarian	1.00
Executive Assistant	1.00
Librarian II	8.63
Library Assistant II	8.75
Library Technology Specialist	1.00
Literacy Program Coordinator	1.00
Literacy Specialist	0.63
Senior Accounting Assistant	1.00
Senior Library Assistant	3.00
Senior Management Analyst	1.00
Supervising Librarian	3.00
Supervising Library Assistant	1.00
PARKS AND RECREATION	
Parks and Recreation Director	1.00
Administrative Assistant	1.00
Administrative Technician	1.00

Budget Adoption Documentation

Resolution No. 62 (2021)
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Business Manager	1.00
Community Services Coordinator*	4.00
Community Services Manager	1.00
Community Services Section Manager	2.00
Community Services Supervisor*	9.00
Custodian	1.00
Deputy Parks and Recreation Director	1.00
Executive Assistant	1.00
Golf Course Maintenance Supervisor	1.00
Golf Equipment Maintenance Specialist	1.00
Golf Services Manager	1.00
Irrigation Specialist	2.00
Landscape Laborer	3.00
Landscape Maintenance Worker I/II	15.00
Lead Teacher	4.00
Managing Arborist	1.00
Park and Landscape Maintenance Supervisor	1.00
Park and Landscape Manager	1.00
Program Assistant I/II	1.00
Project Manager I/II	1.00
Senior Accounting Assistant*	1.00
Senior Park Landscape Maintenance Worker	3.00
Senior Park Ranger	1.00
Senior Program Assistant	3.00

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Tree Maintenance Specialist	1.00
POLICE	
Chief of Police	1.00
Administrative Assistant	2.75
Administrative Technician	1.00
Business Manager	1.00
Community Engagement and Public Relations Coordinator	1.00
Community Service Officer I/II	4.00
Dispatch Services Supervisor	1.00
Dispatcher I/II	13.00
Executive Assistant	1.00
Facilities Coordinator	1.00
Police Captain	2.00
Police Digital Forensic Specialist	1.00
Police Evidence Analyst	1.00
Police Lieutenant	6.00
Police Officer	88.00
Police Records and Communications Manager	1.00
Police Records Specialist I/II	5.00
Police Records Supervisor	1.00
Police Sergeant	17.00
Senior Business Systems Analyst	1.00
Senior Community Service Officer	1.00
Senior Dispatcher	2.00
Senior Police Records Specialist	3.00

Budget Adoption Documentation

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Vehicle Abatement Officer	2.00
PUBLIC WORKS	
Public Works Director	1.00
Administrative Assistant	6.00
Administrative Technician	2.00
Associate Transportation Planner	1.00
Building Maintenance Supervisor	1.00
Business Manager	1.00
Central Services Worker	1.00
Communications and Public Relations Analyst	1.00
Construction Inspector I/II	4.00
Database Specialist	1.00
Deputy Director	2.00
Engineering Manager	3.00
Engineering Technician I/II	5.00
Environmental Compliance Inspector	2.00
Environmental Programs Coordinator	1.00
Executive Assistant	1.00
Facilities and Fleet Services Manager	1.00
Facility Maintenance Worker	2.00
Field Maintenance Manager	1.00
Fleet Services Supervisor	1.00
Instrument Control Technician	1.00
Junior/Assistant/Associate Engineer	12.00
Laboratory Analyst I/II	3.00

Budget Adoption Documentation

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Laboratory Supervisor	1.00
Laborer	1.00
Maintenance Planner	1.00
Maintenance Worker I/II	24.00
Management Analyst I/II	3.00
Principal Transportation Planner	1.00
Project Manager I/II	3.00
Public Works Maintenance Leadworker	3.00
Public Works Supervisor	2.00
Pump Station Mechanic I/II	2.00
Pump Station Mechanic III	1.00
Regulatory Compliance Manager	1.00
Senior Engineer	7.00
Senior Facility Maintenance Worker	3.00
Senior Management Analyst	1.00
Solid Waste and Recycling Program Coordinator	1.00
Traffic and Light Technician	1.00
Traffic Engineering Technician	1.00
Traffic Safety Worker	3.00
WWTP Electrical Technician	1.00
WWTP Maintenance Superintendent	1.00
WWTP Manager	1.00
WWTP Mechanic I/II	3.00
WWTP Mechanic III	1.00

Budget Adoption Documentation

Resolution No. 62 (2021)
Fiscal Year 2021-22 Operating and CIP

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WWTP Operations Superintendent	1.00
WWTP Operator In-Training I/II	9.00
WWTP Operator III	6.00
WWTP Shift Supervisor	4.00
Waste Management Supervisor	1.00
TOTAL MERIT FTE	510.25
TOTAL PER DIEM	95.28
TOTAL 2021-22 FTEs	605.53

*Unfunded in 2021-22 Budget

5. The City Manager is authorized and instructed to effectuate the City Budget as approved.

RESOLUTION NO. 62 (2021) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 21, 2021, by the following vote of the City Council:


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

ATTEST:

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Patrice M. Olds, City Clerk

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Eric Rodriguez, Mayor

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 64 (2021)

ESTABLISHING THE CITY'S APPROPRIATIONS LIMIT FOR FISCAL YEAR 2021-22

WHEREAS, under Article XIII B of the California Constitution and Government Code sections 7900 and following, the City is required to establish an annual appropriations limit based on revenues obtained from the proceeds of taxes; and

WHEREAS, the method and basis of calculating these limits was revised by Proposition 111, amending Article XIII B of the State Constitution, and the implementing legislation, to allow election of the basis for population adjustment between the change in population in either the city or the county and an election of inflation factor between the growth of California per capita income or the growth of nonresidential assessed valuation due to new construction in the city; and

WHEREAS, the City of San Mateo population percentage change over the prior year is 0.27 percent and the growth in California per capita personal income is 5.73 percent;

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

WHEREAS, the appropriations limit for 2021-22 is \$237,633,768 and the estimated budgeted proceeds from taxes are \$106,611,897; and

WHEREAS, in accordance with Public Resources Code section 21065, this action is exempt from review under the California Environmental Quality Act because it can be seen with certainty that it will not have a significant impact on the environment;

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

1. The City Council finds that the adjustment factors shall be based on the City's population growth and the growth in California per capita income to determine the appropriations limit for the fiscal year 2021-22.
2. The City Council approves the appropriation limit on revenue obtained from the proceeds of taxes for fiscal year 2021-22 to be \$237,633,768 using the selected adjustment factors.

RESOLUTION NO. 57 (2021) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 21, 2021, by the following vote of the City Council:

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

Budget Adoption Documentation


Resolution No. 64 (2021)
Fiscal Year 2021-22 Gann Appropriations

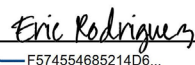
Page 2 of 2

ATTEST:

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Patrice M. Olds, City Clerk

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Eric Rodriguez, Mayor

Budget Adoption Documentation

CITY OF SAN MATEO RESOLUTION NO. 63 (2021)

APPROVING THE 2021-2026 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 2021-22 Capital Budget presented as part of the proposed budget document that was delivered to Council on June 1, 2021 included details on recommended and funded CIP projects, as well as projects without an identified funding source; and

WHEREAS, the 2021-2026 CIP includes capital projects planned for the five-year period totaling \$272,881,051; and

WHEREAS, no changes to the 2021-2026 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 2021-2026 Capital Improvement Program for the City of San Mateo, set forth in the accompanying Administrative Report and the proposed business plan document, is approved.

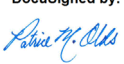
RESOLUTION NO. 63 (2021) adopted by the City Council of the City of San Mateo, California, at a regular meeting held on June 21, 2021, by the following vote of the City Council:


AYES: Council Members Rodriguez, Bonilla, Goethals, Lee and Papan

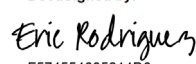
NOES: None

ABSENT: None

ATTEST:

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Patrice M. Olds, City Clerk

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Eric Rodriguez, Mayor