

CITY OF SAN MATEO

PROPOSED 2024-26 BUSINESS PLAN

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City Manager's Letter of Transmittal

Honorable Mayor and Members of the City Council:

I am pleased to present for your review and consideration the 2024-26 business plan, which includes the proposed 2024-25 budget and our financial plans for the next two years. The business plan also includes the Capital Improvement Program (CIP) for the next five years. This budget reflects our commitment to providing essential City services, investing in the community, and ensuring long-term fiscal health.

Overall, the proposed citywide budget, including both operating and capital, is $321.3 million for fiscal year (FY) 2024-25 and $315.2 million for FY 2025-26. This budget continues to provide funding for core services, Council priorities, and community needs. The five-year CIP reflects the City's commitment to improve and maintain City facilities and infrastructure, by investing $240.0 million over the next five years in capital projects. We've also made modest operating increases to enhance service levels in targeted areas, such as providing resources for emergency preparedness, affordable housing, public safety, transportation, and storm and flood controls.

The development of the proposed budget this year proved challenging as the City faces a headwind of potential economic conditions that may impact the City's overall fiscal health. Taking into account the economic impacts, such as continued high inflation and interest rates, a slowdown in the housing market, sales tax revenues flattening, and State Vehicle License Fee (VLF) revenue shortfalls, coupled with increased costs for providing city services, the loss of transient occupancy tax (Marriott), and increased unfunded pension liability costs and payments, the City's fiscal stability is threatened. Fortunately, the current Council and previous Councils' and administrations were fiscally prudent, and the City has reserves to respond to these threats short term. The reserves allow staff a runway to commence financial sustainability planning which will position the City to be resilient, ensure our ability to respond, withstand, and recover as an organization from these fiscal challenges, and continue to provide essential services to our community.

Although we are mindful of the fiscal challenges at hand, the goal of this budget message is to provide an overview of the components of the FY 2024-25 Citywide Operating Budget and the FY 2024-25 Capital Budget and Five-Year CIP. This year's budget, as in the past, focuses on weaving together the City Council priorities and the service needs of the community with the fiscal reality and challenges facing San Mateo as well as other cities within San Mateo County. The following sections of the letter of transmittal provide a summary of how that is accomplished in this year's budget and how the City plans to accomplish this in future budgets.

City Council Priorities

The City Council priorities for FY 2024-25 are part of a larger picture that starts with the City Council Vision and Strategic Direction and leads to the annual, two to five-year, and five-year plus priorities included in this budget book. Below are the City Council adopted FY 2024-25 priorities:

- Establish policies to decarbonize existing buildings and infrastructure and eliminate methane gas use by 2030.
- Create a comprehensive, ongoing Citywide Community Outreach and Engagement Program.

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- Create a Capital Infrastructure Plan or process for reinvesting in infrastructure to allow the City to evaluate City facilities and assets when upgrades are needed.
- Provide greater support to business development centers or mixed-use development areas to increase economic vitality.
- Expedite efforts to improve the stormwater collection, drainage, and storage system, including dredging the Marina lagoon.
- Explore adopting a Gardening Waste ordinance.
- Explore a resolution affirming the City's commitment to integrate new technologies, such as artificial intelligence (AI), without displacing the work force.
- Increase organizational capacity to support the Toyonaka Sister City Program within the Parks & Recreation Department and City Clerk Department.
- Conduct an Annual Transportation Review of progress on all ongoing plans, including project updates and key metrics such as City mode share, collision, and safety data.

These annual priorities are reflected in the FY 2024-25 Citywide Operating Budget and the FY 2024-25 Capital Budget. These budgets advance the priorities by investing in process improvement efforts for key programs, assessing the development of new policies, providing a comprehensive review of various infrastructure needs, and providing support to new programs and community engagement efforts where feasible.

2024-25 Citywide Operating Budget

The table below summarizes the 2024-26 business plans for Citywide operating expenditures:

CITYWIDE OPERATING BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
General Fund	$ 168.8	$ 174.6
Special Revenue and Debt Service Funds	28.7	30.0
Enterprise Funds	58.6	64.6
Total Operating Budget	$ 256.1	$ 269.2

In millions. Operating costs include debt service payments.

The City implemented a two-year budget cycle, which requires that each department submit two one-year expenditure plans and revenue estimates to the City Council for approval. Only the first year of the two-year budget will be adopted. In each alternate year, City staff makes recommendations to the City Council for amending the second-year plan.

With 2024-25 being the start of a new two-year budget cycle, the primary focus of budget development was a comprehensive review of the City's operating budget to ensure operational priorities aligned with Council priorities, as established at the Council's strategic planning workshop. Overall, the operating budget reflects the maintenance of existing service levels, with Council's top priorities funded.

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The proposed FY 2024-25 Citywide operating budget is $256.1 million, which is up approximately 7.0% over the adopted FY 2023-24 budget. This predominantly reflects the general increase in the cost of operating the City at existing service levels.

The proposed FY 2024-25 budget recommends increasing merit staffing levels by 13.0 Full Time Equivalents (FTE) for a total authorized merit staffing of 549.0 FTE. The budget funds these new positions primarily through special revenue funds, enterprise funds, and internal service funds (9.5 FTE). Impacts to the General Fund (3.5 FTE) have been carefully evaluated to provide necessary operational support and enhance organizational resilience. The additional costs associated with the new General Fund positions will largely be offset by cost recovery from other funds and the elimination of per diem positions. As a result, the net fiscal impact to the General Fund is limited.

Below is a summary of the service enhancements in this budget as outlined by functional area:

- *Police* - Funding a full-time Senior Management Analyst to enhance mental health crisis response and services, and provide essential support for civilian-response programs, such as the homeless outreach team, the other mental health clinician, and a domestic violence advocate. Additionally, five part-time Community Service Officers will enhance community services, extend unit hours, and create a recruitment pipeline from the Police Explorer program. Finally, investment in the Real-Time Crime Center system, which integrates data and real-time intelligence, will enable faster and more informed decision-making during emergencies. The benefits of this system extend beyond criminal investigations to include natural disasters, storms, floods, fires, and calls for service.

- *Parks and Recreation* -. The department is reallocating some positions to higher level positions within its existing FTE count to ensure that the positions and the Department's organizational structure can meet the needs of the community as well as the challenges of recruiting in today's job market. This includes reallocating a Project Manager to a Senior Project Manager, a Program Assistant to a Senior Program Assistant, and a Community Services Section Manager to a Community Services Manager. The department also made changes within its part time staffing to support its programming and organizational changes, including adding part-time Administrative Assistant hours in Recreation and funding for intern opportunities within departmental administration.

- *Public Works* - Adding operations and staffing resources to enhance streets, solid waste, sewer, and storm and flood control maintenance. Also funding for an organization assessment for the CIP program to be conducted in the upcoming year to improve program effectiveness and efficiency. Additionally, the Wastewater Treatment Plant (WWTP) is scheduled for full operation in 2025. To ensure the new plant is ready to function smoothly, the department needs to increase operating budget and staffing levels within the Sewer Fund. This investment will enhance operational readiness for the new Clean Water Facility.

- *Information Technology* – Funding to invest in network multi-factor authentication (MFA) to improve our cybersecurity defense; add a second ISP to provide more internet bandwidth and increase internet redundancy and reliability; and implement a Customer Relationship Management (CRM) system to improve our service request management response and tracking. The new CRM system will enable residents and businesses to report issues to the City more efficiently and effectively and track the status of their requests with greater transparency.

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- *Community Development* – Funding to allocate additional resources to manage complex development applications, growing policy workloads, and affordable housing initiatives. Resources will also be committed to implementing the newly adopted General Plan and Housing Elements in the upcoming fiscal year.
- *Library Services* - Recognizing recent challenges in recruiting and retaining part-time staff, the library is converting part-time positions to create two merit positions to better support volunteer coordination and library customer service.
- *City Clerk's Office* - Adding part-time support to enhance our capacity to address the rising volume and complexity of Public Records Act requests. This support will bolster our ability to maintain transparency and provide timely responses to our community.
- *Internal Support & Administration* – Adding resources to fully fund the adopted labor agreements for all labor groups; strengthen organizational resilience; enhance emergency preparedness and grant writing support for all City departments; augment management of the City's real property portfolio; and improve communication and community engagement.

A summary of the changes to the personnel budget, as well as all other operational increases to the baseline budget, are included in the Appendix section of this document.

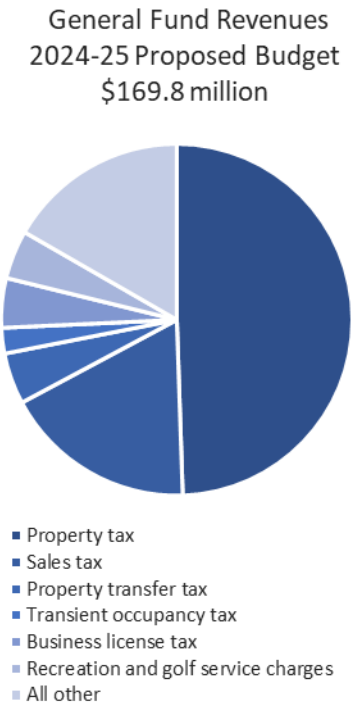
General Fund

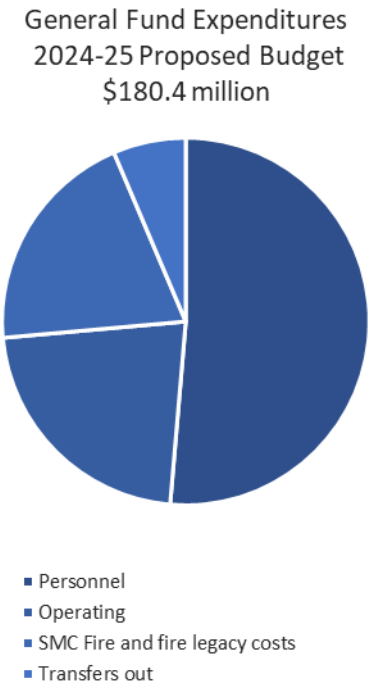
The General Fund is the primary funding source for our core services. The FY 2024-25 proposed budget, including transfers out, is $180.4 million, an increase of 5.0% over the adopted FY 2023-24 budget of $171.7 million. This increase is the result of several factors, including rising personnel costs, especially increases due to negotiated labor contracts and benefits, rising pension costs, service enhancements, and the City's continued contribution to capital projects.

The proposed budget reflects a moderate growth in most of the General Fund revenues. The revenue projection is based on the assumptions that the high inflation and interest rate environment will continue in the next two years and the property tax in-lieu of vehicle license fees (VLF) shortfalls will be backfilled by the State of California. These key assumptions are discussed in detail in the Budget Overview section of this budget document.

Due to the increase in costs and the uncertainty in some revenues, it is projected that the City will have a budget deficit of $10.6 million for FY 2024-25 and will require use of the General Fund Rainy Day Reserve to fund everything currently programmed in the budget. Even though what is currently programmed includes discretionary items, the fact remains that the City will need to begin prioritizing amongst many competing resource demands over the next few years to ensure we remain in a good financial position.

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Measure S

Measure S, the 0.25% transactions and use tax extension, generates about $7 million in tax revenue each year. This critical funding source makes a significant difference for our community by providing much-needed support for both operations and capital improvements.

The proposed FY 2024-25 budget showcases how Measure S funding is allocated to enhance our City core services and infrastructure. In addition to providing $2.3 million to support ongoing police, library, parks and recreation programs, the budget includes $3.7 million from Measure S to support CIP projects. These projects include $2.1 million for the Marina Library improvements and reconstruction, $0.6 million for the Police Station parking deck resurfacing, $0.5 million for the Quick-Build Program to improve bike and pedestrian safety, $0.4 million set-aside for synthetic turf field replacement, $0.3 million for replacement of the Bermuda Drive Bridge, and $0.3 million for the Gateway Park Pedestrian Bridge improvements. On May 16, 2024, the Measure S Oversight Committee reviewed and recommended the Measure S 2024-25 budget, which has been incorporated in this proposed budget document.

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2024-25 Capital Budget and 2024-29 Five-Year Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) for FY 2024-25 totals $65.2 million. Major projects include the Clean Water Program, Smooth Streets Program, storm and flood control improvements, roadway safety and bicycle/pedestrian initiatives:

Clean Water Program - The City continues to move closer to completion of the $1 billion Clean Water Program where tremendous progress has been made to upgrade and expand the wastewater treatment plant and the collection systems to provide high-quality services to our community for decades to come. This program leveraged low interest loans with the Environmental Protection Agency (EPA) through the Water Infrastructure Finance and Innovation Act (WIFIA) and the State of California's State Revolving Fund (SRF) loans to save rate payers over $170 million compared to issuing debt through the municipal bond market.

Smooth Streets Program – The City will continue to commit $8 million annually as part of the ongoing program to expedite street resurfacing and reconstruction. This program is funded partially by Measure S, and special revenues such as gas tax, Measure A, Measure W, and Road Maintenance and Rehabilitation Account (RMRA) funds.

Storm and Flood Controls – In January 2024, the Community Flood and Storm Protection Fee Ballot Measure was approved by property owners, passing with 51.78% of the vote. This measure will generate approximately $4 million annually in stormwater fee revenue, providing consistent and sustainable funding for significant improvements to our stormwater system. The new funding will be allocated to immediate storm preparedness and mitigation improvements, the development of a stormwater master plan, and capital projects aimed at enhancing our stormwater infrastructure.

Bikeway and Pedestrian Improvements - Our 2024–29 CIP allocates $12.7 million for bikeway and pedestrian capital improvements over the next five years. In the upcoming fiscal year, we are committing $3.0 million to these initiatives, including $1.6 million for safe routes to school projects and $0.5 million for the Quick Build Mobility Program to enhance bike and pedestrian safety.

In addition to these major initiatives, we have several other important capital and infrastructure projects programmed in the budget for FY 2024-25. Some of the notable projects include:

- *Marina Library Branch Reconstruction Project* – Investing an additional $2.1 million from Measure S funding and $1.7 million in grant funding to fix the Marina Library structural issues and make improvements and renovation. The total project will cost $7.6 million. This project is 2/3 funded by grants and 1/3 by city funds. Our investment today will ensure our residents have a great library facility to enjoy and benefit from for years to come.
- *Bermuda Drive Bridge Replacement Project* – The existing bridge, built in 1954, has structural and seismic deficiencies. Replacing the bridge will ensure a safe and reliable route for residents and other users of the roadway. In the upcoming fiscal year, $6.1 million grant funds and $2.7 million from gas tax, Measure S and Measure A funds will be programmed into the project. This funding will advance the project from pre-project planning into the construction phase, addressing a critical infrastructure need for our community.

- *Citywide Facilities Conditions Assessment* - The purpose of this Citywide program is to evaluate each City owned facility on an individual basis, analyze potential issues with the physical conditions, develop cost estimates and use that information to prioritize maintenance and repairs in the most efficient manner. The assessment is scheduled to be accomplished within fiscal year 2024-25.
- *Central Park Playground* - The Central Park Master Plan outlines a long-term conceptual plan to make incremental improvements to the park; including a new plaza and underground parking at the 5th Avenue side of the park, relocated tennis courts, a new community event building, new picnic pavilion, and renovations to the existing children's playground area. Due to its age and condition, the renovations to the children's play area were always anticipated to be the first phase of the project. Phase 1 includes a new "Adventure Village" playground design that incorporates the natural character of Central Park while the magical forest inspires creative and imaginative play, a new restroom building that will serve both the playground area and the future tennis courts as well as a new picnic shelter with BBQ's.
- *Development of a Citywide Stormwater Master Plan* – The City's last Storm Drain Master Plan (SDMP) was drafted in 2004 and many of the improvements identified in the SDMP were not completed due to insufficient funding resources. The recent passage of the Community Flood and Storm Protection Fee provides the City with the financial means to revisit and update the SDMP and begin implementation of necessary storm system improvements.
- *Parks and Recreation Projects* - Additional funding for park improvements. This includes improving our sport courts, replacing and updating playground equipment to ensure safe and engaging play areas for children, and renovating park restrooms to improve cleanliness and accessibility for all visitors.

These projects are a testament to the investment and commitment we make to our community even as we face economic and revenue uncertainties. These priority projects, along with other major capital investments, are discussed in detail in the Capital Improvement Program section of this budget document.

Fiscal Reality and Challenges

While we prioritize Council goals and community needs, this budget is developed amidst a complex financial environment. We must acknowledge the current fiscal realities, including high inflation, a tight labor market, a slowdown in the housing market, and potential revenue shortfalls. Uncertainties related to our tax revenues raise concerns about our financial sustainability. Additionally, we also face increasing costs to provide services, ongoing pension obligations, and funding limitations for CIP projects.

Tax Revenue Uncertainties

San Mateo relies on tax revenues to fund our core services. Although secured property tax remains a stable revenue source, this revenue base is projecting a moderate 3.5% and 4.0% annual growth for the next two years.

Sales tax, as the City's second largest tax revenue, is projected to stay flat with a moderate 1-2% annual growth. Due to a major hotel closure, the City is projecting to lose $3.0 million annually in Transient Occupancy Tax (TOT), projecting an annual TOT at $4.0 million in FY 2024-25. Property transfer tax fluctuates with economic conditions. Due to high interest rates and a cooling housing market, property transfer tax is anticipated to stay flat with an $8.0 million revenue projection for the upcoming year.

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Another major uncertainty we face is the State's property tax in-lieu of vehicle license fee (VLF). VLF is a key component of the City's property tax revenues, making up roughly 18% of our total property tax revenues, and about 10% of the total General Fund revenues. The absence of reliable funding sources for VLF from the State of California has become a major threat to the City's fiscal sustainability.

The City's FY 2024-25 proposed budget assumes that the State will eventually honor its VLF obligations. Our share of the FY 2022-23 county-wide VLF shortfalls is $4.2 million, and we expect this to be backfilled in FY 2024-25. However, if this assumption does not hold, the General Fund's FY 2024-25 budget deficit will increase from the current $10.6 million to $14.8 million. Furthermore, if the State budget deficit situation does not improve, our share of the FY 2023-24 VLF shortfalls ($6.6 million) will be at risk, potentially pushing the City's projected FY 2025-26 budget deficit from the current $12.5 million to $19.1 million.

Pension Costs

Pension obligations have placed a significant strain on our budget. CalPERS pension contribution requirements have increased significantly over the years due to a number of factors, including CalPERS lower-than-expected investment returns and changes in actuarial assumptions. The City's unfunded pension liability is nearly $300 million. Citywide pension costs are expected to go up in FY 2024-25, primarily due to the CalPERS's investment loss of -7.5% in FY 2022. This will add an additional $2 - $10 million per year to the City's pension costs, as compared to that for 2023-24. As such, we are required to make additional payments through FY 2030-31, after which pension requirements are expected to gradually ramp down, provided CalPERS can achieve its 6.8% annual investment return target for future years.

To demonstrate the impact of these increases on General Fund operations, the table below compares expected pension expenditures over the next ten years with our projected sales tax revenue, which is the second largest General Fund revenue source.

Table 1: Comparison of General Fund 10-Year Pension Costs and Local 1% Sales Tax Projection (in millions)

FISCAL YEAR	GENERAL FUND PENSION NORMAL COSTS*	GENERAL FUND PENSION UAL REQUIREMENT**	GENERAL FUND TOTAL PENSION COSTS	PROJECTED 1% SALES TAX REVENUE	GENERNAL FUND TOTAL PENSION COSTS AS % OF SALES TAX
2023-24	$5.9	$17.4	$23.3	$22.5	104%
2024-25	$5.9	$19.4	$25.3	$22.5	112%
2025-26	$5.9	$20.2	$26.1	$23.0	114%
2026-27	$6.0	$21.6	$27.6	$23.4	118%
2027-28	$6.0	$22.7	$28.7	$23.9	120%
2028-29	$6.0	$24.9	$30.9	$24.4	127%
2029-30	$6.0	$25.5	$31.5	$24.9	127%
2030-31	$6.0	$26.1	$32.1	$25.4	127%
2031-32	$6.0	$25.4	$31.4	$25.9	121%
2032-33	$6.0	$25.2	$31.2	$26.4	118%

* Pension normal cost presents the annual cost of providing pension benefit for active employees based on their one-year service.
**UAL (Unfunded Actuarial Liability) requirement is the annual payment based on the amortized dollar amount of the City's unfunded pension liability.

As the table indicates, our entire local 1% sales tax will not be sufficient to cover the General Fund's share of the annual pension contribution requirement. This example demonstrates the type of pressure the increase in pension expenditures will put on the General Fund and City operations, as these expenditures are consuming an increasing share of our overall operating revenues and limiting our ability to make new service-level commitments.

Aging City Facilities and Infrastructure

We all know that parks, open space, playgrounds, libraries, vibrant recreation facilities, smooth and safe streets, storm and flood controls, and clean water infrastructure are essential for a thriving community. The City is committed to continuing to invest in our infrastructure and improve our facilities to a level the community deserves. However, maintaining and improving our aged City facilities and infrastructure requires significant funding, and right now, our resources are limited.

Streets and Transportation

Currently, we rely on special revenue sources (Gas Tax, Measure A, Measure W, Measure M, and RMRA) totaling $8.3 million annually to fund streets and transportation projects. However, the Smooth Streets Program alone requires annual funding of $7.8 to $8.0 million, leaving little for other critical projects. To address the funding gap, we often turn to the General Fund and Measure S for extra funding support. This may become more and more challenging as the General Fund itself is experiencing a significant budget deficit.

Aging City Facilities

The General Fund, which supports all City facility repairs and improvements, faces increasing pressure. Although General Fund and Measure S combined provide $7.25 million annually to fund CIP projects, it is still not enough to meet all the needs.

Many City facility projects were put on hold or deferred due to funding issues, such as improvement projects for the 2nd and El Camino Real parking garage, structural repair of the Main Library Garage, waterproofing and painting the Main Street, Central, and Transit Parking Garages, all of which highlight the significant need related to City facilities.

Although funding is a challenge, I believe, by working collaboratively, exploring funding options, and prioritizing needs, we can create a plan to build the infrastructure and facilities our community deserves. To ensure we're investing wisely, during FY 2024-25, the City will conduct a comprehensive Citywide facilities assessment. This assessment will help us understand our facilities' condition, prioritize needs, and develop a strategic plan for investing in and protecting our facilities. We will keep you updated on the results of the Citywide facilities assessment and future plans.

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Ongoing Fiscal Sustainability Actions

Our City has a proud tradition of fiscal responsibility. I appreciate the City Council's prudent fiscal discipline, which has led us to a strong financial position. Thanks to careful and proactive planning, we've built a strong financial position with healthy reserves. This financial prudence allows the City to maintain current service levels, invest in necessary improvements, and continue funding important capital projects for the upcoming fiscal year without having to take drastic measures in response to the current revenue uncertainties.

However, the City's General Fund ten-year forecast, which is included in this proposed budget, has highlighted the long-term financial challenges we face.

Table 2: General Fund Ten-Year Forecast – Middle-Ground Scenario (in millions)

		10-YEAR FORECAST									
GENERAL FUND	2024-25 Proposed	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Total Revenues	**169.8**	**173.0**	**176.1**	**181.1**	**186.2**	**191.4**	**197.0**	**202.9**	**209.1**	**215.6**	**222.3**
Operating Expenses	168.9	174.6	177.1	182.1	188.0	192.5	197.1	200.5	204.5	207.6	211.5
Transfers to CIP	8.1	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3
Transfers Out - Debt Service & Other	3.5	3.5	3.4	3.4	3.4	3.0	3.0	3.0	3.0	3.0	3.0
Total Expenditures	**180.4**	**185.3**	**187.7**	**192.8**	**198.7**	**202.8**	**207.4**	**210.8**	**214.8**	**217.9**	**221.8**
Surplus / (Deficit)	(10.6)	(12.3)	(11.6)	(11.7)	(12.5)	(11.4)	(10.3)	(8.0)	(5.8)	(2.3)	0.4
General Fund - Beginning Fund Balance	109.8	99.2	86.9	75.3	63.6	51.1	39.6	29.3	21.4	15.6	13.3
General Fund - Ending Fund Balance	$99.2	$86.9	$75.3	$63.6	$51.1	$39.6	$29.3	$21.4	$15.6	$13.3	$13.7

The forecast, based on the middle-ground forecasting scenario, assumes that the State and the County will reach an agreement to fix the VLF funding issue, making VLF revenues more reliable, while potentially reduced. Under this scenario, the City can maintain its service levels for a few more years. However, as the table shows, in four years, if economic conditions do not improve and no actions are taken to address the budget imbalance, we may risk depleting the General Fund Rainy Day Reserve. Furthermore, our General Fund balance may fall short of maintaining the 25% operating reserve.

To balance the budget, the strategy is straightforward – increase revenues and/or reduce spending. Given the current economic conditions and unresolved VLF shortfall issue, our revenues are expected to remain flat with only moderate annual growth. This growth will be insufficient to keep pace with our expenditures. To maintain the City's fiscal sustainability, we should start planning for potential actions, which may include reviewing and optimizing the current cost recovery plan, seeking grant funding, assessing new revenue opportunities, and considering potential future revenue ballot measures. Furthermore, the City may employ citywide cost containment strategies to reduce expenses, such as reducing discretionary spending, cutting non-essential programs, implementing hiring freezes, eliminating current vacancies and reducing future vacancies through attrition, and/or implementing furloughs with corresponding service reductions. Additionally, investment in capital projects may be reduced or deferred.

Several variables will impact our financial outlook in the coming years. If the housing market rebounds, our tax revenue forecast may improve. If inflation returns to the Federal Reserve's 2% target, it will ease some of the rising cost pressures we are currently facing. And we will continue to advocate for VLF funding and look for a long-term solution. While we must be prepared for the worst, we hope that these factors, especially the VLF funding issue, will turn in our favor.

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Future of San Mateo

Despite the financial challenges we are currently facing, I am confident that we will overcome the obstacles and emerge stronger. San Mateo is a wonderful place to live and work. Its central location on the Peninsula, its diversity and high quality of life with well-maintained parks, excellent schools, and a safe environment continue to make it an exceptional city. I firmly believe in the potential of San Mateo and am optimistic about our future. Together, we can navigate through these difficulties and continue to make our community better for everyone.

In that vein, as your City Manager, I have outlined five operational priorities, in alignment with the City Council Vision and Strategic Direction, designed to prepare this organization to serve the City and its residents better now and into the future. These five priorities include:

Attract and Retain Staff

The greatest resource our City has is our staff. Over the past few years, we have experienced significant turnover. Finding new staff, providing the training and opportunities they need to be successful, and keeping the staff we have has proven to be very challenging. Establishing a stable City work force has been my focus since I came on board in 2023 and will continue until we are adequately staffed to provide efficient and effective service levels to meet the needs of our community.

Improve Communications and Community Engagement

It is my goal to provide proactive communications that result in effective collaboration between the City and the community. Not only is it our duty to inform the community, but it is our duty to listen to the community and be caring and responsive. We must be transparent and inclusive in our efforts to engage with the community and support people of all backgrounds. We have launched a campaign to make this happen, including mailing newsletters to the entire community, issuing weekly electronic newsletters, increasing our messaging on social media, translating our messages in Spanish, and working on Diversity, Equity and Inclusion initiatives that bring new voices to the table.

Land Use

With the recent passage of our Housing Element and General Plan 2040, we are now concentrating our efforts on implementation of the Council and community vision for our future. With a focus on economic vitality and the housing goals of protection, preservation, production, promotion, and affirmatively furthering fair housing, we hope to achieve our land use goals as expeditiously as possible. Furthermore, staff will be educating and informing the community on a potential land use ballot measure for the November 2024 election to have the General Plan and Housing Element reach its envisioned full potential.

Capital Improvement Program (CIP)

As stewards of our city, we must reinvest in our infrastructure. Along with retaining the necessary resources and staffing to achieve our CIP goals, we must assess our facilities and establish maintenance programs to protect our investment in our infrastructure. We must position our CIP program to efficiently and effectively deliver much needed infrastructure projects. Funding this effort is a challenge, and we will need to identify future funding sources to ensure we can accomplish this goal.

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Financial Sustainability

In the upcoming year, we must prioritize financial sustainability to ensure long-term financial health for the City. While current reserves are strong, long-term forecasts show budget challenges. We need to explore opportunities for revenue growth and implement cost-saving measures to maintain essential services and build a healthy financial future for the organization.

Closing Remarks

I am honored to serve as your City Manager and incredibly excited about the future of the City of San Mateo. Our city is brimming with energy and potential, with exciting development projects underway and a vibrant community spirit. Through the budget process, it is my goal to provide you with a thoughtful, strategic, and informative budget plan that aligns with the City Council's priorities and addresses the community's needs. I'm also tremendously proud of the work we have done to prudently utilize our resources to provide a great level of service to our community while building a level of resiliency to withstand the challenges we face. I am grateful for Council's support as we have opted to maintain our service levels with enhancements in targeted areas and to continue to invest in our community in the face of financial uncertainties, all while remaining committed to creating better sustainability in the long term.

The development and delivery of the proposed budget to the Council is the culmination of months of work from staff throughout the organization, and it is a true team effort. 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 my executive team, along with their respective staff members, for their efforts in supporting the budget development process. My thanks also go to the members of the Finance Department, Finance Director Karen Huang, Deputy Director of Finance Abby Veeser, Budget Manager Renee Halcon, Senior Accounting Assistant Samantha Wong, and Accounting Assistant Christopher Chau, who drove the process to develop the budget and prepare this budget document. Finally, I commend Public Works Director Matt Fabry, Deputy Director of Public Works Deryk Daquigan, and Business Manager Jamie Perez for their overall management of the capital budget and long-term capital plan.

Respectfully submitted,



Alex Khojikian
City Manager



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 reducing 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

Items to be Completed within the Fiscal Year:

- Establish policies to decarbonize existing buildings and infrastructure and eliminate methane gas use by 2030
- Create a comprehensive, ongoing Citywide Community Outreach and Engagement Program
- Create a Capital Infrastructure Plan or process for reinvesting in infrastructure to allow the City to evaluate City facilities and assets when upgrades are needed
- Provide greater support to business development centers or mixed use development areas to increase economic vitality
- Expedite efforts to improve the stormwater collection, drainage, and storage system, including dredging the Marina lagoon
- Explore adopting a Gardening Waste ordinance
- Explore a resolution affirming the City's commitment to integrate new technologies, such as artificial intelligence(AI), without displacing work force
- Increase organizational capacity to support the Toyonaka Sister City Program within the Parks & Recreation Department and City Clerk Department
- Conduct an Annual Transportation Review of progress on all ongoing plans, including project updates and key metrics such as City mode share, collision and safety data

Items to be Completed within 2 to 5 Years:

- Consider the adoption of wage theft protections
- Integrate master plans to increase efficiency and community impact
- Design and implement capital improvements for permanent street closure
- Initiate a Community Budget Process for anticipated revenue from Measure CC
- Remove North Shoreview from FEMA Flood Assessment
- Explore the establishment of Property-Based Improvement Districts
- Explore the implementation of a Customer Response Management or 311 system
- Enhance city-wide disaster response and emergency preparedness
- Implement the adopted General Plan
- Implement Housing Element Policies
- Address structural issues at the Marina Library
- Reconstruct all failed streets in San Mateo by 2026
- Replace all remaining high voltage circuits to improve safety and reliability of the street light system
- Implement a robust, year-round Downtown Activation Program as part of our core City services
- Prioritize planning, design, construction and maintenance of rapid safety improvement projects citywide and ensure there is a reliable City fund for long term success
- Explore piloting a City Grant Fund
- Improve and strengthen democratic systems and decrease polarization
- Work with schools, community colleges, businesses, and other organizations to expand youth and senior workforce development & civic leadership opportunities
- Deliver the Clean Water Program

Items to be Completed in 5 or More Years:

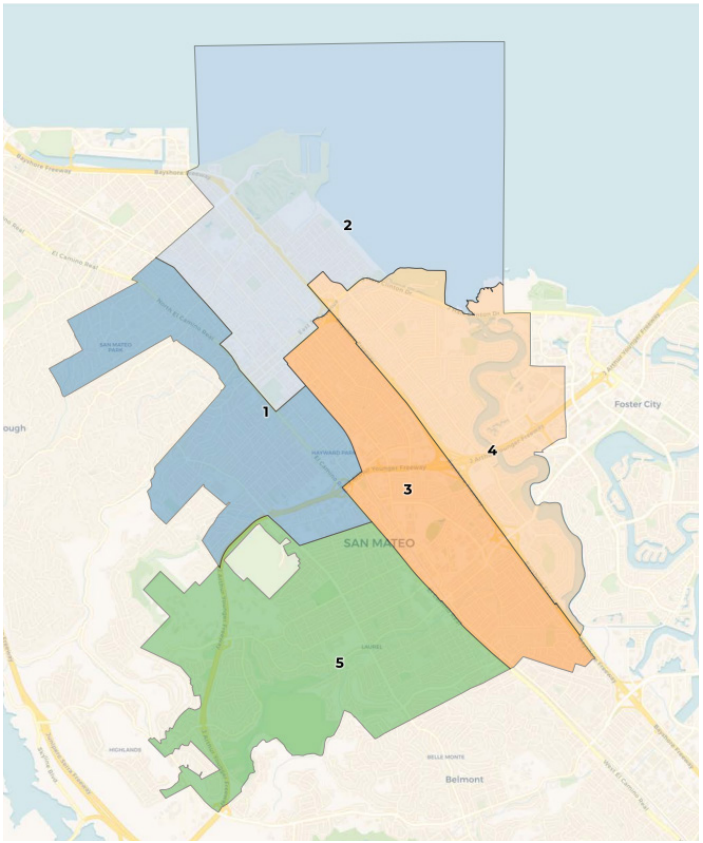
- Implement Library Space Master Plan
- Implement the Central Park Master Plan
- Expedite efforts to improve the stormwater collection, drainage, and storage system, including dredging the Marina lagoon
- Implement a Green Fleet by 2030
- Expedite efforts to provide high quality effluent from the wastewater treatment plant upgrades to support the future production of potable water
- Minimize impacts to residents from train horn noise at City at-grade crossings
- Study resource feasibility for the downtown grade separations and long-term train corridor improvements
- Improve traffic flow on 19th Ave and Fashion Island Boulevard from Grant to Mariners Island Boulevard
- Complete all High and Medium-High priority projects in the 2020 Bicycle Master Plan and the Pedestrian Master Plan with the goal of prioritizing quick-build projects where feasible


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 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 City shifted from Council members being elected at-large to districts beginning in the November 2022 election, where three of the five districts were open. The remaining two districts will be open for election in November 2024. 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 Characteristic

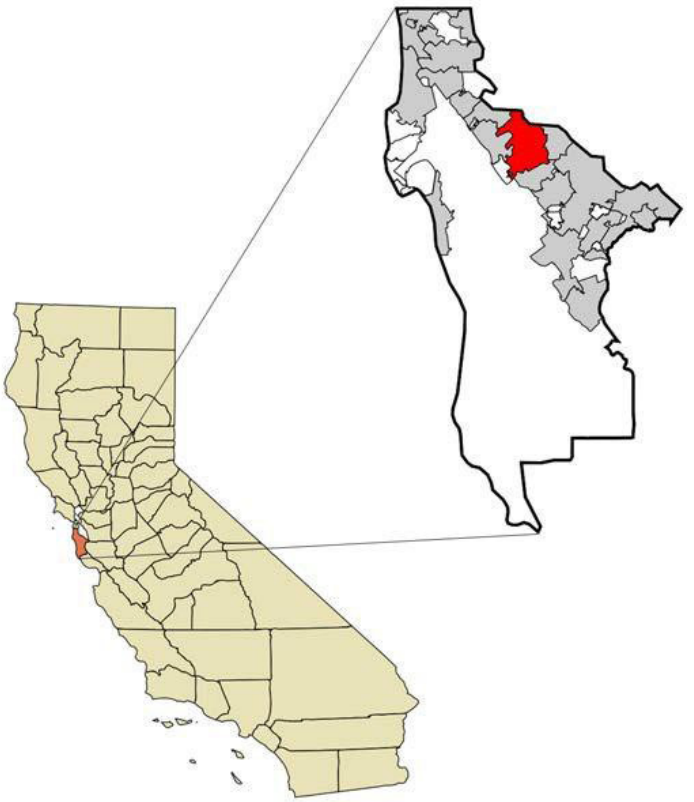
Based on the California Department of Finance, the City's population as of 2024 was just over 103,000, which represents about 15.20% of the countywide population. Also based on the most recent U.S. Census data, per capita personal income for San Mateo residents was $78,990, which is slightly above the amount for San Mateo County as a whole ($77,741) and well above the value for the State of California ($45,591). According to the Employment Development Department, the City's unemployment rate is 3.3%, which is the same as the County's unemployment rate at 3.3%.

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

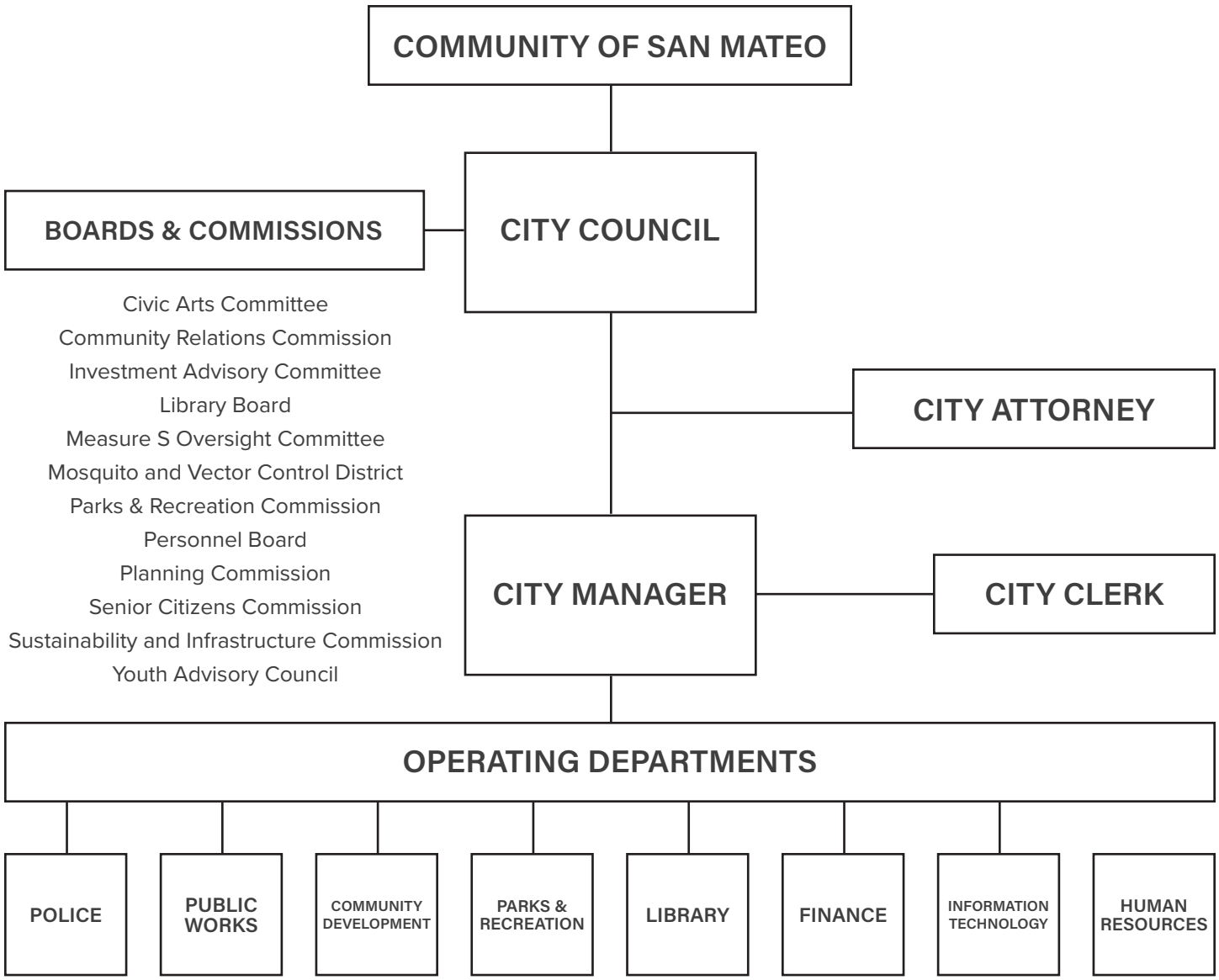
Capital Assets
6 Community Centers
3 Libraries
35 Parks
1 Golf Course
1 Police Station
6 Fire Stations
204 miles of streets / 7,500 street lights
260 miles of sanitary sewers
148 miles of storm drains

Median Age of Residents
38.0

Public School Enrollment
19,554

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

City Organizational Chart



City Council

Mayor	Lisa Diaz Nash
Deputy Mayor	Rob Newsom Jr.
Council Member	Adam Loraine
Council Member	Rich Hedges
Council Member	Amourence Lee
City Manager	Alex Khojikian
City Attorney	Prasanna Rasiah

Department Heads

Assistant City Manager	Christina Horrisberger
City Clerk	Martin McTaggart
City Librarian	James Moore
Community Development Director	Zach Dahl
Finance Director	Karen Huang
Interim Human Resources Director	Shawnna Maltbie
Information Technology Director	Pete Owen
Parks and Recreation Director	Joanne Magrini
Police Chief	Ed Barberini
Public Works Director	Matt Fabry

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

2024-25 Budget Development Process

The development of the 2024-25 budget began in the second half of calendar year 2023, with the department heads having scoping meetings with the City Manager to discuss their plans, at a high level, for operating budget adjustments for the upcoming business plan. Once these scoping meetings are concluded, departments submit their initial baseline budgets and requests for service level adds to the City Manager for review and approval. As 2024 got underway, the focus shifted to baseline operating budget reviews, evaluation of service level add requests, and identification of available capacity for service level adds. In late-January, Finance staff provided a comprehensive fiscal update to Council to set expectations on capacity for service level increases. Subsequently, Council held its strategic planning workshop, which provided direction on priorities for new initiatives in the operating budget.

Second half of the calendar year Finance meets with the CIP Committee, consisting of the City Manager, Assistant City Manager, Finance Director, Public Works Director, and Parks and Recreation. The meetings consists of evaluating the status of the currently budgeted projects in the 5-year CIP, inventorying all existing unfunded projects, and identifying any new capital requests. Once that was completed, the departments, primarily Public Works and Parks and Recreation, updated cost estimates for all existing projects, funded and unfunded, and established initial estimated 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 2024-29 5-year CIP.

In mid-April, staff presented to City Council with a preview of the recommended budget which primarily focused on General Fund revenues, the long-term financial plan, and pension related costs along with a preview of the 2024-29 CIP 5-year plan. Staff incorporated Council feedback and finalized numbers for the 2024-25 budget, which included five year financial plans for each of the applicable funds. Attention then turned towards the design and creation of the budget document. The proposed 2024-25 budget was delivered at the first City Council meeting in June and public hearings were held and the final budget adopted before June 30.

GFOA Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of San Mateo
California

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrill

Executive Director

CSMFO Budget Award

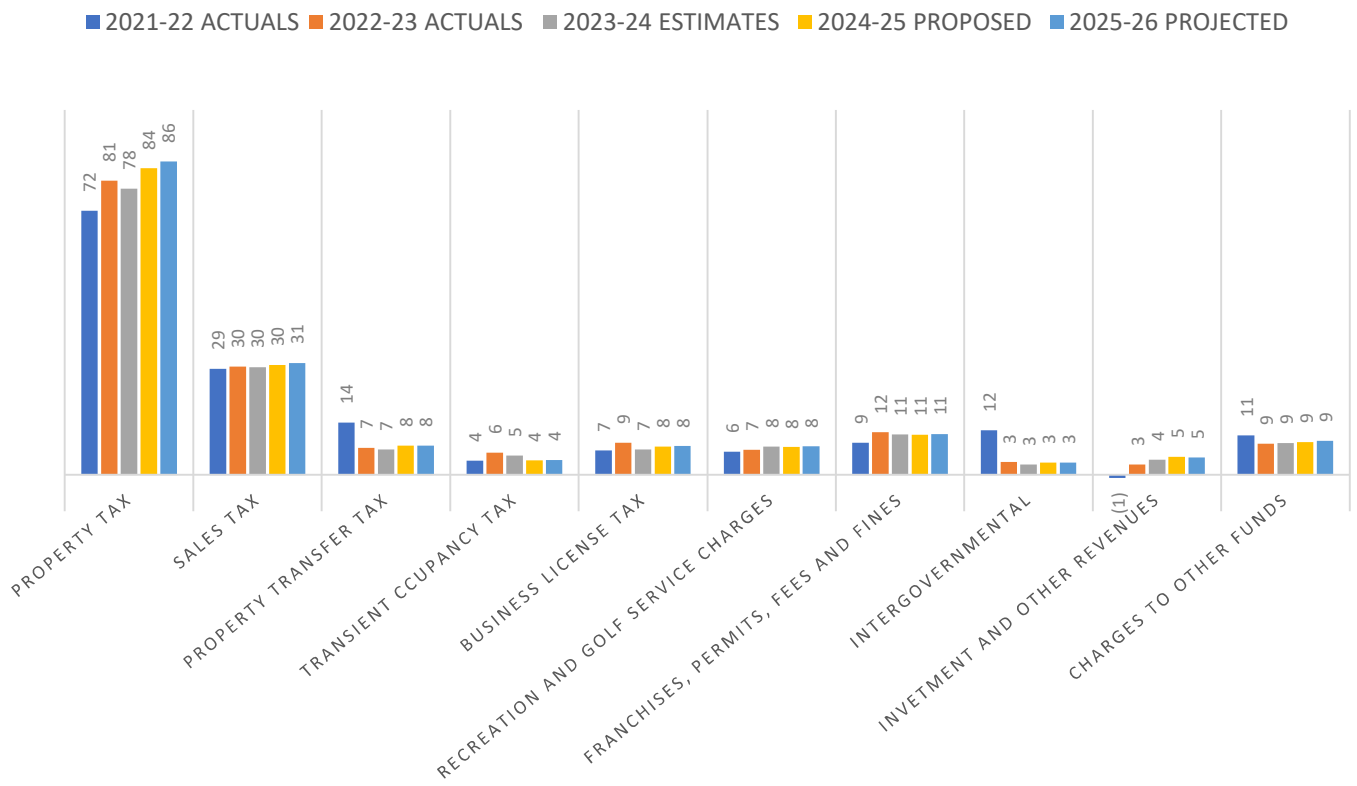




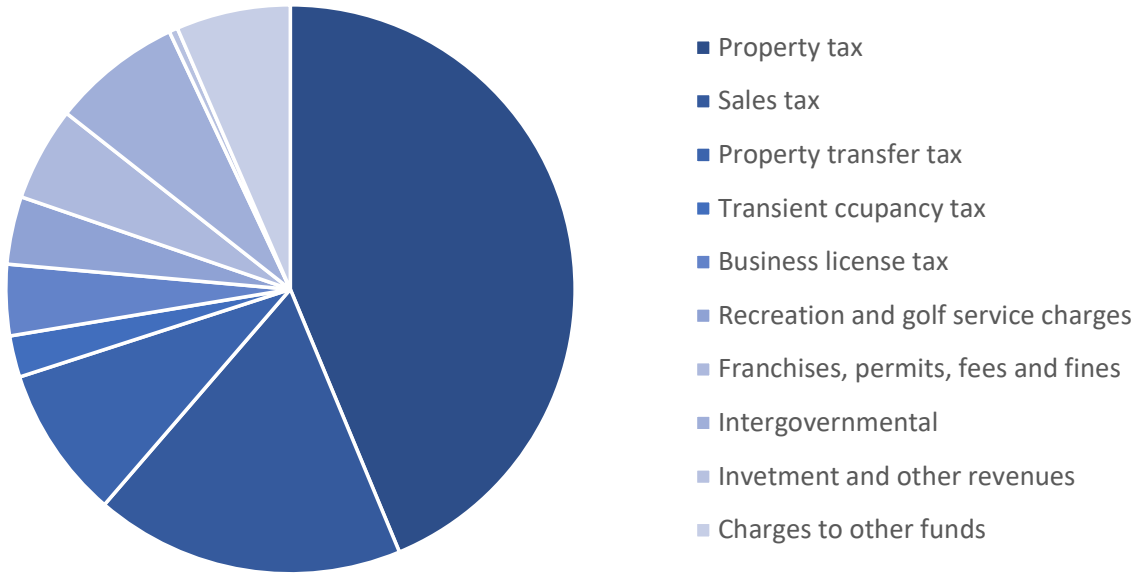
Financial Trends

General Fund Revenues

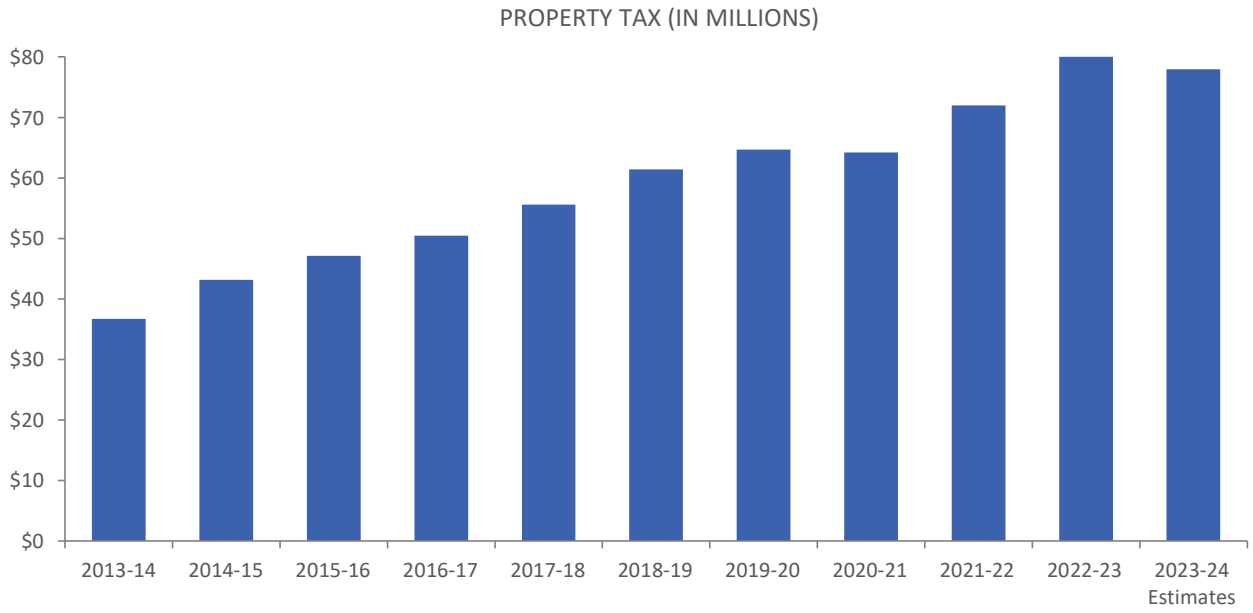
5-YEAR TREND - GENERAL FUND REVENUES BY CATEGORY (IN MILLIONS)



FY 2024-25 GENERAL FUND REVENUES $169.8 MILLION



Major General Fund Tax Revenue



MAJOR GENERAL FUND TAX REVENUES: PROPERTY TAX

Property tax is the General Fund's largest and most stable revenue source and is driven by growth in property assessed value. The City's assessed valuation attributable to the General Fund is heavily weighted toward residential properties at about 80%. As shown in the table below, the City's assessed value (AV) has experienced strong growth, increased an average of 6.6% annually, over the last 13 years. It went from a low of 2.6% in fiscal year (FY) 2013 and a high of 8.5% in FY 2016. However, due to high interest rates, AV growth has showed sign of slowing dow, reflected in the 5.5% growth for FY 2023-24 and a latest projection of 3.5% growth in the upcoming fiscal year.

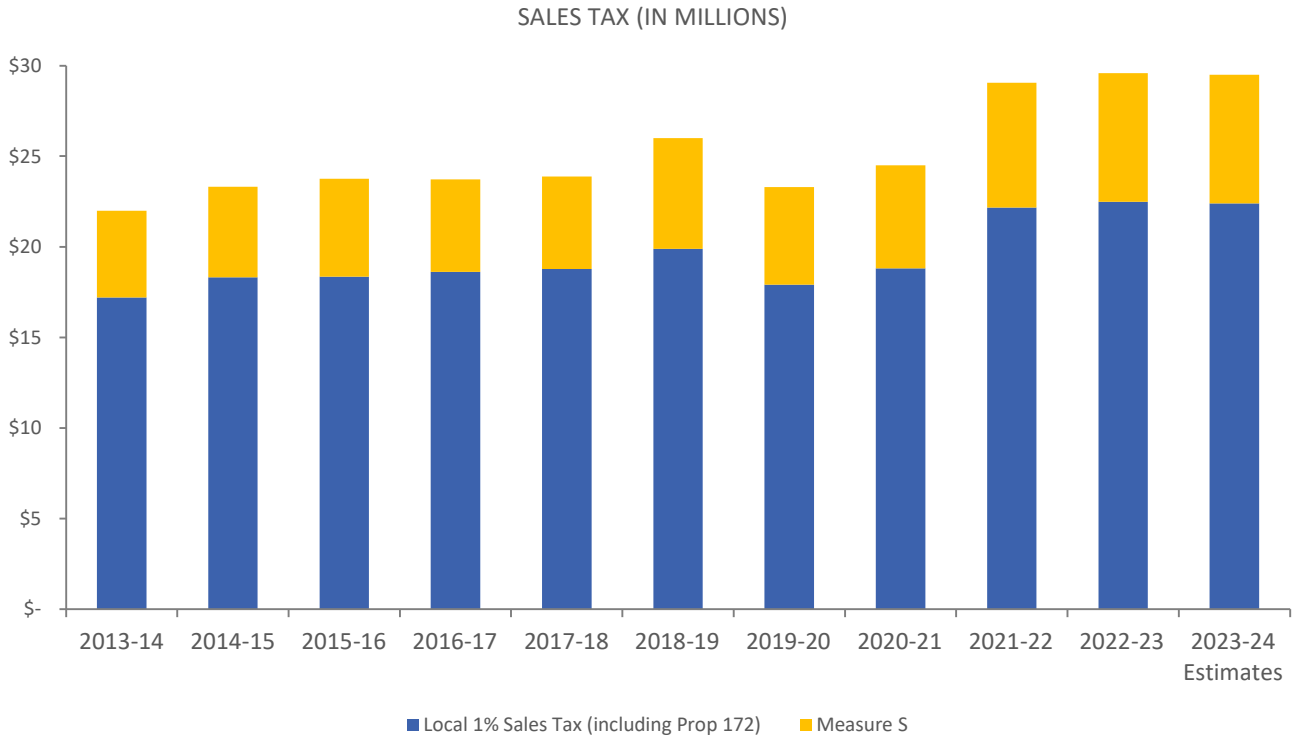
One of the kep components of property tax revenues is property tax in lieu of vehicle license fees (VLF). Funding for VLF continues to be threatened as the VLF shortfall increases. And State backfill remains uncertain. The State proposed budget for FY 2024-25 did not include a line item to backfill the local VLF shortfalls. The County of San Mateo and local cities will continue to work together to advocate for the State to honor its VLF obligations.

Staff will continue to monitor the issue and update the long-term financial plan accordingly as more information become available.

CHANGES IN ASSESSED VALUATIONS

FISCAL YEAR ENDS JUNE 30	% CHANGE FROM PRIOR YEAR
2013	2.6%
2014	7.0%
2015	7.4%
2016	8.5%
2017	7.7%
2018	8.4%
2019	8.4%
2020	7.6%
2021	7.5%
2022	3.5%
2023	8.1%
2024	5.5%
2025	3.5%
Average	**6.6%**

Major General Fund Tax Revenue



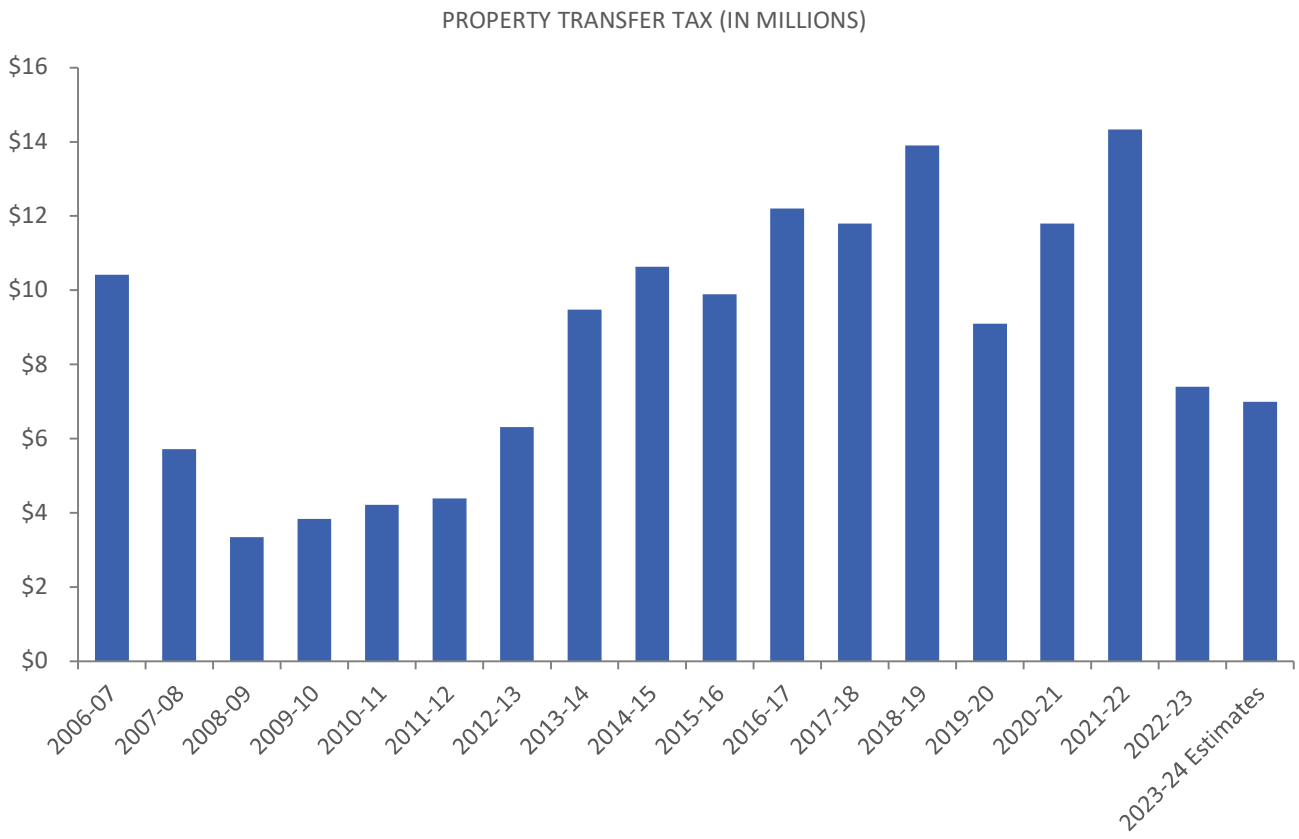
MAJOR GENERAL FUND TAX REVENUES: SALES TAX

The chart shows sales tax revenues for the last ten years, including estimates for FY 2023-24. The blue bars represent the local 1% sales tax, and the yellow bars represent the 0.25% Measure S transaction and use tax. The combined total sales tax revenue for the City is also depicted.

Key points from the chart:

- Before the pandemic, the City's sales tax revenues were stable and showed moderate growth following the economic recovery from the Great Recession of 2008.
- Sales tax revenues dropped significantly in FY 2019-20 and 2020-21 due to the pandemic.
- The City's sales tax revenues have recovered over the last two years.
- The outlook for sales tax revenue is stable, with expectations of moderate growth in the coming years.

Major General Fund Tax Revenues



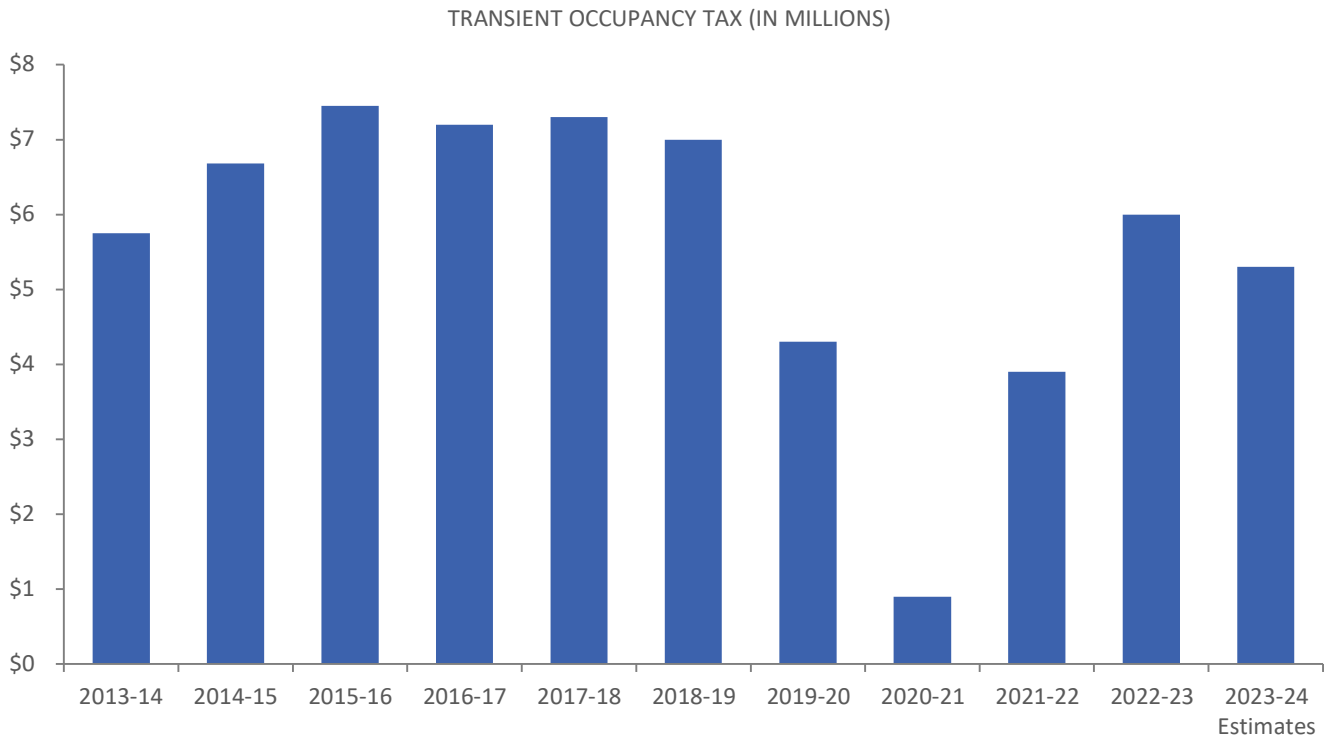
MAJOR GENERAL FUND TAX REVENUES: PROPERTY TRANSFER TAX

This chart provides fifteen years of chronological real property transfer tax (RPTT) history, along with the fiscal year 2023-24 estimates. RPTT is a tax on the transfer of ownership in real estate and can be imposed by charter cities such as the City of San Mateo.

As demonstrated by the chart, RPTT fluctuates significantly year over year. Therefore, this revenue source is difficult to project. As the Federal Reserve tightened monetary policy, mortgage rates remain high. Higher borrowing costs dampen the housing market, affecting both transaction volume and sale prices. As such, the baseline RPTT has been reset to $8.0 million for the long-term financial plan.

Staff will monitor the local real estate trends and metrics more closely and evaluate the RPTT revenue performance.

Major General Fund Tax Revenues



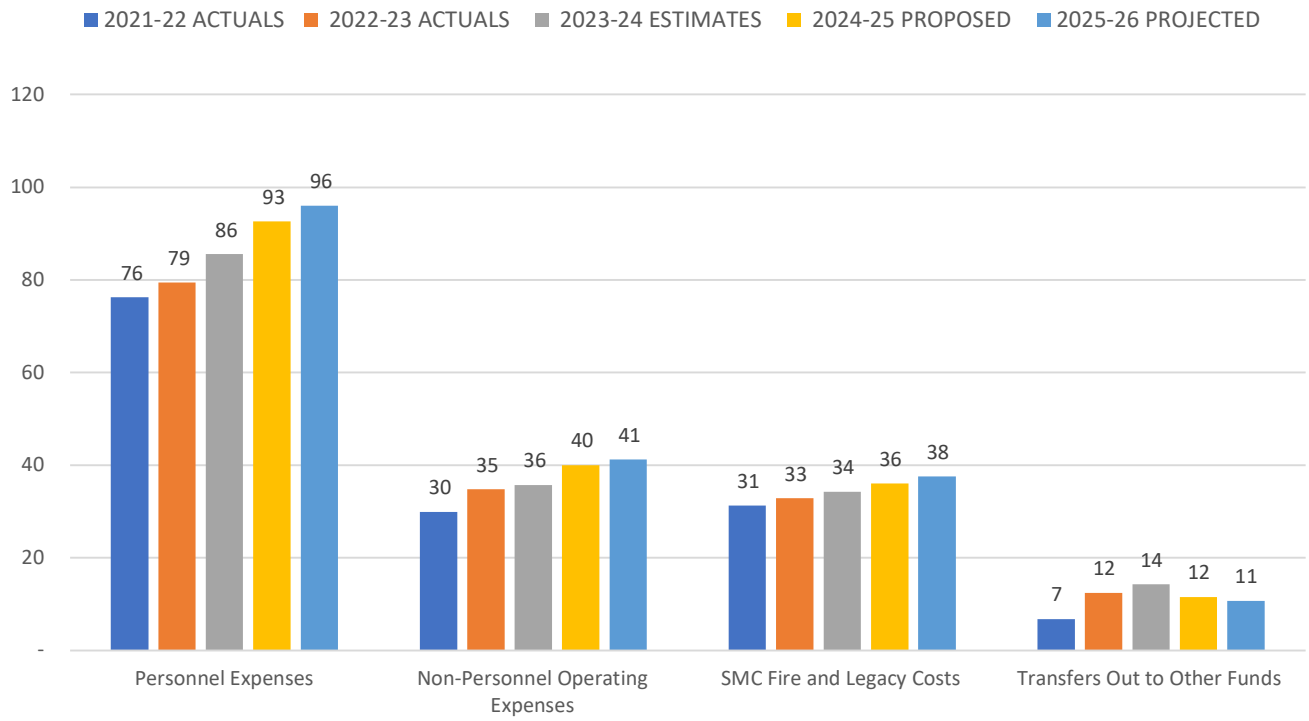
GENERAL FUND TAX REVENUES: TRANSIENT OCCUPANCY TAX

Transient occupancy tax (TOT) is a tax on hotel or other short-term rental occupants whose stays are 30 or fewer consecutive nights. TOT revenue depends on both occupancy and room rates of the City's hotel stock. This category of taxes is susceptible to economic trends. In good times both occupancy and room rates increase. But during recessionary times, both go down, which can significantly reduce revenue. San Mateo hotels primarily serve business travelers. Recovery in this sector of the hotel industry is expected to be slower than in other parts of the economy.

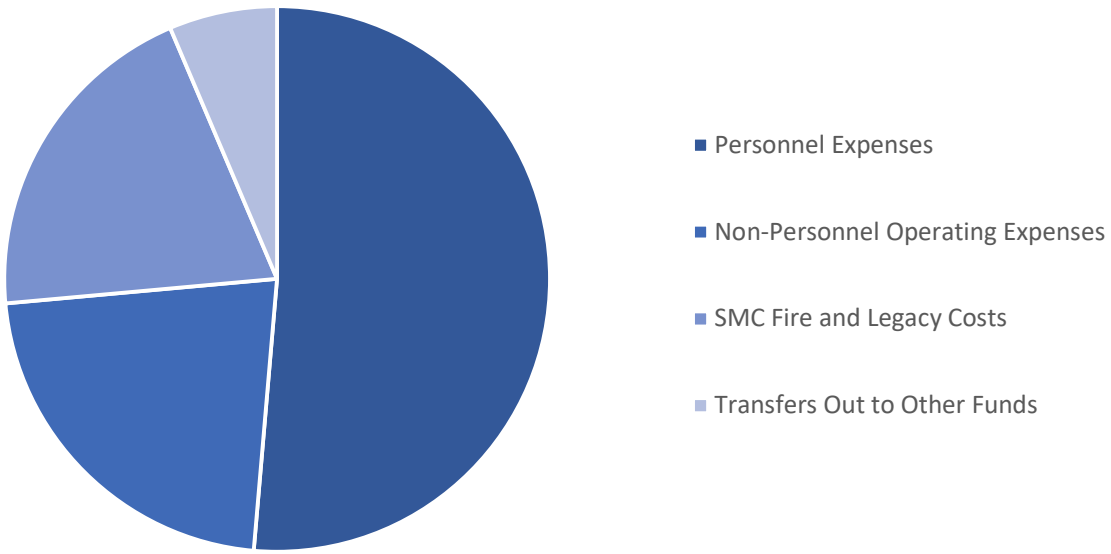
TOT revenue was origianlly projected to return to the pre-pandemic levels with an annual income of $7 million, but due to a major hotel closure, staff must adjust the revenue projection of fiscal year 2023-24 downward to $5.3 million and the baseline projection to $4.0 million in the long-term financial plan.

General Fund Expenditures

5-YEAR TREND - GENERAL FUND EXPENDITURES (IN MILLIONS)

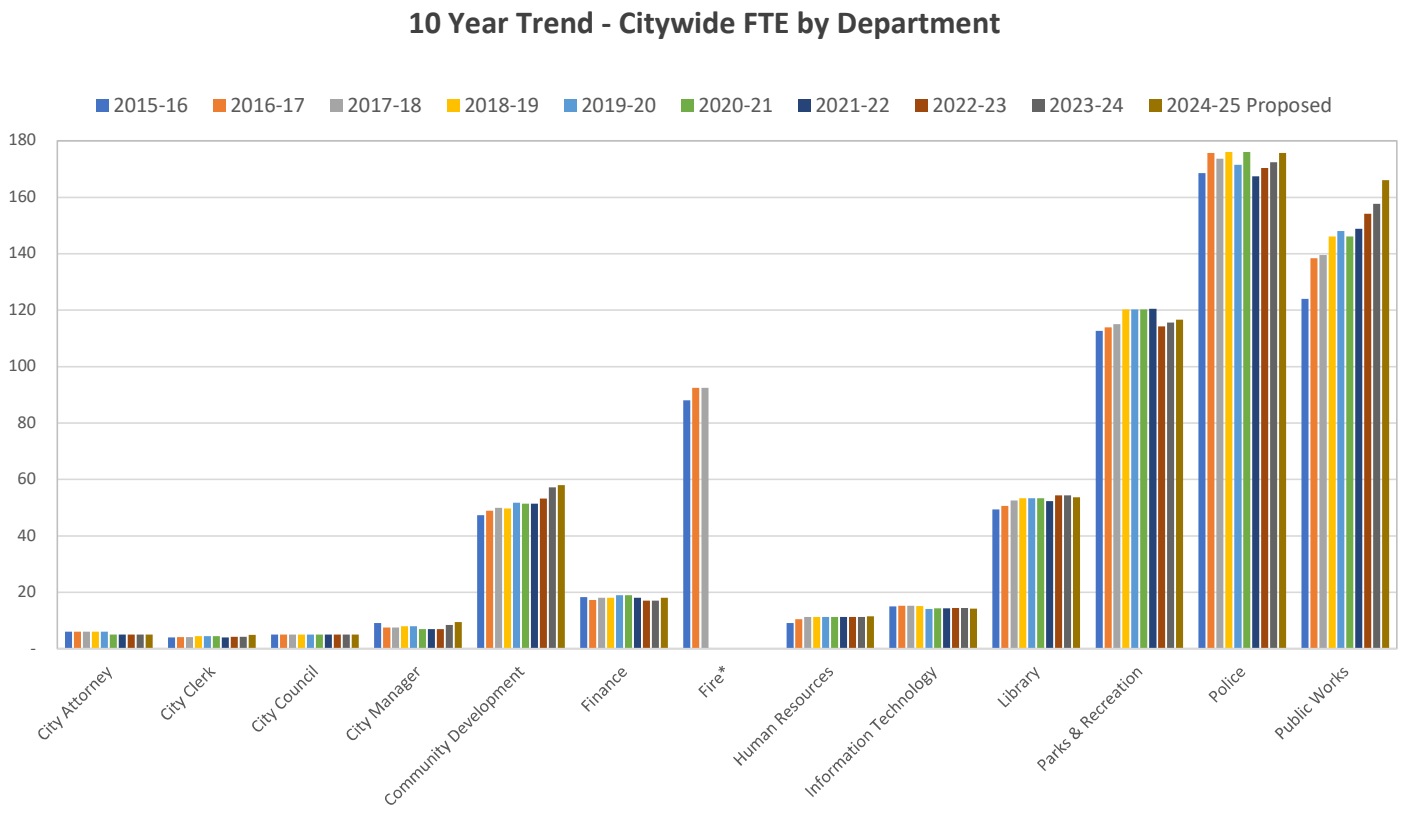


FY 2024-25 GENERAL FUND EXPENDITURES $180.4 MILLION



Citywide Employees

The chart and table below show the Citywide staffing over the 10-year period by department. Staffing is listed by "Full Time Equivalents" (FTE) and considers both merit and per diem employees.



Department	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 Proposed
City Attorney	6.00	6.00	6.00	6.00	6.00	5.00	5.00	5.00	5.00	5.00
City Clerk	4.00	4.14	4.14	4.40	4.40	4.40	4.00	4.23	4.23	4.88
City Council	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
City Manager	9.01	7.46	7.46	8.00	8.00	7.00	7.00	7.00	8.48	9.48
Community Development	47.35	48.94	49.94	49.72	51.72	51.40	51.40	53.18	57.18	57.92
Finance	18.25	17.25	18.00	18.00	19.00	19.00	18.00	17.00	17.00	18.00
Fire*	87.98	92.43	92.43	-	-	-	-	-	-	-
Human Resources	9.15	10.44	11.20	11.20	11.20	11.20	11.20	11.20	11.20	11.48
Information Technology	15.00	15.29	15.29	15.05	14.05	14.35	14.35	14.48	14.48	14.23
Library	49.35	50.59	52.48	53.36	53.36	53.34	52.34	54.32	54.32	53.66
Parks & Recreation	112.68	113.84	114.98	120.28	120.28	120.28	120.43	114.22	115.58	116.67
Police	168.55	175.68	173.67	176.14	171.51	176.14	167.50	170.40	172.40	175.75
Public Works	123.98	138.45	139.60	146.09	148.09	146.09	148.91	154.21	157.69	166.04
Total City	**656.30**	**685.51**	**690.19**	**613.24**	**612.61**	**613.20**	**605.13**	**610.24**	**622.56**	**638.11**

* Fire Department's FTE was transferred to the San Mateo Consolidated Fire Department in January 2019.



Budget Overview

City Sources of Funding

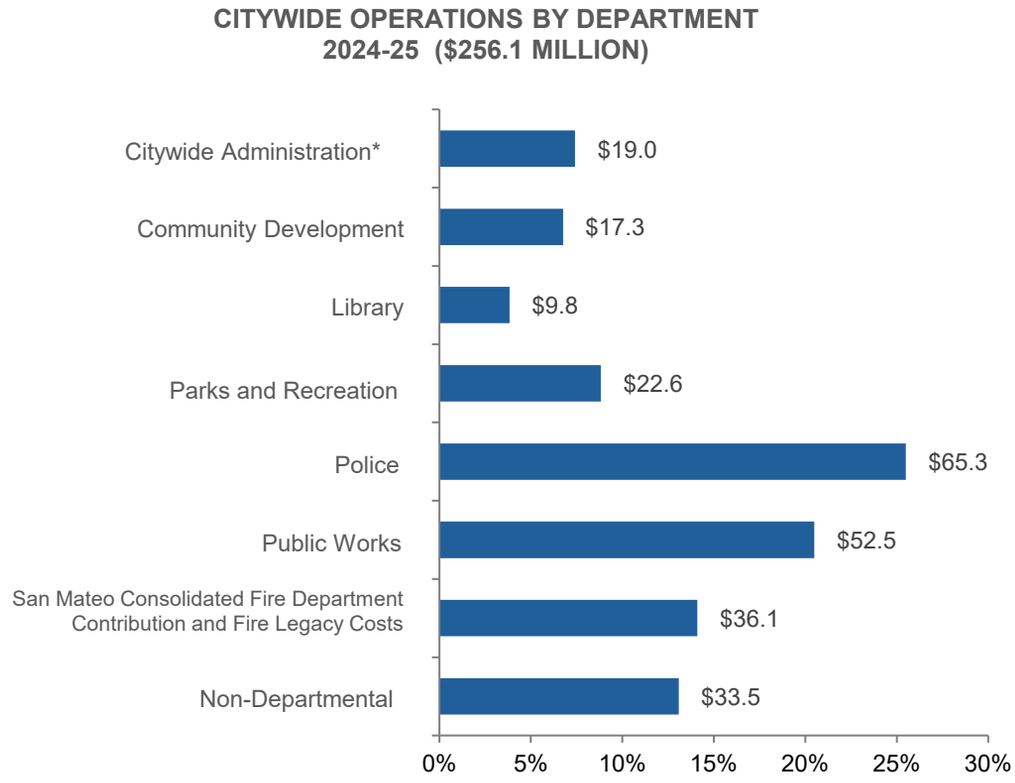
FUND	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
General Funds			
General	$ 140,389,551	$ 148,964,931	$ 151,765,935
Measure S Tracking	7,314,000	7,300,000	7,400,000
Downtown Services	2,362,966	4,251,000	4,251,000
Recreation Services	3,571,224	4,233,057	4,342,410
Golf	3,240,250	3,473,500	3,643,500
General Funds Total	**$ 156,877,991**	**$ 168,222,488**	**$ 171,402,845**
Special Revenue Funds			
Police Grants and Safety	$ 569,539	$ 1,747,137	$ 538,118
Solid Waste	3,432,160	4,004,609	3,738,000
HOME	15,000	15,000	15,000
Community Development Block Grant	704,000	740,000	740,000
Advance Planning	1,842,000	2,044,760	2,044,760
Construction Services	8,820,100	9,241,100	9,241,100
Gas Tax	3,030,448	3,051,959	3,180,000
City Housing	34,000	66,000	66,000
Low and Moderate Income Housing Asset	287,000	289,190	291,446
Parks and Recreation Revenue	10,967,136	237,000	5,430,231
Traffic Impact Fee	2,537,482	2,428,197	1,456,363
Commercial Linkage Fee	125,000	5,000,000	5,000,000
Road Maintenance and Rehabilitation Account (RMRA)	2,631,190	2,884,904	2,960,071
Permanent Local Housing Allocation	500,000	300,000	300,000
Landfill	655,000	680,000	680,000
Special Revenue Funds Total	**$ 36,150,055**	**$ 32,729,856**	**$ 35,681,088**
Debt Service Funds			
General Obligation Bonds	$ 2,148,050	$ 1,460,000	$ 1,460,000
2% Hotel Tax	1,000,000	700,000	714,000
Debt Service Funds Total	**$ 3,148,050**	**$ 2,160,000**	**$ 2,174,000**
Capital Programs Funds			
Capital Projects	$ 12,764,825	$ 17,201,533	$ 9,379,605
Capital Programs Funds Total	**$ -**	**$ 17,201,533**	**$ 9,379,605**
Enterprise Funds			
Sewer	$ 86,246,900	$ 91,895,466	$ 92,035,481
Storm	-	4,050,000	4,170,000
Enterprise Funds Total	**$ 86,246,900**	**$ 95,945,466**	**$ 96,205,481**
Internal Service Funds*			
Vehicle and Equipment Replacement	$ 2,190,909	$ 2,161,585	$ 2,000,585
Fleet and Building Maintenance	5,852,465	5,778,693	5,844,848
Benefits	44,802,199	47,921,301	49,989,759
Dental	785,000	756,000	779,000
Workers' Compensation	4,110,000	4,699,000	4,828,000
Comprehensive Liability	2,825,000	3,700,000	4,440,000
Internal Service Funds Total	**$ 60,565,573**	**$ 65,016,579**	**$ 67,882,192**
Total City Operating Budget	**$ 282,422,996**	**$ 316,977,344**	**$ 315,400,019**

*For Internal Service Funds, only investment income in included in the Total Citywide Sources of Funding.

City Operating Budget

DEPARTMENT	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Attorney	$ 1,503,578	$ 1,671,143	$ 1,639,888
City Clerk	862,087	1,153,719	968,106
City Council	356,898	456,520	463,104
City Manager	2,977,051	3,403,190	3,454,025
Community Development	16,035,094	17,348,912	17,706,049
Finance	4,179,696	4,503,342	4,801,021
Human Resources	2,284,816	2,593,709	2,649,023
Information Technology	4,814,162	5,198,308	5,267,543
Library	8,925,860	9,811,801	10,154,412
Parks and Recreation	21,666,729	22,592,600	23,223,955
Police	59,827,201	65,267,789	67,523,075
Public Works	46,586,932	52,530,283	53,844,253
San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs	34,279,728	36,095,951	37,609,760
Non-Departmental	38,498,169	33,520,867	39,904,621
Total City Operating Budget	**$ 242,798,001**	**$ 256,148,134**	**$ 269,208,836**

Totals do not include internal services.



Department totals shown in millions.

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

Citywide Operating Budget

FUND	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
General Funds			
General	$ 137,871,879	$ 148,694,170	$ 154,020,057
Measure S Tracking	2,118,775	2,334,601	2,246,574
Housing Set-Aside	-	83,499	88,857
Downtown Services	4,645,244	4,538,937	4,647,314
Recreation Services	9,546,244	9,738,915	10,065,908
Golf	3,332,729	3,464,503	3,530,979
General Funds Total	**$ 157,514,871**	**$ 168,854,626**	**$ 174,599,687**
Special Revenue Funds			
Police Grants and Safety	$ 863,856	$ 1,732,239	$ 1,781,963
Solid Waste	3,272,189	3,711,768	4,533,795
HOME	10,000	10,000	10,000
Community Development Block Grant	252,899	504,175	505,803
Advance Planning	1,422,665	1,901,347	1,933,480
Construction Services	12,459,069	14,147,176	14,561,768
City Housing	198,500	228,500	228,500
Low and Moderate Income Housing Asset	146,399	146,311	147,956
Parks and Recreation Revenue	16,882	17,726	18,612
Commercial Linkage Fee	5,084	5,338	5,605
Permanent Local Housing Allocation	500,000	309,303	309,899
Landfill	96,586	107,814	100,422
Special Revenue Funds Total	**$ 19,244,129**	**$ 22,821,697**	**$ 24,137,802**
Debt Service Funds			
Street and Flood Control Projects Bond	$ 2,691,764	$ 2,693,045	$ 2,699,227
General Obligation Bonds	2,107,913	2,124,106	2,136,444
2% Hotel Tax	976,889	1,079,144	1,068,851
Debt Service Funds Total	**$ 5,776,566**	**$ 5,896,295**	**$ 5,904,522**
Enterprise Funds			
Sewer	$ 56,548,402	$ 57,923,218	$ 63,337,825
Storm	-	652,298	1,228,999
Enterprise Funds Total	**$ 56,548,402**	**$ 58,575,516**	**$ 64,566,824**
Total City Operating Budget	**$ 239,083,968**	**$ 256,148,134**	**$ 269,208,836**
Internal Service Funds*			
Vehicle and Equipment Replacement	$ 8,890,507	$ 10,600,790	$ 2,303,974
Fleet and Building Maintenance	5,925,519	6,183,665	6,281,449
Benefits	44,256,881	47,672,604	49,693,563
Dental	808,000	823,000	855,000
Workers' Compensation	4,324,619	4,412,299	4,463,738
Comprehensive Liability	3,460,905	4,037,792	4,640,711
Internal Service Funds Total	**$ 67,666,431**	**$ 73,730,151**	**$ 68,238,435**

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

Schedule of Interfund Transfers

FUND	2024-25 PROPOSED BUDGET	
	Transfer In	Transfer Out
General Fund		
From Measure S Tracking Fund	$ 339,032	$ -
From Construction Services Fund	510,000	-
From Gas Tax Fund	1,747,500	-
To Housing Set Aside Reserve Fund **	-	6,970,000
To 2% Hotel Tax Fund	-	350,000
To Downtown Services Fund	-	-
To Recreation Services Fund	-	5,520,411
To Capital Projects Fund	-	4,400,000
To Vehicle and Equipment Replacement Fund	-	410,000
Total	**$ 2,596,532**	**$ 17,650,411**
Measure S Tracking Fund		
To General Fund	$ -	$ 339,032
To Street and Flood Control Projects Bond Fund	-	2,690,000
To Capital Projects Fund	-	3,700,000
Total	**$ -**	**$ 6,729,032**
Housing Set Aside Fund		
From General Fund	$ 6,970,000	$ -
Total	**$ 6,970,000**	**$ -**
Downtown Services Fund		
From General Fund	$ -	$ -
Total	**$ -**	**$ -**
Recreation Services Fund		
From General Fund	$ 5,520,411	$ -
Total	**$ 5,520,411**	**$ -**
Community Development Block Grant Fund		
To Capital Projects Fund	$ -	$ 617,000
Total	**$ -**	**$ 617,000**
Construction Services Fund		
To General Fund	$ -	$ 510,000
To Capital Projects Fund	-	540,000
Total	**$ -**	**$ 1,050,000**
Gas Tax Fund		
To General Fund	$ -	$ 1,747,500
To Capital Projects Fund	-	2,300,000
Total	**$ -**	**$ 4,047,500**
Parks and Recreation Revenue Fund		
To Capital Projects Fund	$ -	$ 938,000
Total	**$ -**	**$ 938,000**
Traffic Impact Fee Fund		
To Capital Projects Fund	$ -	$ 1,800,000
Total	**$ -**	**$ 1,800,000**

** Housing Set-Aside Reserve Fund is a General Fund sub-fund. Starting FY 2024-25, staff will use this sub-fund to track the housing set-aside transactions. The transfer in of $6,970,000 includes the transfer of beginning balance of $5,870,000 and the new transfer in of $1,100,000 for fiscal year 2024-25.

Schedule of Interfund Transfers

FUND	2024-25 PROPOSED BUDGET Transfer In	Transfer Out
Road Maintenance and Rehabilitation Account Fund		
To Capital Projects Fund	$ -	$ 3,200,000
Total	**$ -**	**$ 3,200,000**
Street and Flood Control Project Fund		
From Measure S Tracking Fund	$ 2,690,000	$ -
Total	**$ 2,690,000**	**$ -**
2% Hotel Tax Fund		
From General Fund	$ 350,000	$ -
Total	**$ 350,000**	**$ -**
Sewer Fund		
To Capital Projects Fund	$ -	$ 28,059,000
Total	**$ -**	**$ 28,059,000**
Storm Fund		
To Capital Projects Fund	$ -	$ 500,000
Total	**$ -**	**$ 500,000**
Workers' Compensation Fund		
To Comprehensive Liability Fund	$ -	$ 2,000,000
Total	**$ -**	**$ 2,000,000**
Comprehensive Liability Fund		
From Workers Comp Fund	$ 2,000,000	$ -
Total	**$ 2,000,000**	**$ -**
Vehicle and Equipment Replacement Fund		
From General Fund	$ 410,000	$ -
Total	**$ 410,000**	**$ -**
Capital Projects Fund		
From General Fund	$ 4,400,000	$ -
From Measure S Tracking Fund	3,700,000	-
From CDBG	617,000	-
From Construction Services Fund	540,000	-
From Gas Tax Fund	2,300,000	-
From Parks and Recreation Revenue Fund	938,000	-
From Traffic Impact Fee Fund	1,800,000	-
From Road Maintenance and Rehabilitation Account Fund	3,200,000	-
From Sewer Fund	28,059,000	-
From Storm Fund	500,000	-
Total	**$ 46,054,000**	**$ -**
Total City Transfers	**$ 66,590,943**	**$ 66,590,943**

Schedule of Interfund Transfers

FUND	2025-26 PROJECTED BUDGET Transfer In	Transfer Out
General Fund		
From Measure S Tracking Fund	$ 339,032	$ -
From Construction Services Fund	530,000	-
From Gas Tax Fund	1,747,500	-
To Housing Set Aside Reserve Fund	-	1,144,000
To 2% Hotel Tax Fund	-	350,000
To Downtown Services Fund	-	-
To Recreation Services Fund	-	5,723,497
To Capital Projects Fund	-	4,250,000
To Vehicle and Equipment Replacement Fund	-	410,000
Total	**$ 2,616,532**	**$ 11,877,497**
Measure S Tracking Fund		
To General Fund	$ -	$ 339,032
To Street and Flood Control Projects Bond Fund	-	2,690,000
To Capital Projects Fund	-	3,000,000
Total	**$ -**	**$ 6,029,032**
Housing Set Aside Fund		
From General Fund	$ 1,144,000	$ -
Total	**$ 1,144,000**	**$ -**
Downtown Services Fund		
From General Fund	$ -	$ -
Total	**$ -**	**$ -**
Recreation Services Fund		
From General Fund	$ 5,723,497	$ -
Total	**$ 5,723,497**	**$ -**
Community Development Block Grant Fund		
To Capital Projects Fund	$ -	$ 617,000
Total	**$ -**	**$ 617,000**
Construction Services Fund		
To General Fund	$ -	$ 530,000
To Capital Projects Fund	-	350,000
Total	**$ -**	**$ 880,000**
Gas Tax Fund		
To General Fund	$ -	$ 1,747,500
To Capital Projects Fund	-	1,300,000
Total	**$ -**	**$ 3,047,500**
Parks and Recreation Revenue Fund		
To Capital Projects Fund	$ -	$ 11,470,000
Total	**$ -**	**$ 11,470,000**
Traffic Impact Fee Fund		
To Capital Projects Fund	$ -	$ 850,000
Total	**$ -**	**$ 850,000**

Schedule of Interfund Transfers

FUND	2025-26 PROJECTED BUDGET Transfer In	Transfer Out
Road Maintenance and Rehabilitation Account Fund		
To Capital Projects Fund	$ -	$ 2,700,000
Total	**$ -**	**$ 2,700,000**
Street and Flood Control Project Fund		
From Measure S Tracking Fund	$ 2,690,000	$ -
Total	**$ 2,690,000**	**$ -**
2% Hotel Tax Fund		
From General Fund	$ 350,000	$ -
Total	**$ 350,000**	**$ -**
Sewer Fund		
To Capital Projects Fund	$ -	$ 9,262,000
Total	**$ -**	**$ 9,262,000**
Storm Fund		
To Capital Projects Fund	$ -	$ 150,000
Total	**$ -**	**$ 150,000**
Workers' Compensation Fund		
To Comprehensive Liability Fund	$ -	$ -
Total	**$ -**	**$ -**
Comprehensive Liability Fund		
From Workers Comp Fund	$ -	$ -
Total	**$ -**	**$ -**
Vehicle and Equipment Replacement Fund		
From General Fund	$ 410,000	$ -
Total	**$ 410,000**	**$ -**
Capital Projects Fund		
From General Fund	$ 4,250,000	$ -
From Measure S Tracking Fund	3,000,000	-
From CDBG	617,000	-
From Construction Services Fund	350,000	-
From Gas Tax Fund	1,300,000	-
From Parks and Recreation Revenue Fund	11,470,000	-
From Traffic Impact Fee Fund	850,000	-
From Road Maintenance and Rehabilitation Account Fund	2,700,000	-
From Sewer Fund	9,262,000	-
From Storm Fund	150,000	-
Total	**$ 33,949,000**	**$ -**
Total City Transfers	**$ 46,883,029**	**$ 46,883,029**

Full Time Equivalent (FTE) Personnel

	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
	All Funds	All Funds	All Funds
By Department			
City Attorney	5.00	5.00	5.00
City Clerk	4.23	4.88	4.88
City Council	5.00	5.00	5.00
City Manager	8.48	9.48	9.48
Community Development	57.18	57.92	57.92
Finance	17.00	18.00	18.00
Human Resources	11.20	11.48	11.48
Information Technology	14.48	14.23	14.23
Library	54.32	53.66	53.66
Parks and Recreation	115.58	116.67	116.67
Police	172.40	175.75	175.75
Public Works	157.69	166.04	166.04
Total City	**622.56**	**638.11**	**638.11**
By Type			
Merit Positions	536.01	549.01	549.01
Per Diem	85.55	89.10	89.10
Total City	**621.56**	**638.11**	**638.11**

All Funds Budget Summary

PROPOSED 2024-25	BEGINNING FUND BALANCE	REVENUES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT	EXPENDITURES		ENDING FUND BALANCE
					Operating	Transfer to CIP	
General Funds							
General [1]	$ 96,819,758	$ 148,964,931	$ 2,596,532	$ 13,250,411	$ 148,694,170	$ 4,400,000	**$ 82,036,640**
Measure S Tracking	10,655,589	7,300,000	-	3,029,032	2,334,601	3,700,000	**8,891,956**
Housing Set Aside	-	-	6,970,000	-	83,499	-	**6,886,501**
Downtown Services	1,886,983	4,251,000	-	-	4,538,937	-	**1,599,047**
Recreation Services	(14,553)	4,233,057	5,520,411	-	9,738,915	-	**0**
Golf	444,699	3,473,500		-	3,464,503	-	**453,695**
General Funds Total	**$ 109,792,476**	**$ 168,222,488**	**$ 15,086,943**	**$ 16,279,443**	**$ 168,854,626**	**$ 8,100,000**	**$ 99,867,839**
Special Revenue Funds							
Police Grants	$ 1,088,927	$ 1,747,137	$ -	$ -	$ 1,732,239	$ -	**$ 1,103,825**
Solid Waste	15,328,880	4,004,609	-	-	3,711,768	-	**15,621,722**
HOME	460,422	15,000	-	-	10,000	-	**465,422**
Community Development Block Grant	(360,896)	740,000	-	-	504,175	617,000	**(742,071)**
Advance Planning	5,715,951	2,044,760	-	-	1,901,347	-	**5,859,364**
Construction Services	29,043,954	9,241,100	-	510,000	14,147,176	540,000	**23,087,878**
Gas Tax	787,345	3,051,959	-	1,747,500	-	2,300,000	**(208,196)**
City Housing	1,215,759	66,000	-	-	228,500	-	**1,053,259**
Low and Moderate Income Housing Asset	5,129,019	289,190	-	-	146,311	-	**5,271,897**
Parks and Recreation Revenue	180,852	237,000	-	-	17,726	938,000	**(537,874)**
Traffic Impact Fee	(184,296)	2,428,197	-	-	-	1,800,000	**443,901**
Commercial Linkage Fee	3,365,767	5,000,000	-	-	5,338	-	**8,360,429**
Road Maintenance and Rehabilitation Account	3,049,530	2,884,904	-	-	-	3,200,000	**2,734,434**
Permanent Local Housing Allocation	17,397	300,000	-	-	309,303	-	**8,094**
Landfill Fund	4,424,537	680,000	-	-	107,814	-	**4,996,723**
Special Revenue Funds Total	**$ 69,263,148**	**$ 32,729,856**	**$ -**	**$ 2,257,500**	**$ 22,821,697**	**$ 9,395,000**	**$ 67,518,808**
Debt Service Funds							
Street and Flood Control Projects Bond	$ 16,315	$ -	$ 2,690,000	$ -	$ 2,693,045	$ -	**$ 13,270**
General Obligation Bonds	7,247,310	1,460,000	-	-	2,124,106	-	**6,583,204**
2% Hotel Tax	64,098	700,000	350,000	-	1,079,144	-	**34,954**
Debt Service Funds Total	**$ 7,327,723**	**$ 2,160,000**	**$ 3,040,000**	**$ -**	**$ 5,896,295**	**$ -**	**$ 6,631,428**
Capital Improvement Projects Funds							
Capital Improvement Projects	$ 38,804,617	$ 17,201,533	$ -	$ -	$ -	$ 19,194,363	**$ 36,811,787**
Capital Improvement Projects Funds Total	**$ 38,804,617**	**$ 17,201,533**	**$ -**	**$ -**	**$ -**	**$ 19,194,363**	**$ 36,811,787**
Enterprise Fund							
Sewer	$ 205,619,846	$ 91,895,466	$ -	$ -	$ 57,923,218	$ 28,059,000	**$ 211,533,094**
Storm	-	4,050,000	-	-	652,298	500,000	**2,897,702**
Enterprise Fund Total	**$ 205,619,846**	**$ 95,945,466**	**$ -**	**$ -**	**$ 58,575,516**	**$ 28,559,000**	**$ 214,430,795**
Internal Service Funds [2]							
Vehicle and Equipment Replacement	$ 15,899,025	$ 2,161,585	$ 410,000	$ -	$ 10,600,790	$ -	**$ 7,869,820**
Fleet and Building Maintenance	830,706	5,778,693	-	-	6,183,665	-	**425,734**
Benefits	889,946	47,921,301	-	-	47,672,604	-	**1,138,642**
Dental	941,138	756,000	-	-	823,000	-	**874,138**
Workers' Compensation	8,368,258	4,699,000	-	2,000,000	4,412,299	-	**6,654,959**
Comprehensive Liability	(1,655,854)	3,700,000	2,000,000	-	4,037,792	-	**6,354**
Internal Service Funds Total	**$ 25,273,220**	**$ 65,016,579**	**$ 2,410,000**	**$ 2,000,000**	**$ 73,730,151**	**$ -**	**$ 16,969,648**
Total City	**$ 430,807,809**	**$ 316,977,344**	**$ 20,536,943**	**$ 20,536,943**	**$ 256,148,134**	**$ 65,248,363**	**$ 425,260,657**

Note: Governmental Funds are presented using a modified accrual basis and Proprietary Funds are presented using a full accrual basis.
[1] Vacancy savings shown in the General Fund Long-Term Financial Plan are incorporated in the amounts under the Operating column.
[2] For Internal Service Funds, only transfers and investment income are included in totals.

All Funds Budget Summary

PROJECTED 2025-26	BEGINNING FUND BALANCE	REVENUES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT	EXPENDITURES		ENDING FUND BALANCE
					Operating	Transfer to CIP	
General Funds							
General [1]	$ 82,036,640	$ 151,765,935	$ 2,616,532	$ 7,627,497	$ 154,020,057	$ 4,250,000	$ 70,521,553
Measure S Tracking	8,891,956	7,400,000	-	3,029,032	2,246,574	3,000,000	8,016,350
Housing Set Aside	6,886,501	-	1,144,000	-	88,857	-	7,941,644
Downtown Services	1,599,047	4,251,000	-	-	4,647,314	-	1,202,733
Recreation Services	0	4,342,410	5,723,497	-	10,065,908	-	(0)
Golf	453,695	3,643,500	-	-	3,530,979	-	566,217
General Funds Total	**$ 99,867,839**	**$ 171,402,845**	**$ 9,484,029**	**$ 10,656,529**	**$ 174,599,688**	**$ 7,250,000**	**$ 88,248,496**
Special Revenue Funds							
Police Grants	$ 1,103,825	$ 538,118	$ -	$ -	$ 1,781,963	$ -	$ (140,020)
Solid Waste	15,621,722	3,738,000	-	-	4,533,795	-	14,825,927
HOME	465,422	15,000	-	-	10,000	-	470,422
Community Development Block Grant	(742,071)	740,000	-	-	505,803	617,000	(1,124,874)
Advance Planning	5,859,364	2,044,760	-	-	1,933,480	-	5,970,644
Construction Services	23,087,878	9,241,100	-	530,000	14,561,768	350,000	16,887,210
Gas Tax	(208,196)	3,180,000	-	1,747,500	-	1,300,000	(75,696)
City Housing	1,053,259	66,000	-	-	228,500	-	890,759
Low and Moderate Income Housing Asset	5,271,897	291,446	-	-	147,956	-	5,415,387
Parks and Recreation Revenue	(537,874)	5,430,231	-	-	18,612	11,470,000	(6,596,255)
Traffic Impact Fee	443,901	1,456,363	-	-	-	850,000	1,050,264
Commercial Linkage Fee	8,360,429	5,000,000	-	-	5,605	-	13,354,824
Road Maintenance and Rehabilitation Account	2,734,434	2,960,071	-	-	-	2,700,000	2,994,505
Permanent Local Housing Allocation	8,094	300,000	-	-	309,899	-	(1,805)
Landfill Fund	4,996,723	680,000	-	-	100,422	-	5,576,302
Special Revenue Funds Total	**$ 67,518,808**	**$ 35,681,088**	**$ -**	**$ 2,277,500**	**$ 24,137,802**	**$ 17,287,000**	**$ 59,497,594**
Debt Service Funds							
Street and Flood Control Projects Bond	$ 13,270	$ -	$ 2,690,000	$ -	$ 2,699,227	$ -	$ 4,043
General Obligation Bonds	6,583,204	1,460,000	-	-	2,136,444	-	5,906,760
2% Hotel Tax	34,954	714,000	350,000	-	1,068,851	-	30,103
Debt Service Funds Total	**$ 6,631,428**	**$ 2,174,000**	**$ 3,040,000**	**$ -**	**$ 5,904,522**	**$ -**	**$ 5,940,906**
Capital Improvement Projects Funds							
Capital Improvement Projects	$ 36,811,787	$ 9,379,605	$ -	$ -	$ -	$ 12,030,647	$ 34,160,745
Capital Improvement Projects Funds Total	**$ 36,811,787**	**$ 9,379,605**	**$ -**	**$ -**	**$ -**	**$ 12,030,647**	**$ 34,160,745**
Enterprise Fund							
Sewer	$ 211,533,094	$ 92,035,481	$ -	$ -	$ 63,337,825	$ 9,262,000	$ 230,968,750
Storm	2,897,702	4,170,000	-	-	1,228,999	150,000	5,688,703
Enterprise Fund Total	**$ 214,430,795**	**$ 96,205,481**	**$ -**	**$ -**	**$ 64,566,824**	**$ 9,412,000**	**$ 236,657,453**
Internal Service Funds [2]							
Vehicle and Equipment Replacement	$ 7,869,820	$ 2,000,585	$ 410,000	$ -	$ 2,303,974	$ -	$ 7,976,431
Fleet and Building Maintenance	425,734	5,844,848	-	-	6,281,449	-	(10,867)
Benefits	1,138,642	49,989,759	-	-	49,693,563	-	1,434,839
Dental	874,138	779,000	-	-	855,000	-	798,138
Workers' Compensation	6,654,959	4,828,000	-	-	4,463,738	-	7,019,221
Comprehensive Liability	6,354	4,440,000	-	-	4,640,711	-	(194,356)
Internal Service Funds Total	**$ 16,969,648**	**$ 67,882,192**	**$ 410,000**	**$ -**	**$ 68,238,435**	**$ -**	**$ 17,023,405**
Total City	**$ 425,260,657**	**$ 315,400,019**	**$ 12,934,029**	**$ 12,934,029**	**$ 269,208,836**	**$ 45,979,647**	**$ 424,505,194**

Note: Governmental Funds are presented using a modified accrual basis and Proprietary Funds are presented using a full accrual basis.
[1] Vacancy savings shown in the General Fund Long-Term Financial Plan are incorporated in the amounts under the Operating column.
[2] For Internal Service Funds, only transfers and investment income are included in totals.

Pension Long-Term Forecast

(In millions)	2023-24 ESTIMATES	2024-25 PROPOSED	2025-26 PROJECTED	2026-27 FORECAST	2027-28 FORECAST
Pension Contribution [1] - By Plan					
Miscellaneous	$ 10.6	$ 11.7	$ 11.5	$ 12.2	$ 12.8
Safety	17.1	18.5	19.5	20.4	21.2
Total	**$ 27.7**	**$ 30.22**	**$ 30.9**	**$ 32.6**	**$ 34.0**
Pension Contribution [1] - By Type					
Normal Costs	$ 7.4	$ 7.4	$ 7.4	$ 7.5	$ 7.5
Unfunded Actuarial Liability (UAL)	20.3	22.8	23.5	25.2	26.5
Total	**$ 27.7**	**$ 30.22**	**$ 30.9**	**$ 32.6**	**$ 34.0**
Actuarial Unfunded Liabilities					
Miscellaneous	$ 100.3	$ 99.7	$ 97.7	$ 95.9	$ 93.3
Safety	198.1	197.2	194.7	190.9	185.9
Total	**$ 298.4**	**$ 296.9**	**$ 292.4**	**$ 286.9**	**$ 279.2**
Funded Percentage					
Miscellaneous	70%	71%	72%	74%	75%
Safety	60%	61%	62%	63%	65%
Total	**64%**	**65%**	**66%**	**67%**	**69%**
Total Pension Contribution as % of Covered Payroll [3]					
Miscellaneous	28%	31%	29%	30%	31%
Safety	96%	101%	103%	105%	106%
Total	**50%**	**53%**	**53%**	**54%**	**55%**
Pension Contribution as % of General Fund Expenditures [2]					
Miscellaneous	7%	7%	7%	7%	7%
Safety	11%	11%	11%	12%	12%
Total	**18%**	**18%**	**18%**	**18%**	**19%**

[1] This is the City's pension cost before accounting for employees' cost-sharing.

[2] General Fund Expenditures only. Transfers out is not included.

[3] Percentage increases for Safety plan are primarily due to the City's fire operations transferred to a new JPA agency in January 2019, resulting in less covered payroll but with the unfunded liabilities remaining as the City's responsibility.

Pension Long-Term Forecast

(In millions)	2028-29 FORECAST	2029-30 FORECAST	2030-31 FORECAST	2031-32 FORECAST	2032-33 FORECAST	2033-34 FORECAST
Pension Contribution [1] - By Plan						
Miscellaneous	$ 13.9	$ 14.2	$ 14.5	$ 14.2	$ 14.1	$ 13.5
Safety	22.8	23.2	23.6	23.1	23.0	22.0
Total	**$ 36.7**	**$ 37.4**	**$ 38.1**	**$ 37.3**	**$ 37.1**	**$ 35.5**
Pension Contribution [1] - By Type						
Normal Costs	$ 7.5	$ 7.6	$ 7.6	$ 7.6	$ 7.6	$ 7.6
Unfunded Actuarial Liability (UAL)	29.2	29.9	30.5	29.7	29.4	27.9
Total	**$ 36.7**	**$ 37.4**	**$ 38.1**	**$ 37.3**	**$ 37.1**	**$ 35.5**
Actuarial Unfunded Liabilities						
Miscellaneous	$ 89.9	$ 85.1	$ 79.7	$ 73.7	$ 67.7	$ 61.4
Safety	179.7	171.4	162.1	151.6	141.0	129.7
Total	**$ 269.6**	**$ 256.5**	**$ 241.8**	**$ 225.3**	**$ 208.6**	**$ 191.1**
Funded Percentage						
Miscellaneous	76%	78%	80%	82%	84%	86%
Safety	66%	68%	71%	73%	75%	77%
Total	**71%**	**73%**	**75%**	**77%**	**79%**	**81%**
Total Pension Contribution as % of Covered Payroll [3]						
Miscellaneous	33%	32%	32%	30%	29%	27%
Safety	111%	110%	109%	104%	100%	93%
Total	**58%**	**57%**	**57%**	**54%**	**52%**	**49%**
Pension Contribution as % of General Fund Expenditures [2]						
Miscellaneous	7%	7%	7%	7%	7%	6%
Safety	12%	12%	12%	12%	11%	11%
Total	**20%**	**19%**	**19%**	**19%**	**18%**	**17%**

[1] This is the City's pension cost before accounting for employees' cost-sharing.

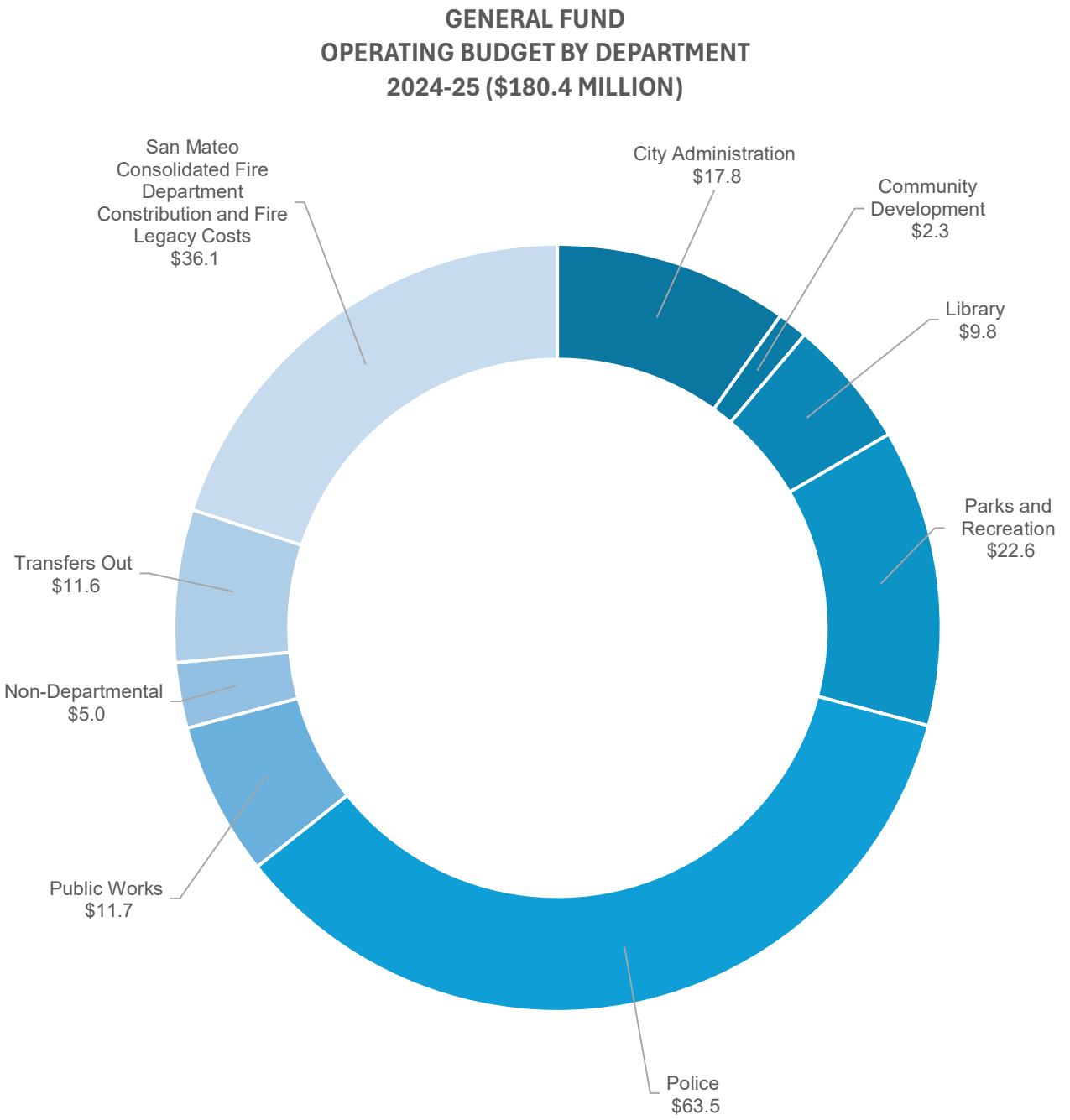
[2] General Fund Expenditures only. Transfers out is not included.

[3] Percentage increases for Safety plan are primarily due to the City's fire operations transferr
but with the unfunded liabilities remaining as the City's responsibility.

General Fund Summary

GENERAL FUND	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Resources		
Property Tax	$ 84,000,000	$ 85,876,000
Sales Tax - Local 1%	22,920,000	23,390,000
Sales Tax - 1/4% Measure S	7,200,000	7,300,000
Property Transfer Tax	8,000,000	8,000,000
Transient Occupancy Tax	4,000,000	4,080,000
Business License Tax	7,750,000	7,910,000
Franchises	3,350,000	3,430,000
Golf Fees	3,473,500	3,643,500
Recreation Service Charges	4,131,057	4,241,410
Permits, Fees, and Fines	7,702,786	7,741,708
Intergovernmental	3,368,551	3,401,515
Interest and Miscellaneous	4,950,000	4,750,000
Transfers In - In Lieu Charges	4,920,000	5,170,000
Transfers In - Rent from Sewer Fund	1,800,000	1,800,000
Transfers In - Construction Services	510,000	530,000
Transfers In - Gas Tax	1,747,500	1,747,500
Current Resources	**$ 169,823,394**	**$ 173,011,633**
Use Unassigned Fund Balance	**$ 10,581,231**	**$ 12,288,053**
Total Resources	**$ 180,404,625**	**$ 185,299,686**
Expenditures by Department		
City Attorney	$ 1,332,870	$ 1,300,204
City Clerk	1,153,719	968,106
City Council	456,520	463,104
City Manager	2,848,297	2,883,913
Community Development	2,271,225	2,256,285
Finance	4,354,554	4,643,203
Human Resources	2,593,709	2,649,023
Information Technology	5,068,589	5,134,937
Library	9,811,801	10,154,411
Parks and Recreation	22,592,600	23,223,955
Police	63,535,550	65,741,112
Public Works	11,732,157	11,901,714
Non-Departmental	5,007,083	5,669,958
Transfers Out	11,550,000	10,700,000
San Mateo Consolidated Fire Department Constribution and Fire Legacy Costs	36,095,951	37,609,760
Total Expenditures	**$ 180,404,625**	**$ 185,299,686**
Resources Over / (Under) Expenditures	**$ -**	**$ -**

General Fund Summary



Department totals shown in millions.

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

General Fund 10-Year Forecast

	2022-23 ACTUALS	2023-24 ESTIMATES	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET	2026-27 FORECAST	2027-28 FORECAST
REVENUES						
Property Tax	$ 80,632,210	$ 78,422,243	$ 84,000,000	$ 85,876,000	$ 89,193,959	$ 92,730,278
Sales Tax - Local 1%	22,106,044	22,000,000	22,500,000	22,950,000	23,409,000	23,877,000
Sales Tax - Prop 172	387,588	400,000	420,000	440,000	449,000	458,000
Sales Tax - 1/4% Measure S	7,107,739	7,100,000	7,200,000	7,300,000	7,400,000	7,500,000
Property Transfer Tax	7,418,099	7,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Transient Occupancy Tax	6,076,560	5,260,000	4,000,000	4,080,000	4,162,000	4,245,000
Business License Tax	8,797,963	7,000,000	7,750,000	7,910,000	8,070,000	8,230,000
Franchises	3,627,304	3,200,000	3,350,000	3,430,000	3,460,000	3,490,000
Golf Fees	3,199,468	3,400,000	3,473,500	3,643,500	3,720,000	3,790,000
Recreation Service Charges	3,653,413	4,367,724	4,131,057	4,241,410	4,450,000	4,580,000
Permits, Fees, and Fines	8,018,782	7,932,500	7,702,786	7,741,708	8,100,000	8,340,000
Intergovernmental	3,488,505	2,806,774	3,368,551	3,401,515	3,600,000	3,670,000
Interest and Miscellaneous	2,788,659	4,152,488	4,950,000	4,750,000	2,550,000	2,350,000
Transfers In - In Lieu Charges	4,552,203	4,688,762	4,920,000	5,170,000	5,430,000	5,700,000
Transfers In - Rent from Sewer Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfers In - Construction Services	485,372	499,933	510,000	530,000	550,000	570,000
Transfers In - Gas Tax	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500
TOTAL REVENUES	**$ 165,887,409**	**$ 161,777,925**	**$ 169,823,394**	**$ 173,011,633**	**$ 176,091,459**	**$ 181,077,778**
EXPENDITURES						
Salaries and Wages	$ 48,275,460	$ 52,886,412	$ 56,140,669	$ 58,148,046	$ 58,694,160	$ 59,868,000
Benefits	19,432,297	21,226,861	23,512,566	24,404,553	24,060,000	24,550,000
Pension Unfunded Liability (UAL)	11,697,336	11,440,980	12,984,027	13,367,259	14,260,000	15,020,000
Non-Personnel Operating	34,756,747	35,728,797	40,121,412	41,070,068	43,045,000	44,481,000
SMC Fire and Legacy Costs	32,845,560	34,279,728	36,095,951	37,609,760	39,024,000	40,308,000
Transfers Out	12,452,803	14,301,887	11,550,000	10,700,000	10,642,900	10,641,300
Net Reduction	-	-	-	-	(2,000,000)	(2,100,000)
TOTAL EXPENDITURES	**$ 159,460,204**	**$ 169,864,665**	**$ 180,404,625**	**$ 185,299,686**	**$ 187,726,060**	**$ 192,768,300**
Resources Over / (Under) Requirements	**6,427,205**	**(8,086,740)**	**(10,581,231)**	**(12,288,053)**	**(11,634,601)**	**(11,690,522)**
Beginning Fund Balance	**111,452,010**	**117,879,215**	**109,792,476**	**99,211,245**	**86,923,192**	**75,288,591**
Ending Fund Balance	**$ 117,879,215**	**$ 109,792,476**	**$ 99,211,245**	**$ 86,923,192**	**$ 75,288,591**	**$ 63,598,069**

General Fund 10-Year Forecast

	2028-29 FORECAST	2029-30 FORECAST	2030-31 FORECAST	2031-32 FORECAST	2032-33 FORECAST	2033-34 FORECAST	2034-35 FORECAST
REVENUES							
Property Tax	$ 96,391,049	$ 100,180,171	$ 104,103,577	$ 108,166,240	$ 112,373,170	$ 116,831,417	$ 121,447,074
Sales Tax - Local 1%	24,355,000	24,842,000	25,339,000	25,846,000	26,363,000	26,890,000	27,428,000
Sales Tax - Prop 172	467,000	476,000	486,000	496,000	506,000	516,000	526,000
Sales Tax - 1/4% Measure S	7,700,000	7,900,000	8,100,000	8,300,000	8,500,000	8,700,000	8,900,000
Property Transfer Tax	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Transient Occupancy Tax	4,330,000	4,417,000	4,505,000	4,595,000	4,687,000	4,781,000	4,877,000
Business License Tax	8,390,000	8,560,000	8,730,000	8,900,000	9,080,000	9,260,000	9,450,000
Franchises	3,520,000	3,560,000	3,600,000	3,640,000	3,680,000	3,720,000	3,760,000
Golf Fees	3,870,000	3,950,000	4,030,000	4,110,000	4,190,000	4,270,000	4,355,400
Recreation Service Charges	4,720,000	4,860,000	5,010,000	5,160,000	5,310,000	5,470,000	5,630,000
Permits, Fees, and Fines	8,590,000	8,850,000	9,120,000	9,390,000	9,670,000	9,960,000	10,260,000
Intergovernmental	3,740,000	3,810,000	3,890,000	3,970,000	4,050,000	4,130,000	4,210,000
Interest and Miscellaneous	1,950,000	1,550,000	1,350,000	1,150,000	1,150,000	1,150,000	1,150,000
Transfers In - In Lieu Charges	5,990,000	6,290,000	6,600,000	6,930,000	7,280,000	7,640,000	8,020,000
Transfers In - Rent from Sewer Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfers In - Construction Services	590,000	610,000	630,000	650,000	670,000	690,000	710,000
Transfers In - Gas Tax	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500	1,747,500
TOTAL REVENUES	**$ 186,150,549**	**$ 191,402,671**	**$ 197,041,077**	**$ 202,850,740**	**$ 209,056,670**	**$ 215,555,917**	**$ 222,270,974**
EXPENDITURES							
Salaries and Wages	$ 61,065,000	$ 62,286,000	$ 63,532,000	$ 64,803,000	$ 66,099,000	$ 67,421,000	$ 68,769,000
Benefits	24,430,000	24,910,000	25,410,000	25,920,000	26,440,000	26,970,000	27,510,000
Pension Unfunded Liability (UAL)	16,540,000	16,950,000	17,290,000	16,830,000	16,690,000	15,820,000	15,460,000
Non-Personnel Operating	46,252,000	47,560,000	48,909,000	50,299,000	51,732,000	53,210,000	54,734,000
SMC Fire and Legacy Costs	41,950,000	43,140,000	44,330,000	45,160,000	46,171,000	46,884,000	47,860,000
Transfers Out	10,643,100	10,293,100	10,291,300	10,290,550	10,291,800	10,286,800	10,289,550
Net Reduction	(2,200,000)	(2,300,000)	(2,400,000)	(2,500,000)	(2,600,000)	(2,700,000)	(2,800,000)
TOTAL EXPENDITURES	**$ 198,680,100**	**$ 202,839,100**	**$ 207,362,300**	**$ 210,802,550**	**$ 214,823,800**	**$ 217,891,800**	**$ 221,822,550**
Resources Over / (Under) Requirements	**(12,529,551)**	**(11,436,429)**	**(10,321,223)**	**(7,951,810)**	**(5,767,130)**	**(2,335,883)**	**448,424**
Beginning Fund Balance	**63,598,069**	**51,068,517**	**39,632,088**	**29,310,865**	**21,359,056**	**15,591,926**	**13,256,043**
Ending Fund Balance	**$ 51,068,517**	**$ 39,632,088**	**$ 29,310,865**	**$ 21,359,056**	**$ 15,591,926**	**$ 13,256,043**	**$ 13,704,466**

Revenue and Expenditure Assumptions

Revenues and expenditures in the 2024-26 business plan and corresponding long-term financial plan are based on assumptions about the factors impacting each major revenue and expenditure category. For revenues, assumptions are largely based on economic or other conditions outside the City's control. Assumptions for expenditures differ, however, in that in many cases, the assumptions are predominantly under the City's control. A detailed discussion of the projection methodologies and major assumptions made for the 2024-26 business plan and corresponding long-term financial plan are discussed in detail below.

GENERAL FUND REVENUES

Revenue Estimation Methodology

All revenue assumptions and projections are reviewed and revised each fiscal year. 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 major revenues can occur due to economic cycles. Projecting revenues based on the high point of the economic cycle overstates the City's financial position 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 50% of the General Fund total revenues. The property tax base in San Mateo has been very stable, declining only slightly during the Great Recession and pandemic. However, due to Federal Reserve's monetary policy to control high inflation, we are living in a high interest rate environment. Rising borrowing costs have a damper effect on the housing market, which in return hurt the City's property tax revenue growth.

Property tax revenue is projected to be $84.0 million for fiscal year (FY) 2024-25, an increase of $6.0 million compared to $78.0 million estimates for FY 2023-24. This projection is based on the several key assumptions which we will discuss in detail. Of all, the most important factor this year is whether the State of California will backfill the FY 2022-23 the property tax in-lieu of vehicle license fees (VLF) shortfalls in FY 2024-25, including the City's share of $4.2 million.

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

- Secured Property Tax is the tax on real property and the structures on that real property.
- AB 26 Redevelopment Residual Revenues represent the City's designated share of tax increment from the former redevelopment project areas that are in excess of the Successor Agency's required obligated payments. These revenues are primarily from the secured tax base in the former redevelopment project areas.
- AB 1290 Redevelopment Pass-through funds represent the City of San Mateo's General Fund share of the AB 1290 pass-through payments made to taxing entities based on the tax increment funds used by Successor Agency to pay remaining debt obligations. Similar to the AB 26 funds, these revenues are primarily from the secured tax base in the former redevelopment project areas.
- Educational Revenue Augmentation Fund (ERAF) is a mechanism used by the State to shift funding from local property tax dollars to public schools. When local property tax dollars shifted into ERAF exceed what is necessary to fund the schools, those excess funds are returned to the local taxing entities via Excess ERAF revenue. San Mateo is one of the five counties in the State where Excess ERAF is generated.
- Property Tax in Lieu of VLF represents the swap of vehicle license fees (VLF) for property tax as part of a state-local budget agreement in 2004. The agreement permanently reduced the VLF tax rate from 2% to 0.65%, and the

revenue loss was replaced with a like amount from property tax. After the fiscal year 2004-05 base year, property tax in lieu of VLF increases annually in proportion to the growth in assessed valuation. Property tax in lieu of VLF has two funding sources: property taxes from non-basic aid school districts, and ERAF that would otherwise go to non-basic aid school districts.

- Unsecured Property Tax represents the tax on appurtenances such as furniture, machinery, and equipment.
- Supplemental Property Tax is the result of reassessing the value of real property when there is a change of ownership or new construction is completed after the official lien date.
- Unitary Property Tax is assessed on property owned by utilities, such as power lines, cable, etc.
- Homeowners' Property Tax Relief revenues are reimbursements from the State for revenues lost due to the homeowners' property tax exemption on the first $7,000 of assessed value of their principal place of residence.

Secured Property Tax Assumption:
Secured property tax constitutes over 60% of total property tax revenues and is projected to grow roughly 3.5% in the upcoming FY 2024-25. The increase reflects the change in assessed value (AV) based on the County Assessor's Office estimated property tax roll. While the average annual growth in AV over the past 10 years has been over 6%, indicating strong demand in our region, we have experienced a slowdown in the housing market reflected on both real estate sales volume and prices. In the long-term plan, a conservative growth estimate of 4% is utilized for the ten-year forecast. This assumption factors in historic growth rates and the current economic environment.

Property Tax In-Lieu of Vehicle License Fees (VLF) Assumption:
As discussed above, in 2004, as a part of the budget deal with the State of California, the vehicle license fee rate was reduced from 2.0% to 0.65%. To offset the onerous financial impact to local governments, the State backfilled the reduction of vehicle license fees with property tax, which is known as property tax in-lieu of vehicle license fees (VLF). The primary caveat being that the funding source for the VLF is property tax and ERAF from non-basic aid school districts, which are school districts that are not able to meet their State-determined minimum funding level (as defined by Proposition 98) through property taxes. The funding mechanic is that the counties and cities use the property tax and ERAF from non-basic aid school districts to fund VLF, then the school districts get funding backfilled by the State General Fund.

In San Mateo County, due to decreases in student enrollment and increases in property taxes, more and more school districts have switched to basic-aid status, meaning local property taxes are sufficient to meet the schools' State minimum funding level. Currently, 18 of the 23 school districts in San Mateo County are basic-aid school districts, leaving only five non-basic aid school districts. As such, property tax and ERAF from these limited non-basic-aid schools are not enough to fulfill the VLF revenues obligated to the county and local cities, creating the chronic VLF shortfall issue.

To date, San Mateo County is one of the three counties in the State of California that has had VLF shortfalls. At present, the only recourse to be made whole for the VLF shortfall is to file a claim with the State for it to consider as a part of its budget deliberations in the subsequent fiscal year. In the last few years, the State has reimbursed counties and cities for their VLF shortfalls through its annual budget process. However, as the county-wide VLF shortfalls continue to widen, the State's willingness to fund this obligation may diminish, particularly during fiscal years when the State experiences significant deficits. This year, the State is facing a $27 billion budget deficit.

In FY 2022-23, the county-wide VLF shortfall was $70 million, and the City's share of the VLF shortfall was $4.2 million. Despite the collective efforts from San Mateo County and every local city within San Mateo County to contact state representatives to address the FY 2022-23 VLF shortfall, the State refused to include VLF backfill funding in its FY 2024-25 proposed budget (May revision). San Mateo County and the cities will continue to fight for the VLF revenues. The next step, if the State adopts its 2024-25 budget without VLF backfill, is to advocate through our state representatives to include the VLF funding in the State's budget amendments.

Revenue and Expenditure Assumptions

VLF shortfalls have become a major threat to our financial sustainability. San Mateo County projects that, over the next 7-8 years, the remaining non-basic aid school districts will all gradually shift to basic-aid status. As such, the county-wide VLF shortfall will grow exponentially, from the shortfall of $70 million for FY 2022-23 to over $300 million by FY 2031-32. The City's share of the county-wide VLF shortfall is about 6%. And our share of VLF shortfalls is $4.2 million for FY 2022-23. If indeed there will be no more non-basic aid schools in 7-8 years, the City's VLF shortfall will grow to $24 million by FY 2031-32. Therefore, it is imperative for the county and cities in San Mateo County to continue advocating for the VLF revenue, as losing State funding on VLF shortfalls will severely impact to the City's financial health. This funding should remain local as it is tax revenue remitted from property owners within the City and County.

For the next fiscal year, our assumption is that the State will fund its VLF obligations. In the 10-year forecast, we use a middle-ground assumption, assuming the County and cities will eventually find a permanent fix for the VLF issue, and this revenue will become stable.

Other Assumptions:
Excess ERAF Funds continue to be a steady, yet somewhat uncertain, revenue source for the General Fund. The long-term plan anticipates the continued receipt of Excess ERAF revenues annually. Excess ERAF is projected to be $8.2 million in 2023-24. There have been legislative efforts to increase the Local Control Funding Formula (LCFF),which would ultimately increase funding for public school districts and decrease the amount of Excess ERAF that is available. Conversely, these efforts to increase the LCFF would likely shift more school districts into non-basic aid status and somewhat address the VLF shortfall issue, but it is difficult to quantify the impact until impartial analysis has been completed by the Legislative Analyst's Office (LAO). The latest effort, AB 938 would increase the base level of funding for LCFF by 50% by 2030-31. Staff will continue to monitor this legislative effort and modify the General Fund Long-Term Financial Plan if it is approved by the state legislature and signed into law.

AB 26 Redevelopment Residual Revenues: Baseline revenue amount is projected to be $5.3 million for FY 2024-25 and grows at the same rate annually as the secured tax projection. Per Council direction, 20% of this residual revenue should be reserved annually in a housing set-aside in the General Fund. Policy H1.2 of the City's Housing Element also calls for the City to resume contributing 20% of the AB26 redevelopment residual revenue to the housing set-aside, which the City can use for affordable housing developments. As a result, in the 2024-25 budget, $1.0 million has been added to the housing set-aside reserve.

AB 1290 Redevelopment Pass-through: It funds are expected to remain constant since the portion of the tax increment that is collected by the Successor Agency to pay continuing obligations has stabilized. Revenues are projected to be approximately $1.4 million annually over the next 10 years.

Other property tax components, including unsecured, supplemental secured, and unitary property tax revenues, as well as Homeowners' Property Tax Relief revenues, are expected to remain flat due to the nature of the revenue source.

Background Information:

The Successor Agency to the Redevelopment Agency of the City of San Mateo is responsible for payment of the remaining recognized obligations, which include tax allocation refunding bonds (TAB). The last debt service payment for the Series 2015A TAB will occur in fiscal year 2032-33, which is the trigger event for the dissolution of the former Redevelopment Agency of the City of San Mateo. Beginning in fiscal year 2033-34, rather than receive AB 26 and AB 1290 property tax revenues, the taxing entities, which includes the City, will receive the full property tax increment, as all of the recognized obligations will be satisfied. As such, the City will need to address this change in advance to determine if it wants to continue contributing to the housing set-aside, as the AB 26 property tax revenue source will no longer exist beginning in fiscal year 2033-34.

Revenue and Expenditure Assumptions

Sales Tax

Sales tax revenue is currently the second largest single revenue source of the General Fund. It has been a stable revenue source for the City, and is projected to stay flat with only moderate 1-2% annual growth.

It is also worthwhile to note that the City's share of the local 1% sales tax from internet sales is allocated through the County pool based on the City's proportionate share of locally-generated sales tax. There have been several legislative efforts to allocate sales tax based on point of delivery, but the political will has not yet come to fruition to address this issue. Over the last two years, sales tax from the County pool has increased due to a combination of the new taxes from the full implementation of AB147 (Wayfair) and surges in online spending.

The 2024-25 budget assumes Local 1% sales tax revenues (Bradley Burns) of $22.5 million and local 1/4% sales tax revenues (Measure S) of $7.2 million. Slow and steady growth is anticipated for sales tax throughout the long-term financial plan.

Property Transfer Tax

The City collects a real property transfer tax (RPTT) upon the sale or transfer of any property within the City boundaries. As a charter city, San Mateo voters approved a 0.5% real property transfer tax (RPTT) rate. Furthermore, in the November 2022 election, San Mateo voters approved Measure CC that increased the RPTT rate to 1.5% for properties sold or transferred with a value of $10 million or more.

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. During the Great Recession, RPTT dropped 70% from $10 million to $3 million over a two-year period and took six years to climb back up to the $10-million-dollar level. In 2018-19, RPTT reached a record-high $14.0 million, only one year later it dropped nearly 30% to $9 million in 2019-20 due to COVID pandemic. RPTT rebounded quickly and reached $14.3 million in 2021-22, one year later it dropped again due to the rise of mortgage interest rates which negatively impact the real property sales value and transaction volume. RPTT is anticipated to be $7.0 million at the close of FY 2023-24. These examples showcased how volatile this revenue source can be.

Rather than try to determine the year-over-year trend, the General Fund Long-Term Plan uses an average of $8.0 million, including fiscal year 2024-25. Finance staff will continue to monitor market trends at the local and national level and adjust assumptions accordingly.

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.

TOT revenue suffered the most during the pandemic and was originally projected to return to the $7.0 million pre-pandemic baseline by 2024-25. However, due to a major hotel closure, we must reduce the baseline to $4.0 million, used in FY 2024-25 projections and in the long-term financial plan.

Revenue and Expenditure Assumptions

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. This revenue resource is projected to be $7.7 million, then grow at a modest 2% annually in the long-term financial plan.

Franchise Fees

The City receives franchise payments from companies providing garbage, electricity, gas, and cable television services. Modest growth is expected from this revenue source, 2% annually in the forecast. This revenue source will continue to be carefully monitored, with future growth projections adjusted accordingly. Overall, franchise fee revenues are projected to be just under $3.6 million in 2024-25.

Golf Fees

Golf fee revenues primarily come from rounds of golf played, but other sources include driving range revenue and merchandise sales. The City's golf course continues to perform well in the post-pandemic period. The budget projection is set at $3.5 million for FY 2024-25, with a moderate 2% annual growth in the long-term financial plan.

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. For FY 2024-25, total revenues from recreation service, including grants, are projected to be $4.2 million, with a 2% annual increase in the ten-year long-term 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). In 2021-22, the Downtown Parking Fund was merged into the General Fund. As such, parking revenues are now reported under this revenue category in the General Fund. In total, General Fund's permit, fee, and fine revenues are projected to be $7.7 million for 2024-25 then grow by 2% annually in the long-term financial plan.

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. Additionally, the City has an agreement with the San Mateo Consolidated Fire Department (SMC Fire) to provide Human Resources and Finance services. Reimbursement from SMC Fire is recorded here under Intergovernmental revenues. For FY 2024-25, this revenue is projected to be $_ million with modest growth in in the ten-year 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. Budget projections for investment earnings are on cash basis to avoid he flux due to mark-to-market accounting adjustment on the City's investment portfolio. In total, this category of revenues is expected to generate approximately $5.0 million in 2024-25.

Revenue and Expenditure Assumptions

In-Lieu Charges

In-lieu charges are funds transferred into the General Fund from other funds to cover the cost of City-wide administration. These costs include covering a portion of expenditures related to the operation of the City Manager's Office, City Attorney's Office, City Clerk, Finance, Human Resources, and Information Technology. It also covers costs such as the other funds' share of general liability expenses. A total of approximately $4.9 million is projected in 2024-25.

In-lieu charges are set to grow at a rate of 3% - 5% annually in the ten-year forecast. The increase is largely due to increases in costs of providing administrative services. In accordance with best practices, the City's cost allocation study was last updated in 2020-21, and it is expected that the study will be maintained and updated on a regular basis.

Transfers In – Construction Services

Beginning 2020-21, the Construction Services Fund will make 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 $0.5 million in 2024-25.

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 has 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.

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. As such, 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, if including the City's share of SMC Fire's personnel costs, represent over 70% of total General Fund expenditures. The General Fund is projected to allocate $92.6 million for personnel costs in FY 2024-25. To best reflect the personnel costs, the General Fund ten-year forecast splits costs into three categories: salaries, benefits, and payment on the unfunded pension liability. This allows assumptions for cost increases in the three categories to move independently from one another. Assumptions for the major categories of personnel expenditures are discussed in the detail below.

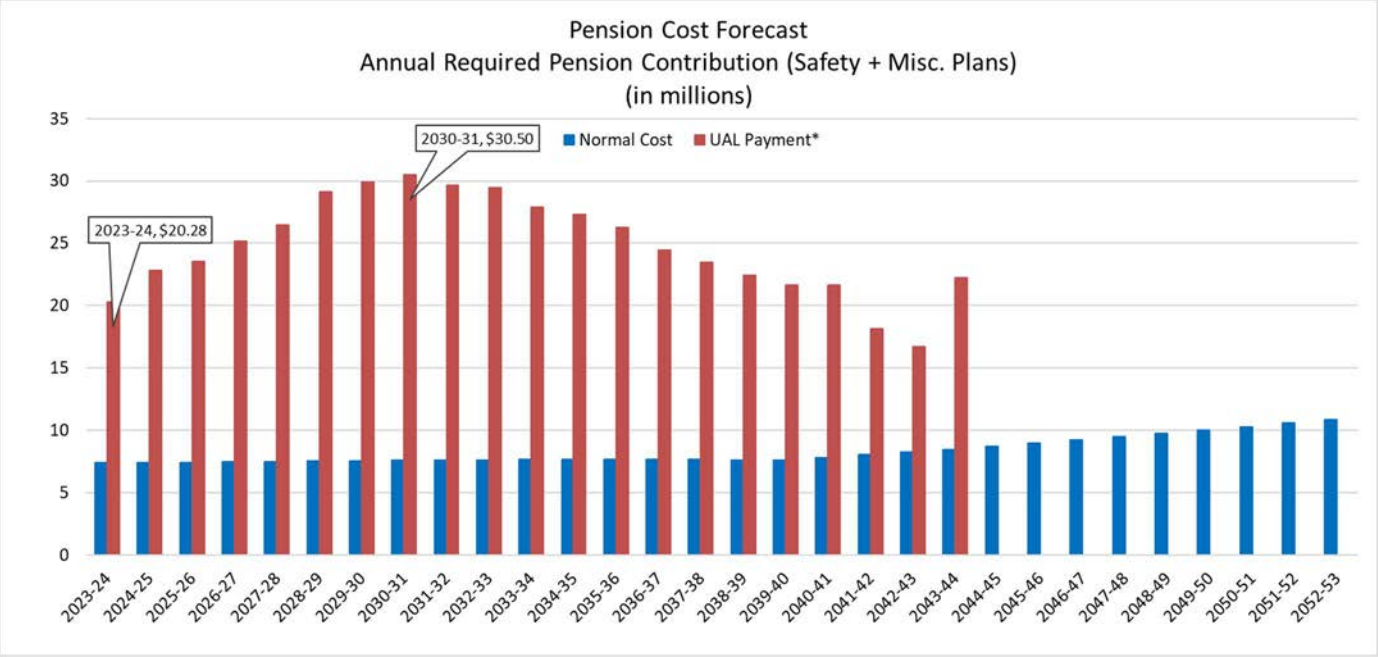
Increases for salaries and salary-related costs, such as overtime, are initially based on existing labor contractual agreements or assumptions about the outcome of ongoing and future negotiations. Beyond those contractual

assumptions, salary increases were set in the ten-year forecast based on projected modest salary increases, which is generally aligning with our long-term CPI projections, 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 several factors that have to be considered related to salary increases in the future, including the City's economic condition, the amount of unassigned fund balance in the General Fund, labor negotiations, and our ability to compete in the market for employees.

As previously discussed, the cost of CalPERS pension 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 that were developed based on the latest CalPERS actuarial valuation and projection. 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:

As reported in the mid-year budget update and the preliminary budget review, the City's pension contribution will increase significantly starting fiscal year 2024-25 due to the CalPERS investment loss of negative 7.5% in FY 2021-22. Such investment loss will cost the City over $100 million in additional pension costs over the 20-year amortization period. As result, the City will be required to pay an additional $2 million to $8 million annually during the five-year ramp-up period (FY 2024-25 through FY 2028-29). Once the five-year ramping has been completed, the increase in pension contributions is projected to be an additional $10 million each year for the next four years (FY 2029-30 through FY 2032-33), as compared to that for 2023-24, before gradually decreasing.

Citywide Pension Outlook - All Funds



Source of Information: CalPERS Pension Outlook

If CalPERS investment returns fall short of the long-term investment of return, which is currently set at 6.8%, it will create another layer of unfunded pension liability to the City. The General Fund Long-Term Plan assumes that CalPERS will meet its target rate of return (discount rate) for the remainder of the ten-year forecast.

Revenue and Expenditure Assumptions

Background Information:

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 subsection for San Mateo Consolidated Fire Department Contribution and Fire Legacy Costs.

Other major costs in this category include medical, dental, and vision premiums paid by the City; Medicare and Social Security taxes; workers' compensation; and deferred compensation. Medical insurance, which is the second-largest cost in this category, is set in the forecast to increase at 6.5% in 2024-25 and then remain flat at 6% 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 General Fund's expenditures consist of non-personnel costs. For the ten-year forecast, non-personnel expenditures were broken down into distinct categories: operating, transfers out, and the annual contribution to the San Mateo Consolidated Fire Department and fire legacy costs. A brief description of the types of expenditures in each category is provided below.

OPERATING EXPENDITURES

Operating expenditures, which total $40.0 million in FY 2024-25, include spending on a wide variety of expenditure categories related to operations of the City. Some of the major expenditure categories include professional and contract services, utilities costs, and capital outlay.

Professional and contract services in this category total $10.6 million in 2024-25 and it covers a wide variety of service areas, such as engineering services, 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 reflects an annual increase of 2-3%.

Utilities costs, which total $3.9 million in 2024-25, include gas, electricity, water, and telecommunications costs required for city operations. Of the total, over 55% goes toward gas and electricity, 25% goes toward water, and the remaining 15% is for telecommunications. For the ten-year forecast, the annual inflationary increase is set at 2%. 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.

The capital outlay expenditures include a "rental rate" charged to departments to cover the cost of replacing vehicles and equipment through the Vehicle and Equipment Replacement Fund. Funds are accumulated while the vehicle or equipment is still in use, ensuring sufficient resources are available for replacements. The budget for this category is $1.8 million for the 2024-25 fiscal year. For more information about the Vehicle and Equipment Replacement Fund and its long-term financial plan, please refer to 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 transfers are programed in the long-term forecast.

In the proposed 2024-25 budget, transfers out is projected to be $11.6 million, comprising of the following:

- $8.1 million contributions to Capital Improvement Plan (CIP), of which $3.7 million from Measure S;
- $2.7 million from Measure S for debt service related to the 2020A Revenue Bonds issued for flood control and street rehabilitation improvements;
- $0.41 million annual contribution to the Equipment and Vehicle Replacement Fund for major building component replacement; and
- $0.35 million to replenish the 2% Hotel Tax Fund's fund balance to meet debt service requirements.

SAN MATEO CONSOLIDATED FIRE DEPARTMENT CONTRIBUTION AND FIRE LEGACY COSTS

On January 13, 2019, the City's fire operations were transferred to the 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.

The City's share of SMC Fire costs is projected to be $28.7 million for 2024-25. 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 2024-25 is $36.1 million.

The long-term forecast presents the City's contribution to SMC Fire and its fire legacy costs in a separate line 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 were based on the SMC Fire budget and five-year forecast. Beyond that, a 3% annual growth has been projected.

NET REDUCTION / USE OF UNASSIGNED FUND BALANCE

The net reduction amount represents the expenditure reductions and/or revenues exceeding expectations. Including this adjustment in the General Fund long-term forecast is to present a more realistic view of the General Fund's financial position.

Given the tax revenue uncertainties, this year's General Fund forecast adopts a middle-ground approach. It assumes that the State and County will resolve the VLF funding issue, ensuring more reliable VLF revenues. Under this scenario, the City is expected to operate with a budget deficit for the next 7-9 years, utilizing the General Fund reserves to manage through this challenging period.

LONG-TERM FINANCIAL FORECAST

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. The long-term forecast allows the City to foresee structural imbalance, and plan to position itself towards long-term financial sustainability.



Departments

Departments by Fund

FUND NAME	CITY ATTORNEY	CITY CLERK	CITY COUNCIL	CITY MANAGER'S OFFICE	COMMUNITY DEVELOPMENT
General Funds					
General	X	X	X	X	X
Measure S Tracking					
Downtown Services					
Recreation Services					
Golf					
Special Revenue Funds					
Police Grants and Safety					
Solid Waste				x	
HOME					X
Community Development Block Grant					X
Advance Planning				x	X
Construction Services	X			X	X
City Housing					X
Low and Moderate Income Housing Asset					X
Parks and Recreation Revenue					
Commercial Linkage Fee					
Permanent Local Housing Allocation					X
Landfill					
Debt Service Funds					
Street and Flood Control Projects Bond					
General Obligation Bonds					
2% Hotel Tax					
Enterprise Funds					
Sewer	X			x	
Storm					
Internal Service Funds					
Vehicle and Equipment Replacement					
Fleet and Building Maintenance					
Benefits					
Dental					
Workers' Compensation					
Comprehensive Liability	X				

Departments by Fund

FINANCE	HUMAN RESOURCES	INFORMATION TECHNOLOGY	LIBRARY	PARKS AND RECREATION	POLICE	PUBLIC WORKS	NON-DEPARTMENTAL
X	X	X	X	X	X	X	X
			X	X	X		
					X	X	
				X			
				X			X
					X		
x						X	
x							
x		X				X	x
							X
							X
						X	
							X
							X
							X
X						X	X
						x	
							x
						X	
							x
							x
	x						



City Attorney

City Attorney

Mission Statement

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

SUMMARY	2024-25
FTEs	5.00
Total budget	$ 5.7 million
Funding source(s)	General Funds
	Special Revenue Funds
	Enterprise Funds
	Internal Service Funds

Services and Structure

Legal Counsel

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

Litigation Defense

The City Attorney's Office is responsible for providing, either directly or through outside counsel, for the defense of the City, its officers, and its employees against lawsuits and claims. The Office procures property and general liability insurance, contracts for claims adjusting services, and oversees the handling of Tort Claims. The City receives approximately 67 claims yearly, including claims for personal injury and property damage.

City Attorney

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 1,521,062	$ 1,489,551
Operating	4,122,800	4,722,800
Indirect & Overhead	65,073	68,247
Total Expenditures	**$ 5,708,935**	**$ 6,280,598**
Funding Sources		
General Funds	$ 1,332,870	$ 1,300,203
Special Revenue Funds	229,249	228,757
Enterprise Funds	109,024	110,927
Internal Service Funds	4,037,792	4,640,711
Total Funding Sources	**$ 5,708,935**	**$ 6,280,598**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Attorney	1.00	1.00	1.00
Assistant City Attorney	3.00	3.00	3.00
Executive Secretary to City Attorney	1.00	1.00	1.00
Total Merit	**5.00**	**5.00**	**5.00**
Total Per Diem	-	-	-
Total Positions	**5.00**	**5.00**	**5.00**



City Clerk

City Clerk

Mission Statement

The office of the City Clerk assists residents in navigating the City's governance structure; provides access to local government decision-makers; is the compliance filing officer; is the City's elections official; and ensures transparent processes and access to the City's records.

Services and Structure

The Clerk's office provides the following services:

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

2022-24 Highlights

- Conducted recruitments for board and commission members
- Coordinated city-wide records clean-up days
- Created an interactive Campaign Finance Dashboard to increase campaign contribution and expenditure transparency for the November 8, 2022 General Election.
- First candidate by-district election for Districts 1, 3, and 5.
- Hosted a book signing and celebration of the history of San Mateo's special relationship with the 101st Airborne Adopted Unit.
- Facilitated fundraising efforts and developed recognition policy and review processes for the Fallen Heroes Memorial.

SUMMARY	2024-25
FTEs	4.88
Total budget	$1.2 million
Funding source(s)	General Funds

- Coordinated with our Sister Cities Association to bring a delegation of San Mateo representatives and youth softball players to Toyonaka, Japan to celebrate 60 years of friendship.
- Provided an updated Boards and Commission Demography survey and analysis to City Council.
- Recruitment and onboarding of San Mateo's first Youth Commissioners on the Parks & Recreation Commission.
- Fostered youth civic engagement through partnership with Youth Activities Council and Generation Voter: Over 100 students pre-registered to vote; Facilitated the "I Voted" sticker competition.
- Published a public Historical Ballot Measure Archive.
- Continuing to facilitate citywide file structure development and electronic conversion efforts.
- Implemented an Email Retention Policy to align with records management best practices.

2024-26 Budget

The City Clerk Department's operating budget of $1.2 million is an increase of $0.4 million or 28% over fiscal year 2023-24. This is primarily due to the anticipated costs of the 2024 election.

City Clerk

Key Department Initiatives

Continue to build upon technology enhancements for meeting management citywide, as well as policies, procedures, and personnel for facilitating public records requests.

- Investigate funding opportunities for Capital Improvement Project planning towards modernization of Council Chambers.
- Focus on records management initiatives with an emphasis on consistency citywide through policy development and implementation.
- Continue implementing education and outreach for the final transition to district elections in November 2024 with increased communication and access to elections information.
- Improve transparency for candidate campaign filings.
- Provide additional training opportunities for Board and Commission members.
- Develop strategies to increase Diversity, Equity, and Inclusion through Boards & Commission recruitment, including youth, senior, and demographic representation.
- Facilitate a holistic rewrite of governance documents for all public bodies.

City Clerk

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 831,164	$ 867,991
Operating	311,932	89,492
Indirect & Overhead	10,623	10,623
Total Expenditures	**$ 1,153,719**	**$ 968,106**
Funding Sources		
General Funds	$ 1,153,719	$ 968,106
Total Funding Sources	**$ 1,153,719**	**$ 968,106**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Clerk	1.00	1.00	1.00
Asistant to City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Management Analyst I/II	1.00	1.00	1.00
Total Merit	**4.00**	**4.00**	**4.00**
Total Per Diem	**0.23**	**0.88**	**0.88**
Total Positions	**4.23**	**4.88**	**4.88**

City Clerk

METRICS
Public Transparency and Compliance
We provide public access to legislative decision-making and government records.
Number of Public Records Act (PRA) requests received
Percent of PRA responses responded to within prescribed timelines
Percent of Fair Political Practices Commission (FPPC) compliances documents filed on time
Percent 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	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	1,460	1,252	1,300	1,300	1,300
Performance	86%	97%	97%	97%	97%
Performance	98%	98%	99%	99%	99%
Performance	76%	86%	85%	85%	85%
Workload	159	122	150	150	150
Workload	50	48	50	50	50
Workload	1,595	1,662	1,745	1,832	1,923
Workload	127	150	150	150	150



City Council

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City Council

Mission Statement

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

SUMMARY	2024-25
FTEs	5.00
Total budget	$457,000
Funding source(s)	General Funds

Services and Structure

The City Council is comprised of five members. Commencing with the November 2022 election, San Mateo began its transition to by-district election, with three members elected from Districts 1, 3 and 5. The City's transition to by-district elections will be complete following the November 2024 election, where two at-large seats will expire Districts 2 and 4 will hold their first district elections. General municipal elections are held every even numbered year, with two Council Members elected the year preceding Leap Year and three elected the year after Leap Year. Council Members hold office for four-year terms commencing the first regular council meeting in December following the November election. The Council Members select from among themselves a Mayor and Deputy Mayor to serve for one-year terms. The Council sets policy for the City, enacts ordinances, approves the budget, and authorizes City expenditures.

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

Priorities 2024

Stewardship of Infrastructure

- Reconstruct all failed streets in San Mateo by 2026 using Measure S sales tax, Countywide Measure A funding, grants, General Fund and other available funding.
- Address structural issues and renovate the Marina Library.
- Replace all remaining high voltage circuits to improve safety and reliability of the street light system.
- Expedite efforts to improve the stormwater collection and storage system, 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.
- Implement a Green Fleet by 2030.
- Expedite efforts to produce potable water from the Clean Water Program
- Create a Capital Infrastructure Plan or process for reinvesting in infrastructure to allow the City to evaluate City facilities and assets when upgrades are needed.

Quality of Life

- Implement traffic programs and improvements to enhance safety for all users by utilizing public input and data, such as the input that led to the Traffic Action plans to improve safety on neighborhood roadways and intersections.
- Minimize impacts to residents from train horn noise at City at-grade crossings.
- Proactively manage Citywide parking resources to optimize existing supply.
- Conduct an Annual Transportation Review of progress on all ongoing plans, including project updates and key metrics such as City mode share, collision and safety data.
- Implement bicycle and pedestrian projects and programs that address safety and align with adopted City plans.
- Integrate master plans to increase efficiency and community impact.
- Expand on coordinating police services with mental health and social services.
- Implement projects and programs to enhance Police Traffic Unit services.
- Leverage technology in support of safe and secure neighborhoods.

- Create a comprehensive, ongoing Citywide Community Outreach and Engagement Program.
- Initiate a Community Budget Process for anticipated revenue from Measure CC.
- Explore the implementation of a Customer Response Management or 311 system.
- Enable more quick-build bicycle/micro mobility/ pedestrian projects by identifying reliable City funding.
- Explore piloting a City Grant Fund.
- Explore adopting a Gardening Waste ordinance.
- Enhance city-wide disaster response and emergency preparedness.
-

Framing the Future

- Establish policies to decarbonize existing buildings and infrastructure and eliminate methane gas use by 2030.
- Implement the Climate Action Plan and work to reduce greenhouse gas emissions.
- Pursue development and preservation of housing to increase supply of affordable and workforce housing and leverage external funding sources for affordable housing.
- Implement mandates for composting in multi-family dwellings.
- Provide greater support to business development centers or mixed-use development areas to increase economic vitality.
- Implement the Central Park Master Plan.
- Implement the adopted General Plan, including developing public benefits policy for increased height areas, urban agriculture policies, and evaluating affordable housing incentives/zoning allowances for properties with adjacent lots, such as those owned by faith-based organizations.
- Develop a funding strategy for existing infrastructure plans.
- Work with schools, community colleges, businesses, and other organizations to expand youth and senior workforce development & civic leadership opportunities.
- Explore a resolution affirming the City's commitment to integrate new technologies, such as artificial intelligence (AI), without displacing the work force.
- Increase organizational capacity to support the Toyonaka Sister City Program within the Parks & Recreation Department and City Clerk Department.

Economic Vitality

- Review Municipal Code provisions related to development review process and identify opportunities for streamlining.
- Study resource feasibility for the downtown grade separations and long-term train corridor improvements.
- Enhance the customer experience Downtown and in other commercial districts.
- Design and implement capital improvements for permanent street closure.
- 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 Post-Employment Benefits (OPEB) liabilities by no later than 2050.
- Implement a robust, year-round Downtown Activation Program as part of our core City services.

2024-26 Budget

The Council's operating budget is primarily focused on partnerships and memberships that enhance the community and the city's relationship with other state, local, and federal governments and builds collaboration in the region. Moreover, the Council's operating budget will assist the Council with determining the policies of the City and seek the most effective use of resources to meet community needs.

City Council

FINANCIALS		2024-25 PROPOSED BUDGET		2025-26 PROJECTED BUDGET
Expenditures by Category				
Personnel	$	131,335	$	130,398
Operating		311,735		319,256
Indirect & Overhead		13,450		13,450
Total Expenditures	**$**	**456,520**	**$**	**463,104**
Funding Sources				
General Funds	$	456,520	$	463,104
Total Funding Sources	**$**	**456,520**	**$**	**463,104**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Council Member	5.00	5.00	5.00
Total Merit	**5.00**	**5.00**	**5.00**
Total Per Diem	**0.00**	**0.00**	**0.00**
Total Positions	**5.00**	**5.00**	**5.00**



City Manager's Office

City Manager's Office

Mission Statement

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

Services and Structure

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

City Management
Providing Citywide leadership and coordination to the organization and policy development support for the City Council. Representing the City's interests in local and regional issues, and ensuring diversity, equity, and inclusion (DEI) initiatives are integrated into our work citywide.

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

Communications
Developing and implementing Citywide communications and community engagement activities and tools and serving as a resource for other departments. Managing the content, navigation, and design of the City's website and social media channels.

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

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

2022-24 Highlights

- Onboarded a new City Manager and Assistant City Manager
- Developed and began implementation of a Citywide DEI Strategic Plan and Framework.
- Comanaged with the Community Development Department the Racial Equity Art project selection process and installation of the artwork in the pedestrian mall.
- Led the way on the B Street pedestrian mall and outdoor seating and parklets efforts.
- Updated the City's Minimum Wage Ordinance.
- Adopted a Reach Code Ordinance and commenced work on building electrification policy outreach.
- Relaunched the English as a Second Language City Government Academy, joint effort with the San Mateo Adult School, after a 2-year hiatus from the pandemic.
- Opened the new Downtown Parking Garage and the 225-unit Kiku Crossing 100% affordable housing project.

SUMMARY	2024-25
FTEs	9.48
Total budget	$3.4 million
Funding source(s)	General Funds
	Special Revenue Funds
	Enterprise Funds

2024-26 Budget

The City Manager's Office budget contains some adjustments from the prior year budget to accommodate additional operational expenses and staffing expansions, including the creation of the Citywide Communications and Community Engagement division. Additional funds were added to support the new staffing needs and additional projects, such as Climate Adaptation planning, grant writing, emergency preparedness work, and community leaders convenings.

Key Department Initiatives

- Conduct outreach and develop policies to decarbonize existing buildings and infrastructure to eliminate methane gas use.
- Establish a comprehensive, ongoing Citywide Community Outreach and Engagement program.
- Continue implementing the adopted 2020 Climate Action Plan.
- Continue ensure the integration of master plans to increase efficiency and community impact.
- Explore the implementation of a Customer Response Management or 311 system.

- Enhance city-wide disaster response and emergency preparedness.
- Implement a robust, year-round Downtown Activation program as part of our core City services.
- Collaborate with Public Works on the design and construction improvements for the pedestrian mall on B Street between 1st and 3rd.
- Create interdepartmental grants acquisition team.
- Establish a Citywide ADA program.
- Develop a citywide strategic plan to educate and inform the community on land use measure.
- Conduct a comprehensive analysis of the City's real property portfolio.
- Support City departments on annual DEI initiatives.
- Establish a Citywide Translation policy.

City Manager's Office

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 2,439,808	$ 2,489,965
Operating	945,600	945,600
Indirect & Overhead	17,782	18,460
Total Expenditures	**$ 3,403,190**	**$ 3,454,025**
Funding Sources		
General Funds	$ 2,848,297	$ 2,883,913
Special Revenue Funds	466,182	478,449
Enterprise Funds	88,711	91,663
Total Funding Sources	**$ 3,403,190**	**$ 3,454,025**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Manager	1.00	1.00	1.00
Asistant City Manager	1.00	1.00	1.00
Communications Manager	1.00	1.00	1.00
Communications & Public Relations Analyst	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Executive Secretary to City Manager	1.00	1.00	1.00
Management Analyst I/II	1.00	1.00	1.00
Sr. Management Analyst	-	1.00	1.00
Sustainability Analyst	1.00	1.00	1.00
Total Merit	**8.00**	**9.00**	**9.00**
Total Per Diem	**0.48**	**0.48**	**0.48**
Total Positions	**8.48**	**9.48**	**9.48**

City Manager's Office

METRICS
Economic Development
Business assistance provided
Communications
Number of citywide eNewsletter subscribers
Volunteer Engagement
Number of volunteers and volunteer hours

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	100	150	150	150	200
Performance	10,000	12,500	13,000	13,500	14,000
Workload	1,718 vols 42,534 hrs	3,500 vols 75,000 hrs	3,500 vols 75,000 hrs	3,500 vols 75,000 hrs	4,000 vols 80,000 hrs



Community Development

Community Development

Mission Statement

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

SUMMARY	2024-25
FTEs	57.92
Total budget	$17.3 million
Funding source(s)	General Funds Special Revenue Funds

Services and Structure

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

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

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

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

Code Enforcement
Code Enforcement works to promote and maintain a safe and desirable living and working environment on all private properties around the City. Code Enforcement accomplishes this by enforcing the City's Municipal Codes, including Property Maintenance, Nuisance, Building, and Zoning Codes. Additionally, Code Enforcement works in partnership with other divisions, departments, and outside agencies to support code compliance and assisting property owners, businesses and tenants in understanding City rules and regulations.

Housing
The Housing Division manages programs and services that increase and preserve affordable housing, improve and preserve lower income neighborhoods, prevent and address homelessness, and financially assist social service agencies providing services that benefit low-income households, and works with Planning to administer and implement programs and policies in the City's Housing Element and procure planning grants from federal and state sources. It manages grants from the federal Community Development Block Grant (CDBG) program, the state Permanent Local Housing Allocation (PLHA) fund, provides funding and ongoing monitoring of affordable housing, including administration of the City's Below Market Rate inclusionary program, and staffs the Community Relations Commission. The division also co-manages the HOME Investment Partnership Program through the San Mateo County HOME Consortium.

Planning
The Planning Division plans for the physical, social, and economic development of the City and ensures compliance with the General Plan, Zoning Code and other adopted plans and policies, as well as the California Environmental Quality Act (CEQA) for both public and private projects. Together with the Building Division, Planning reviews and processes private development projects to achieve a high-quality built environment and long-term economic growth.

The division has two functions. Advanced Planning prepares long-range plans and policy documents for the physical and economic development of the City, and administers and maintains the City's General Plan, including the Housing Element, Specific Plans, Zoning Code, and other policy documents to ensure compliance with state law and to reflect community needs and desires. Current Planning provides public information on City codes and requirements, and reviews development applications,

Community Development

including coordination with other Departments and outside agencies, to ensure that development within the City is consistent with long-range plans, community needs, development laws and state statutes.

Business and Admin Services
The Business and Admin Services Division manages the Department's internal financial operations and annual budget, provides administrative support to the other four divisions, administers the Department's business and enterprise systems, processes Public Records Act (PRA) requests and provides human resources support. In addition, the Division supports the City's Child Care Loan program, Civic Arts Committee and Art in Public Places program, and manages other special departmental projects.

2022-2024 Highlights

- Adopted the Strive San Mateo General Plan 2040 update, completing a five-and-a-half-year effort with significant community outreach and engagement.
- Adopted the 2023-2031 Housing Element, a three-year planning effort to develop a plan to meet the City's Regional Housing Needs Allocation (RHNA) and comply with state housing laws.
- Completed construction of the Kiku Crossing affordable housing project and new downtown parking garage on City owned property, with 225 new below market rate (affordable) units.
- Issued over 7,500 building permits and performed over 37,500 building inspections.
- Served over 11,400 customers at the City Hall Permit Center.
- Adopted an updated Accessory Dwelling Unit (ADU) Ordinance and expanded online ADU resources and information.
- Adopted Objective Design Standards for new residential development and mixed-use development and an SB9 Ordinance.
- Completed multiple Zoning and Municipal Code amendments to correct errors, make clarifications and improve the development review process, including:
- Streamlining the review process for public projects;
- Streamlining and simplifying the process to review and approve projects proposing minor modifications;
- Clarification of the City's height and bulk standards;
- Simplifying and adding flexibility to the security requirements for housing and mixed-use projects;
- Established an extension process for entitled projects to address changes in market conditions; and
- Increased the administrative approval threshold for housing projects with up to 25 units.
- Held over 50 community meetings and workshops.
- Relocated 27 tenant households from unsafe living conditions.
- Closed 766 Code Enforcement cases.
- Continued the digitization process with over 500,000 microfiche records converted to digital files.
- Processed approximately 1,300 Public Records Act (PRA) requests.
- Completed at least 38 minor home repairs including weatherization and accessibility upgrades for lower income property owners.
- Entitled multiple housing and mixed-use private development projects with nearly 400 new housing units.
- Filled 20 staff vacancies and reduced CDD's vacancy rate from a peak of approximately 20% to 2%. Key positions filled included Director, Business Manager, Housing Manager, Plan Check Supervisor, two Principal Planners, Senior Code Enforcement Officer, Senior Management Analyst and Senior Development Review Technician.
- Implemented an automated permit process for eligible Solar PV projects through the SolarAPP+ system.

Key Department Initiatives

- Initiate comprehensive update of the City's Zoning Code to be consistent with the updated General Plan 2040.
- Implement the City's 2023-2031 Housing Element, which includes over 100 programs and actions.
- Update the Downtown Area Plan, with substantial community outreach and engagement.
- Collaborate with the Parks and Recreation Department on streamlining and improving processes related to Tree Removal Permits, and administration of the Protected Tree Ordinance and Heritage Tree Policy.
- Improve and streamline the development review and permitting process for new development, including updating the pre-application and design review processes, and simplifying the permitting process for single-family homes.
- Onboard a Hearing Officer and establish an updated appeals process for citations and the Red Tag Ordinance.

- Standardize and update code enforcement procedures to more efficiently respond to complaints and manage open cases.
- Explore policies to strengthen AB1482 Tenant Protection Act and improve the Tenant Protection Ordinance.
- Pursue development and preservation of housing to increase supply of affordable and workforce housing and leverage external funding sources for affordable housing.
- Develop and revise the funding plans for the CDBG and PLHA programs to be consistent with HUD and HCD requirements while funding and supporting local organizations and community needs.
- Continue managing federal and state grants to develop and fund programs that address housing related needs, general human needs, and the needs of those at risk of homelessness.
- Continue managing the City's below market rate (BMR) unit portfolio, First Time Homebuyer program, and identifying priorities for use of local housing funds.
- Implement the recently adopted Objective Design Standards for multi-family developments and provide annual reports to City Council.
- Continue to update and maintain the CDD website, handouts, and informational materials.
- Continue digitizing of records, including microfiche and paper documents.
- Continue to implement improvements to strengthen/streamline processes and provide more comprehensive services.
- Continue staff cross-training and development that will improve customer service, communications, and application processing.

Community Development

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 10,971,660	$ 11,257,398
Operating	4,909,450	4,910,860
Indirect & Overhead	1,467,801	1,537,789
Total Expenditures	**$ 17,348,911**	**$ 17,706,047**
Expenditures by Cost Center		
Advanced Planning	$ 1,663,727	$ 1,685,651
Affordable Housing	2,167,062	2,110,393
Building Inspection	299,704	300,670
Building Operations	5,911,321	6,142,096
Building Plan Checking	636,000	636,000
CDD Operations	713,215	726,744
Current Planning	4,334,679	4,429,232
General Code Enforcement	1,572,803	1,624,861
Planning Commission	50,400	50,400

Total Expenditures	**$ 17,348,911**	**$ 17,706,047**
Funding Sources		
General Funds	$ 2,271,225	$ 2,256,285
Special Revenue Funds	15,077,686	15,449,762
Total Funding Sources	**$ 17,348,911**	**$ 17,706,047**

Community Development

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Community Development Director	1.00	1.00	1.00
Administrative Assistant	4.00	4.00	4.00
Administrative Technician	2.00	2.00	2.00
Associate Planner	6.00	6.00	6.00
Building Inspector I/II	7.00	7.00	7.00
Building Official	1.00	-	-
Business Manager	1.00	1.00	1.00
Code Enforcement Manager	1.00	1.00	1.00
Code Enforcement Officer I/II	3.00	3.00	3.00
Deputy Building Official	1.00	1.00	1.00
Deputy Community Development Director	1.00	1.00	1.00
Deputy Community Development Director/ Building Official	-	1.00	1.00
Development Review Technician	5.00	5.00	5.00
Housing and Neighborhood Services Manager	1.00	1.00	1.00
Housing Specialist I/II	1.00	2.00	2.00
Inspection Supervisor	1.00	1.00	1.00
Managing Arborist	1.00	1.00	1.00
Office Assistant I/II	2.00	2.00	2.00
Permit Center Supervisor	1.00	1.00	1.00
Plan Check Supervisor	1.00	1.00	1.00
Plan Checker Engineer	5.00	5.00	5.00
Planning Manager	1.00	1.00	1.00
Principal Planner	2.00	2.00	2.00
Senior Business Systems Analyst	1.00	1.00	1.00
Senior Code Enforcement Officer	1.00	1.00	1.00
Senior Development Review Technician	2.00	2.00	2.00
Senior Management Analyst	1.00	1.00	1.00
Senior Planner	1.00	2.00	2.00
Total Merit	55.00	57.00	57.00
Total Per Diem	1.18	0.92	0.92
Total Positions	**56.18**	**57.92**	**57.92**

Community Development

METRICS
CDD Administration
Number of staff vacancies within the year
Number of vacancies filled within the year
Number of PRA requests
Number of average business days to respond to PRA requests
Building
Number of Building Permit Applications Submitted - Commercial
Number of Building Permit Applications Submitted - % Commercial Online
Number of Building Permit Applications Submitted - Residential
Percent of Building Permit Applications Submitted - % Residential Online
Number of Building Permit Applications Submitted - ADU and JADU (number is subset of residential applications total)
Number of Building Permits issued - Commercial
Number of Building Permits issued - Residential
Number of Building Permits issued - ADU and JADU (Accessory Dwelling Unit / Junior Accessory Dwelling Unit)
Number of Permit Inspections completed
Percent of Permit Inspections Completed - within a two-hour window
Number of In-person customers served at the Permit Center - Total CDD Customers
Number of planning applications reviews
Percent of planning application reviews completed within 10 business days
Number of Residential permit applications reviewed - Residential Building Permit review Efficiency
Number of residential permits issued that required more than 3 plan checks before approval
Number of special and emergency event responses assisting SMCFD and SMPD - Special and Emergency Event responses
Number of responses that were out of regular business hours -Special and Emergency Event responses
Number of Residential VOTC (virtual over the counter) online submittal applications - Virtual Permit Activity
Number of Solar APP+ Applications - Virtual Permit Activity
Total number of BD Reviews for CDD Arborist
Total number of PA Reviews for CDD Arborist
Number of Arborist Inspections completed
Number of Tree Removal Permit applicaitons
Code Enforcement
Number of complaints received
Percent of new cases investigated/opened
Percent of new cases closed: cases that were opened and closed within reporting quarter
Number of unpermitted construction cases opened
Number of all active cases: including cases from previous reporting quarters
Percent of existing cases closed
Number of Substandard Housing Condition complaints received
Percent of Substandard Housing Condition complaints received - Tenant relocation required
Percent of Substandard Housing Condition complaints received - Repeat violator/violations
Percent of Substandard Housing Condition complaints investigated within 48 business hours

Community Development

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	New	10	24	5	5
Workload	New	11	20	5	5
Workload	703	546	450	600	600
Performance	7	7	8	9	9
Workload	282	273	282	396	396
Workload	New	New	88%	90%	90%
Workload	102	4,129	2,873	3,892	3,892
Workload	New	New	75%	75%	75%
Workload	102	111	78	100	100
Workload	218	247	250	220	220
Workload	3,991	3,875	3,800	3,600	3,600
Workload	73	87	115	90	90
Workload	18,713	18,743	18,115	19,000	19,000
Performance	New	New	94%	90%	90%
Workload	4,193	6,003	New	6,000	6,000
Workload	New	162	170	120	120
Performance	New	90%	90%	90%	90%
Workload	New	391	356	384	384
Workload	New	90	75	80	80
Workload	New	30	30	30	30
Workload	New	10	10	10	10
Workload	651	700	325	325	325
Workload	New	New	New	34	34
Workload	294	347	269	250	250
Workload	145	155	103	100	100
Workload	New	New	New	100	100
Workload	New	New	New	100	100
Workload	New	818	1,000	800	800
Workload	New	40%	40%	40%	40%
Performance	New	30%	30%	40%	40%
Workload	New	5	5	10	10
Workload	New	857	850	800	800
Performance	New	30%	25%	25%	25%
Workload	New	New	New	15%	15%
Workload	New	1%	1%	1%	1%
Workload	New	0%	0%	0%	0%
Performance	New	100%	80%	100%	100%

Community Development

METRICS
Housing
Number of housing units repaired/improved through minor home repair, accessibility modifications, and Rebuilding Together grants
Number of offer letters sent to Sellers of FTB and BMR Units
Percentage of letters sent to Sellers of FTB and BMR Units within prescribed deadlines
Number of San Mateo residents who received services through the City's Community Funding Program
Number of performed annual on-site monitoring visits of housing projects with City inclusionary units
Number of BMR and First-Time Buyer Units monitored annually for owner-occupancy
Planning
Number of Planning Application submittals
Number of Planning Applications Deemed Complete
Percent of planning application review efficiency - Percentage deemed complete within three review cycles
Number of Zoning Administrator Planning Application Decision Letters - ZA level Decision letter prepared
Percent of Zoning Administrator Level Planning Application Decision Letters processed within 20 days
Number of Building Applications assigned - Building Permit Applications Reviewed by Planning
Percent of Building Application plan check reviews processed within 20 business days after assignment to planner
Number of Public and Community Outreach Meetings - Planning Applications and Planning Policy items reviewed by City Council
Number of Public and Community Outreach Meetings - Planning Applications and Planning Policy items reviewed by Planning Commission
Number of Public and Community Outreach Meetings - Community meetings and workshops
Number of Neighborhood Meetings - Pre-application neighborhood meetings held by applicants
Number of Neighborhood Meetings - Informal neighborhood meetings held by applicants

Community Development

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Performance	33	18	20	19	19
Workload	7	10	4	2	2
Workload	100%	100%	100%	100%	100%
Performance	2744	5839	2,773	4,389	4,389
Workload	17	15	19	17	19
Workload	300	320	400	390	390
Workload	82	94	80	75	75
Performance	49	82	50	50	50
Performance	76%	79%	80%	80%	80%
Workload	43	48	36	40	40
Performance	67%	100%	100%	95%	95%
Workload	1,422	1,132	1,000	1,000	1,000
Performance	Modified	80%	80%	80%	80%
Workload	22	12	New	6	6
Workload	31	21	New	12	12
Workload	New	New	New	12	12
Workload	New	3	New	4	4
Workload	114	101	New	70	70



Finance

Finance

Mission Statement

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

Services and Structure

Operationally, the Finance Department provides the following services:

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

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

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

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

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

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

SUMMARY	2024-25
FTEs	18.00
Total budget	$4.5 million
Funding source(s)	General Funds
	Special Revenue Funds
	Enterprise Funds

2022-24 Highlights

- The City's 2023-24 Budget received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) and the Excellence in Budgeting Award from the California Society of Municipal Finance Officers (CSMFO).
- Began Phase 2 of the ERP Implementation Project for Workday HCM/Payroll system.
- Enhanced the Clean Water Program financing. Worked the U.S. Environmental Protection Agency (EPA) for WIFIA loans interim financing option which created approximately $13 million savings in debt service and unlocked an additional $27 million of loan proceeds immediately that the City would not otherwise have access to until August 1, 2025.
- Supported labor negotiations. Provided critical support and financial insights throughout the processes. Ensured the City addresses the needs and concerns of our workforce while maintaining its long-term financial sustainability.
- Provided administrative support to the San Mateo Consolidated Fire Department.
- Provided support and consultation services on major City-wide initiatives such as the five-year capital improvement program, financial planning for the new storm fees, and the Clean Water Program.
- Finance operations annually averaged issuing around 16,000 paychecks/direct deposits, 7,000 business licenses (new and renewals), and 14,000 vendor payments.

2024-26 Budget

The proposed personnel budget included an additional 1.0 FTE to provide critical budget and financial reporting services. The additional personnel costs will be offset by cost recovery from other funds. Non-personnel expenditures were adjusted to align with historical actuals and/or reflect current needs for service provision.

Key Department Initiatives

- Complete Phase 2 of the ERP Implementation Project - Workday HCM/Payroll system.
- Review opportunities for new or enhanced revenues.
- Manage pension liabilities and funding needs.
- Assist with ongoing labor negotiations.
- Develop financing plans to address city facilities and infrastructure needs.
- Review and improve internal controls.
- Establish employee cross training and backup plan to ensure the sustainability of the department's operations.
- Continue employee development and succession planning initiatives.
- Continue to refine financial models and revenue forecasting in General Fund to support strategic resource allocation and long-term planning.

Finance

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 3,434,360	$ 3,681,868
Operating	988.700	1,038,700
Indirect & Overhead	80,282	80,453
Capital Outlay	-	-
Total Expenditures	**$ 4,503,342**	**$ 4,801,021**
Funding Sources		
General Funds	$ 4,354,554	$ 4,643,203
Special Revenue Funds	72,686	77,193
Enterprise Funds	76,103	80,625
Total Funding Sources	**$ 4,503,342**	**$ 4,801,021**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Finance Director	1.00	1.00	1.00
Accountant I/II	2.00	2.00	2.00
Accounting Assistant I/II	4.00	4.00	4.00
Accounting Manager	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00
Deputy Finance Director	1.00	1.00	1.00
Finance Specialist I/II	-	1.00	1.00
Payroll Supervisor	1.00	1.00	1.00
Payroll Technician I/II	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00
Senior Accounting Assistant	2.00	2.00	2.00
Senior Management Analyst	1.00	1.00	1.00
Total Merit	**17.00**	**18.00**	**18.00**
Total Per Diem	**0.00**	**0.00**	**0.00**
Total Positions	17.00	18.00	18.00

Finance

METRICS
The City's annual financial statements receive an unmodified opinion from the external auditors
The City's Annual Comprehensive Finance Report receives the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting
The City's Annual Comprehensive Finance Report is approved by Council by December 31st
Number of business license renewals processed
Number of new business licenses issued
Number of employee paychecks issued
Percent of paychecks issued with no customer-facing errors
Number of invoices received
Percent of vendor payments made with no errors
Percent of months City's investment portfolio complies with investment policy
Average duration of City's investment portfolio
Percent of months yield on the City's investment portfolio meets benchmark performance targets
Percent variance between final estimated revenues and actual revenues for major General Fund taxes
Percent of purchase orders processed within 1 business day
Number of change orders processed in Purchasing
Number of new credit cards issued
Percent variance between budget and actual General Fund expenditures

Finance

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Performance	Yes	Yes	Yes	Yes	Yes
Performance	Yes	No	Yes	Yes	Yes
Performance	Yes	No	Yes	Yes	Yes
Workload	6,100	7,000	6,700	7,000	7,000
Workload	1,200	1,350	1,300	1,300	1,300
Workload	20,000	16,500	17,400	18,000	18,000
Performance	100%	100%	>99%	>99%	>99%
Workload	14,000	11,600	9,000	10,000	10,000
Performance	99%	97%	98%	>99%	>99%
Performance	100%	100%	100%	100%	100%
Other	730 days	430 days	700 days	520	520
Performance	100%	100%	100%	100%	100%
Performance	4%	4%	5%	<5%	<5%
Performance	98%	95%	95%	>95%	>95%
Workload	200	183	260	200	200
Workload	20	21	28	25	25
Performance	5%	2%	5%	<5%	<5%



Human Resources

Human Resources

Mission Statement

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

SUMMARY	2024-25
FTEs	11.48
Total budget	$7.0 million
Funding source(s)	General Funds
	Internal Service Funds

Services and Structure

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

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

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

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

Employee Services / Employee Development and Workforce Planning
Oversees the Citywide training programs, new hire orientation, and employee recognition program. Develops and conducts professional development initiatives, fosters diversity, and encourages cross-departmental collaboration. Provides resources and expertise in support of departmental workforce planning efforts. Administers the tuition reimbursement program.

Workers' Compensation
Provides oversight for the third party administrator's management of all claims; monitors compliance with the Americans with Disabilities Act (ADA); oversees administration of the Department of Transportation (DOT) regulations, the City's safety program, and modified duty program.

Human Resources Support to San Mateo Consolidated Fire Department (SMC Fire)
Performs human resources activities on a contract basis for SMC Fire as coordinated by an on-site Senior Human Resources Analyst.

2022-24 Highlights

- Completion of Workday testing for HCM Core, Talent Management, Benefits, Learning and Recruitment modules.
- Completion of bargaining unit negotiations with 4 labor unions.
- 88%completion rate for (timely) employee performance evaluations.
- Completion of over 112 recruitments across 11 departments, 10 of which are executive level recruitments.
- Completion of over 60 classification and compensation studies. Created 5 new classifications, completed 18 reallocations, 2 reclassifications, 8 compensation updates, and created or updated 24 job specifications.
- Hired 154 merit employees and 7 executive level employees.
- Completion of mandatory and elective employee trainings for 1,002 participants
- Spent $259,329 less in workers compensation claims related costs in Q1 and Q2 of FY 2024 compared to Q1 and Q2 of FY 2024
- Reduced outstanding workers compensation liabilities by settling cases timely and in their entirety (permanent closure) decreasing the City's future outstanding liabilities.
- Improved user accessibility to HR Portal
- Actively participated in the City's Diversity, Equity, and Inclusion (DEI) Committee and supported its purpose, to create a culture which employees have a sense of belonging to one another and to the City and Community of San Mateo and to foster an inclusive and diverse workplace is to appreciate and respect the differences within our workforce.

Human Resources

2024-26 Budget

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

Key Department Initiatives

- Oversee the City's High-Performance Orientation Steering Committee promoting integration of City employees' mission, values and organizational principles with City operations and activities.
- Conduct timely recruitments and continue to make improvements and streamline the recruitment and hiring processes.
- Implement the new ERP Human Resources Information System (HRIS) to improve efficiencies by eliminating/replacing paper processes and increase service to all departments.
- Participate on the Deferred Compensation Committee to ensure the plan meets investment and education expectations.
- Continue to chair the Wellness Committee to support and incentivize employee well-being.
- Champion workforce planning and development efforts throughout the City.
- Work with departmental safety committees to ensure full utilization of accident prevention programs on an ongoing basis.
- Assist with negotiations, recruitment, and organization redesign for SMC Fire.
- Develop an employee retention program to retain the City's diverse and talented workforce.
- Promote and enhance the City's Leadership Coaching Program.

Human Resources

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 2,336,159	$ 2,386,664
Operating	4,529,266	4,579,348
Capital Outlay	140,583	146,749
Total Expenditures	**$ 7,006,009**	**$ 7,112,761**
Funding Sources		
General Funds	$ 2,593,709	$ 2,649,023
Internal Service Funds	4,412,299	4,463,738
Total Funding Sources	**$ 7,006,009**	**$ 7,112,761**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Human Resources Director	1.00	1.00	1.00
Human Resources Analyst I/II	-	1.00	1.00
Human Resources Technician	4.00	3.00	3.00
Senior Human Resources Analyst	5.00	5.00	5.00
Senior Human Resources Analyst Risk Manager	1.00	1.00	1.00
Total Merit	**11.00**	**11.00**	**11.00**
Total Per Diem	**0.20**	**0.48**	**0.48**
Total Positions	11.20	11.48	11.48

Human Resources

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

Human Resources

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	64	40	40	65	65
Performance	7.0 weeks	5 weeks	<8 Weeks	<8 weeks	<8 weeks
Performance	99.7%	99.5%	>90%	>90%	>90%
Performance	13.4%	<15%	<15%	<15%	<15%
Workload	42	25	25	45	45
Performance	93%	80%	80%	80%	80%
Workload	88%	80%	80%	80%	80%
Performance	100%	90%	90%	90%	90%
Performance	94%	90%	90%	90%	90%
Workload	5	5	5	5	5
Workload	94	40	40	30	30
Performance	78	115	115	60	60
Performance	80%	80%	80%	80%	80%
Workload	1	3	3	3	3
Workload	269	60	60	60	60
Workload	3	3	3	2	2
Workload	1,255	450	450	500	500
Performance	90%	90%	90%	90%	90%
Performance	6	3	3	2	2
Workload	21	24	24	24	24
Performance	18	12	12	12	12
Workload	46	<70	<70	<60	<60
Performance	$3.6M	<$3.5M	<$3.6M	<2.6M	<2.6M
Performance	98%	100%	100%	100%%	100%%
Workload	11	5	5	6	5
Performance	100%	90%	90%	90%	90%
Performance / Workload	31	33	35	30	30



Information Technology

Information Technology

Mission Statment

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

Services and Structure

Operationally, DoIT provides the following services:

Consulting and Applications (BusCon)
Works collaboratively with departments to explore evolving business needs, define requirements, and build solutions. Acts as internal IT consultants, partnering with departments to explore departmental, multi-departmental, and Citywide business needs as they relate to technology. Supports and maintains applications and systems once they are put into production. The BusCon team also provides support for the City's public Internet web presence, and administers, maintains, and supports the City's Intranet platform as a collaborative workspace that serves Citywide and individual department operational business needs.

Geographic Information Systems (GIS)
Supports and maintains all GIS systems Citywide and creates GIS and mapping products, including a Police Accountability & Transparency dashboard, elections dashboard, Marina Lagoon dashboard, property information lookup, traffic and transportation improvements, Adopt-A-Drain, and other web maps.

Systems and Networks
Manages the operation, maintenance, and support of all City technology infrastructure and technology assets. Technology infrastructure includes all server-based systems (application hosting, file/data storage, backup), VoIP telephone, Local Area Network/Wide Area Network (LAN/WAN), and Internet connectivity. Systems and Networks is also the lead for cyber-security protections for the City and administers cloud applications such as Microsoft 365.

Technical Support / Customer Service
Provides end user technology support through our Help Desk. Offers end user technology training resources. The Customer Support team also manages all end points (PCs) and the PC replacement schedule.

SUMMARY	2024-25
FTEs	14.23
Total budget	$5.2 million
Funding source(s)	General Funds
	Special Revenue Funds

2022-24 Highlights

- Achieved near 100% customer satisfaction rating.
- Handled over 3,400 help desk cases per year with 90%+ meeting 48 hr. closure rate metric.
- Continued to support cloud-based collaboration tools including Teams Rooms for conference rooms.
- Public dashboards for elections / campaign finance, police transparency, and Marina Lagoon.
- Launched Workday phase 1 (Financials).
- Supported winter storms EOC activation.
- Continued ongoing PC replacement program.

2024-26 Budget

The department's overall budget expenditures remain largely unchanged, with no substantial service-level changes from the previous business plan. Merit staffing stands at 14 FTE, and non-personnel expenditures align with historical actuals and current service needs.

Key Department Initiatives

- Support a Customer Relationship Management initiative.
- Support completion of the Human Capital Management portion of the City's new ERP system.
- Provide IT support and consulting to departments through collaboration tools and cloud technologies.
- Continue to effectively and efficiently execute the day-to-day operations of the department.
- Work to maintain our high customer satisfaction rating.

Information Technology

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$3,199,997	$3,231,048
Operating	1,769,025	1,955,118
Indirect & Overhead	212,121	212,919
Capital Outlay	17,165	17,680
Total Expenditures	**$5,198,308**	**$5,416,764**
Funding Sources		
General Funds	$5,068,589	$5,284,158
Special Revenue Funds	129,719	132,606
Total Funding Sources	**$5,198,308**	**$5,416,764**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Information Technology Director	1.00	1.00	1.00
Consulting and Applications Manager	1.00	1.00	1.00
Custom Service Manager	1.00	1.00	1.00
GIS Coordinator	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
Network Analyst	1.00	1.00	1.00
Senior IS Support Technician	1.00	1.00	1.00
Systems Analyst I/II	3.00	1.00	1.00
Systems and Network Manager	1.00	3.00	3.00
Web Specialist	1.00	1.00	1.00
Total Merit	**14.00**	**14.00**	**14.00**
Total Per Diem	**0.48**	**0.23**	**0.23**
Total Positions	14.48	14.23	14.23

Information Technology

METRICS
Percent of Help Desk calls completed within 48 hours or less
Number of Help Desk calls annually
Percent of GIS requests completed within agreed upon time and scope
Number of GIS requests annually
Composite Score, technology infrastructure reliability
Annual Customer Satisfaction Survey rating

Information Technology

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Performance	96%	90%	90%	90%	90%
Workload	3,535	3,500	3,500	3,500	3,500
Performance	96%	90%	90%	90%	90%
Workload	89	75	75	75	75
Performance	99.7%	99.7%	99.9%	99.9%	99.9%
Performance	100%	99%	90%	90%	90%



Library

Library

Mission Statement

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

Services and Structure

The Library Department is organized in the following divisions:

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

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

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

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

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

SUMMARY	2024-25
FTEs	53.66
Total budget	$9.8 million
Funding source(s)	General Funds

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

2022-24 Highlights

- In 2022-23, the Branches Enhancement project saw the installation of new information services desks at Hillsdale and Marina branches. A new trash enclosure was installed at the Hillsdale branch to curb illegal dumping.
- A selection process took place to identify a consulting company to assist the Library with creating the department's Strategic Plan for 2023-2028.
- In 2023, the Main Library welcomed the San Mateo County Genealogical Society (SMCGS) as a new service and collection.
- The Library was awarded a $10,000 LSTA Sustainability Grant, which allowed staff to provide focused programming for Earth Day, to create a Seed Library, and to offer hands-on workshops. In total 21 programs were offered reaching 757 participants.
- The Technology Lending Collection was expanded to include musical instruments, robots, and Raspberry Pi computing. In addition, Tech Lending and Makerspace Open Houses were offered during National Library Week.
- The Library secured a $45,000 grant from the California State Library to provide outdoor kits for The State Parks Are For Everyone! Program. Parks-focused programming and a field trip were also offered.
- San Mateo Public Library Foundation hosted the first edition of San Mateo Celebrates! A celebration of arts and culture during the National Library week. In addition, The SMPLF awarded annual grants of $180,000 to the Library in support of services and programs.
- The Library secured State and Federal grants totaling $3,717,000 for the Marina Branch Structure Improvement project.

2024-26 Budget

The Library's operating budget continues to be "right sized", involving an analysis of historical and future trends, and determination of costs to maintain and provide services at current service levels. An allocation from Measure S funds to support the cost of expanded hours that were restored during the 2016-18 Business Plan is again budgeted in the Library's 2024-25 budget.

Key Department Initiatives

- Complete the 5-year Strategic Plan (2023-2028) with input from stakeholders.
- Enhance Volunteer and Outreach Services.
- Build partnerships with Community Organizations.
- Expand program offering for adults.
- Provide new programming that promotes innovation, diversity, and literacy.
- Develop and deliver family literacy services to enrolled and unenrolled adult learners.
- Continue to enhance internal and external user experience with emphasis on facilities.
- Incorporate equity, diversity, and inclusion lens for staff development, collection development, and programming.
- Work in conjunction with Public Works staff to manage the Marina Branch Structure Project.
- Strengthen existing relationship with the San Mateo-Foster City School District and preschools.

Library

FINANCIALS	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category			
Personnel		$6,565,048	$6,768,678
Operating		2,361,363	2,500,344
Indirect & Overhead		885,390	885,390
Capital Outlay		-	-
Total Expenditures		**$9,811,801**	**$10,154,412**
Funding Sources			
General Funds		$9,811,801	$10,154,412
Total Funding Sources		**$9,811,801**	**$10,154,412**

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Librarian	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
Community Services Coordinator	0.50	1.50	1.50
Deputy City Librarian	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Librarian I/II	9.63	9.63	9.63
Library Assistant I/II	8.75	9.75	9.75
Library Technology Specialist	1.00	1.00	1.00
Literacy Program Coordinator	1.00	1.00	1.00
Literacy Specialist	0.63	0.63	0.63
Senior Accounting Assistant	1.00	1.00	1.00
Senior Library Assistant	3.00	3.00	3.00
Senior Management Analyst	1.00	1.00	1.00
Supervising Librarian	3.00	3.00	3.00
Supervising Library Assistant	1.00	1.00	1.00
Total Merit	**34.51**	**36.51**	**36.51**
Total Per Diem	**19.81**	**17.15**	**17.15**
Total Positions	**54.32**	**53.66**	**53.66**

Library

METRICS
Number of non-digital library materials in circulation
Number of digital library materials in circulation
Percent of self-checkout transactions
Number of library patrons receiving technology assistance/instruction
Number of participants in library's reading programs
Percent 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

Library

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	282,010	263,819	300,000	325,000	330,00
Workload	1,856,238	1,521,497	1,800,000	1,900,000	1,910,000
Performance	86%	86%	86%	87%	87%
Workload	8,808	12,204	12,600	13,000	13,100
Workload	2,690	7,066	8,500	9,000	9,500
Performance	96%	96%	90%	90%	90%
Workload	255,644	336,040	350,000	355,000	360,000
Workload	6,280	6,592	7,500	8,000	8,200



Parks and Recreation

Parks and Recreation

Mission Statement

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

Services and Structure

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

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

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

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

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

Recreation and Community Services
Provides a comprehensive program of recreational, instructional, and community-building activities for all age groups utilizing community centers, aquatic facilities, numerous parks and school sites.

SUMMARY	2024-25
FTEs	116.67
Total budget	$22.5 million
Funding source(s)	General Funds

2022-2024 Highlights

- Ground opening of Borel Park – our newest park.
- Completed the construction documents for the Central Park Playground Improvements project.
- Conducted Community meetings to identify preferred East Hillsdale playground design.
- Reached community fundraising goals to support construction of the Fallen Heroes Memorial. Construction started December 2023 and to be completed in Spring 2024.
- Developed and administered a new contract for the maintenance on City's islands, medians, right of ways and green infrastructure.
- Winter storm response with over 80 tree failures.
- Central Park 100 Year Celebration
- New Halloween Event in collaboration with DSMA on the pedestrian mall – Boos on B Street
- PAL after school drop in program at Shoreview Recreation Center
- Age Friendly Action Plan approval and implementation
- Poplar Creek fountain and pond restoration
- Installation of feminine hygiene project dispensers in community recreation centers
- Installation of new picnic tables and benches at Parkside Aquatic Park
- Addition of two youth commissioners to the Park and Recreation Commission
- Measure S Funds supported the Get Around, Senior Transportation program as well as Mobile Recreation that provide essential services to our community members.

Parks and Recreation

2024-26 Budget

The Measure S Fund continues to support the Get Around, Senior Transportation program as well as Mobile Recreation that provide essential services to our community members. The department is pursuing additional funding opportunities through grant resources to further support services provided to our diverse community.

Key Department Initiatives

- Continue to modernize the irrigation systems for city landscapes.
- Construction of Central Park Playground
- Coordinate for leaf blower transition plan
- Assessment of aquatic and licensed childcare facilities
- Addition of backup generators to support designated recreational facilities to serve in emergencies
- Coordination of Human Capital Management System rollout
- Poplar Creek Irrigation Well Design
- Age Friendly Action Plan -Business Certification Pilot Project
- Complete construction documents for East Hillsdale Park upgrade
- Analyze and update Parks and Rec fee structure

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
Percent of maintenance standards met at park land, civic facilities, medians, and islands
Percent of park visitors who agree that the park and park landscaping was well maintained
Percent of park visitors who reported feeling a high level of safety in our parks
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]
Percent 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
Percent of street and park trees pruned annually
Number of new trees planted
Percent of street and park trees removed that are replaced by newly planted trees
Number of tree service requests
Percent of tree service requests responded to within 10 working days
Golf
We efficiently operate an 18-hole golf course.
Number of golf rounds played annually
Percent of golf tee times utilized
Percent 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.
Percent of programs covering costs within the cost recovery target range
Number of unduplicated youth that received fee assistance to attend Recreation programs

[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 on a calendar year.

Parks and Recreation

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	289.7	289.7	289.7	289.7	289.7
Performance	$25,000	$26,000	$27,000	$28,000	$29,000
Performance	85%	85%	85%	85%	85%
Performance	95%	95%	95%	95%	95%
Performance	97%	95%	95%	95%	95%
Workload	112.9	112.9	112.9	112.9	112.9
Performance	438	484	484	484	484
Performance	75%	70%	70%	70%	70%
Workload	23,600	23,600	23,600	25,000	25,000
Performance	2,400	2,400	2,400	2,400	2,400
Performance	10%	10%	10%	10%	10%
Workload	130	130	150	250	300
Performance	100%	110%	110%	125%	150%
Workload	300	300	300	300	300
Performance	90%	95%	95%	95%	95%
Workload	83,964	75,130	82,000	82,000	83,000
Performance	74%	75%	80%	82%	82%
Performance	110%	105%	100%	100%	100%
Workload	301	352	325	350	350
Workload	20,000	20,000	24,000	24,250	24,400
Workload	16,000	25,000	26,000	26,250	26,400
Performance	45%	35%	45%	45%	45%
Other	995	600	650	675	700

Parks and Recreation

METRICS
Recreation (cont.)
We encourage the involvement of youth and create a safe environment for them in our community.
Number of Recreation program registrants who are youth
Percent of Recreation program registrants who are youth
Number of youth registrants made water safe through City swim lessons
We offer our facilities as a community resource.
Number of public rentals occurring at recreation centers
We have happy, satisfied customers.
Percent of course registration occurring online

Parks and Recreation

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Performance	15,000	14,000	16,000	16,500	17,000
Performance	63%	65%	65%	65%	65%
Performance	2,155	950	1,000	1,000	1,000
Workload	200	400	500	525	550
Performance	75%	90%	92%	92%	93%

Parks and Recreation

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 12,941,674	$ 13,292,779
Operating	7,528,729	7,908,979
Indirect & Overhead	1,996,197	1,996,197
Capital Outlay	26,000	26,000
Total Expenditures	**$ 22,492,600**	**$ 23,223,955**
Expenditures by Cost Center		
Arborist	$ 1,330,505	$ 1,345,886
Community Services	10,963,572	11,395,115
Golf Services	2,601,086	2,670,686
Park Planning	452,928	458,723
Parks & Landscapes	7,144,509	7,353,545
Total Expenditures	**$ 22,492,600**	**$ 23,223,955**
Funding Sources		
General Funds	$ 22,492,600	$ 23,223,955
Total Funding Sources	**$ 22,492,600**	**$ 23,223,955**

Parks and Recreation

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Parks and Recreation Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Communications & Public Relations Analyst	1.00	1.00	1.00
Community Services Coordinator	9.00	9.00	9.00
Community Services Manager	-	1.00	1.00
Community Services Section Manager	3.00	2.00	2.00
Community Services Supervisor	7.00	7.00	7.00
Custodian	1.00	1.00	1.00
Deputy Parks and Recreation Director	1.00	1.00	1.00
Golf Course Maintenance Supervisor	1.00	1.00	1.00
Golf Equipment Maintenance Specialist	1.00	1.00	1.00
Golf Services Manager	1.00	1.00	1.00
Irrigation Specialist	2.00	2.00	2.00
Landscape Laborer	3.00	3.00	3.00
Landscape Mainenance Worker I/II	15.00	15.00	15.00
Lead Teacher	2.50	2.50	2.50
Managing Arborist	1.00	1.00	1.00
Park and Landscape Maintenance Supervisor	1.00	1.00	1.00
Park and Landscape Manager	1.00	1.00	1.00
Program Assistant I/II	1.00	-	-
Project Manager I/II	1.00	-	-
Senior Accounting Assistant	1.00	1.00	1.00
Senior Park Landscape Maintenance Worker	3.00	3.00	3.00
Senior Park Ranger	1.00	1.00	1.00
Senior Program Assistant	4.00	5.00	5.00
Senior Project Manager	-	1.00	1.00
Tree Maintenance Specialist	1.00	1.00	1.00
Total Merit	**66.50**	**66.50**	**66.50**
Total Per Diem	**49.08**	**50.17**	**50.17**
Total Positions	**115.58**	**116.67**	**116.67**

Parks and Recreation
Environmental Stewardship

ARBOR MANAGEMENT

Program Manager:
Tim Heartquist, (650) 522-7425

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

Overview

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

Ongoing Responsibilities

- Manage the pruning, removal, and spraying of approximately 21,000street trees and 4,000 trees growing within city parks, around public landscaped facilities, and within the downtown corridor.
- Coordinate the planting of new street and park trees. Approximately 200 trees annually.
- Process applications for tree permits, complete tree inspections for sidewalk, curb and street repairs and respond to tree-related service requests from the public.
- Maintain and update database for street and park tree inventory.

PARKS AND LANDSCAPE MAINTENANCE

Program Manager:
Ron Hostick, (650) 522-7423

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

Overview

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

Ongoing Responsibilities

- Provide maintenance and management for 31 developed parks totaling approximately 212 acres; open space; a variety of wetland and bay front water features at shoreline parks; 2 libraries, 6 civic facilities, 6 community centers, medians, islands, right of ways, multiple dog parks, and dog off leash areas.
- Fertilize, mow, and aerate over 80 acres of turf grass and maintain 16 baseball/softball and 7 soccer fields for maximum usage and optimum play.
- Provide 46 clean and accessible restroom facilities at 19 parks opened daily.
- Accomplish trash pickup for parks seven days a week totaling over 350,000 pounds of garbage.
- Maintain existing irrigation systems in developed parks, public facilities, and all the city’s water backflow protection devices.
- Administer contracts for landscape maintenance in medians, islands, and right-of-way areas and manage the day-to-day services.
- Utilize a maintenance management software system, to effectively manage workorders.
- Collaborate with Public Works to ensure play structures are safe and enjoyable for users.
- Assist with planning, design and installation of every greenspace projects.
- Facilitate and collaborate for the management of community gardens.
- Maintain a widely recognized Japanese Tea Garden in Central Park in keeping with traditional Japanese gardening techniques.
- Accomplish yearly fire control breaks for open space.

GOLF SERVICES

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

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

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

Ongoing Responsibilities

- Manage an 18-hole golf facility, including the pro shop, restaurant, banquet facility, and all associated buildings.
- Ensure they operate and are maintained in a manner consistent with golf industry and community standards.
- Ensure that routine course maintenance activities are scheduled and performed as needed to maintain quality play conditions and meet the course maintenance standards.
- Manage golf professional and food/beverage concessionaire to ensure adherence to contract provisions of high quality public service and to coordinate that effort with course maintenance.
- Maintain communication links with golfers as well as on-going contacts with affiliated golf clubs and representatives from high school golf programs.
- Provide administrative support to the golf course, including coordination of marketing and communications. , Coordinate use of reservation and Point of Sale systems, VIP Membership program, and online booking portal.

Parks and Recreation
Active and Healthy Lifestyles

RECREATION

Program Manager:
Stephanie Douglas, (650) 522-7442

“Take care of your body, it’s the only place you have to live”
- Jim Rohn

Overview

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

Ongoing Responsibilities

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

RECREATION

Program Manager:
Stephanie Douglas, (650) 522-7442

“Community events create strong communities, and a strong community is a healthy community. A healthy community is a happy community” – Sandy Smith

Overview

Opportunities to come together as a community, to celebrate our heritage, cultures and milestones. These are to create a sense of community..community. We provide multiple facilities for community meetings, support family and social celebrations, leisure activity involvement; provide family and parent-child activities and events; and provide senior programing including lunch and transportation services.

Ongoing Responsibilities

- Maintain and operate 6 community centers, 2 pools, and 1 art / ceramic studio.
- Schedule and facilitate the use of multiple community centers for sponsored recreational activities and community meetings and celebrations.
- Offer a variety of special community events such as Eggstravaganza, Winter Wonderland, Movie Nights, Central Park Music Series and additional events in collaboration with other departments and agencies.
- Coordinate the Mobile Recreation Program for recreationally underserved neighborhoods and populations including community events and outreach
- Provide for social and enrichment opportunities for the aging population through programs at the Senior Center.
- Provide senior lunch services at the Senior and King Centers weekdays to meet both social and nutritional needs.
- Facilitate the availability of transportation for seniors within the community who need rides to medical appointments, classes, or social outings through the department Senior Get Around Program.
- Celebrate our diverse cultures through themed events and programs.

Parks and Recreation
Creative Outlets, Enrichment and Lifelong Learning

RECREATION

Program Manager:
Stephanie Douglas, (650) 522-7442

”Logic will take you from A to B, Imagination will take you everywhere” - Einstein

Overview

Community members benefit from a wide array of lifelong learning and enrichment opportunities that provide mental stimulation, self-improvement, exploration, adventure, educational opportunities, and skills. Opportunities to express oneself through the creative arts can result in great self-discovery and the enrichment of the mind, body, and spirit. Skill development and performance opportunities in music, drama, fine arts, crafts, and dance provide the outlets to nurture this creative discovery.

Ongoing Responsibilities

- Provide a variety of youth special interest activities.
- Provide a variety of enrichment courses for adults and conduct or facilitate on-going programs targeted to aging adults in a wide variety of interest areas.
- Support health and consumer awareness for aging adults and their families through seminars.
- Coordinate with San Mateo Adult School to expand opportunities for community members to participate in their activities by scheduling into city facilities and publicizing Adult School activities.
- Provide instruction in music, drama, arts, crafts, and dance to youth and adults.
- Provide youth theatre camps.
- Provide arts performance opportunities including private music recitals, summer theatre productions, arts & ceramics shows and community performances.

RECREATION

Program Manager:
Stephanie Douglas, (650) 522-7442

"It is paradoxical that many educators and parents still differentiate between a time for learning and a time for play without seeing the vital connection between them" - Leo Buscaglia

Overview

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

Ongoing Responsibilities

Provide an early childhood education program, Pre-school Building Blocks, supporting child development and school readiness with a series of articulated activities for ages 2-5.

- Provide safe and enriched after-school child care programs at recreation centers.
- Provide school-year holiday vacation camps in alignment with the San Mateo Foster City School District schedule.
- Coordinate Summer camps at multiple site locations; provide enhancements through specialty camp instructors in Music/Drama, Adventures and Sports; Xtreme Summer Days camps for middle school youth and Leaders In Training, a summer service learning/ volunteer program for 10th-12th graders.
- Provide a variety of teen focused programs such as the Green Teens and facilitated service learning projects.
- Support to the Youth Activities Council and its activities.
- Provide teen and young adult drop-in gym and game room use at King Center and other teen programs at various locations.
- Collaborate with the Police Department on the management and programming of the Police Activities League.



Police

Police

Mission Statement

Safeguarding and serving our City with professionalism, integrity and proactive, community-oriented policing is our mission. The men and women of the San Mateo Police Department are progressive and professional; dedicated peace keepers, defenders of our community's quality of life, and problem solvers protecting our community. We provide a safe and secure quality of life through resolution of issues and problems by aligning community partnerships and resources through ongoing collaborations. We have a committed, diverse, and outstanding group of men and women in this department dedicated to providing outstanding public service.

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

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

Services and Structure

The San Mateo Police Department is a 24/7 comprehensive community policing department divided into three primary service units: Field Operations Services; Support Services which includes the Investigations and Youth Services Units; and Communications, Records and Technology Services.

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

SUMMARY	2024-25
FTEs	175.75
Total budget	$64.9 million
Funding source(s)	General Funds
	Special Revenue Funds

Field Operations Services includes the following specialized units:

- The Traffic Unit provides enforcement of traffic laws, expert collision investigations, and parking enforcement while meeting our community's traffic safety needs. The Traffic Unit collaborates with the Public Works Department and other allied agencies to provide a comprehensive approach addressing the critical factors that contribute to safe streets (engineering, education, and enforcement) and formulates Neighborhood Traffic Safety Action Plans to address neighborhood traffic and parking issues. The San Mateo Police Department Traffic Unit has fully committed providing timely and responsive police services to mitigate the impacts of traffic and parking on our community, and to improve safety on our roadways for pedestrians, bicycles, and vehicles.
- The Crime Reduction Unit (CRU) is dedicated to the eradication of violent crime, gang activity, drug activity, and serial crime patterns. CRU provides proactive targeted enforcement aimed at abating community crime, problem locations, career criminal offenders, and organized criminal activity, including human trafficking and the associated activities that often lead to the victimization of our youth.
- The Downtown Unit serves our downtown and surrounding areas on foot and bike patrol and is dedicated to ensuring a safe and vibrant environment for our business districts. These officers also serve as a business liaison and support mechanism, seeking long-term solutions for the chronic homeless, inebriates, and those with mental illness. They also work closely with the entertainment and alcohol businesses in the downtown and other business districts, regulating and permitting establishments, while fostering economic development through a safe environment in San Mateo's busy downtown.
- FOSB provides special technical on-call units that include the Special Weapons and Tactics Team

(SWAT), and the Tactical Negotiations Team (TNT). These special units are staffed on an as-needed basis and are used in high-risk search and arrest warrant service, as well as being part of a regional team responding to critical incidents involving armed and dangerous subjects.

- FOSB oversees the K-9 program, Field Training Program, the Behavioral Health and Recovery Services Mental Health Clinicians, the Homeless Outreach Team, and provides operational support for the Department, including the Critical Incident Response Team and the Peer Support Unit.

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

Staff in the Support Services Bureau conduct recruitments to ensure that our highly qualified candidates reflect the diverse nature of the community we serve; provide business and fiscal management for the department; and coordinate and facilitate all departmental training. Our Media Services Unit continues to find innovative ways to keep our community informed while engaging them in long-term problem solving strategies and information sharing in their neighborhoods. Our Neighborhood Watch Program administers over 300 Neighborhood Watch Blocks dedicated to partnering with their neighborhood Police Officers to advance safety, security, and community within our neighborhoods. Subscribers to our Community Alert System and social media outlets currently exceeds 165,000 and continues to increase as we further efforts to enhance community awareness.

Investigations and Youth Services Bureau
Investigations and Youth Services conducts major investigations into crimes against persons, property, businesses, and institutions. Detectives track and monitor sexual registrants, drug registrants, and early release prisoners placed on Post Released Community Supervision (PRCS). Investigation Services is responsible for covert operations directed toward the apprehension of the most serious and career criminals. Detectives prepare cases for prosecution and develop expertise in specific specialty investigations, including crimes against the elderly, domestic violence, and high-tech crimes. Our Investigations Services Bureau focuses on special and vulnerable victims of crime, working with service providers to reduce the harm to victims.

Our Youth Services Unit (YSU), is responsible for oversight of youth programs encompassing a balanced approach of professionalism, integrity, and excellence. The unit consists of the popular and highly effective San Mateo Police Activities League (SM PAL), as well as Youth Services Officers (YSO). The YSU encompasses crime and prevention efforts aimed at our youth who are suspects or victims of crime or gang or bullying efforts. The YSU enacted a trail blazing Diversion Program with a goal of reducing the number of youth introduced into the juvenile justice system. Our Diversion Program is a leader for the County, and has received funding from the County to regionalize the program and hire counseling for troubled youth and their families, thereby increasing the resiliency and support for these youth to get back on track, stay in school, and out of trouble.

Communications, Records and Technology Services
The Communications, Records and Technology Division provides outstanding infrastructure to front line operations in all aspects. The division is responsible for providing a high level of customer service while taking and dispatching emergency calls; receiving, processing and storing police records and property in accordance with all applicable laws; operating computer systems and applications management; and managing and integrating technology into police operations.

Staff in the unit provide a highly professional 24 hour emergency communications dispatch center which receives and dispatches 911 calls and requests for services; maintain accurate police records, property and evidence functions in accordance with all required laws; and manage the implementation and maintenance of department technology, keeping a vision on the future and a priority on integrating sustainable solutions. The unit is also responsible for ensuring the ongoing vitality of citywide radio and communications infrastructure.

Police

2022-24 Highlights

- Enhanced coordination of police services with mental health and social service providers by integrating a second civilian mental health clinician into patrol operations to assist in the response to individuals experiencing mental health crises.
- Continued to integrate 21st Century Policing practices into our operations, including measures to enhance officer safety, build trust, and increase transparency through implementation of technology projects such as Live911, Spidr, and Project Guardian.
- Continued to provide an enhanced Traffic Program which includes additional staff resources allowing for greater focused enforcement and community outreach, and provision of an elevated level of service.
- Enhanced our progressive strategy to keep the community informed while engaging them in long-term problem solving strategies, including the augmentation of the data available on our transparency webpage which now includes all Racial and Identity Profiling Act (RIPA) stop data.
- Implemented innovative tools to support and strengthen employee wellness such as a mobile wellness app for first responders.
- Continued to advance and leverage new technology as part of a multi-pronged approach to solve crime.
- Completed necessary replacement of critical radio communications infrastructure including dispatch consoles and repair and replacement of external communications infrastructure.
- Integrated a civilian homeless outreach coordinator into operations to liaise with the Homeless Outreach Team (HOT), identify individuals in need, and facilitate connection to services
- Expanded efforts in digital forensics to keep pace with changes in technology and evidence
- Partnered with other agencies to secure grant funding from the Board of State Community Corrections to combat organized retail theft.
- Achieved over 165,000 total subscribers to the Police community alert system and social media, highlighting proactive efforts to engage the community via social media outlets and provide direct messaging of public safety information.
- Hosted robust community conversations on policing including multiple “real-talk” virtual engagement sessions.
- Commenced study to assess internal staffing and organizational structure to maximize efficiency of service delivery.

2024-26 Budget

Over the course of the 2024-25 budget the Police Department will continue to focus on enhancing police accountability, transparency and efficiency, and will look to continue to expand on coordinating police services with mental health and social service providers. The Department will be collaborating with the County of San Mateo for the provision of resources focused on providing effective response to domestic violence victims, and will seek to identify opportunities for refinement or expansion of these types of innovative programs.

In addition, the Police Department will be working to implement projects and programs to enhance the services provided by our Traffic Unit. We will seek to increase the staff assigned to the traffic unit and leverage community focused traffic safety measures such as alternatives to vehicle equipment enforcement, warning systems for speed issues, and produce public safety advisement videos and outreach content. We plan to conduct more targeted saturation details to address neighborhood complaints and problematic trends.

Our efforts to leverage technology are ongoing and this year we will seek to evaluate implementation of technology programs which will support our safe and secure neighborhoods, as well as enhance accountability and transparency.

Key Department Initiatives

- Leverage technology in support of safe and secure neighborhoods by continuing to seek opportunities to enhance neighborhood safety.
- Enhance police accountability, transparency, and efficiency, and expand on coordinating police services with mental health and social service providers.
- Continue to provide timely and responsive police services to mitigate the impacts of traffic and parking in our community, and improve safety on our roadways for pedestrians, bicycles and vehicles.
- Implement projects and programs to enhance Traffic services; work with City departments and community groups to promote safe travel, reduce collisions and increase roadway safety.

- Leverage new crime analyst resource to strengthen utilization of crime statistics and analysis to guide hot spot policing and targeted focused enforcements based on crime and complaint data.
- Abate neighborhood safety issues including crime, traffic, graffiti, and parking using creative strategies.
- Expand positive impacts made in homeless outreach and crisis intervention through augmented expertise, and ongoing crisis intervention training for our officers.
- Implement final phase of project to ensure ongoing viability of critical radio communications equipment by replacing handheld and mobile radios.
- Continued development of a victim-centered approach by providing focused resources and coordination to our most vulnerable populations.
- Evaluate ongoing engagement with schools while continuing to meet regularly with district administrators and work collaboratively to address safety issues and concerns such as gang reduction and mental health.
- Conduct regular quality assurance to ensure compliance with requirements of Racial and Identify Profiling Act (RIPA) are met; and evaluate results of RIPA data analysis project and identify next steps.
- Anticipate recruitment needs of the department that results in minimal time between vacancies and the hiring of employees. Strive to hire outstanding personnel who reflect the diversity of the customer base that we serve.
- Continue to achieve juvenile crime reduction through delivery of juvenile diversion program in partnership with San Mateo County Probation.
- Maintain an ongoing community conversation on policing in San Mateo by continuing to host Real Talk Sessions; Coffee with a Cop; Virtual Ride Alongs; and other activities to promote communication.
- Continue successful Community Policing Academy and advance development of curriculum in multiple languages and targeting specific demographic groups.
- Improve employee retention through the creation of innovative programs to enhance wellness.
- Partner with Daly City and San Bruno to deliver programs funded by the Organized Retail Theft grant and implement strategies to discourage retail theft.
- Provide enhanced programmatic support of alternative response units such as the Community Wellness and Crisis Response Team, Homeless Outreach Team, and Domestic Violence Co-Response Advocate programs.
- Establish a real time information center to enhance public safety through rapid response and data-driven policing strategies.

Police

METRICS
Field Operating Services
We take a collaborative approach to address critical factors that contribute to safe streets, and strive to increase safety through implementation of comprehensive Traffic Action Plans conducted in targeted areas based on violations, complaints, and collision data; and seek to mitigate the impact of traffic and parking violations on neighborhoods.
Number of pedestrian or bicycle collisions with motor vehicles
Number of drunk driving arrests
Number of Abandoned Vehicle Complaints
Percent of reported abandoned vehicle complaints resolved w/in 5 calendar days
Number of parking citations issued
We work to maintain a safe, secure City through smart policing tactics and data driven strategic policing through prevention, intervention, and enforcement.
Number of officer-initiated incidents
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)
We conduct outreach and intervention to assist those experiencing homelessness, mental health crises, or in need of other social services.
Number of Community Wellness and Crisis Response Team calls for service
Number of homeless outreach referrals to services
Support Services
We recruit and conduct background investigations to identify highly qualified candidates for hire to join the Police Department
Number of sworn police officers hired
Number of professional staff hired
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
We seek to enhance community awareness and engagement through innovative messaging, along with conventional and social media
Number of subscribers to the Police Department's Community Alert System and social media
Number of media inquiries answered
Number of press releases issued
Number of officer visits to schools and community events
Our staff is devoted to protecting with honor and serving with pride by providing ethical and compassionate service to our public.
Survey respondent average rating of overall satisfaction with police services on a scale of 1-5

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	47	64	100	N/A	N/A
Workload	150	235	275	N/A	N/A
Workload	2,824	3,811	3,100	N/A	N/A
Performance	91%	91%	100%	95%	95%
Workload	37,276	65,102	60,100	N/A	N/A
Workload	25,139	28,337	28,200	N/A	N/A
Workload	723	814	775	N/A	N/A
Workload	2,147	2,198	2,000	N/A	N/A
Workload	New	258	200	N/A	N/A
Workload	New	656	925	N/A	N/A
Workload	10	9	20	N/A	N/A
Workload	11	13	20	N/A	N/A
Workload	14	43	45	48	50
Workload	2,174	2,685	4,000	4,100	4,200
Other	158,259	168,882	178,000	180,000	183,000
Workload	-	New	110	N/A	N/A
Workload	-	New	105	N/A	N/A
Other	-	New	40	45	50
Performance	-	new feedback platform implemented	4.34	4.5	4.5

Police

METRICS
Communications, Records and Technology
We strive to quickly respond to all emergencies.
Total 911 calls answered
Number of SMPD calls for service
Number of Priority 1 calls (*reclassified in FY22/23 to exclude 911 hangups)
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
Percentage of Priority 1 calls dispatched within 90 seconds of receipt

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Performance	30,572	29,828	30,000	N/A	N/A
Workload	60,183	66,394	72,150	N/A	N/A
Performance	1,384	556*	500	N/A	N/A
Performance	5 min; 38 sec	5 min; 10 sec	5 min; 20 sec	<7 minutes	<7 minutes
Performance	98.7% answered w/in 15 seconds	98.5% answered w/in 15 seconds	99% answered w/in 15 seconds	95% answered w/in 15 seconds	95% answered w/in 15 seconds
Performance	96%	98%	97%	90%	90%

Police

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Personnel	$54,141,109	$56,775,051
Operating	9,596,632	9,391,488
Indirect & Overhead	968,361	968,361
Capital Outlay	259,000	79,310
Total Expenditures	**$ 64,965,102**	**$ 67,214,210**
Funding Sources		
General Funds	$ 63,535,550	$ 65,741,112
Special Revenue Funds	1,429,552	1,473,097
Total Funding Sources	**$ 64,965,102**	**$ 67,214,210**

Police

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Chief of Police	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
Administrative Technician	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Community Service Officer I/II	5.00	5.00	5.00
Communications & Public Relations Analyst	1.00	1.00	1.00
Crime and Intelligence Analyst	1.00	1.00	1.00
Dispatch Services Supervisor	2.00	2.00	2.00
Dispatcher I/II	14.00	14.00	14.00
Executive Assistant	1.00	1.00	1.00
Management Analyst I/II	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Digital Forensic Specialist	1.00	1.00	1.00
Police Evidence Analyst	1.00	1.00	1.00
Police Lieutenant	6.00	6.00	6.00
Police Officer	90.00	90.00	90.00
Police Records Specialist I/II	5.00	5.00	5.00
Police Records Supervisor	2.00	2.00	2.00
Police Sergeant	17.00	17.00	17.00
Police Support Services Analyst	1.00	1.00	1.00
Police Technical Services Administrator	1.00	1.00	1.00
Senior Business Systems Analyst	1.00	1.00	1.00
Senior Community Service Officer	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00
Senior Police Records Specialist	2.00	2.00	2.00
Vehicle Abatement Officer	2.00	2.00	2.00
Total Merit	**163.00**	**163.00**	**163.00**
Total Per Diem	**9.40**	**12.75**	**12.75**
Total Positions	**172.40**	**175.75**	**175.75**

Police
Communications, Records and Technology

Program Manager:
Police Technical Services Administrator Kelly O'Keefe
(650) 522-7709

Overview
The Communications, Records and Technology Division provides outstanding infrastructure to front line operations in all aspects. The division is responsible for providing a high level of customer service while taking and dispatching emergency calls; receiving, processing and storing police records and property in accordance with all applicable laws; operating computer systems and applications management; and managing and integrating technology into police operations.

Ongoing Responsibilities
- Maintain a highly professional 24-hour emergency dispatch center that receives and dispatches 9-1-1 emergency calls and requests for Police and Public Works services with outstanding service to the community and personnel.
- Maintain accurate records and streamline processes for crime analysis and information retrieval.
- Create, update, and maintain policies and procedures to keep all departmental technical services performing in line with local, regional, and national best practices.
- Thoroughly manage department technology with a vision for the future and a priority on sustainable solutions.
- Ensure ongoing viability of radio and communications infrastructure.

2022-24 Highlights
- Conducted a thorough and comprehensive review of equipment, processes, and personnel in the Records, Property and Dispatch Units, resulting in the creation of numerous standard operating procedures to streamline and improve operations.
- Completed dispatch console replacement project and completed repairs and replacement of critical components of external communications infrastructure.
- Implemented technology projects to enhance transparency such as Live 911, Spidr, and Project Guardian.
- Completed security improvements within the property unit to ensure ongoing integrity of evidence.
- Completed reorganization within the property unit to provide for appropriate supervision and oversight.
- Implemented reporting requirements of Racial and Identify Profiling Act (RIPA) and continued to refine processes to ensure ongoing compliance.
- Continued to advance and leverage new technology to improve operations and increase efficiency.
- Digitized existing records processes to create more efficiency and better record retention and evaluation.

Key Program Initiatives
- Look for efficiencies that result in the timely destruction of property on adjudicated cases and proper purging of records in accordance with applicable laws.
- Continue to evaluate technology options to enhance efficiency of operations.
- Conduct regular quality assurance activities to ensure compliance in operational performance, Public Records Act request fullfillment, and data reporting for state and federal initiatives.
- Continue to evaluate implementation of technology projects to enhance transparency.
- Implement handheld and mobile radio replacement project.

Program Manager:
Lieutenant Anthony Riccardi, (650) 522-7689

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

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

2022-24 Highlights
- Continued oversight of contracted service delivery model for parking enforcement services to provide enhanced efficiency and effectiveness.
- Worked with entertainment establishments to ensure strict adherence to entertainment ordinances and regulations.
- Continued to grow and develop the HOT to most effectively provide resources and reduce impacts on this vulnerable segment of our community.

Key Program Initiatives
- Coordinate with the Public Works Department on strategies and operational issues related to parking management and enforcement including staffing needs, technology usage, special event coverage, and other components.
- Provide oversight and administration of parking enforcement service contract to monitor impact and effectiveness, and ensure all operational expectations are met. Evaluate extension of contact with current service provider, and conduct related actions as appropriate.
- Expand positive impacts made in homeless outreach and crisis intervention through continued growth of the HOT team, augmented expertise in Downtown San Mateo, and ongoing crisis intervention training for our officers.

Police
Field Operations Services

Program Manager:
Captain Matt Lethin, (650) 522-7663

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

Ongoing Responsibilities
- •Quickly respond to all emergencies.
- Proactively protect lives and property, prevent criminal activity, and maintain civil order.
- Work with City departments, service providers, and other agencies as necessary to provide long-term solutions for problems.
- Strive to provide the highest degree of traffic safety through a neighborhood traffic management strategy in collaboration with Public Works.
- Eradicate gang activity through prevention, intervention, and enforcement.
- Reduce burglary and robbery through the apprehension and prosecution of narcotics violators.
- Develop and implement operational plans for special events that result in safe operations and efficient use of resources.
- Identify and coordinate crime control strategies for locating crime patterns and “hot spots.”

2022-24 Highlights
- Continued to integrate 21st Century Policing practices into operations including measures to enhance officer safety, build trust and increase transparency.
- Provided an enhanced Traffic Program which includes additional staff resources allowing for greater focused enforcement and community outreach, and provision of an elevated level of service.
- Integrated a civilian homeless outreach coordinator into patrol operations who liaised with the Homeless Outreach Team (HOT) and identified individuals in need who met the intake criteria and attempted to facilitate entrance into the program.
- Expanded the integration of mental health clinician services into patrol operations with the addition of a second civilian clinician to assist in the response to individuals experiencing mental health crises.
- Implemented data collection and reporting requirements of the Racial and Identify Profiling Act (RIPA)
- Strengthened regional partnerships by assigning officers to the County Gang Intelligence Unit to engage in collaborative efforts related to the detection, apprehension and prosecution of gang activity.
- Adopted projects and programs to enhance Traffic unit services such as implementing the MAIT (Major Accident Investigation Team) to enhance ability to investigate major accidents with neighboring agencies.
- Leveraged technology in support of safe and secure neighborhoods including enhance the automated license plate reader (ALPR) and small unmanned aircraft system (sUAS) programs.
- Initiated an analytical analysis of available RIPA (Racial and Identity Act) stop data to identify whether disparities exist in current practices.

Key Program Initiatives
- Implement projects and programs to further enhance the Traffic unit services; and work with City departments and community groups to promote safe trave, reduce collisions and increase roadway safety.
- Partner with Daly City and San Bruno to deliver programs funded by the Organized Retail Theft grant and implement strategies to discourage retail theft.
- Strengthen the utilization of crime statistics and analysis to maximize effectiveness.
- Work to enhance neighborhood safety partnerships and establish relevant beat goals aimed at addressing crime control and improving quality of life.
- Coordinate with San Mateo County Police Agencies to develop strategies to target and reduce gang related criminal activity. Work closely with the County Gang Intelligence Unit and participate in the Countywide Gang Task Force.
- Establish liaisons and meet with community groups and organizations, such as Crisis Outreach, College of San Mateo, San Mateo County General Hospital and others to ensure valuable information is shared and community needs are being addressed.
- Continue to attack human trafficking through collaborative efforts with other local, state, and federal partners.
- Ensure compliance with the Racial and Identity Profiling Act (RIPA) and evaluate results of the data analysis project including identification of any appropriate next steps.

Program Managers:
Lieutenant Matt Earnshaw (650) 522-7627
Lieutenant Kimber Joyce (650) 522-7658

Overview
Investigations and Youth Services provides the highest degree of professional expertise to major felony crimes, including investigation of murder, rape, robbery, grand theft, burglary, arson, sex crimes, child abuse, elder abuse, and major fraud. The Bureau uses proactive policing methods, cutting edge technological tools, and collaborates with other law enforcement agencies, the public, media, and District Attorney's Office to bring to justice those who choose to commit crimes. This division oversees youth services including the juvenile diversion program and other programming aimed at assisting at-risk youth.

Ongoing Responsibilities
- Proactive review and investigation of major crimes to ensure continuity of serious cases to closure.
- Partner with the District Attorney's Office and allied agencies to maximize successful prosecution.
- Utilize the latest in intelligence-led and data-driven investigative practices to identify patterns of conduct, proactively identify criminals, and improve community safety.
- Continue to proactively register, track, and verify the address of registered sex offenders.
- Serve as positive role models for youth through the Youth Services Unit (YSU) to identify and address at-risk youth through multiple resources.
- Protect seniors from predators by educating them on various scams and frauds.
- Continue seamless communication with Field Operations to disseminate timely crime information.

2022-24 Highlights
- Provided effective follow-up to existing cases and immediate, relentless pursuit of suspects in urgent cases.
- Ensured balanced, victim-centered response to respect the safety and welfare of those impacted by serious crimes.
- Continued to advance efforts in digital forensics to keep pace with changes in technology and evidence.
- Implemented new strategies to maintain consistency with recognized industry standards to ensure timely and accurate follow up to all missing persons incidents.
- Provided proactive assistance diverting over 85 youths from jail through the juvenile diversion program, underscoring our efforts to connect with youth through education, engagement, and intervention, while keeping kids safe and on track
- Administered grant activities funded by the CA Department of Justice for one Youth Services Officer position.
- Entered into a Memorandum of Understanding with the San Mateo Foster City Elementary School District to guide engagement and collaboration.

Key Program Initiatives
- Assign violent crimes cases with suspect information to a detective within one working day.
- Continue to explore and utilize cutting edge technologies to swiftly and precisely further criminal investigations and bolster prosecutions.
- Continue partnership with County Probation to deliver an effective, impactful juvenile diversion program.
- Evaluate ongoing engagement with schools while continuing to meet regularly with district administrators and work collaboratively to address safety issues and concerns such as gang reduction and mental health.
- Secure renewed grant funding for Youth Service Officer position funded by CA Department of Justice

Police
Police Activities League

Program Manager:
Lieutenant Kimber Joyce, (650) 522-7658

Overview
The mission of the San Mateo Police Activities League (PAL) is to prevent juvenile delinquency and juvenile crime by engaging youth with police officers to help create a safer community and promote a healthy development of our youth physically, socially, and psychologically. PAL's overarching mission is to keep our youth in school, on track, and out of trouble (or engaged with their community.) Since 1997, PAL has provided recreational, educational, and leisure activities at little or no cost to thousands of San Mateo youth. Supported by a volunteer board of directors and a staff consisting of police officers, Parks & Recreation staff, and City employees, the San Mateo PAL is building a stronger and safer community through kids – our most valuable asset.

San Mateo PAL is responsible for providing safe programs, classes, trips and opportunities to youth ages 5 to 18 years that result in keeping our kids in school, out of trouble, resilient with a positive future. We provide a 'Safety Message' with our programs. PAL delivers a high level of customer service while engaged with our kids and their families. Our programming is done on a four-season schedule and in an age-appropriate manner. PAL works with the SMPD Youth Services Unit, including our Juvenile Diversion program, Explorer Program and with our Youth Service Officers that provide service to the school community. Assistance is given to the non-profit in Fund Development programs.

Ongoing Responsibilities
- Offer quality programming opportunities each season.
- Communicate with our PAL Members via email, phone, and in-person, maintain PAL Member database, and identify new opportunities for membership drives or campaigns.
- Oversee per diem staff assignments, training, supervision and evaluation.
- Serve as liaison to PAL the non-profit.
- Create an Annual Budget/Forecasting and Quarterly Statistics.
- Maintain PAL's Facebook page, Twitter, and Instagram accounts in creative ways to expand PAL's reach and support.
- Recruit Officer volunteers and other volunteers for various tasks as needed (follow up paperwork, fingerprinting, background checks, tracking hours).
- Engage and educate our community about PAL and its programs through proactive outreach.
- Serve as team member to plan and execute several large fundraising events with PAL the non-profit.
- Lead outreach efforts for special PAL projects.

Key Program Initiatives
- Provide programs to promote overall wellness (physically, educationally, socially and psychologically) to youth and their families
- Promote youth engagement in their community, school and families
- "Level the playing field" for at-risk youth by providing access to a wide range of activities, mental health support and educational enrichment opportunities
- Ensure culturally competent programming and outreach to communities in need of support.
- Build relationships between police officers, youth and families.
- Continue to increase our membership through various community outreach programs.
- Work to incorporate more "overall wellness" activities within programs.
- Work to incorporate a "Safety Message" in all programs.
- Continue to work with the Youth Services Unit to provide services for the youth involved in our schools, our Explorer Program and our Juvenile Diversion Program.
- Continue to work with community organizations to identify potential for joint programing opportunities.
- Continue to track all volunteer hours on a monthly basis.
- Continue to coordinate the Junior Giants Baseball League.
- Host PAL community events, in partnership with other city departments, to promote citywide engagement. Events such as Dia de los Muertos, Super Hero Day, and the Bike Rodeo.
- Actively recruit more Officer volunteers for our programing needs.

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

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

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

- The Citizens' Options for Public Safety Program's Supplemental Law Enforcement Services Fund (COPS/SLESF) grant partially covers the costs of two traffic officer positions. This grant was first funded in 1996. While the COPS program is intended to be on-going and permanent, there is no guarantee that continued funding will occur.
- The State Office of Traffic Safety (OTS) provides grants to both the San Mateo Police Department and regionally to San Mateo County. This grant will continue annually and is the source of funding to specialized traffic enforcement, DUI reduction, and pedestrian/bicycle safety enforcement.
- US Department of Justice Edward Byrne Memorial Justice Assistance Grant (JAG) funds which are applied for annually and purposed towards various law-enforcement related objectives
- State Department of Justice Proposition 56 Tobacco Grant Program which funds a Police Officer position over the course of three years through Fiscal Year 2024/2025, dedicated to reducing and preventing the use of tobacco products in our community.
- Board of State and Community Corrections Officer Wellness and Mental Health funds purposed towards providing law enforcement staff with access to specialized counseling with services aimed specifically at first responders as well as fitness equipment.
- Board of State and Community Corrections Organized Retail Theft Prevention Grant Program funds which San Mateo receives a sub-recipient of a primary grant awarded to the City of Daly City. The funds are for a variety of strategies to combat retail theft such as conducting targeted security details, creating workspace/substations near retail, implementing new technologies and other programs.
- State and Federal Asset Forfeiture funds. The source of these funds are assets which have been confiscated by the State or Federal Government, typically the proceeds or instruments of crime.

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

Key Program Initiatives
- Identify best ongoing resources for research and identification of new grant opportunities and added value is provided to the community.

Police
Support Services

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

Overview
The Support Services Division provides outstanding infrastructure to front line operations in all aspects, and through policy, hiring, training and community engagement, maintains SMPD's image as a premier law enforcement agency and example to our community.

Support Services is responsible for providing a high level of customer service while conducting training, recruiting, and pre-employment background investigations; developing and distributing accounting, budgetary and administrative reports; investigating internal affairs complaints; and ensuring that the police building is safe and well maintained. In addition, this program is responsible for directing funds to outside public agencies for a wide range of services not directly provided by the Police Department such as animal control, school crossing guards, County Narcotics Task Force, San Mateo County Crime Lab, Peninsula Conflict Resolution Center, Community Overcoming Relationship Abuse and Star Vista.

Ongoing Responsibilities
- Constantly review and revise recruiting efforts to ensure hiring of qualified candidates who reflect the diversity of the community we serve.
- Manage the budget in a responsible manner to leverage resources and provide the public with the highest degree of customer service.
- Coordinate and facilitate all departmental training to ensure maintenance of cutting-edge best practices while complying with all state requirements and departmental needs.
- Create, update, and maintain departmental policies and procedures to keep the department performing in line with local, regional, and national best practices of fair, constitutional, and professional policing.
- Continue to find progressive ways to keep the community informed while engaging them in long-term problem-solving strategies in their neighborhoods.
- Maintain our outstanding efforts to inform and engage our community through innovative messaging – both in-person and through conventional and social media.
- Work with all County contractors and service providers to ensure program goals are clear, outcomes are met, and added value is provided to the community.
- Maintain liaison with various agency heads to ensure services are in compliance with our needs and that the department participates in a cooperative working relationship.

2022-24 Highlights

- Achieved over 165,000 total subscribers to the Police community alert system and social media, highlighting proactive efforts to engage the community via social media outlets and provide direct messaging of public safety information.
- Revised 25-30 departmental policies.
- Advanced efforts to promote transparency including incorporating Racial and Identity Profiling Act (RIPA) data onto the police transparency webpage.
- Coordinated several large-scale advanced officer training exercises which included multiple real life simulated scenarios and role players, and led a countywide training on public communications during large-scale critical incidents.
- Continued to integrate 21st Century Policing practices into operations including implementation of a virtual reality simulated training program.
- Hosted robust community conversations on policing including multiple “real-talk” engagement sessions.
- Expanded upon the successful Community Policing Academy by working to develop curriculum in multiple languages and targeting specific demographic groups to enhance understanding of the Police Department.
- Implemented innovative tools to support and strengthen employee wellness such as a mobile wellness app for first responders.
- Increased training related to de-escalation and crisis response including coordinating with Johns Hopkins Medical Institute to train all personnel to enhance response to juveniles and persons with autism.
- Commenced study to assess internal staffing and organizational structure to maximize efficiency of service delivery.

Key Program Initiatives
- Continue to anticipate the recruitment needs of the department that results in minimal time between vacancies and the hiring of employees. Strive to hire outstanding personnel who reflect the diversity of the customer base that we serve.
- Continue to elevate neighborhood safety programs, community alerts, outreach, and community engagement efforts through continued expansion of subscribership as well as the addition of multimedia tools to illustrate all aspects of operations and reach the broadest audience possible.
- Monitor and manage personnel in modified duty assignments due to injury or illness, and ensure fair

and proper treatment and care while projecting and addressing line-level staffing needs.

- Continue to evaluate technology options to enhance neighborhood safety and security, particularly through partnerships with community-based programs.
- Increase training in areas related to de-escalation, behavioral health and crisis response.
- Continue to evaluate and enhance transparency webpage content.
- Evaluate implementation of organizational structure changes recommended at conclusion of staffing study.
- Improve employee retention through the creation of innovative programs to enhance wellness.



Public Works



Public Works

Mission Statement

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

Overview

The Public Works Department is separated into two strategic Sections for optimal performance and integration - Environmental Services and Engineering Services. The two Sections work together to meet the needs of the community.

Services and Structure

Environmental Services Division
The Environmental Services Section is comprised of four main Divisions, including the (1) Wastewater Treatment Plant, (2) Clean Water Program, (3) Field Maintenance, and (4) Data Management, with multiple subprograms to provide specific services for the community.

- Wastewater Treatment Plant (WWTP) includes the administration, management, operation, and maintenance of the facility, including laboratory services. As a sub-regional facility, the WWTP provides treatment of sanitary sewage to neighboring communities and is partially owned by Foster City. The WWTP protects the public health and water environment of the community by providing high quality wastewater treatment services in compliance with the National Pollutant Discharge Elimination System (NPDES) permit, and Stormwater Pollution Prevention Program (SWPPP) as required by the State Industrial General Permit (IGP).
- Clean Water Program is the 10-year, $1 billion program encompassing capital improvements to the sanitary sewer collection system and WWTP necessary to replace aging infrastructure, provide wet weather capacity assurance, meet current and future regulatory requirements, and align with the City's sustainability goals.
- Field Maintenance is comprised of specialized programs to maintain the City's streets, sewer and storm system infrastructure, and flood control systems. This division provides services, repair, and maintenance of streets, bridges, sidewalks, bike paths, signs and markings, sewer collection infrastructure, storm drains, traffic signals, streetlights, and street sweeping.

SUMMARY	2024-25
FTEs	166.04
Total budget	$58.9 million
Funding source(s)	General Funds
	Special Revenue Funds
	Debt Service Funds
	Enterprise Funds
	Internal Service Funds

- Data Management is responsible for the development and administration of the Department's asset management platform and Geographic Information System and for building and maintaining the City's infrastructure database.

Engineering Services Division

The Engineering Services Section consists of four main Divisions, including (1) Engineering, (2) Facilities and Fleet Services, (3) Regulatory Compliance, and (4) Transportation (including Traffic Engineering, Right-of-Way/Permitting, Private Development, and Transportation Planning).

- Engineering provides design and construction management services for capital improvement projects to improve the City's streets, sewer, and storm drain systems. This includes design and construction to reduce failed streets as identified by the City Council.
- Facilities and Fleet Services is responsible for providing centralized maintenance for all City buildings and park infrastructure. The program is also responsible for all building and infrastructure upgrades, remodels, and new building construction. In addition, it provides implementation and oversight of the fleet maintenance contractor, who services all City vehicles.
- Regulatory Compliance manages and implements programs and provides compliance oversight to meet all regulatory requirements for wastewater, stormwater, solid waste, and air quality. The division also provides management of the Marina Lagoon water quality, dock construction, vegetation management, and sand replenishment.
- Transportation is responsible for ensuring that the City's traffic and transportation infrastructure is operated safely and efficiently. The program works on issues at the local and regional levels, performs studies to identify solutions, evaluates traffic impacts of developments, provides traffic and transportation

related designs for the Capital Improvement Program, and traffic signal coordination. This division is also responsible for ensuring improvements in the public right-of-way and private developments are built to the appropriate quality standards to ensure a safe, accessible, and aesthetically pleasing public right-of-way.

2022-24 HIGHLIGHTS

Wastewater Treatment Plant

- Renewed 5-year National Pollutant Discharge Elimination System Permit (NPDES) discharge permit for the WWTP with a reduction in Toxicity Testing requirements.
- Successfully onboarded 5 new staff members in anticipation for the new WWTP.
- WWTP Laboratory received accreditation under TNI standards.

Clean Water Program

- The Underground Flow Equalization System project will be substantially complete with construction finishing in 2024.
- Construction of the new process facilities associated with the WWTP Upgrade and Expansion Project is nearly done.
- Construction is ongoing and nearing completion for Immediate Action Project Construction Package No. 2 for the WWTP.
- Construction started for Immediate Action Project, Package No. 3 for the WWTP.
- The Dale Avenue Pump Station Improvements are substantially complete with just the emergency standby generator construction remaining.
- Started construction of the El Camino Real Sewer Capacity Improvements project.
- Executed an Interim Sewer Service Agreement with the Town of Hillsborough to establish capital cost sharing requirements associated with the Clean Water Program.

Field Maintenance

- Installed cathodic protection equipment for the Marina Lagoon storm pumps.
- Upgraded pump controls for the Marina Lagoon pump station, including wiring additional alarms and SCADA programming.
- Overhauled three of five diesel engines for the Marina Lagoon pumps.
- Vacuumed 5,000 storm catch basin for storm preparation.
- Removed sediment accumulation at the O'Neill Slough inlet gate on the Marina Lagoon.

Engineering

- Met interim Trash Load Reduction requirements contained in the Municipal Regional Stormwater Permit and partnered with Caltrans to fund construction of three large trash capture devices at Poplar-Dore, Coyote Point, and Poplar Golf Course.
- Rehabilitated 5.4 centerline miles of roadway pavement and slurry sealed 18 centerline miles.
- Repaired 1.6 miles of failed streets through the Smooth Streets program.
- Completed construction of North Shoreview Flood Improvement Project.
- Completed design of SR 92/El Camino Real Interchange landscaping improvements.
- Procured consultant designer and initiated design phase for the Marina Library Structural Improvements Project.
- Established the Community Flood and Storm Protection Fee.

Facilities and Fleet Services

- Completed improvements to the restrooms at City Hall.
- Created a family changing room at the King Recreation Center.
- Completed Phase 1 painting at the Main Library.
- Created a police substation at the Hillsdale Mall.
- Decommissioned the Compressed Natural Gas Facility at the WWTP.
- Created pickleball courts above the Central Park Tennis Garage.
- Created a new trash enclosure at the Hillsdale Library.
- Resurfaced the tennis courts at Beresford Park.
- Improved the showers at Fire Stations 21 and 23.
- Completed structural improvements to the Central Park Tennis Garage.
- Improved the accessible entry area at the Corporation Yard.
- Completed restroom improvements at Indian Springs

Park, Casanova Park, and Fiesta Meadows Park.
- Installed a fire alarm system at the King Recreation Center.
- Improved the basketball court at Washington Park.
- Remodeled the kitchen at the King Recreation Center.
- Completed Phase 1 structural improvements to the 2nd and El Camino Garage.
- Completed mold remediation at several recreation centers, municipal buildings and City-owned tenant spaces.
- Modernized elevators at the 2nd and El Camino Garage and the Central Garage.

Regulatory Compliance
- Coordinated 12 Team Up to Clean Up events with over 1,000 volunteers to pick up over 17,000 gallons of litter from our City streets and waterways.
- Adopted new Mandatory Organic Waste Disposal Ordinance, and new Memoranda of Understanding with partner agencies at the County of San Mateo Office of Sustainability and South Bayside Waste Management Authority.

Transportation
- Completed construction of the 25th Avenue Grade Separation Project that removed one existing at-grade crossing and created two new east-west connections at 28th Avenue and 31st Avenue.
- Successfully adopted an ordinance to reduce the speed limits in school zones to 15mph.
- Created the new Bike San Mateo program to start implementation of projects identified in the 2020 Bicycle Master Plan.
- Started design of major bike infrastructure projects such as the Delaware Safe Routes to School Protected Bike Lane and the Hillsdale Gap Closure project.
- Completed construction of the three high priority bike lanes identified in the 2020 BMP on Humboldt Street.
- Kicked off the Complete Streets Plan.
- Adopted the Transit Orientated Development Pedestrian Access Plan.
- Constructed railroad crossing safety improvements at 4th and 5th Avenues.
- Constructed the CDBG North Central Bike Lanes Project and implementation of parking programs for neighborhood.
- Reviewed over 241 Planning Applications and 1,414 Building Permits.
- Reviewed and issued 7,848 permits, including permits for encroachment, parking, special events, block parties, banners, film, and small cells.
- Served over 100 right-of-way requests.

2024-26 BUDGET

The department budget has increased from $50.6 million in 2023-24 to $58.9 million in 2024-25, which reflects the level of service necessary to meet the needs of the community.

KEY DEPARTMENT INITIATIVES

Wastewater Treatment Plant
- Startup and commission the new Wastewater Treatment Plant.
- Evaluate sewer fund revenues and sewer rate charge needs.
- Implement an updated National Pollutant Discharge Elimination System Permit (NPDES) for the WWTP operations and discharge.
- Implement staffing and training plans for the new WWTP and UFES, including wet weather operational scenario training.
- Relocate staff from the existing to new WWTP facilities (e.g. administration building, lab, and maintenance warehouse).
- Develop a WWTP Biogas Energy Evaluation and Master Plan.

Clean Water Program
- Continue constructing Clean Water Program projects.
- Continue to meet Regional Water Quality Control Board Cease and Desist Order requirements for projects and reporting.
- Complete the WWTP Upgrade & Expansion and Underground Flow Equalization System projects.

Field Maintenance
- Creek maintenance and vegetation removal with appropriate State permits.
- Upgrade all outfall flap gates that drain into the Marina Lagoon.
- Upgrade the 4000 Pacific Storm Station.
- Overhaul storm pump and electric motor and replace existing automatic trash rack at 3rd and Detroit storm station.
- Continue with Citywide storm catch basin and trash capture device maintenance.

Public Works

- Conduct Citywide sewer and storm manhole inspections.
- Organize training programs for field staff, including Sanitary Sewer Overflow (SSO) reporting and heavy equipment training.
- Incentivize field staff for achieving and maintaining California Water Environment (CWEA) certification.

Engineering

- Continue efforts to meet Municipal Regional Permit Goal for trash capture of 100% reduction by 2025 through implementation of the Long-Term Trash Management Plan.
- Complete design and construction of City Hall EV Infrastructure upgrades.
- Complete design and construction of 41st Avenue/ Pacific Boulevard Trash Capture Project.
- Complete the Smooth Streets Program.
- Diversify pavement management approach to include at-risk streets and maintain a Citywide pavement condition index (PCI) over 70 with a target of 75.
- Complete design of Bermuda Drive Bridge Project and initiate construction.
- Complete construction of SR 92/El Camino Real Interchange landscaping improvements.
- Complete design and construction of rail safety measures required to qualify for a Citywide Train Quiet Zone.
- Complete design of the Marina Library Structural Improvements Project and initiate construction.
- Complete design and initiate construction of the Gateway Park Pedestrian Bridge Replacement Project.
- Initiate design of the Mariner's Island Bridge Settlement Project.
- Implement green infrastructure planning requirements as required by the Municipal Regional Stormwater Permit.
- Update the Stormwater Master Plan Update.

Facilities and Fleet Services

- Replace or upgrade all fire alarm and intrusion alarm systems in City facilities.
- Complete seismic stabilization of Tennis Court Parking Garage at Central Park.
- Continue to purchase fleet vehicles due for replacement with focus on "green" vehicles where feasible.
- Complete design and initiate construction of the Underground Fuel Tank Replacement Project at the Corporation Yard.
- Implement a comprehensive facilities assessment to determine ongoing capital and operating needs.

Regulatory Compliance

- Secure a multi-agency permit to allow the City to conduct maintenance activities in City creeks and channels.
- Implement the new Municipal Regional Stormwater Permit.
- Implement SB1383 Mandatory Organic Waste requirements.
- Obtain regulatory permits for continued routine maintenance of Marina Lagoon.

Transportation

- Complete construction of the school zone speed limit reduction program.
- Update SMMC 17.10 Wireless Communications Facilities in the Public ROW and corresponding Design Standards.
- Continue the implementation of all High and Med-High projects in the bicycle and pedestrian master plans.
- Continue to improve traffic flow on 19th Avenue and Fashion Island Boulevard from Grant to Mariners Island Boulevard.
- Complete all phases of design for the High Voltage Streetlight Program.
- Complete the Complete Streets, North Central Complete Streets, and Local Roadway Safety Plans.
- Complete the design of multiple intersection safety improvement projects including the Poplar and Humboldt Traffic Signal Modification, 3rd and Norfolk Intersection Safety Improvement Project, and the Hillsdale and Alameda Traffic Signal Project.
- Continue to implement Traffic Action Plan improvements.

Public Works

FINANCIALS	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Expenditures by Category		
Personnel	$ 26,274,088	$ 27,350,082
Operating	28,897,345	28,826,382
Indirect & Overhead	3,598,715	3,752,938
Capital Outlay	193,800	196,300
Total Expenditures	**$ 58,963,948**	**$ 60,125,702**
Expenditures by Cost Center		
Facilities	$ 3,520,978	$ 3,592,777
Fleet	2,662,687	2,688,673
Private Development	1,539,893	1,583,974
Public Works Administrative Services	1,277,182	1,199,576
Sewer	11,201,672	11,370,275
Solid Waste Management	2,504,645	2,900,934
Storm	2,320,421	2,660,059
Streets	4,278,788	4,460,125
Transportation	6,311,209	6,465,232
Wastewater Treatment Plant	23,346,473	23,204,078
Total Expenditures	**$ 58,963,948**	**$ 60,125,702**
Funding Sources		
General Funds	$ 11,732,157	$ 11,901,714
Special Revenue Funds	4,909,058	5,775,633
Debt Service Funds	107,814	100,422
Enterprise Funds	36,031,254	36,066,485
Internal Service Funds	6,183,665	6,281,449
Total Funding Sources	**$ 58,963,948**	**$ 60,125,702**

Public Works

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Public Works Director	1.00	1.00	1.00
Administrative Assistant	6.00	6.00	6.00
Administrative Technician	2.00	2.00	2.00
Associate Engineer	14.00	14.00	14.00
Associate Transportation Planner	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Calibration Technician	1.00	1.00	1.00
Central Services Worker	1.00	1.00	1.00
Construction Inspector I/II	4.00	4.00	4.00
Database Specialist	1.00	-	-
Deputy Director	2.00	2.00	2.00
Downtown Coordinator	1.00	1.00	1.00
Engineering Manager	3.00	3.00	3.00
Engineering Technician I/II	6.00	6.00	6.00
Environmental Compliance Inspector	3.00	3.00	3.00
Environmental Programs Coordinator	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Facilities and Fleet Services Manager	1.00	1.00	1.00
Facility Maintenance Worker	3.00	4.00	4.00
Field Maintenance Manager	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00
Instrument Control Technician	1.00	1.00	1.00
Laboratory Analyst I/II	3.00	3.00	3.00
Laboratory Analyst III	-	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00
Laborer	1.00	1.00	1.00
Maintenance Planner	1.00	2.00	2.00
Maintenance Worker I/II	24.00	26.00	26.00
Management Analyst I/II	3.00	3.00	3.00
Principal Transportation Planner	1.00	1.00	1.00
Project Manager I/II	3.00	3.00	3.00

FULL TIME EQUIVALENT (FTE) PERSONNEL	2023-24 ADJUSTED BUDGET	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
Public Works Maintenance Leadworker	3.00	3.00	3.00
Public Works Supervisor	2.00	4.00	4.00
Pump Station Mechanic I/II	3.00	3.00	3.00
Pump Station Mechanic III	1.00	1.00	1.00
Regulatory Compliance Manager	1.00	1.00	1.00
Senior Engineer	7.00	7.00	7.00
Senior Facility Maintenance Worker	3.00	3.00	3.00
Senior I&C Technician	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00
Solid Waste and Recycling Program Coordinator	1.00	1.00	1.00
Solid Waste Technician	1.00	1.00	1.00
Traffic and Light Technician	2.00	2.00	2.00
Traffic Safety Worker	3.00	3.00	3.00
WWTP Electrical Technician	1.00	2.00	2.00
WWTP Maintenance Superintendent	1.00	1.00	1.00
WWTP Manager	1.00	1.00	1.00
WWTP Mechanic I/II	6.00	6.00	6.00
WWTP Mechanic III	2.00	2.00	2.00
WWTP Operations Superintendent	1.00	1.00	1.00
WWTP Operator In-Training/I/II	10.00	10.00	10.00
WWTP Operator III	5.00	5.00	5.00
WWTP Shift Supervisor	2.00	2.00	2.00
Waste Management Supervisor	1.00	1.00	1.00
Total Merit	**153.00**	**160.00**	**160.00**
Total Per Diem	**4.69**	**6.04**	**6.04**
Total Positions	157.69	166.04	166.04

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 street miles in street inventory with PCI 30 or less
Engineering Services - Transportation and Private Development
Number of planning applications received
Percent of planning applications reviewed within 20 days
Number of building permits received
Percent of building permits reviewed within 20 days
Percent of customer satisfaction score of 3 or higher at PW Counter (Scale: 1 - 5, 1 = Not Satisfied 5 = Extremely Satisfied)
Facilities
Percent of graffiti removed from City facilities or Right of Way within 48 hours of reporting by contractor
Percent of non-emergency rolling fleet that are sustainable
Field Maintenance
Number of miles of sewer main cleaned
Percent of sewer pump stations inspected with quarterly preventative maintenance performed
Number of sidewalk tripping hazards reported
Percentage of sidewalk tripping hazards addressed within 7 days (patch or barricade)
Percent of traffic signals with semi-annual preventive maintenance performed
Percent of streetlights with semi-annual preventative maintenance performed
Number of Sanitary Sewer Overflows
Regulatory Compliance
Percent of regulatory requirements (reports) completed on schedule
Percent 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 million 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

TYPE	2021-22 RESULTS	2022-23 RESULTS	2023-24 ESTIMATE	2024-25 TARGET	2025-26 TARGET
Workload	9,400	7,000	7,000	7,000	7,000
Performance	172	175	175	160	160
Performance	72	72	73	75	75
Performance	14.3	13.3	<5	<5	<5
Workload	141	120	110	80	80
Performance	43%	90%	70%	80%	80%
Workload	1,192	950	1,200	1,000	1,000
Performance	78%	90%	85%	85%	85%
Performance	85%	90%	90%	90%	90%
Performance	91%	98%	98%	98%	98%
Performance	37%	38%	45%	47%	50%
Workload	290	240	250	260	285
Performance	74%	100%	100%	100%	100%
Workload	145	95	85	90	90
Performance	144	85	80	100	100
Performance	106%	100%	100%	100%	100%
Performance	43%	100%	100%	100%	100%
Workload	<10	<10	<10	<10	<10
Performance	100%	98%	100%	100%	100%
Performance	83%	83%	92%	95%	100%
Workload	576	1,387	2,750	2,500	2,300
Performance	99%	100%	100%	100%	100%
Workload	3,834	3,702	4,000	3,800	3,800
Workload	$3,382	$3,500	$3,500	$3,600	$3,600



Non-Departmental

Non-Departmental

Overview

In addition to expenditures that are directly related to departmental operations, there are also significant expenditures that are not directly attributable to the departments. The largest of the non-departmental expenditures is related to our internal services mechanism. To reflect the full cost of operations in departmental budgets, the cost 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 2024-25, the City's contribution amounts to $28.7 million.

SUMMARY	2024-25
Total budget	$92.6 million
Funding source(s)	General Funds
	Special Revenue Funds
	Debt Service Funds
	Enterprise Funds
	Internal Service Funds

The non-departmental budget for 2024-25 also includes $7.4 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 $36.1 million for 2024-25.

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 2024-25 is $3.3 million.

FINANCIALS		2024-25 PROPOSED BUDGET		2025-26 PROJECTED BUDGET
Expenditures by Category				
Operating	$	62,876,394	$	57,374,537
Debt Service		29,127,341		34,758,132
Indirect & Overhead	-	613,526		624,489
Capital Outlay		-		-
Total Expenditures	**$**	**92,617,261**	**$**	**92,757,158**



Fund Information

Introduction

Other Funds

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

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

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

FUND NAME	FUND TYPE	FINANCIAL PLAN DURATION
Police Grants and Safety	Special Revenue	2 Years
Solid Waste	Special Revenue	5 Years
HOME	Special Revenue	2 Years
Community Development Block Grant	Special Revenue	2 Years
Advance Planning	Special Revenue	5 Years
Construction Services	Special Revenue	5 Years
Gas Tax	Special Revenue	5 Years
City Housing	Special Revenue	2 Years
Low & Moderate Income Housing Asset	Special Revenue	2 Years
Parks & Recreation Revenue	Special Revenue	5 Years
Traffic Impact Fee	Special Revenue	5 Years
Commercial Linkage Fee	Special Revenue	2 Years
Road Maintenance & Rehabilitation Account	Special Revenue	5 Years
Permanent Local Housing Allocation	Special Revenue	2 Years
Landfill	Special Revenue	2 Years
Street & Flood Control Projects Bond	Debt Service	2 Years
General Obligation Bonds	Debt Service	2 Years
2% Hotel Tax	Debt Service	5 Years
Sewer	Enterprise	5 Years
Storm	Enterprise	5 Years
Vehicle & Equipment Replacement	Internal Services	5 Years
Fleet & Building Maintenance	Internal Services	5 Years
Benefits	Internal Services	5 Years
Dental	Internal Services	5 Years
Worker's Compensation Insurance	Internal Services	5 Years
Comprehensive Liability	Internal Services	5 Years



Special Revenue

Police Grants and Safety Fund

Police Grants & Safety Fund	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 246**	**$ 392**	**$ 1,089**	**$ 1,104**
Revenues				
Interest Earnings	$ 6	$ 6	$ 6	$ 6
Asset Seizure	150	300	-	-
State Grants	669	830	514	532
Other	-	290	1,227	-
Total Revenues	**$ 826**	**$ 1,426**	**$ 1,747**	**$ 538**
Expenditures				
Personnel	$ 591	$ 552	$ 863	$ 887
Operating	68	59	618	637
Capital Outlay	21	118	251	258
Total Expenditures	**$ 680**	**$ 729**	**$ 1,732**	**$ 1,782**
Ending Fund Balance	**$ 392**	**$ 1,089**	**$ 1,104**	**$ (140)**

Values are shown 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 grant funds from sources such as the Citizens' Option for Public Safety Program's Supplemental Law Enforcement Services Funds (COPS/SLESF); the State Office of Traffic Safety (OTS) Grant; the State Department of Justice Tobacco Grant Program; and the State Organized Retail Theft (ORT) Prevention Grant Program.

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 2024-25 budget, proceeds from this grant will cover the cost of two partial 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 forecast assumes this fund will remain operating as usual.

The California Office of Traffic Safety (OTS) was created to administer 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 and although OTS does not have sufficient funds for all submissions, all proposals are reviewed 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 2024-25 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 2024-25 budget also reflects expenditures planned as a result of a grant awarded from the California Department of Justice for the Proposition 56 Tobacco Grant Program. This grant funds a Police Officer position dedicated to reducing and preventing the use of tobacco products among youth, teens and the community at large through education, outreach and enforcement activities. The total grant award is $710,114 to be expended over the course of three years. The 2024-2025 fiscal year will be the final year of this grant award, and staff plans to apply to renew funding for this purpose.

The Board of State and Community Corrections Organized Retail Theft (ORT) Prevention Grant Program was established in 2022, with funds designated in the Budget Act of 2022 (Senate Bill 154) as a competitive grant to support law enforcement agencies in preventing and responding to organized retail theft. The San Mateo Police Department collaborated with the Cities of Daly City and San Bruno to successfully apply for a share of these funds, and the City of San Mateo was awarded $1,533,802 to be expended over a three-year term, concluding in Fiscal year 2027. The funds are for a variety of strategies to combat retail theft such as conducting targeted security details, creating workspace/substations near retail, implementing new technologies and other programs.

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 Fund

Solid Waste	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 12,178**	**$ 14,446**	**$ 15,329**	**$ 15,622**	**$ 14,826**	**$ 14,498**	**$ 14,096**
Revenues							
Interest Earnings	$ 366	$ 160	$ 160	$ 160	$ 160	$ 160	$ 160
Grants	59	236	336	60	-	-	-
Service Charges	3,416	3,040	3,243	3,252	3,886	3,922	3,958
Other Revenues	802	482	266	266	272	277	283
Total Revenues	**$ 4,643**	**$ 3,918**	**$ 4,005**	**$ 3,738**	**$ 4,318**	**$ 4,359**	**$ 4,402**
Expenditures							
Personnel	$ 1,642	$ 1,521	$ 1,907	$ 2,368	$ 2,430	$ 2,493	$ 2,558
Operating	307	470	1,460	1,837	1,878	1,920	1,963
Indirect and Overhead Charges	279	291	305	319	328	338	348
Capital Outlay	10	3	40	10	10	10	10
Total Expenditures	**$ 2,239**	**$ 2,285**	**$ 3,712**	**$ 4,534**	**$ 4,646**	**$ 4,761**	**$ 4,880**
Transfer Out	**$ 136**	**$ 750**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ 14,446**	**$ 15,329**	**$ 15,622**	**$ 14,826**	**$ 14,498**	**$ 14,096**	**$ 13,618**

Values are shown 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. 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 Fund

HOME Fund	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 373**	**$ 403**	**$ 460**	**$ 465**
Revenues				
Loan Payments	$ 30	$ 68	$ 15	$ 15
Total Revenues	**$ 30**	**$ 68**	**$ 15**	**$ 15**
Expenditures				
Operating	$ -	$ 10	$ 10	$ 10
Total Expenditures	**$ -**	**$ 10**	**$ 10**	**$ 10**
Ending Fund Balance	**$ 403**	**$ 460**	**$ 465**	**$ 470**

Values are shown 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. Resources accumulated fund HOME-eligible uses, such as new construction of housing, acquisition and rehabilitation of existing buildings, and down payment assistance.

Community Development Block Grant Fund

CDBG Fund	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 357**	**$ 405**	**$ (361)**	**$ (742)**
Revenues				
Intergovernmental Contributions	$ 528	$ 822	$ 732	$ 732
Loan Payments	1	33	8	8
Total Revenues	**$ 529**	**$ 854**	**$ 740**	**$ 740**
Expenditures				
Personnel	$ 44	$ 43	$ 25	$ 26
Operating	405	712	461	461
Indirect & Overhead	17	18	19	19
Total Expenditures	**$ 467**	**$ 772**	**$ 504**	**$ 506**
Transfer Out	**$ 14**	**$ 848**	**$ 617**	**$ 617**
Ending Fund Balance	**$ 405**	**$ (361)**	**$ (742)**	**$ (1,125)**

Values are shown 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 draws against the grant letter of credit, as well as program income from loan repayments from loans funded with CDBG in the past. The letter of credit consists of prior year unexpended funds in addition to the annual grant. These funds are held by HUD and drawn down on a reimbursement basis to the City.

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.

Advance Planning Fund

Advance Planning	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 4,605**	**$ 5,105**	**$ 5,716**	**$ 5,859**	**$ 5,971**	**$ 6,034**	**$ 6,048**
Revenues							
Interest Earnings	$ 138	$ 92	$ 95	$ 95	$ 95	$ 95	$ 95
General Plan Maintenance Fee	1,775	1,620	1,700	1,700	1,700	1,700	1,700
State Grants	325	240	250	250	250	250	250
Total Revenues	**$ 2,238**	**$ 1,952**	**$ 2,045**	**$ 2,045**	**$ 2,045**	**$ 2,045**	**$ 2,045**
Expenditures							
Personnel	$ 600	$ 526	$ 930	$ 955	$ 983	$ 1,013	$ 1,043
Operating	1,012	684	835	835	850	865	881
Indirect and Overhead Charges	127	130	137	144	148	152	157
Total Expenditures	**$ 1,738**	**$ 1,341**	**$ 1,901**	**$ 1,933**	**$ 1,982**	**$ 2,031**	**$ 2,081**
Ending Fund Balance	**$ 5,105**	**$ 5,716**	**$ 5,859**	**$ 5,971**	**$ 6,034**	**$ 6,048**	**$ 6,011**

Values are shown 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.

Prior to 2021-2022, the Community Development Department increased the General Plan maintenance fee to account for the costs associated with several long-range planning efforts the City needs to complete. Advance Planning staff continues to monitor passage and implementation of new State legislation, the next iteration of the Sustainable Communities Strategy (Plan Bay Area) by the Association of Bay Area Governments and Metropolitan Transportation Commission, completing near-term Zoning Code Amendments, preparation and adoption of the General Plan Update, creation of objective design standards for residential development, and implementation of general planning, zoning, and policy recommendations as directed by the City Council. In future cycles, the implementation of the General Plan Update and revision of the City's various specific plans and zoning code will be funded by the Advance Planning Fund.

Construction Services Fund

Construction Services	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 36,314**	**$ 32,628**	**$ 29,044**	**$ 23,088**	**$ 16,887**	**$ 12,531**	**$ 9,295**
Revenues							
Interest Earnings	$ 1,057	$ 479	$ 450	$ 450	$ 450	$ 450	$ 450
Plan Check Fees	5,387	5,240	3,606	3,606	4,147	4,769	5,484
Permit Fees	4,765	5,448	4,660	4,660	5,359	6,163	7,087
Other Fees	443	535	525	525	604	694	799
Total Revenues	**$ 11,653**	**$ 11,701**	**$ 9,241**	**$ 9,241**	**$ 10,560**	**$ 12,076**	**$ 13,820**
Expenditures							
Personnel	$ 7,153	$ 5,661	$ 9,906	$ 10,234	$ 10,437	$ 10,645	$ 10,857
Operating	2,639	2,422	2,770	2,786	1,962	2,051	2,152
Indirect & Overhead	1,363	1,402	1,470	1,542	1,617	1,696	1,779
Total Expenditures	**$ 11,155**	**$ 9,485**	**$ 14,147**	**$ 14,562**	**$ 14,016**	**$ 14,391**	**$ 14,788**
Transfer Out	**$ 4,185**	**$ 5,800**	**$ 1,050**	**$ 880**	**$ 900**	**$ 920**	**$ 840**
Ending Fund Balance	**$ 32,628**	**$ 29,044**	**$ 23,088**	**$ 16,887**	**$ 12,531**	**$ 9,295**	**$ 7,488**

Values are shown 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, fund balance has grown significantly. Revenue 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 remain stable 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 have been 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 Projects Fund to support the digital storage of property records and electronic review of plans submittals, the traffic model update, and facilities improvements.

Gas Tax Fund

Gas Tax	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 1,081**	**$ 1,268**	**$ 787**	**$ (208)**	**$ (76)**	**$ 79**	**$ 297**
Revenues							
Interest Earnings	$ 38	$ 12	$ 40	$ 40	$ -	$ -	$ -
State Gas Tax	1,814	1,972	2,014	2,050	2,090	2,132	2,174
Gas Tax In Lieu of Prop 42	862	989	998	1,090	1,112	1,134	1,157
Total Revenues	**$ 2,713**	**$ 2,973**	**$ 3,052**	**$ 3,180**	**$ 3,202**	**$ 3,266**	**$ 3,331**
Transfer Out	**$ 2,526**	**$ 3,454**	**$ 4,048**	**$ 3,048**	**$ 3,048**	**$ 3,048**	**$ 3,048**
Ending Fund Balance	**$ 1,268**	**$ 787**	**$ (208)**	**$ (76)**	**$ 79**	**$ 297**	**$ 581**

Values are shown 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 Projects Fund to fund various capital improvement projects.

Fuel consumption was sharply down during the height of the COVID-19 pandemic but has largely recovered to its prior. Fuel prices increased steeply due to inflation, but fuel costs no longer directly effect on local streets and roads revenues because gas tax rates are per gallon, regardless of price. In addition, scheduled gax tax rate increases help keep the revenue growth at a modest pace. Based on the State Department of Finance (DOF) estimates, staff anticipates the City's gas tax revenues will reach $3.0 million in 2024-25, and further increase to $3.1 million for 2025-26.

The five-year plan maintains the annual transfer to the General Fund, and makes contributions to the Capital Improvement Projects 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 Fund

City Housing Fund	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 1,058**	**$ 966**	**$ 1,216**	**$ 1,053**
Revenues				
Housing Fees	$ 0.5	$ -	$ 50	$ 50
Interest Earnings	-	18	-	-
Miscellaneous	-	232	16	16
Total Revenues	**$ 0.5**	**$ 250**	**$ 66**	**$ 66**
Expenditures				
Contribution to Other Agencies	$ 32	$ -	$ 47	$ 47
Contribution to First Time Home Buyers	60	-	180	180
Operating	-	-	2	2
Total Expenditures	**$ 92**	**$ -**	**$ 229**	**$ 229**
Ending Fund Balance	**$ 966**	**$ 1,216**	**$ 1,053**	**$ 891**

Values are shown 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.

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 Fund

Low and Moderate Income Housing Asset	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 4,331**	**$ 4,562**	**$ 5,129**	**$ 5,272**
Revenues				
Interest Earnings	$ 69	$ 73	$ 75	$ 77
Loan Payments	258	523	214	214
Total Revenues	**$ 327**	**$ 596**	**$ 289**	**$ 291**
Expenditures				
Personnel	$ 49	$ 25	$ 45	$ 47
Operating	46	3	101	101
Total Expenditures	**$ 95**	**$ 28**	**$ 146**	**$ 148**
Ending Fund Balance	**$ 4,562**	**$ 5,129**	**$ 5,272**	**$ 5,415**

Vales are shown 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 the City as Housing Successor to the former Redevelopment Agency. State law regulates the use of these funds to support housing projects that assist households whose income ranges up to 80% of median income. The fund also consists of administrative costs to monitor existing housing projects, manage the existing loan portfolio, and plan for new projects.

Parks and Recreation Revenue Fund

Parks and Recreation Revenue Fund	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 12,126**	**$ 12,286**	**$ 181**	**$ (538)**	**$ (6,596)**	**$ (1,544)**	**$ 12,915**
Revenues							
Interest Earnings	$ 348	$ 187	$ 187	$ 187	$ -	$ -	$ -
P&R Tax and Fees	179	4,392	50	5,243	8,572	15,478	1,560
Total Revenues	**$ 526**	**$ 4,579**	**$ 237**	**$ 5,430**	**$ 8,572**	**$ 15,478**	**$ 1,560**
Expenditures							
Operating	$ 16	$ 17	$ 18	$ 19	$ 19	$ 20	$ 20
Total Expenditures	**$ 16**	**$ 17**	**$ 18**	**$ 19**	**$ 19**	**$ 20**	**$ 20**
Transfer Out	**$ 350**	**$ 16,667**	**$ 938**	**$ 11,470**	**$ 3,500**	**$ 1,000**	**$ 500**
Ending Fund Balance	**$ 12,286**	**$ 181**	**$ (538)**	**$ (6,596)**	**$ (1,544)**	**$ 12,915**	**$ 13,955**

Values are shown 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 Projects Fund.

Major transfers planned for 2024-25 include contribution to the Central Park Master Plan. Transfers planned beyond 2024-25 include improvement to citywide play area upgrade, the Central Park Master Plan, and King Center Resiliency Improvements. If the estimated fees do not come to fruition, we will not be able to transfer as much as planned to the Capital Improvement Projects Fund. We will adjust our plan in the future years to align spending with funding capacity.

Traffic Impact Fee Fund

Traffic Impact Fee	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	$ 257	$ 316	$ (184)	$ 444	$ 1,050	$ 5,207	$ 7,830
Revenues							
Interest Earnings	$ 8	$ 10	$ -	$ 13	$ 37	$ 182	$ 274
Traffic Impact Fees	10	40	2,428	1,443	4,969	3,291	461
Total Revenues	$ 18	$ 50	$ 2,428	$ 1,456	$ 5,006	$ 3,473	$ 735
Transfer Out	$ (40)	$ 550	$ 1,800	$ 850	$ 850	$ 850	$ 150
Ending Fund Balance	$ 316	$ (184)	$ 444	$ 1,050	$ 5,207	$ 7,830	$ 8,415

Values shown in thousands.

The Traffic Impact Fee Fund accounts for revenues that are collected to fund various capital projects to mitigate the traffic related cumulative impacts of new development. Revenues from this fund were used to partially pay for traffic calming projects, construction costs of new traffic signals, and to fund infrustructure projects such as the 25th Ave. Grade Separation Project, which was completed in 2021, and the Railroad Avenue Wall Enhancement project. In the five-year Capital Improvement Plan, transfers are being made to fund bicycle projects, the Citywide Traffic Calming project, and the El Camino at Highway 92 Landscape improvement project.

Since the Traffic Impact Fees are closely related to the status of new development projects, this revenue source is difficult to project. If the funding projections do not come to fruition, the capital improvement projects programmed to be funded out of this revenue source will be reviewed and evaluated for proper funding and adjustments will have to be made in the out years of this five-year forecast.

Commercial Linkage Fee Fund

Commercial Linkage Fee	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 3,160**	**$ 3,246**	**$ 3,366**	**$ 8,360**	**$ 13,355**	**$ 13,349**	**$ 13,343**
Revenues							
Interest Earnings	$ 91	$ 125	$ -	$ -	$ -	$ -	$ -
Commercial Linkage Fee	-	-	5,000	5,000	-	-	-
Total Revenues	**$ 91**	**$ 125**	**$ 5,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**
Expenditures							
Operating	$ 5	$ 5	$ 5	$ 6	$ 6	$ 6	$ 6
Total Expenditures	**$ 5**	**$ 5**	**$ 5**	**$ 6**	**$ 6**	**$ 6**	**$ 6**
Ending Fund Balance	**$ 3,246**	**$ 3,366**	**$ 8,360**	**$ 13,355**	**$ 13,349**	**$ 13,343**	**$ 13,337**

Values shown in thousands.

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

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

Road Maintenance and Rehabilitation Account

Road Maintenance and Rehabilitation Account	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 2,166**	**$ 4,611**	**$ 3,050**	**$ 2,734**	**$ 2,995**	**$ 3,339**	**$ 3,771**
Revenues							
Road Maint. and Rehabilitation	$ 2,360	$ 2,565	$ 2,739	$ 2,821	$ 2,906	$ 2,993	$ 3,083
Interest Earnings	85	100	146	139	139	139	139
Total Revenues	**$ 2,445**	**$ 2,665**	**$ 2,885**	**$ 2,960**	**$ 3,045**	**$ 3,132**	**$ 3,222**
Transfer Out	**$ 0**	**$ 4,227**	**$ 3,200**	**$ 2,700**	**$ 2,700**	**$ 2,700**	**$ 2,700**
Ending Fund Balance	**$ 4,611**	**$ 3,050**	**$ 2,734**	**$ 2,995**	**$ 3,339**	**$ 3,771**	**$ 4,293**

Values are shown 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 2020-21, RMRA revenues were deposited in the Gas Tax Fund, and then subsequently transferred to the Capital Improvement Projects Fund to fund eligible projects. Moving this revenue source into its own special revenue fund creates greater visibility to available resources for projects and will allow for more efficient reporting on how these funds are being utilized.

Based on the State Department of Finance (DOF) estimates, staff anticipates that the RMRA revenues will be approximately $2.9 million for FY 2024-25 and $3.0 million for FY 2025-26. Accumulated resources from the RMRA revenues will be utilized to fund street reconstruction and rehabilitation projects through a transfer to the Capital Improvement Projects (CIP) Fund. In the five-year plan, the annual transfers to CIP are over $2 million each year.

Permanent Local Housing Allocation Fund

PERMANENT LOCAL HOUSING ALLOCATION FUND	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ (23)**	**$ 17**	**$ 17**	**$ 8**
Revenues				
State Grants	$ 475	$ 302	$ 300	$ 300
Total Revenues	**$ 475**	**$ 302**	**$ 300**	**$ 300**
Expenditures				
Operating	$ 434	$ 302	$ 309	$ 310
Total Expenditures	**$ 434**	**$ 302**	**$ 309**	**$ 310**
Ending Fund Balance	**$ 17**	**$ 17**	**$ 8**	**$ (2)**

Values are shown 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.

The fund supports two programs to support housing affordability in the City. The first is an operations subsidy for client services at the affordable housing development Montara and a rapid rehousing program with case management, which will use the remainder of the annual grant.

Landfill Fund

LANDFILL	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 3,368**	**$ 3,954**	**$ 4,425**	**$ 4,997**
Revenues				
Interest Earnings	$ 104	$ 80	$ 80	$ 80
Garbage Collection Surcharge	600	450	600	600
Total Revenues	**$ 704**	**$ 530**	**$ 680**	**$ 680**
Expenditures				
Personnel	$ 27	$ 28	$ 42	$ 44
Operating	60	31	66	56
Total Expenditures	**$ 87**	**$ 59**	**$ 108**	**$ 100**
Transfer Out	**$ 31**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ 3,954**	**$ 4,425**	**$ 4,997**	**$ 5,576**

Values are shown in thousands.

The Landfill Fund was initially set up as a debt service fund to account for debt service payments for the landfill revenue bonds. Since the landfill bonds have been paid off, starting in fiscal year 2024-25, the Landfill Fund will be reclassiflied to a special revenue fund. Surcharge revenues collected will be reviewed and adjusted in future years to reflect the reduction of the debt service obligation.

The Landfill Fund will continue to maintain a fund balance that is sufficient to meet the City's landfill closure and post-closure obligations.



Debt Service

Street & Flood Control Project Bond

STREET & FLOOD CONTROL PROJECTS BOND	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 5**	**$ 14**	**$ 16**	**$ 13**
Revenues				
Interest Earnings	$ 9	$ -	$ -	$ -
Total Revenues	**$ 9**	**$ -**	**$ -**	**$ -**
Expenditures				
Operating	$ 60	$ 61	$ 64	$ 67
Debt Service	2,632	2,629	2,629	2,632
Total Expenditures	**$ 2,692**	**$ 2,690**	**$ 2,693**	**$ 2,699**
Transfer In	**$ 2,693**	**$ 2,692**	**$ 2,690**	**$ 2,690**
Ending Fund Balance	$ 14	$ 16	$ 13	$ 4

Values are shown in thousands.

The City has two debt service funds: the Street and Flood Control Projects Bond Fund and the General Obligation Bonds Fund.

The Street and Flood Control Projects Bond Fund is a debt service fund that accounts for debt service payments on lease revenue bonds issued in 2020 to finance the street and flood control improvement projects. 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 collected to pay part of the annual debt. The remaining debt service is funded by the Measure S.

General Obligation Bonds

GENERAL OBLIGATION BONDS	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget
Beginning Fund Balance	**$ 5,929**	**$ 6,647**	**$ 7,247**	**$ 6,583**
Revenues				
Interest Earnings	$ 149	$ 120	$ 120	$ 120
Property Taxes	2,667	2,620	1,340	1,340
Total Revenues	**$ 2,816**	**$ 2,740**	**$ 1,460**	**$ 1,460**
Expenditures				
Operating	$ 57	$ 59	$ 62	$ 65
Debt Service	2,041	2,081	2,062	2,072
Total Expenditures	**$ 2,098**	**$ 2,140**	**$ 2,124**	**$ 2,136**
Ending Fund Balance	$ 6,647	$ 7,247	$ 6,583	$ 5,907

Values are shown 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 and capital funds, with payments for debt service listed as a line item in the financial plans.

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 current fiscal year's total assessed value of $36 billion, San Mateo's legal debt limit was $5.4 billion, only at 0.30% 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.

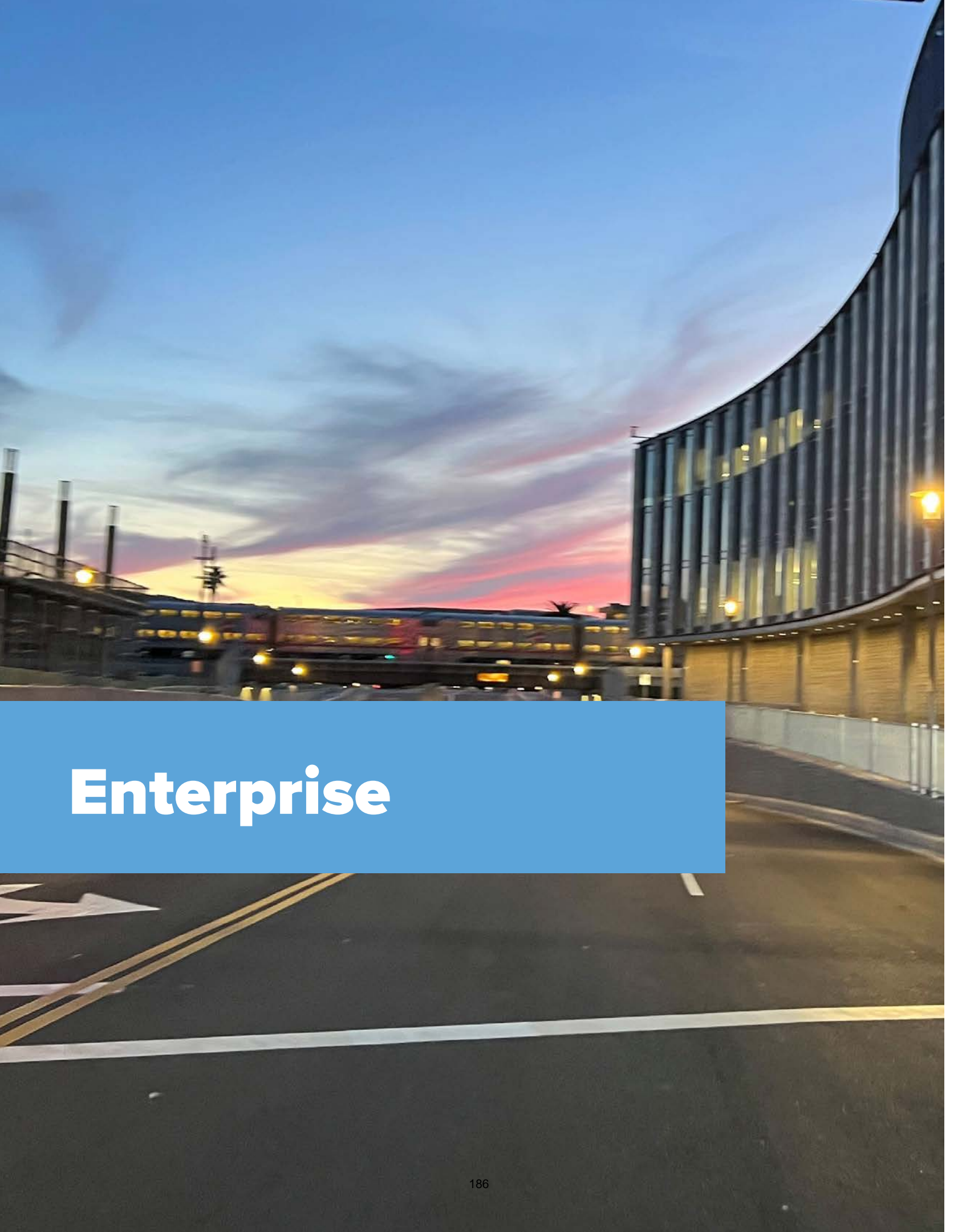
2% Hotel Tax Fund

2% Hotel Tax	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ (1,364)**	**$ 259**	**$ 64**	**$ 35**	**$ 30**	**$ 47**	**$ 46**
Revenues							
Interest Earnings	$ 2	$ -	$ -	$ -	$ -	$ -	$ -
Transient Occupancy Tax	1,023	847	700	714	728	743	758
Total Revenues	**$ 1,025**	**$ 847**	**$ 700**	**$ 714**	**$ 728**	**$ 743**	**$ 758**
Expenditures							
Operating	$ 119	$ 132	$ 134	$ 139	$ 144	$ 150	$ 156
Debt Service	734	910	945	930	918	944	970
Total Expenditures	**$ 852**	**$ 1,042**	**$ 1,079**	**$ 1,069**	**$ 1,061**	**$ 1,093**	**$ 1,126**
Transfer In	**1,450**	**-**	**350**	**350**	**350**	**350**	**350**
Ending Fund Balance	**$ 259**	**$ 64**	**$ 35**	**$ 30**	**$ 47**	**$ 46**	**$ 29**

Values are shown 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.

Due to the closure of a major hotel in May 2024, we have adjusted the revenue projections. Hotel taxes are expected to decrease from $1 million to $0.7 million for fiscal year 2024-25, with moderate growth in the following years. Additionally, rising interest costs from variable rate bonds pose further challenges. Consequently, ongoing support from the General Fund, approximately $350,000 annually, will be required to maintain a positive fund balance.



Enterprise

Sewer Fund

Sewer Fund (CASH BASIS)	2022-23 Actuals	2023-24 Estimates	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 346,208**	**$ 240,099**	**$ 81,789**	**$ 191,968**	**$ 213,044**	**$ 214,384**	**$ 222,850**
Revenues							
Interest Earnings	$ 7,176	$ 5,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Operating Revenues	78,308	80,256	83,869	86,311	88,792	91,375	94,060
Capital Contributions from Other	15,469	3,700	6,083	3,915	3,993	4,073	4,154
Total Revenues	**$ 100,953**	**$ 88,956**	**$ 91,952**	**$ 92,226**	**$ 94,785**	**$ 97,448**	**$ 100,214**
Expenses							
Operating and Maintenance	$ 24,543	$ 25,843	$ 35,716	$ 35,494	$ 36,559	$ 37,656	$ 38,785
Debt Service	27,983	48,423	22,207	27,843	29,227	30,601	30,996
Capital Projects	152,742	200,000	27,806	7,812	27,660	20,725	19,320
Total Expenses	**$ 205,269**	**$ 274,266**	**$ 85,729**	**$ 71,149**	**$ 93,445**	**$ 88,982**	**$ 89,101**
Loan Proceeds	**$ -**	**$ 27,000**	**$ 103,956**	**$ -**	**$ -**	**$ -**	**$ -**
Transfer Out	**$ 1,794**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ 240,099**	**$ 81,789**	**$ 191,968**	**$ 213,044**	**$ 214,384**	**$ 222,850**	**$ 233,963**

Values are shown 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 fund's financial plan consists of two elements: (1) fiscal year (FY) 2024-25 proposed operating budget and forecast of future operational needs, and (2) estimated cash inflows and outflows for sewer capital improvement projects (CIP) during the forecast period. 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 financial plan will be continually monitored and this plan will be updated accordingly.

Background information about the Sewer Service Charge:

In 2018, the City Council adopted a five-year sewer rate structure for fiscal years 2018-19 through 2022-23 designed to provide sufficient revenues to fund ongoing operations and capital projections. The 50/50 volumetric/fixed fee structure was implemented. The new rate structure introduced a fixed monthly fee to better stabilized revenue and help address revenue reductions due to increased water conservation. A recent Sewer Rate Study found that the past rate increases have put the City's sewer fund in a good financial position. Additionally, the City has been successful in getting a large amount of the Clean Water Program financed with low interest rate loans. As a result, only inflationary level rate increases will be required for future years. In July 2023, the City Council approved an annual sewer rate increase of 3.0% for the next five years, starting FY 2023-24 through FY 2027-28.

Storm Water Fund

Storm Enterprise	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ -**	**$ 2,898**	**$ 5,689**	**$ 9,156**	**$ 12,751**
Revenues					
Charges for Services	$ 4,000	$ 4,120	$ 4,244	$ 4,371	$ 4,502
Interest Earnings	50	50	50	50	50
Total Revenues	**$ 4,050**	**$ 4,170**	**$ 4,294**	**$ 4,421**	**$ 4,552**
Expenditures					
Personnel	$ 372	$ 369	$ 378	$ 387	$ 397
Operating	280	210	273	279	279
Capital	-	650	25	10	10
Total Expenditures	**$ 652**	**$ 1,229**	**$ 676**	**$ 676**	**$ 687**
Transfer Out	**$ 500**	**$ 150**	**$ 150**	**$ 150**	**$ 150**
Ending Fund Balance	**$ 2,898**	**$ 5,689**	**$ 9,156**	**$ 12,751**	**$ 16,466**

Values are shown in thousands.

The City of San Mateo operates and maintains a stormwater system, which provides vital services to safeguard neighborhoods from flooding and protects local waterways from pollution. The system consists of complex infrastructure including surface drains, underground pipes and conduits, pump stations, creeks and channels, and the Marina Lagoon. The City's stormwater system requires improvements to address flood control capacity limitations and deficiencies related to aging infrastructure, enhanced operations and maintenance, and improvements to minimize pollutants in stormwater runoff as required by state and federal mandates.

In January 2024, the Community Flood and Storm Protection Fee Ballot Measure was approved by property owners. This measure allows the City Council to levy the Stormwater Fees starting in FY 2024-25, providing an estimated $4.0 million in the first fiscal year. The fees may be adjusted annually by the Consumer Price Index (CPI), with a maximum increase of 3%, subject to annual approval by the City Council.

Additionally, the City aims to complete the Stormwater Master Plan in the upcoming fiscal year. This plan will assess the current state of our stormwater system, recommend improvements, and prioritize projects and resources based on their urgency. The Master Plan will also assess the costs of capital projects and help establish a cash flow forecast to plan for financing the necessary capital improvements to our stormwater infrastructure. Once the plan is finalized, staff will update the budget accordingly to incorporate the new work plans.



Internal Services

Vehicle and Equipment Replacement

Vehicle and Equipment Replacement	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 19,156**	**$ 18,769**	**$ 15,899**	**$ 7,870**	**$ 7,976**	**$ 8,671**	**$ 8,806**
Revenues							
Interest Earnings	$ 389	$ 354	$ 318	$ 157	$ 160	$ 173	$ 176
Interfund Replacement Collection	1,762	1,837	1,844	1,844	1,844	1,844	1,844
Other Revenues	(9)	10	-	-	-	-	-
Total Revenues	**$ 2,141**	**$ 2,200**	**$ 2,162**	**$ 2,001**	**$ 2,004**	**$ 2,017**	**$ 2,020**
Expenses							
Vehicle Replacement	$ 1,696	$ 2,709	$ 3,728	$ 787	$ 1,272	$ 143	$ 2,541
Computer Replacement	429	1,007	778	249	121	191	909
Radio Replacement	-	274	673	-	-	-	-
Major Equipment Replacement	189	242	5,421	1,268	326	1,959	609
Other Capital Outlay & Depreciation	(578)	37	-	-	-	-	-
Total Expenses	**$ 1,735**	**$ 4,269**	**$ 10,601**	**$ 2,304**	**$ 1,719**	**$ 2,292**	**$ 4,059**
Transfer In	**$ 704**	**$ 410**	**$ 410**	**$ 410**	**$ 410**	**$ 410**	**$ 410**
Transfer Out	**$ 1,498**	**$ 1,211**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ 18,769**	**$ 15,899**	**$ 7,870**	**$ 7,976**	**$ 8,671**	**$ 8,806**	**$ 7,177**
Reserve for Major Building Component Replacements	**$ 2,460**	**$ 2,870**	**$ 3,280**	**$ 3,690**	**$ 4,100**	**$ 4,510**	**$ 4,920**
Remaining Fund Balance	**$ 16,309**	**$ 13,029**	**$ 4,590**	**$ 4,286**	**$ 4,571**	**$ 4,296**	**$ 2,257**

Values are shown in thousands.

The Vehicle and Equipment Replacement Fund accounts for charges to user departments to fund the replacement of vehicles and equipment. This includes vehicles, computers, radios, furniture, and other major equipment. Funds for future replacement are collected while vehicles and equipment are in service so that when it is time for replacement, adequate funds are available. Accumulated fund balance in this fund is estimated to be over $15 million at the end of fiscal year 2023-24. Unlike the Fleet and Building Maintenance Fund, which is entirely an operating fund and doesn't require a significant fund balance, the Vehicle and Equipment Replacement Fund should have a significant fund balance by nature. 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 unneccesary 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.

The five-year plan further captures a portion of the fund balance that is reserved for major building component replacements. Since 2017-18, the General Fund transfers $410,000 each year to this reserve and in 2022-23, the Sewer Fund contributed $294,000. As the reserve balance reaches an appropriate level and major building replacement projects are identified, the accumulated funds will be utilized to fund the projects through a transfer to the Capital Projects Fund, and this plan will be updated accordingly.

Fleet and Building Maintenance

Fleet and Building Maintenance	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 755**	**$ 838**	**$ 831**	**$ 426**	**$ (11)**	**$ (144)**	**$ (85)**
Revenues							
Charges to Dept. - Building	$ 3,566	$ 3,566	$ 3,566	$ 3,566	$ 3,851	$ 4,044	$ 4,246
Charges to Dept. - Fleet	1,989	2,031	2,205	2,271	2,408	2,528	2,654
Other Revenues	9	8	8	8	8	8	8
Total Revenues	**$ 5,564**	**$ 5,604**	**$ 5,779**	**$ 5,845**	**$ 6,266**	**$ 6,579**	**$ 6,908**
Expenses							
Personnel	$ 1,737	$ 1,558	$ 2,218	$ 2,285	$ 2,331	$ 2,377	$ 2,425
Operating	3,353	3,430	3,602	3,495	3,506	3,563	3,622
Indirect & Overhead	455	452	471	491	506	521	536
Capital Outlay	(64)	0	-	-	-	-	-
Total Expenses	**$ 5,481**	**$ 5,612**	**$ 6,184**	**$ 6,281**	**$ 6,400**	**$ 6,520**	**$ 6,644**
Ending Fund Balance	**$ 838**	**$ 831**	**$ 426**	**$ (11)**	**$ (144)**	**$ (85)**	**$ 179**

Values are shown 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 were set to increase gradually to ensure the fund remains healthy and with an appropriate level of reserves.

Benefits Fund

Benefits	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ (266)**	**$ 554**	**$ 890**	**$ 1,139**	**$ 1,435**	**$ 1,771**	**$ 2,147**
Revenues							
Internal Service Charge - Pension	$ 26,354	$ 27,273	$ 29,344	$ 30,431	$ 31,926	$ 33,926	$ 37,227
Internal Service Charge - Social Security/Medic	3,314	3,322	3,971	4,111	4,256	4,406	4,561
Internal Service Charge - Healthcare	8,659	9,353	10,227	10,911	11,641	12,354	13,140
Internal Service Charge - Severance Trust	1,252	1,262	1,325	1,391	1,461	1,534	1,611
Internal Service Charge - Other	2,686	2,716	3,055	3,146	3,229	3,312	3,400
Total Revenues	**$ 42,265**	**$ 43,927**	**$ 47,921**	**$ 49,990**	**$ 52,512**	**$ 55,531**	**$ 59,939**
Expenses							
Pension	$ 26,363	$ 27,273	$ 29,344	$ 30,431	$ 31,926	$ 33,926	$ 37,227
Social Security/Medicare	3,314	3,322	3,971	4,111	4,256	4,406	4,561
Healthcare	8,491	9,235	10,146	10,830	11,560	12,273	13,059
Severance Trust	761	1,200	1,248	1,273	1,298	1,324	1,350
Other	2,516	2,561	2,964	3,049	3,137	3,227	3,321
Total Expenses	**$ 41,445**	**$ 43,591**	**$ 47,673**	**$ 49,694**	**$ 52,176**	**$ 55,155**	**$ 59,518**
Ending Fund Balance	**$ 554**	**$ 890**	**$ 1,139**	**$ 1,435**	**$ 1,771**	**$ 2,147**	**$ 2,567**

Values are shown in thousands.

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

The largest expense category in this fund is related to pension expenses. As discussed in detail in the Budget Overview section of the budget document, pension expenses are expected to increase significantly over the next five to seven years as 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, with the exception of the Bureau of Fire Protection and Life Safety (Bureau), 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. Bureau activities are designed to be full cost recovery, so with the transition to SMC Fire, legacy pension costs for former Bureau personnel are the responsibility of SMC Fire.

Fund balance temporarily went negative primarily due to actual expenses for health insurance and retiree medical exceeded the budget. Staff has adjusted the collection rates for the out years in the the five-year plan. The long-term 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 Fund

Dental	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 1,078**	**$ 999**	**$ 941**	**$ 874**	**$ 798**	**$ 712**	**$ 615**
Revenues							
Internal Service Charges	$ 744	$ 734	$ 756	$ 779	$ 802	$ 826	$ 851
Total Revenues	**$ 744**	**$ 734**	**$ 756**	**$ 779**	**$ 802**	**$ 826**	**$ 851**
Expenses							
Insurance Premiums	$ 823	$ 791	$ 823	$ 855	$ 888	$ 923	$ 959
Total Expenses	**$ 823**	**$ 791**	**$ 823**	**$ 855**	**$ 888**	**$ 923**	**$ 959**
Ending Fund Balance	**$ 999**	**$ 941**	**$ 874**	**$ 798**	**$ 712**	**$ 615**	**$ 507**

Values are shown 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. As actual expenses are analyzed over time, annual collections amounts will be adjusted accordingly.

Workers' Compensation Insurance Fund

Workers' Compensation Insurance	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ 5,130**	**$ 6,391**	**$ 8,368**	**$ 6,655**	**$ 7,019**	**$ 7,428**	**$ 7,917**
Revenues							
Interest Earnings	$ 501	$ 630	$ 400	$ 400	$ 400	$ 400	$ 400
Internal Service Charges	4,684	4,174	4,299	4,428	4,561	4,698	4,839
Total Revenues	**$ 5,186**	**$ 4,804**	**$ 4,699**	**$ 4,828**	**$ 4,961**	**$ 5,098**	**$ 5,239**
Expenses							
Personnel	$ 395	$ 421	$ 427	$ 431	$ 444	$ 458	$ 472
Operating	707	703	967	1,003	1,074	1,114	1,156
Claims	1,307	1,347	2,500	2,500	2,500	2,500	2,500
Indirect Costs	114	117	123	129	133	137	141
Acturial Adjustment	(97)	237	395	400	400	400	400
Total Expenses	**$ 2,426**	**$ 2,826**	**$ 4,412**	**$ 4,464**	**$ 4,552**	**$ 4,609**	**$ 4,669**
Transfer Out	**$ 1,500**	**$ -**	**$ 2,000**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ 6,391**	**$ 8,368**	**$ 6,655**	**$ 7,019**	**$ 7,428**	**$ 7,917**	**$ 8,487**

Values are shown 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 (excluding acturial accounting adjustment) have been as high as $4.3 million and as low as $1.6 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.

In 2019-20, the fund received a $3.5 million transfer from the General Fund to prevent the fund from going further to a negative balance. However, based on the latest actuarial study, this General Fund support is no longer needed. As such, the excess $1.5 million were transferred out to support the Comprehensive Liability Fund in fiscal year 2021-22, and the remaining $2.0 million will be transferred out to the Comprehensive Liability Fund in 2024-25.

With the transfer of the City's fire operations to San Mateo Consolidated Fire Department (SMC Fire), with the exception of former Fire personnel that served in the Bureau of Fire Protection and Life Safety (Bureau), as it is a cost recovery program, claims that were incurred while the fire employees were City employees will remain in this fund and as the City's responsiblility. While SMC Fire has paid the City for the present value of former Bureau legacy workers' compensation, which reflects open claims and claims that have been closed since SMC Fire commencement of operations, as updated actuarial studies are performed in subsequent fiscal years, the City will prepare an annual analysis to 1) compare actuarial assumptions to the current actuarial study, including the discount rate or cost of healthcare, 2) evaluate new claims if the City is assigned proportional responsiblity. The City will then compare the amount of legacy costs paid by SMC Fire (from its Bureau) to the City with the update workers' compensation liability and resume collecting additional costs as appropriate.

Comprehensive Liability Insurance Fund

Comprehensive Liability Insurance	2022-23 Actuals	2023-24 Estimated Actuals	2024-25 Proposed Budget	2025-26 Projected Budget	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
Beginning Fund Balance	**$ (1,517)**	**$ (12,057)**	**$ (1,656)**	**$ 6**	**$ (194)**	**$ (252)**	**$ (666)**
Revenues							
Interfund Charges	$ 2,237	$ 2,793	$ 3,700	$ 4,440	$ 5,328	$ 5,861	$ 6,447
Investment/Interest Earnings	26	-	-	-	-	-	-
Misc. Revenues	3	-	-	-	-	-	-
Total Revenues	**$ 2,266**	**$ 2,793**	**$ 3,700**	**$ 4,440**	**$ 5,328**	**$ 5,861**	**$ 6,447**
Expenses							
Personnel	$ 143	$ 142	$ 149	$ 150	$ 155	$ 160	$ 165
Insurance Premiums	1,784	2,300	3,200	3,600	4,320	5,184	6,221
Claims	142	2,085	250	250	250	250	250
Attorney's Fees	688	630	430	430	443	456	470
Other Costs	313	260	209	211	218	225	232
Actuarial Adjustment	12,738	(11,025)	(200)	-	-	-	-
Total Expenses	**$ 15,806**	**$ (5,609)**	**$ 4,038**	**$ 4,641**	**$ 5,386**	**$ 6,275**	**$ 7,338**
Transfer In	**$ 3,000**	**$ 2,000**	**$ 2,000**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ (12,057)**	**$ (1,656)**	**$ 6**	**$ (194)**	**$ (252)**	**$ (666)**	**$ (1,557)**

Values are shown 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.

The 2024-25 budget totals $4.0 million, primarily due to insurance premium increases. The City's general liability insurance premium increased from $0.6 million in 2017-18 to $2.3 million in 2023-24, almost tripling over six years with an average annual increase of 25%. For the upcoming fiscal year, the insurance premium is projected to be approximately $3 million, reflecting a 30% increase compared to the previous year. If this trend continues, the insurance premium will reach $6.2 million by 2028-29, pushing the program expenses to over $7.3 million annually. Although staff has increased interfund charges (cost recovery revenues), more is needed to cover the costs. As shown in the five-year forecast, the fund is projected to have a negative fund balance starting in 2025-26, growing to a negative $1.5 million by 2028-29.

The California public entity insurance marketplace has been changing dramatically in recent years, and public agencies throughout the state are seeing a significant increase in plaintiff demands and high dollar liability claims. Areas of concern include wildfires, dangerous conditions, road design, intersections, sidewalks, and public safety services. Future insurance costs will be determined by the loss run experience for the City’s General Liability Program. It is anticipated that insurance premiums will remain high for the next few years before any reduction is seen.



Five-Year Capital Improvement Program

Summary

As part of the Capital Improvement Program (CIP) budget process, departments develop project requests that capture the five-year capital project needs. Total project costs are developed, and funding sources are identified where possible. For capital projects that have been completed, operating costs are included in the respective operating budgets. New and ongoing capital 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, planning, or public works commission to review public works projects proposed for the 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 $240.0 million, with $65.2 million for 2024-25. Immediately following this narrative is a list of all the capital projects funded in the 2024-29 CIP ("Funded Projects"). In addition, the table below summarizes the five-year CIP by physical type of the capital projects.

	2024-25 Proposed	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	**Five-Year Total**
Bikeway/Pedestrian	$ 3,086,587	$ 2,433,819	$ 5,588,636	$ 1,150,000	$ 450,000	**$ 12,709,042**
Bridges	8,930,000	50,000	20,000	750,000	-	**9,750,000**
Buildings	8,888,900	9,625,000	8,310,000	4,410,000	2,560,000	**33,793,900**
Parks	2,983,000	14,156,828	2,895,000	2,175,000	1,275,000	**23,484,828**
Sanitary Sewer and Wastewater Management (Clean Water Program)	27,806,000	7,812,000	27,660,000	20,725,000	19,320,000	**103,323,000**
Stormwater	550,000	150,000	150,000	150,000	150,000	**1,150,000**
Streets	9,875,000	8,250,000	8,250,000	8,250,000	8,100,000	**42,725,000**
Traffic	-	2,175,000	1,025,000	325,000	325,000	**3,850,000**
Other City Capital Projects	3,128,876	1,327,000	1,527,000	2,043,500	1,182,000	**9,208,376**
Total 5-Year CIP	$ 65,248,363	$ 45,979,647	$ 55,425,636	$ 39,978,500	$ 33,362,000	$239,994,146

Of the total $240.0 million, $103.3 million (43% of the total five-year CIP) is for Clean Water Program capital projects, all of which are funded by sewer service charges, bond and loan proceeds, and capital payments from the sewer system's subregional 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 $42.7 million (18% of the total five-year CIP), while parks-related projects amount to $23.5 million (10% of the total).

Wastewater Capital Improvement Projects

The Sewer Enterprise system consists of the City's sewer collection system and wastewater treatment plant (WWTP), facilities serving the residents and businesses of the City, all of Foster City, the Crystal Springs County Sanitation District ("CSCSD"), and portions of the neighboring communities (sub-regional customers) of the Town Hillsborough, City of Belmont, and certain unincorporated areas of San Mateo County. The current population in the utility's service area is approximately 150,000 residents. There are approximately 28,500 customer accounts in the City and approximately 7,200 customer accounts in Foster City and the sub-regional customer communities utilizing the WWTP.

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 City's sewer collection system dates back to the early 1900s, with the majority of sewer pipes installed in the 1940s through 1960s. The original structures at the WWTP were constructed in 1937. The City's collection system has challenges with infiltration and inflow through leaky pipes and illegal drain connections. During significant rain events, flow into the sewer pipes increases, exceeding the capacity of the sewer collection system and WWTP. These conditions result in overflows of diluted and untreated sewage onto streets and storm drains, which eventually reaches the City's local creeks and San Francisco Bay. These events are termed sanitary sewer overflows (SSOs).

Due to past incidents of SSOs into the City's local creeks and San Francisco Bay, the San Francisco Bay Regional Water Quality Control Board (Regional Board) issued a Cease and Desist Order (CDO) in 2009, mandating the City to implement measures to reduce and prevent SSO's . The National Pollutant Discharge Elimination System permit for the WWTP also requires the City to ensure full treatment at the WWTP 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 Enterprise 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, building new treatment facilities that increase capacity, ensure full treatment of effluent, and eliminate 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 October 2025.

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 project consists of an underground 5.3-million-gallon structure that provides in-stream storage capacity to help eliminate SSOs in San Mateo and comply with the CDO. The special use permit and the

project environmental impact report were approved in October 2019. The construction contract was awarded in May 2020 and final completion of the project is anticipated in 2024.

Sewer Capital Project Revenues

The City is utilizing a number of funding and financing options for the Clean Water Program. These include federal Water Infrastructure Finance and Innovation Act (WIFIA) loan funds, State Revolving Fund (SRF) loan funds, revenue bonds, and direct funding from sewer fees. Sewer fees will pay the debt service on these various financing mechanisms.

The City, through the San Mateo – Foster City Public Financing Authority (Authority) with Foster City/Estero Municipal Improvement District (EMID), has 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. An SRF loan of $137 million was finalized in early May 2022.

Sewer Capital Projects and Costs

Of the total $103.3 million planned over the next five years, four capital projects are planned for the City's WWTP totaling an estimated $44.7 million. The largest planned WWTP project is $29.6 million for the on-going WWTP Upgrade and Expansion project, followed by $11.0 million for annual repairs, and $4.1 million for annual major components.

Sewer collection system improvements total an estimated $63.6 million, with eleven different capital projects throughout the City. The largest sewer collection system project is $13.9 million for CWP Annual Citywide Sanitary Sewer Rehabilitation, followed by $19.0 million for Sanitary Sewer Pump Station Upgrades and $26.0 million for Annual Sanitary Sewer Rehabilitation.

Street Rehabilitation and Improvement Capital Projects

A total of $42.7 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 ($14.0 million), Measure A half-cent sales tax ($9.0 million), Gas Tax ($7.3 million), Measure W half-cent sales tax ($4.0 million), Measure S ($2.7 million), Measure M vehicle license fee revenue ($1.75 million), and Street and Flood Control Bonds ($0.3 million).

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, 15.7 miles have been restored and 3.6 miles are currently in construction. The remaining 2.7 miles of failed streets/at-risk streets in the Smooth Streets Program are currently scheduled for completion by 2026. Smooth Streets projects that are identified for the next five years are programmed with a total of $2.0 million.

City Building and Facilities Improvement Capital Projects

Similar to the City's sewer infrastructure, many City facilities are aging and facing significant upgrade needs. $'s A total of $33.8 million is planned for various building facilities improvements and new construction. $7.4 million of this total is budgeted for roof replacement and improvements at various City facilities, $5.1 million of this total is budgeted for waterproofing, painting, structural repairs, and other improvements to parking garages, and $0.6 million is budgeted for the continuation of a Citywide Facilities Condition Assessment.

Bridge Maintenance and Improvement Capital Projects

Of the total $9.8 million planned over the next five years for bridge-related capital improvements, $8.9 million is planned for the Bermuda Drive Bridge Replacement project, $0.1 million for citywide bridge maintenance, and $0.8 million for the Ryder Creek Bridge Painting project. The Bermuda Drive Bridge Replacement project is principally funded by a $6.1 million grant, $1.6 million from Measure A half-cent sales tax , $0.3 million from Measure S, and $0.9 million from Measure W.

Parks and Recreation Facilities Renovation & Rehabilitation Capital Projects

A total of $23.5 million in parks and recreation capital improvement projects are planned for the next five years. Of the total planned, the largest parks project is $6.7 million for Central Park, consistent with the capital improvements identified in the approved and updated Central Park Master Plan. $1.8 million is also programmed to upgrade citywide park play areas.

Of the $23.5 million total of planned projects, the majority ($11.1 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 & Rehabilitation Capital Projects

A total of $1.2 million is planned for storm drainage and flood control projects for the next five years. Projects in this category include $.6 million for the Citywide Soil Stabilization Program, $0.5 million for the Marina Lagoon Dredging Design and Permitting project, and $0.05 million for the Adaptation Plan project. Staff is updating the City's Storm Drain Master Plan in 2024-25, which will result in prioritized capital improvement needs that will be programmed into future five-year Capital Improvement Program budgets.

Bikeway / Pedestrian Walkway Capital Projects

A total of $12.7 million is planned for bikeway and pedestrian walkway projects. Of the total, $5.4 million is planned for the Fashion Island class IV bike lane, $2.1 million is budgeted for the Bike San Mateo Program, $0.5 million is budgeted for Quick build mobility projects, $3.1 million is budgeted for pedestrian, street and bike infrastructure from CDBG funding, $1.4 million is budgeted for the Delaware Safe Routes to School Corridor project, and $400,000 is budgeted to fully fund the Hillsdale Boulevard and Alameda De Las Pulgas Signal.

Traffic Capital Projects

A total of $3.9 million is planned for congestion management and neighborhood traffic requests. Of this amount, the larger projects include $0.9 million and $0.4 million for two traffic signal projects at the intersections of Alameda De Las Pulgas/ Barneson and Alameda De Las Pulgas/ Hillsdale Blvd, respectively. The remaining $0.4 million is planned for neighborhood related traffic requests.
The primary funding sources for these traffic-related projects are traffic impact fees ($0.8 million), Measure A ($3.6 million) and Measure S ($0.4 million).

Streetlights Capital Projects

The project replaces 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 entire project is funded by the General Fund.

Other City Capital Projects

Various other citywide capital projects are planned totaling $9.2 million over the next five years. Of this amount, the largest project of $2.3 million for childcare facilities and $1.3 million budgeted for electronic and digital services improvements for the Community Development Department.

CIP Funding

All the projects listed in the following “Funded Projects” sub-section have identified sources of funding. The reports following separate the funded projects by category and by funding source.
The City also has several capital projects that have no identified source of funding.

CIP Projects by Category and Funding Source

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Bikeway/Pedestrian						
Gas Tax						
CITYWIDE BICYCLE PARKING	$ -	$ 10,000	$ 10,000	$ -	$ -	$ 20,000
Grants						
CDBG PROJECTS	450,000	450,000	450,000	450,000	450,000	2,250,000
101/92 MULTI-MODAL (FASHION ISLAND CLASS IV BIKE LANE)	554,545	831,819	3,988,636	-	-	5,375,000
HILLSDALE BIKE PEDESTRIAN BRIDGE FEASIBILITY STUDY	(150,000)	-	-	-	-	(150,000)
DELAWARE SAFE ROUTES TO SCHOOL CORRIDOR	1,401,000	-	-	-	-	1,401,000
Measure A						
101/92 MULTI-MODAL (FASHION ISLAND CLASS IV BIKE LANE)	-	-	200,000	-	-	200,000
BIKE SAN MATEO PROGRAM	250,000	202,000	-	-	-	452,000
CDBG PROJECTS	300,000	-	-	-	-	300,000
CITYWIDE SAFE ROUTES TO SCHOOL CORRIDOR	240,000	240,000	240,000	-	-	720,000
HIGH PRIORITY BICYCLE PROJECT DESIGN PACKAGE	(452,000)	-	-	-	-	(452,000)
HILLSDALE BIKE PEDESTRIAN BRIDGE FEASIBILITY STUDY	(15,000)	-	-	-	-	(15,000)
TOD PEDESTRIAN ACCESS STUDY	8,042	-	-	-	-	8,042
Measure S						
QUICK BUILD MOBILITY PROGRAM	500,000					500,000
Traffic Impact Fees						
BIKE SAN MATEO PROGRAM	-	700,000	700,000	700,000	-	2,100,000
Total	**$ 3,086,587**	**$ 2,433,819**	**$ 5,588,636**	**$ 1,150,000**	**$ 450,000**	**$ 12,709,042**
Bridges						
General Fund						
RYDER CREEK BRIDGE PAINTING	$ -	$ -	$ -	$ 750,000	$ -	$ 750,000
Grants						
BERMUDA DRIVE BRIDGE REPLACEMENT	6,100,000	-	-	-	-	6,100,000
Measure A						
CITYWIDE BRIDGE MAINTENANCE	50,000	50,000	20,000	-	-	120,000
BERMUDA DRIVE BRIDGE REPLACEMENT	1,580,000	-	-	-	-	1,580,000
Measure S						
BERMUDA DRIVE BRIDGE REPLACEMENT	300,000	-	-	-	-	300,000
Measure W						
BERMUDA DRIVE BRIDGE REPLACEMENT	900,000	-	-	-	-	900,000
Total	**$ 8,930,000**	**$ 50,000**	**$ 20,000**	**$ 750,000**	**$ -**	**$ 9,750,000**

CIP Projects by Category and Funding Source

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Buildings						
General Fund						
CITYWIDE FIRE-INTRUSION ALARM SYSTEM UPGRADE	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ -	$ **1,000,000**
ADA ENTRY COMPLIANCE-BERESFORD	350,000	-	-	-	-	**350,000**
DOWNTOWN PARKING IMPROVEMENTS	-	100,000	100,000	100,000	100,000	**400,000**
ADA COMPLIANCE AND TRANSITION PLANNING	-	250,000	35,000	35,000	35,000	**355,000**
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	-	300,000	-	-	-	**300,000**
CORPORATION YARD MISCELLANEOUS IMPROVEMENTS	-	50,000	50,000	50,000	50,000	**200,000**
PAINT MAIN LIBRARY	5,300	-	-	-	-	**5,300**
CITYWIDE FACILITIES CONDITION ASSESSMENT	600,000	-	-	-	-	**600,000**
BERESFORD BASKETBALL COUTY RESURFACE	-	-	200,000	-	-	**200,000**
LOS PRADOS COURT LIGHTING IMPROVEMENTS	-	300,000	-	-	-	**300,000**
BERESFORD RECREATION CENTER: ROOF REPLACEMENT	-	700,000	-	-	-	**700,000**
CENTRAL RECREATION CENTER: ROOF REPLACEMENT	440,000	-	-	-	-	**440,000**
CITY HALL - ROOF REPLACEMENT	-	-	1,600,000	-	-	**1,600,000**
CORPORATION YARD PAVING	75,000	-	400,000	-	-	**475,000**
DOWNTOWN RESTROOMS	25,000	25,000	25,000	25,000	25,000	**125,000**
FIRE STATION 21 - INTERIOR PAINTING	-	200,000	200,000	-	-	**400,000**
FIRE STATION 24 SHOWER REMODEL	150,000	-	-	-	-	**150,000**
KING RECREATION CENTER: ROOF REPLACEMENT	-	900,000	-	-	-	**900,000**
MAIN LIBRARY IMPROVEMENTS	-	100,000	-	-	-	**100,000**
MAIN LIBRARY: CARPET REPLACEMENT	-	-	650,000	650,000	650,000	**1,950,000**
MAIN LIBRARY: LIGHTING CONTROLS UPGRADE	300,000	-	-	-	-	**300,000**
MAIN LIBRARY: PARKING GARAGE STRUCTURAL REPAIR	-	500,000	1,000,000	1,000,000	1,000,000	**3,500,000**
MAIN STREET GARAGE - WATERPROOFING	300,000	300,000	300,000	300,000	300,000	**1,500,000**
PARKING LOT RESURFACING (SHORELINE/LAKESHORE/LOS PRADOS/BERESFORD)	-	300,000	300,000	300,000	300,000	**1,200,000**
POLICE STATION: PARKING DECK RESURFACING	700,000	-	-	-	-	**700,000**
POLICE STATION: PARKING GARAGE WATERPROOFING	-	50,000	-	-	-	**50,000**
RECREATION CENTER BACKUP GENERATOR CONNECTION	50,000	50,000	50,000	50,000	50,000	**250,000**
SENIOR CENTER: ROOF REPLACEMENT	-	700,000	-	-	-	**700,000**
TENNIS COURT GARAGE LIFESPAN EVALUATION	50,000	-	-	-	-	**50,000**
Grants						
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	1,758,600	-	-	-	-	**1,758,600**
KING POOL ASSESSMENT AND IMPROVEMENTS	850,000	-	-	-	-	**850,000**
Measure S						
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	2,100,000	-	-	-	-	**2,100,000**
FIRE STATION 27 - ROOF REPLACEMENT	-	-	-	500,000	-	**500,000**
HILLSDALE LIBRARY - ROOF REPLACEMENT	-	-	-	500,000	-	**500,000**
POLICE STATION: PARKING DECK RESURFACING	600,000	-	-	-	-	**600,000**
SHOREVIEW RECREATION CENTER - ROOF REPLACEMENT	-	-	-	500,000	-	**500,000**

CIP Projects by Category and Funding Source

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Buildings (continued)						
Parks and Recreation Tax and Fees						
KING POOL ASSESSMENT AND IMPROVEMENTS	-	3,000,000	3,000,000	-	-	**6,000,000**
Sewer						
CORPORATION YARD MISCELLANEOUS IMPROVEMENTS	-	50,000	50,000	50,000	50,000	**200,000**
CORPORATION YARD PAVING	75,000	400,000	-	-	-	**475,000**
WWTP PAVING	100,000	1,000,000	-	-	-	**1,100,000**
Taxes, Fees & Charges						
CITY HALL IMPROVEMENTS	100,000	100,000	100,000	100,000	-	**400,000**
PANIC BUTTONS AT COUNTERS & OFFICES	(65,000)	-	-	-	-	**(65,000)**
OFFICES ACOUSTIC ATTENUATION - CITY HALL	75,000	-	-	-	-	**75,000**
Total	**$ 8,888,900**	**$ 9,625,000**	**$ 8,310,000**	**$ 4,410,000**	**$ 2,560,000**	**$ 33,793,900**
Parks						
General Fund						
PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACE/PUBLIC WORKS	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	**$ 2,500,000**
CITYWIDE PARK FENCING AND STRUCTURES	200,000	200,000	-	-	-	**400,000**
SKATE PLAZA UPDATES	100,000	-	-	-	-	**100,000**
PARK RESTROOM PHASE V	150,000	-	-	-	-	**150,000**
SHOREVIEW BASKETBALL COURT RESURFACING	-	-	500,000	-	-	**500,000**
BERESFORD PICKLEBALL COURTS	25,000	-	-	-	-	**25,000**
BERESFORD: PICNIC SHELTER SLAB REPLACEMENT	-	50,000	-	-	-	**50,000**
CITYWIDE EMERGENCY FIELD LIGHTING	120,000	120,000	120,000	-	-	**360,000**
LAKESHORE BASKETBALL COURT - RESURFACE	-	-	-	400,000	-	**400,000**
LAURELWOOD PARK RETAINING WALL REPAIR	100,000	-	-	-	-	**100,000**
LOS PRADOS BASKETBALL COURT - RESURFACE	-	450,000	-	-	-	**450,000**
LOS PRADOS: PICNIC AREA IMPROVEMENTS	-	50,000	-	-	-	**50,000**
Grants						
CITYWIDE PARK PLAY AREA UPGRADE - HISTORIC	-	241,828	-	-	-	**241,828**
LAKESHORE CHILDCARE	-	2,000,000	-	-	-	**2,000,000**
Measure S						
SPORTS FIELDS CONVERSION: SYNTHETIC TURF	400,000	1,100,000	-	-	-	**1,500,000**
CENTRAL PARK	-	100,000	-	-	-	**100,000**
GATEWAY PARK PEDESTRIAN BRIDGE IMPROVEMENTS	300,000	-	-	-	-	**300,000**
PARK RESTROOM REFURBISHMENT - PHASE VI	-	600,000	1,000,000	-	-	**1,600,000**
Miscellaneous						
TREE PLANTING - PARKS DIVISION	100,000	100,000	100,000	100,000	100,000	**500,000**
Parks and Recreation Tax and Fees						
CITYWIDE PARK PLAY AREA UPGRADE - HISTORIC	(3,700,000)	-			-	**(3,700,000)**
SPORTS FIELDS CONVERSION: SYNTHETIC TURF	-	-	500,000	1,000,000	500,000	**2,000,000**
CENTRAL PARK	3,700,000	2,900,000	-	-	-	**6,600,000**
SKATE PLAZA UPDATES	85,000	-	-	-	-	**85,000**
PARKS IRRIGATION CONTROLLER UPGRADE	100,000	100,000	-	-	-	**200,000**

CIP Projects by Category and Funding Source

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Parks (continued)						
GOLF COURSE - WELL DRILLING	53,000	250,000	-	-	-	**303,000**
GOLF COURSE UPGRADES 2018-19	-	85,000	-	-	-	**85,000**
JAPANESE GARDEN REPAIRS	-	250,000	-	-	-	**250,000**
LAKESHORE CHILDCARE	-	2,500,000	-	-	-	**2,500,000**
LAURELWOOD PARK	-	775,000	-	-	-	**775,000**
LAURELWOOD PARK PLAYGROUND TBC	-	1,610,000	-	-	-	**1,610,000**
PARKSIDE AQUATIC PLAY AREA	400,000	-	-	-	-	**400,000**
Tree Replacement Fee						
TREE PLANTING - PARKS DIVISION	350,000	175,000	175,000	175,000	175,000	**1,050,000**
Total	**$ 2,983,000**	**$ 14,156,828**	**$ 2,895,000**	**$ 2,175,000**	**$ 1,275,000**	**$ 23,484,828**
Sanitary Sewer and Wastewater Management (Clean Water Program)						
Sewer						
ROOT FOAMING	$ 400,000	$ 412,000	$ 425,000	$ 438,000	$ 452,000	**$ 2,127,000**
PROGRAM MANAGEMENT - SEWER PROJECTS	(5,000,000)	-	-	-	-	**(5,000,000)**
EAST SAN MATEO LIFT STATION	533,000	-	-	-	-	**533,000**
BASIN 4 COLLECTION SYSTEM IMPROVEMENTS	(14,000,000)	-	-	-	-	**(14,000,000)**
CWP ANNUAL CITYWIDE SANITARY SEWER REHAB	11,000,000	2,900,000	-	-	-	**13,900,000**
CWP CCTV INSPECTION PROGRAM	700,000	-	-	-	-	**700,000**
TMDL ENHANCED PLANNING AND INFRASTRUCTURE IMPROVEMENTS	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	**12,500,000**
SANITARY SEWER FLOW MONITORING & REPORTING	-	-	125,000	125,000	125,000	**375,000**
ANNUAL SANITARY SEWER REHABILITATION	-	-	7,120,000	10,350,000	8,500,000	**25,970,000**
SANITARY SEWER PUMP STATION UPGRADES	-	-	13,020,000	3,000,000	3,000,000	**19,020,000**
SANITARY SEWER CCTV INSPECTION PROGRAM	-	-	900,000	635,000	955,000	**2,490,000**
WWTP & FLOW MANAGEMENT UPGRADE & EXPANSION	29,573,000	-	-	-	-	**29,573,000**
CWP WWTP ANNUAL MAJOR COMPONENTS	2,100,000	2,000,000	-	-	-	**4,100,000**
WWTP ANNUAL REPAIRS	-	-	3,570,000	3,677,000	3,788,000	**11,035,000**
Total	**$ 27,806,000**	**$ 7,812,000**	**$ 27,660,000**	**$ 20,725,000**	**$ 19,320,000**	**$ 103,323,000**
Stormwater						
Stormwater Fee						
CITYWIDE SOIL STABILIZATION PROGRAM	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	**$ 600,000**
MARINA LAGOON DREDGING DESIGN/PLANNING	500,000	-	-	-	-	**500,000**
Taxes, Fees & Charges						
ADAPTATION PLAN	50,000	-	-	-	-	**50,000**
Total	**$ 550,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 1,150,000**

CIP Projects by Category and Funding Source

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Streets						
Gas Tax						
CITYWIDE STREET REHABILITATION PROGRAM	$ 2,300,000	$ 1,240,000	$ 1,240,000	$ 1,250,000	$ 1,250,000	$ 7,280,000
Measure A						
CITYWIDE SIGN INVENTORY AND REPLACEMENT	-	150,000	150,000	150,000	-	450,000
CITYWIDE STREET REHABILITATION PACKAGE 2	(550,000)	-	-	-	-	(550,000)
CITYWIDE STREET REHABILITATION PACKAGE 3	(375,000)	-	-	-	-	(375,000)
CITYWIDE STREET REHABILITATION PROGRAM	1,475,000	2,010,000	2,010,000	2,000,000	2,000,000	9,495,000
Measure S						
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(725,000)	-	-	-	-	(725,000)
CITYWIDE STREET REHABILITATION PROGRAM	-	800,000	800,000	800,000	800,000	3,200,000
Measure W						
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(725,000)	-	-	-	-	(725,000)
CITYWIDE STREET RECONSTRUCTION PACKAGE 3	625,000	-	-	-	-	625,000
CITYWIDE STREET REHABILITATION PROGRAM	100,000	1,000,000	1,000,000	1,000,000	1,000,000	4,100,000
Other Agencies						
EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS	1,350,000	-	-	-	-	1,350,000
RMRA						
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(1,994,898)	-	-	-	-	(1,994,898)
CITYWIDE STREET RECONSTRUCTION PACKAGE 3	4,694,898	-	-	-	-	4,694,898
CITYWIDE STREET REHABILITATION PROGRAM	500,000	2,700,000	2,700,000	2,700,000	2,700,000	11,300,000
Taxes, Fees & Charges						
CITYWIDE STREET REHABILITATION PACKAGE 1	(325,000)	-	-	-	-	(325,000)
CITYWIDE STREET RECONSTRUCTION PACKAGE 1	675,000	-	-	-	-	675,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(550,000)	-	-	-	-	(550,000)
CITYWIDE STREET REHABILITATION PROGRAM	950,000	350,000	350,000	350,000	350,000	2,350,000
CITYWIDE STREET REHABILITATION PROGRAM	725,000	-	-	-	-	725,000
DEVELOPMENT DESIGN STANDARDS	75,000	-	-	-	-	75,000
Traffic Impact Fees						
EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS	1,650,000	-	-	-	-	1,650,000
Total	**$ 9,875,000**	**$ 8,250,000**	**$ 8,250,000**	**$ 8,250,000**	**$ 8,100,000**	**$ 42,725,000**
Traffic						
Gas Tax						
GRAMMERCY DRIVE RETAINING WALL	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
Grants						
DOWNTOWN GRADE SEPARATION STUDY	(1,000,000)	-	-	-	-	(1,000,000)
Measure A						
CITYWIDE TRAFFIC SIGNAL RETIMING	-	25,000	25,000	25,000	25,000	100,000
HILLSDALE/ALAMEDA DE LAS PULGAS SIGNAL	400,000	-	-	-	-	400,000
28TH AVENUE GAP CLOSURE CONSTRUCTION	550,000	1,650,000	-	-	-	2,200,000
ALAMEDA DE LAS PULGAS AND BARNESON INTERSECTION SAFETY AND OPTIMIZATION	-	200,000	700,000	-	-	900,000

CIP Projects by Category and Funding Source

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Traffic (continued)						
Measure S						
NEIGHBORHOOD TRAFFIC MANAGEMENT	-	100,000	100,000	100,000	100,000	**400,000**
Measure W						
DOWNTOWN GRADE SEPARATION STUDY	(100,000)	-	-	-	-	**(100,000)**
Traffic Impact Fees						
CITYWIDE TRAFFIC CALMING	150,000	150,000	150,000	150,000	150,000	**750,000**
Total	**$ -**	**$ 2,175,000**	**$ 1,025,000**	**$ 325,000**	**$ 325,000**	**$ 3,850,000**
Other Capital City Projects						
General Fund						
CITYWIDE PAID PARKING EVALUATION AND IMPLEMENTATION	$ -	$ -	$ -	$ 66,500	$ 155,000	**$ 221,500**
POLICE RADIOS - HAND HELD AND MOBILE	773,000	-	-	-	-	**773,000**
GREEN FLEET CHARGING INFRASTRUCTURE	125,000	100,000	-	-	-	**225,000**
EXTERIOR AND INTERIOR PAINTING - CENTRAL PARK GARAGE	300,000	-	300,000	-	-	**600,000**
CORP YARD UNDERGROUND TANK REPLACEMENT	617,000	-	-	-	-	**617,000**
CITYWIDE ASSISTIVE LISTENING DEVICES	-	200,000	200,000	200,000	-	**600,000**
CITYWIDE FENCE IMPROVEMENTS	100,000	100,000	100,000	100,000	100,000	**500,000**
Grants						
CDBG COMMUNITY FACILITIES	40,000	40,000	40,000	40,000	40,000	**200,000**
MINOR HOME REPAIR	127,000	127,000	127,000	127,000	127,000	**635,000**
RAILROAD CROSSING IMPROVEMENTS	(73,750)	-	-	-	-	**(73,750)**
Measure W						
TRAIN QUIET ZONE	250,000	-	-	-	-	**250,000**
Miscellaneous						
HOUSING REHABILITATION	60,000	60,000	60,000	60,000	60,000	**300,000**
SEAL POINT PARK POND H2S INVESTIGATION AND REMEDIATION	-	-	-	750,000	-	**750,000**
Other Agencies						
RAILROAD CROSSING IMPROVEMENTS	(772,374)	-	-	-	-	**(772,374)**
Parks and Recreation Tax and Fees						
SHOREVIEW PICKLEBALL COURTS	300,000	-	-	-	-	**300,000**
Private Contributions						
CHILD CARE FACILITIES	450,000	450,000	450,000	450,000	450,000	**2,250,000**
Sewer						
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	78,000	-	-	-	-	**78,000**
Taxes, Fees & Charges						
CDD SERVICE IMPROVEMENT-ELECTRONIC & DIGITAL	250,000	250,000	250,000	250,000	250,000	**1,250,000**
CITYWIDE SOIL STABILIZATION PROGRAM	450,000	-	-	-	-	**450,000**
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	55,000	-	-	-	-	**55,000**
Total	**$ 3,128,876**	**$ 1,327,000**	**$ 1,527,000**	**$ 2,043,500**	**$ 1,182,000**	**$ 9,208,376**
Grand Totals	**$ 65,248,363**	**$ 45,979,647**	**$ 55,425,636**	**$ 39,978,500**	**$ 33,362,000**	**$ 239,994,146**


CITY OF SAN MATEO
CALIFORNIA

CIP Projects by Funding Source and Category

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
General Fund						
Bridges						
RYDER CREEK BRIDGE PAINTING	$ -	$ -	$ -	$ 750,000	$ -	$ **750,000**
Buildings						
CITYWIDE FIRE-INTRUSION ALARM SYSTEM UPGRADE	250,000	250,000	250,000	250,000	-	**1,000,000**
ADA ENTRY COMPLIANCE-BERESFORD	350,000	-	-	-	-	**350,000**
DOWNTOWN PARKING IMPROVEMENTS	-	100,000	100,000	100,000	100,000	**400,000**
ADA COMPLIANCE AND TRANSITION PLANNING	-	250,000	35,000	35,000	35,000	**355,000**
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	-	300,000	-	-	-	**300,000**
CORPORATION YARD MISCELLANEOUS IMPROVEMENTS	-	50,000	50,000	50,000	50,000	**200,000**
PAINT MAIN LIBRARY	5,300	-	-	-	-	**5,300**
CITYWIDE FACILITIES CONDITION ASSESSMENT	600,000	-	-	-	-	**600,000**
BERESFORD BASKETBALL COUTY RESURFACE	-	-	200,000	-	-	**200,000**
LOS PRADOS COURT LIGHTING IMPROVEMENTS	-	300,000	-	-	-	**300,000**
BERESFORD RECREATION CENTER: ROOF REPLACEMENT	-	700,000	-	-	-	**700,000**
CENTRAL RECREATION CENTER: ROOF REPLACEMENT	440,000	-	-	-	-	**440,000**
CITY HALL - ROOF REPLACEMENT	-	-	1,600,000	-	-	**1,600,000**
CORPORATION YARD PAVING	75,000	-	400,000	-	-	**475,000**
DOWNTOWN RESTROOMS	25,000	25,000	25,000	25,000	25,000	**125,000**
FIRE STATION 21 - INTERIOR PAINTING	-	200,000	200,000	-	-	**400,000**
FIRE STATION 24 SHOWER REMODEL	150,000	-	-	-	-	**150,000**
KING RECREATION CENTER: ROOF REPLACEMENT	-	900,000	-	-	-	**900,000**
MAIN LIBRARY IMPROVEMENTS	-	100,000	-	-	-	**100,000**
MAIN LIBRARY: CARPET REPLACEMENT	-	-	650,000	650,000	650,000	**1,950,000**
MAIN LIBRARY: LIGHTING CONTROLS UPGRADE	300,000	-	-	-	-	**300,000**
MAIN LIBRARY: PARKING GARAGE STRUCTURAL REPAIR	-	500,000	1,000,000	1,000,000	1,000,000	**3,500,000**
MAIN STREET GARAGE - WATERPROOFING	300,000	300,000	300,000	300,000	300,000	**1,500,000**
PARKING LOT RESURFACING (SHORELINE/LAKESHORE/LOS PRADOS/BERESFORD)	-	300,000	300,000	300,000	300,000	**1,200,000**
POLICE STATION: PARKING DECK RESURFACING	700,000	-	-	-	-	**700,000**
POLICE STATION: PARKING GARAGE WATERPROOFING	-	50,000	-	-	-	**50,000**
RECREATION CENTER BACKUP GENERATOR CONNECTION	50,000	50,000	50,000	50,000	50,000	**250,000**
SENIOR CENTER: ROOF REPLACEMENT	-	700,000	-	-	-	**700,000**
TENNIS COURT GARAGE LIFESPAN EVALUATION	50,000	-	-	-	-	**50,000**
Other City Capital Projects						
CITYWIDE PAID PARKING EVAL & IMPLEMENT	-	-	-	66,500	155,000	**221,500**
POLICE RADIOS - HAND HELD AND MOBILE	773,000	-	-	-	-	**773,000**
GREEN FLEET CHARGING INFRASTRUCTURE	125,000	100,000	-	-	-	**225,000**
EXTERIOR AND INTERIOR PAINTING - CENTRAL PARK GARAGE	300,000	-	300,000	-	-	**600,000**
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	617,000	-	-	-	-	**617,000**
CITYWIDE ASSISTIVE LISTENING DEVICES	-	200,000	200,000	200,000	-	**600,000**
CITYWIDE FENCE IMPROVEMENTS	100,000	100,000	100,000	100,000	100,000	**500,000**

CIP Projects by Funding Source and Category

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
General Fund (Continued)						
Parks						
PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT/PUBLIC WORKS	500,000	500,000	500,000	500,000	500,000	**2,500,000**
CITYWIDE PARK FENCING AND STRUCTURES	200,000	200,000	-	-	-	**400,000**
SKATE PLAZA UPDATES	100,000	-	-	-	-	**100,000**
PARK RESTROOM PHASE V	150,000	-	-	-	-	**150,000**
SHOREVIEW BASKETBALL COURT RESURFACING	-	-	500,000	-	-	**500,000**
BERESFORD PICKLEBALL COURTS	25,000	-	-	-	-	**25,000**
BERESFORD: PICNIC SHELTER SLAB REPLACEMENT	-	50,000	-	-	-	**50,000**
CITYWIDE EMERGENCY FIELD LIGHTING	120,000	120,000	120,000	-	-	**360,000**
LAKESHORE BASKETBALL COURT - RESURFACE	-	-	-	400,000	-	**400,000**
LAURELWOOD PARK RETAINING WALL REPAIR	100,000	-	-	-	-	**100,000**
LOS PRADOS BASKETBALL COURT - RESURFACE	-	450,000	-	-	-	**450,000**
LOS PRADOS: PICNIC AREA IMPROVEMENTS	-	50,000	-	-	-	**50,000**
Total	**$ 6,405,300**	**$ 6,845,000**	**$ 6,880,000**	**$ 4,776,500**	**$ 3,265,000**	**$ 28,171,800**
Grants						
Bikeway/Pedestrian						
CDBG PROJECTS	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	**$ 2,250,000**
101/92 MULTI-MODAL (FASHION ISLAND CLASS IV BIKE LANE)	554,545	831,819	3,988,636	-	-	**5,375,000**
HILLSDALE BIKE PEDESTRIAN BRIDGE FEASIBILITY STUDY	(150,000)	-	-	-	-	**(150,000)**
DELAWARE SAFE ROUTES TO SCHOOL CORRIDOR	1,401,000	-	-	-	-	**1,401,000**
Bridges						
BERMUDA DRIVE BRIDGE REPLACEMENT	6,100,000	-	-	-	-	**6,100,000**
Buildings						
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	1,758,600	-	-	-	-	**1,758,600**
KING POOL ASSESSMENT AND IMPROVEMENTS	850,000	-	-	-	-	**850,000**
Other City Capital Projects						
CDBG COMMUNITY FACILITIES	40,000	40,000	40,000	40,000	40,000	**200,000**
MINOR HOME REPAIR	127,000	127,000	127,000	127,000	127,000	**635,000**
RAILROAD CROSSING IMPROVEMENTS	(73,750)	-	-	-	-	**(73,750)**
Parks						
CITYWIDE PARK PLAY AREA UPGRADE - HISTORIC	-	241,828	-	-	-	**241,828**
LAKESHORE CHILDCARE		2,000,000				**2,000,000**
Traffic						
DOWNTOWN GRADE SEPARATION STUDY	(1,000,000)	-	-	-	-	**(1,000,000)**
Total	**$ 10,057,395**	**$ 3,690,647**	**$ 4,605,636**	**$ 617,000**	**$ 617,000**	**$ 19,587,678**
Gas Tax						
Bikeway/Pedestrian						
CITYWIDE BICYCLE PARKING	$ -	$ 10,000	$ 10,000	$ -	$ -	**$ 20,000**
Streets						
CITYWIDE STREET REHABILITATION PROGRAM	2,300,000	1,240,000	1,240,000	1,250,000	1,250,000	**7,280,000**
Traffic						
GRAMMERCY DRIVE RETAINING WALL	-	50,000	50,000	50,000	50,000	**200,000**
Total	**$ 2,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 7,500,000**

CIP Projects by Funding Source and Category

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Measure A						
Bikeway/Pedestrian						
CDBG PROJECTS	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
TOD PEDESTRIAN ACCESS STUDY	8,042	-	-	-	-	8,042
HIGH PRIORITY BICYCLE PROJECT DESIGN PACKAGE	(452,000)	-	-	-	-	(452,000)
101/92 MULTI-MODAL (FASHION ISLAND CLASS IV BIKE LANE)	-	-	200,000	-	-	200,000
HILLSDALE BIKE PEDESTRIAN BRIDGE FEASIBILITY STUDY	(15,000)	-	-	-	-	(15,000)
CITYWIDE SAFE ROUTES TO SCHOOL CORRIDOR	240,000	240,000	240,000	-	-	720,000
BIKE SAN MATEO PROGRAM	250,000	202,000	-	-	-	452,000
Bridges						
CITYWIDE BRIDGE MAINTENANCE	50,000	50,000	20,000	-	-	120,000
BERMUDA DRIVE BRIDGE REPLACEMENT	1,580,000	-	-	-	-	1,580,000
Streets						
CITYWIDE SIGN INVENTORY AND REPLACEMENT	-	150,000	150,000	150,000	-	450,000
CITYWIDE STREET REHABILITATION PACKAGE 2	(550,000)	-	-	-	-	(550,000)
CITYWIDE STREET REHABILITATION PACKAGE 3	(375,000)	-	-	-	-	(375,000)
CITYWIDE STREET REHABILITATION PROGRAM	1,475,000	2,010,000	2,010,000	2,000,000	2,000,000	9,495,000
Traffic						
CITYWIDE TRAFFIC SIGNAL RETIMING	-	25,000	25,000	25,000	25,000	100,000
HILLSDALE/ALAMEDA DE LAS PULGAS SIGNAL	400,000	-	-	-	-	400,000
28TH AVENUE GAP CLOSURE CONSTRUCTION	550,000	1,650,000	-	-	-	2,200,000
ALAMEDA DE LAS PULGAS AND BARNESON INTERSECTION SAFETY AND OPTIMIZATION	-	200,000	700,000	-	-	900,000
Total	**$ 3,461,042**	**$ 4,527,000**	**$ 3,345,000**	**$ 2,175,000**	**$ 2,025,000**	**$ 15,533,042**
Measure S						
Bikeway/Pedestrian						
QUICK BUILD MOBILITY PROGRAM	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000
Bridges						
BERMUDA DRIVE BRIDGE REPLACEMENT	300,000	-	-	-	-	300,000
Buildings						
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	2,100,000	-	-	-	-	2,100,000
FIRE STATION 27 - ROOF REPLACEMENT	-	-	-	500,000	-	500,000
HILLSDALE LIBRARY - ROOF REPLACEMENT	-	-	-	500,000	-	500,000
POLICE STATION: PARKING DECK RESURFACING	600,000	-	-	-	-	600,000
SHOREVIEW RECREATION CENTER - ROOF REPLACEMENT	-	-	-	500,000	-	500,000
Parks						
SPORTS FIELDS CONVERSION: SYNTHETIC TURF	400,000	1,100,000	-	-	-	1,500,000
CENTRAL PARK	-	100,000	-	-	-	100,000
GATEWAY PARK PEDESTRIAN BRIDGE IMPROVEMENTS	300,000	-	-	-	-	300,000
PARK RESTROOM REFURBISHMENT - PHASE VI		600,000	1,000,000	-	-	1,600,000
Streets						
CITYWIDE STREET RECONSTRUCTION PACKAGE 1	225,000	-	-	-	-	225,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(725,000)	-	-	-	-	(725,000)
CITYWIDE STREET REHABILITATION PROGRAM	-	800,000	800,000	800,000	800,000	3,200,000
Traffic						
NEIGHBORHOOD TRAFFIC MANAGEMENT	-	100,000	100,000	100,000	100,000	400,000

CIP Projects by Funding Source and Category

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Total	**$ 3,700,000**	**$ 2,700,000**	**$ 1,900,000**	**$ 2,400,000**	**$ 900,000**	**$ 11,600,000**
Measure W						
Bridges						
BERMUDA DRIVE BRIDGE REPLACEMENT	$ 900,000	$ -	$ -	$ -	$ -	**$ 900,000**
Other City Capital Projects						
TRAIN QUIET ZONE	250,000	-	-	-	-	**250,000**
Streets						
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(725,000)	-	-	-	-	**(725,000)**
CITYWIDE STREET RECONSTRUCTION PACKAGE 3	625,000	-	-	-	-	**625,000**
CITYWIDE STREET REHABILITATION PROGRAM	100,000	1,000,000	1,000,000	1,000,000	1,000,000	**4,100,000**
Traffic						
DOWNTOWN GRADE SEPARATION STUDY	(100,000)	-	-	-	-	**(100,000)**
Total	**$ 1,050,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 5,050,000**
Miscellaneous						
Other City Capital Projects						
HOUSING REHABILITATION	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	**$ 300,000**
SEAL POINT PARK POND H2S INVESTIGATION AND REMEDIATION	-	-	-	750,000	-	**750,000**
Parks						
TREE PLANTING - PARKS DIVISION	100,000	100,000	100,000	100,000	100,000	**500,000**
Total	**$ 160,000**	**$ 160,000**	**$ 160,000**	**$ 910,000**	**$ 160,000**	**$ 1,550,000**
Other Agencies						
Other City Capital Projects						
RAILROAD CROSSING IMPROVEMENTS	$ (772,374)	$ -	$ -	$ -	$ -	**$ (772,374)**
Streets						
EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS	1,350,000	-	-	-	-	**1,350,000**
Total	**$ 577,626**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 577,626**
Parks and Recreation Taxes and Fees						
Buildings						
KING POOL ASSESSMENT AND IMPROVEMENTS	$ -	$ 3,000,000	$ 3,000,000	$ -	$ -	**$ 6,000,000**
Other City Capital Projects						
SHOREVIEW PICKLEBALL COURTS	300,000	-	-	-	-	**300,000**
Parks						
CITYWIDE PARK PLAY AREA UPGRADE - HISTORIC	(3,700,000)	-			-	**(3,700,000)**
SPORTS FIELDS CONVERSION: SYNTHETIC TURF	-	-	500,000	1,000,000	500,000	**2,000,000**
CENTRAL PARK	3,700,000	2,900,000	-	-	-	**6,600,000**
SKATE PLAZA UPDATES	85,000	-	-	-	-	**85,000**
PARKS IRRIGATION CONTROLLER UPGRADE	100,000	100,000	-	-	-	**200,000**
GOLF COURSE - WELL DRILLING	53,000	250,000	-	-	-	**303,000**
GOLF COURSE UPGRADES 2018-19	-	85,000	-	-	-	**85,000**
JAPANESE GARDEN REPAIRS	-	250,000	-	-	-	**250,000**
LAKESHORE CHILDCARE	-	2,500,000	-	-	-	**2,500,000**
LAURELWOOD PARK	-	775,000	-	-	-	**775,000**
LAURELWOOD PARK PLAYGROUND TBC	-	1,610,000	-	-	-	**1,610,000**
PARKSIDE AQUATIC PLAY AREA	400,000	-	-	-	-	**400,000**
Total	**$ 938,000**	**$ 11,470,000**	**$ 3,500,000**	**$ 1,000,000**	**$ 500,000**	**$ 17,408,000**

CIP Projects by Funding Source and Category

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Private Contributions						
Other City Capital Projects						
CHILD CARE FACILITIES	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 2,250,000
Total	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 2,250,000**
RMRA						
Streets						
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	$ (1,994,898)	$ -	$ -	$ -	$ -	$ (1,994,898)
CITYWIDE STREET RECONSTRUCTION PACKAGE 3	4,694,898	-	-	-	-	4,694,898
CITYWIDE STREET REHABILITATION PROGRAM	500,000	2,700,000	2,700,000	2,700,000	2,700,000	11,300,000
Total	**$ 3,200,000**	**$ 2,700,000**	**$ 2,700,000**	**$ 2,700,000**	**$ 2,700,000**	**$ 14,000,000**
Sewer Fund						
Buildings						
CORPORATION YARD MISCELLANEOUS IMPROVEMENTS	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
CORPORATION YARD PAVING	75,000	400,000	-	-	-	475,000
WWTP PAVING	100,000	1,000,000	-	-	-	1,100,000
Other City Capital Projects						
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	78,000	-	-	-	-	78,000
Sanitary Sewer and Wastewater Management (Clean Water Program)						
ROOT FOAMING	400,000	412,000	425,000	438,000	452,000	2,127,000
PROGRAM MANAGEMENT - SEWER PROJECTS	(5,000,000)	-	-	-	-	(5,000,000)
EAST SAN MATEO LIFT STATION	533,000	-	-	-	-	533,000
BASIN 4 COLLECTION SYSTEM IMPROVEMENTS	(14,000,000)	-	-	-	-	(14,000,000)
CLEAN WATER PROGRAM ANNUAL CITYWIDE SANITARY SEWER REHAB	11,000,000	2,900,000	-	-	-	13,900,000
CLEAN WATER PROGRAM CCTV INSPECTION PROGRAM	700,000	-	-	-	-	700,000
TMDL ENHANCED PLANNING AND INFRASTRUCTURE IMPROVEMENTS	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
SANITARY SEWER FLOW MONITORING & REPORTING	-	-	125,000	125,000	125,000	375,000
ANNUAL SANITARY SEWER REHABILITATION	-	-	7,120,000	10,350,000	8,500,000	25,970,000
SANITARY SEWER PUMP STATION UPGRADES	-	-	13,020,000	3,000,000	3,000,000	19,020,000
SANITARY SEWER CCTV INSPECTION PROGRAM	-	-	900,000	635,000	955,000	2,490,000
WWTP & FLOW MANAGEMENT UPGRADE & EXPANSION	29,573,000	-	-	-	-	29,573,000
CLEAN WATER PROGRAM WWTP ANNUAL MAJOR COMPONENTS	2,100,000	2,000,000	-	-	-	4,100,000
WWTP ANNUAL REPAIRS	-	-	3,570,000	3,677,000	3,788,000	11,035,000
Total	**$ 28,059,000**	**$ 9,262,000**	**$ 27,710,000**	**$ 20,775,000**	**$ 19,370,000**	**$ 105,176,000**
Stormwater Fees Fund						
Other City Capital Projects						
CITYWIDE SOIL STABILIZATION PROGRAM	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 600,000
Stormwater						
MARINA LAGOON DREDGING DESIGN/PLANNING	500,000	-	-	-	-	500,000
Total	**$ 500,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 1,100,000**

CIP Projects by Funding Source and Category

	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
Taxes, Fees, and Charges						
Buildings						
CITY HALL IMPROVEMENTS	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -	$ 400,000
PANIC BUTTONS AT COUNTERS & OFFICES	(65,000)	-	-	-	-	(65,000)
OFFICES ACOUSTIC ATTENUATION - CITY HALL	75,000	-	-	-	-	75,000
Other City Capital Projects						
CDD SERVICE IMPROVEMENT-ELECTRONIC & DIGITAL	250,000	250,000	250,000	250,000	250,000	1,250,000
CITYWIDE SOIL STABILIZATION PROGRAM	450,000	-	-	-	-	450,000
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	55,000	-	-	-	-	55,000
Stormwater						
	50,000	-	-	-	-	50,000
Streets						
CITYWIDE STREET REHABILITATION PACKAGE 1	(325,000)	-	-	-	-	(325,000)
CITYWIDE STREET RECONSTRUCTION PACKAGE 1	450,000	-	-	-	-	450,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	(550,000)	-	-	-	-	(550,000)
CITYWIDE STREET REHABILITATION PROGRAM	1,675,000	350,000	350,000	350,000	350,000	3,075,000
DEVELOPMENT DESIGN STANDARDS	75,000	-	-	-	-	75,000
Total	**$ 2,240,000**	**$ 700,000**	**$ 700,000**	**$ 700,000**	**$ 600,000**	**$ 4,940,000**
Traffic Impact Fees						
Bikeway/Pedestrian						
BIKE SAN MATEO PROGRAM	$ -	$ 700,000	$ 700,000	$ 700,000	$ -	$ 2,100,000
Streets						
EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS	1,650,000	-	-	-	-	1,650,000
Traffic						
CITYWIDE TRAFFIC CALMING	150,000	150,000	150,000	150,000	150,000	750,000
Total	**$ 1,800,000**	**$ 850,000**	**$ 850,000**	**$ 850,000**	**$ 150,000**	**$ 4,500,000**
Tree Replacement Fees						
Parks						
TREE PLANTING - PARKS DIVISION	$ 350,000	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ 1,050,000
Total	**$ 350,000**	**$ 175,000**	**$ 175,000**	**$ 175,000**	**$ 175,000**	**$ 1,050,000**
Grand Totals	**$ 65,248,363**	**$ 45,979,647**	**$ 55,425,636**	**$ 39,978,500**	**$ 33,362,000**	**$ 239,994,146**

Funded Projects

PROJECT NAME	FUNDING SOURCE	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
101/92 MULTI-MODAL (FASHION ISLAND CLASS IV BIKE LANE)	Grants	$ 554,545	$ 831,819	$ 3,988,636	$ -	$ -	$ 5,375,000
101/92 MULTI-MODAL (FASHION ISLAND CLASS IV BIKE LANE)	Measure A	-	-	200,000	-	-	200,000
28TH AVENUE GAP CLOSURE CONSTRUCTION	Measure A	550,000	1,650,000	-	-	-	2,200,000
ADA COMPLIANCE AND TRANSITION PLANNING	General Fund	-	250,000	35,000	35,000	35,000	355,000
ADA ENTRY COMPLIANCE-BERESFORD	General Fund	350,000	-	-	-	-	350,000
ADAPTATION PLANT	Taxes, Fees & Charges	50,000	-	-	-	-	50,000
ALAMEDA DE LAS PULGAS AND BARNESON INTERSECTION SAF	Measure A	-	200,000	700,000	-	-	900,000
ANNUAL SANITARY SEWER REHABILITATION	Sewer	-	-	7,120,000	10,350,000	8,500,000	25,970,000
BASIN 4 COLLECTION SYSTEM IMPROVEMENTS	Sewer	(14,000,000)	-	-	-	-	(14,000,000)
BERESFORD BASKETBALL COUTY RESURFACE	General Fund	-	-	200,000	-	-	200,000
BERESFORD PICKLEBALL COURTS	General Fund	25,000	-	-	-	-	25,000
BERESFORD RECREATION CENTER: ROOF REPLACEMENT	General Fund	-	700,000	-	-	-	700,000
BERESFORD: PICNIC SHELTER SLAB REPLACEMENT	General Fund	-	50,000	-	-	-	50,000
BERMUDA DRIVE BRIDGE REPLACEMENT	Grants	6,100,000	-	-	-	-	6,100,000
BERMUDA DRIVE BRIDGE REPLACEMENT	Measure A	1,580,000	-	-	-	-	1,580,000
BERMUDA DRIVE BRIDGE REPLACEMENT	Measure S	300,000	-	-	-	-	300,000
BERMUDA DRIVE BRIDGE REPLACEMENT	Measure W	900,000	-	-	-	-	900,000
BIKE SAN MATEO PROGRAM	Measure A	250,000	202,000	-	-	-	452,000
BIKE SAN MATEO PROGRAM	Traffic Impact Fees	-	700,000	700,000	700,000	-	2,100,000
CDBG COMMUNITY FACILITIES	Grants	40,000	40,000	40,000	40,000	40,000	200,000
CDBG PROJECTS	Grants	450,000	450,000	450,000	450,000	450,000	2,250,000
CDBG PROJECTS	Measure A	300,000	-	-	-	-	300,000
CDD SERVICE IMPROVEMENT-ELECTRONIC & DIGITAL	Taxes, Fees & Charges	250,000	250,000	250,000	250,000	250,000	1,250,000
CENTRAL PARK	Measure S	-	100,000	-	-	-	100,000
CENTRAL PARK	Parks and Rec Tax and Fees	3,700,000	2,900,000	-	-	-	6,600,000
CENTRAL RECREATION CENTER: ROOF REPLACEMENT	General Fund	440,000	-	-	-	-	440,000
CHILD CARE FACILITIES	Private Contributions	450,000	450,000	450,000	450,000	450,000	2,250,000
CITY HALL - ROOF REPLACEMENT	General Fund	-	-	1,600,000	-	-	1,600,000
CITY HALL IMPROVEMENTS	Taxes, Fees & Charges	100,000	100,000	100,000	100,000	-	400,000
CITYWIDE ASSISTIVE LISTENING DEVICES	General Fund	-	200,000	200,000	200,000	-	600,000
CITYWIDE BICYCLE PARKING	Gas Tax	-	10,000	10,000	-	-	20,000
CITYWIDE BRIDGE MAINTENANCE	Measure A	50,000	50,000	20,000	-	-	120,000
CITYWIDE EMERGENCY FIELD LIGHTING	General Fund	120,000	120,000	120,000	-	-	360,000
CITYWIDE FACILITIES CONDITION ASSESSMENT	General Fund	600,000	-	-	-	-	600,000
CITYWIDE FENCE IMPROVEMENTS	General Fund	100,000	100,000	100,000	100,000	100,000	500,000
CITYWIDE FIRE-INTRUSION ALARM SYSTEM UPGRADE	General Fund	250,000	250,000	250,000	250,000	-	1,000,000
CITYWIDE PAID PARKING EVALUATION & IMPLEMENTATION	General Fund	-	-	-	66,500	155,000	221,500
CITYWIDE PARK FENCING AND STRUCTURES	General Fund	200,000	200,000	-	-	-	400,000
CITYWIDE PARK PLAY AREA UPGRADE - HISTORIC	Grants	-	241,828	-	-	-	241,828
CITYWIDE PARK PLAY AREA UPGRADE - HISTORIC	Parks and Rec Tax and Fees	(3,700,000)	-			-	(3,700,000)
CITYWIDE SAFE ROUTES TO SCHOOL CORRIDOR	Measure A	240,000	240,000	240,000	-	-	720,000
CITYWIDE SIGN INVENTORY AND REPLACEMENT	Measure A	-	150,000	150,000	150,000	-	450,000
CITYWIDE SOIL STABILIZATION PROGRAM	Stormwater Fee		150,000	150,000	150,000	150,000	600,000
CITYWIDE SOIL STABILIZATION PROGRAM	Taxes, Fees & Charges	450,000	-	-	-	-	450,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 1	Measure S	225,000	-	-	-	-	225,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 1	Taxes, Fees & Charges	450,000	-	-	-	-	450,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	Measure S	(725,000)	-	-	-	-	(725,000)
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	Measure W	(725,000)	-	-	-	-	(725,000)
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	RMRA	(1,994,898)	-	-	-	-	(1,994,898)
CITYWIDE STREET RECONSTRUCTION PACKAGE 2	Taxes, Fees & Charges	(550,000)	-	-	-	-	(550,000)
CITYWIDE STREET RECONSTRUCTION PACKAGE 3	Measure W	625,000	-	-	-	-	625,000
CITYWIDE STREET RECONSTRUCTION PACKAGE 3	RMRA	4,694,898	-	-	-	-	4,694,898

Funded Projects

PROJECT NAME	FUNDING SOURCE	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
CITYWIDE STREET REHABILITATION PACKAGE 1	Taxes, Fees & Charges	(325,000)	-	-	-	-	**(325,000)**
CITYWIDE STREET REHABILITATION PACKAGE 2	Measure A	(550,000)	-	-	-	-	**(550,000)**
CITYWIDE STREET REHABILITATION PACKAGE 3	Measure A	(375,000)	-	-	-	-	**(375,000)**
CITYWIDE STREET REHABILITATION PROGRAM	Gas Tax	2,300,000	1,240,000	1,240,000	1,250,000	1,250,000	**7,280,000**
CITYWIDE STREET REHABILITATION PROGRAM	Measure A	1,475,000	2,010,000	2,010,000	2,000,000	2,000,000	**9,495,000**
CITYWIDE STREET REHABILITATION PROGRAM	Measure S	-	800,000	800,000	800,000	800,000	**3,200,000**
CITYWIDE STREET REHABILITATION PROGRAM	Measure W	100,000	1,000,000	1,000,000	1,000,000	1,000,000	**4,100,000**
CITYWIDE STREET REHABILITATION PROGRAM	RMRA	500,000	2,700,000	2,700,000	2,700,000	2,700,000	**11,300,000**
CITYWIDE STREET REHABILITATION PROGRAM	Taxes, Fees & Charges	1,675,000	350,000	350,000	350,000	350,000	**3,075,000**
CITYWIDE TRAFFIC CALMING	Traffic Impact Fees	150,000	150,000	150,000	150,000	150,000	**750,000**
CITYWIDE TRAFFIC SIGNAL RETIMING	Measure A	-	25,000	25,000	25,000	25,000	**100,000**
CORPORATION YARD MISCELLANEOUS IMPROVEMENTS	General Fund	-	50,000	50,000	50,000	50,000	**200,000**
CORPORATION YARD MISCELLANEOUS IMPROVEMENTS	Sewer		50,000	50,000	50,000	50,000	**200,000**
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	General Fund	617,000	-	-	-	-	**617,000**
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	Sewer	78,000	-	-	-	-	**78,000**
CORPORATION YARD UNDERGROUND TANK REPLACEMENT	Taxes, Fees & Charges	55,000	-	-	-	-	**55,000**
CORPORATION YARD PAVING	General Fund	75,000	-	400,000	-	-	**475,000**
CORPORATION YARD PAVING	Sewer	75,000	400,000	-	-	-	**475,000**
CLEAN WATER PROGRAM ANNUAL CITYWIDE SANITARY SEWEF	Sewer	11,000,000	2,900,000	-	-	-	**13,900,000**
CLEAN WATER PROGRAM CCTV INSPECTION PROGRAM	Sewer	700,000	-	-	-	-	**700,000**
CLEAN WATER PROGRAM WWTP ANNUAL MAJOR COMPONENT	Sewer	2,100,000	2,000,000	-	-	-	**4,100,000**
DELAWARE SAFE ROUTES TO SCHOOL CORRIDOR	Grants	1,401,000	-	-	-	-	**1,401,000**
DEVELOPMENT DESIGN STANDARDS	Taxes, Fees & Charges	75,000	-	-	-	-	**75,000**
DOWNTOWN GRADE SEPARATION STUDY	Grants	(1,000,000)	-	-	-	-	**(1,000,000)**
DOWNTOWN GRADE SEPARATION STUDY	Measure W	(100,000)	-	-	-	-	**(100,000)**
DOWNTOWN PARKING IMPROVEMENTS	General Fund	-	100,000	100,000	100,000	100,000	**400,000**
DOWNTOWN RESTROOMS	General Fund	25,000	25,000	25,000	25,000	25,000	**125,000**
EAST SAN MATEO LIFT STATION	Sewer	533,000	-	-	-	-	**533,000**
EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS	Other Agencies	1,350,000	-	-	-	-	**1,350,000**
EL CAMINO AT HIGHWAY 92 LANDSCAPE IMPROVEMENTS	Traffic Impact Fees	1,650,000	-	-	-	-	**1,650,000**
EXTERIOR AND INTERIOR PAINTING - CENTRAL PARK GARAGE	General Fund	300,000	-	300,000	-	-	**600,000**
FIRE STATION 21 - INTERIOR PAINTING	General Fund	-	200,000	200,000	-	-	**400,000**
FIRE STATION 24 SHOWER REMODEL	General Fund	150,000	-	-	-	-	**150,000**
FIRE STATION 27 - ROOF REPLACEMENT	Measure S	-	-	-	500,000	-	**500,000**
GATEWAY PARK PEDESTRIAN BRIDGE IMPROVEMENTS	Measure S	300,000	-	-	-	-	**300,000**
GOLF COURSE - WELL DRILLING	Parks and Rec Tax and Fees	53,000	250,000	-	-	-	**303,000**
GOLF COURSE UPGRADES 2018-19	Parks and Rec Tax and Fees		85,000		-	-	**85,000**
GRAMMERCY DRIVE RETAINING WALL	Gas Tax		50,000	50,000	50,000	50,000	**200,000**
GREEN FLEET CHARGING INFRASTRUCTURE	General Fund	125,000	100,000	-	-	-	**225,000**
HIGH PRIORITY BICYCLE PROJECT DESIGN PACKAGE	Measure A	(452,000)	-	-	-	-	**(452,000)**
HILLSDALE BIKE PEDESTRIAN BRIDGE FEASIBILITY STUDY	Grants	(150,000)	-	-	-	-	**(150,000)**
HILLSDALE BIKE PEDESTRIAN BRIDGE FEASIBILITY STUDY	Measure A	(15,000)	-	-	-	-	**(15,000)**
HILLSDALE LIBRARY - ROOF REPLACEMENT	Measure S	-	-	-	500,000	-	**500,000**
HILLSDALE/ALAMEDA DE LAS PULGAS SIGNAL	Measure A	400,000	-	-	-	-	**400,000**
HOUSING REHABILITATION	Miscellaneous	60,000	60,000	60,000	60,000	60,000	**300,000**
JAPANESE GARDEN REPAIRS	Parks and Rec Tax and Fees	-	250,000				**250,000**
KING POOL ASSESSMENT AND IMPROVEMENTS	Grants	850,000	-	-	-	-	**850,000**
KING POOL ASSESSMENT AND IMPROVEMENTS	Parks and Rec Tax and Fees	-	3,000,000	3,000,000	-	-	**6,000,000**
KING RECREATION CENTER: ROOF REPLACEMENT	General Fund	-	900,000	-	-	-	**900,000**
LAKESHORE BASKETBALL COURT - RESURFACE	General Fund	-	-	-	400,000	-	**400,000**
LAKESHORE CHILDCARE	Grants		2,000,000				**2,000,000**
LAKESHORE CHILDCARE	Parks and Rec Tax and Fees		2,500,000				**2,500,000**

Funded Projects

PROJECT NAME	FUNDING SOURCE	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
LAURELWOOD PARK	Parks and Rec Tax and Fees	-	775,000				**775,000**
LAURELWOOD PARK PLAYGROUND TBC	Parks and Rec Tax and Fees	-	1,610,000				**1,610,000**
LAURELWOOD PARK RETAINING WALL REPAIR	General Fund	100,000	-	-	-	-	**100,000**
LOS PRADOS BASKETBALL COURT - RESURFACE	General Fund	-	450,000	-	-	-	**450,000**
LOS PRADOS COURT LIGHTING IMPROVEMENTS	General Fund	-	300,000	-	-	-	**300,000**
LOS PRADOS: PICNIC AREA IMPROVEMENTS	General Fund	-	50,000	-	-	-	**50,000**
MAIN LIBRARY IMPROVEMENTS	General Fund	-	100,000	-	-	-	**100,000**
MAIN LIBRARY: CARPET REPLACEMENT	General Fund	-	-	650,000	650,000	650,000	**1,950,000**
MAIN LIBRARY: LIGHTING CONTROLS UPGRADE	General Fund	300,000	-	-	-	-	**300,000**
MAIN LIBRARY: PARKING GARAGE STRUCTURAL REPAIR	General Fund	-	500,000	1,000,000	1,000,000	1,000,000	**3,500,000**
MAIN STREET GARAGE - WATERPROOFING	General Fund	300,000	300,000	300,000	300,000	300,000	**1,500,000**
MARINA LAGOON DREDGING DESIGN/PLANNING	Stormwater Fee	500,000	-	-	-	-	**500,000**
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	General Fund	-	300,000	-	-	-	**300,000**
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	Grants	1,758,600	-	-	-	-	**1,758,600**
MARINA LIBRARY STRUCTURAL IMPROVEMENTS	Measure S	2,100,000	-	-	-	-	**2,100,000**
MINOR HOME REPAIR	Grants	127,000	127,000	127,000	127,000	127,000	**635,000**
NEIGHBORHOOD TRAFFIC MANAGEMENT	Measure S	-	100,000	100,000	100,000	100,000	**400,000**
OFFICES ACOUSTIC ATTENUATION - CITY HALL	Taxes, Fees & Charges	75,000	-	-	-	-	**75,000**
PAINT MAIN LIBRARY	General Fund	5,300	-	-	-	-	**5,300**
PANIC BUTTONS AT COUNTERS & OFFICES	Taxes, Fees & Charges	(65,000)	-	-	-	-	**(65,000)**
PARK CITYWIDE PLAYGROUND EQUIPMENT REPLACEMENT/PUI	General Fund	500,000	500,000	500,000	500,000	500,000	**2,500,000**
PARK RESTROOM PHASE V	General Fund	150,000	-	-	-	-	**150,000**
PARK RESTROOM REFURBISHMENT - PHASE VI	Measure S	-	600,000	1,000,000	-	-	**1,600,000**
PARKING LOT RESURFACING (SHORELINE/LAKESHORE/LOS PR/	General Fund	-	300,000	300,000	300,000	300,000	**1,200,000**
PARKS IRRIGATION CONTROLLER UPGRADE	Parks and Rec Tax and Fees	100,000	100,000	-	-	-	**200,000**
PARKSIDE AQUATIC PLAY AREA	Parks and Rec Tax and Fees	400,000	-	-	-	-	**400,000**
POLICE RADIOS - HAND HELD AND MOBILE	General Fund	773,000	-	-	-	-	**773,000**
POLICE STATION: PARKING DECK RESURFACING	General Fund	700,000	-	-	-	-	**700,000**
POLICE STATION: PARKING DECK RESURFACING	Measure S	600,000	-	-	-	-	**600,000**
POLICE STATION: PARKING GARAGE WATERPROOFING	General Fund	-	50,000	-	-	-	**50,000**
PROGRAM MANAGEMENT - SEWER PROJECTS	Sewer	(5,000,000)	-	-	-	-	**(5,000,000)**
QUICK BUILD MOBILITY PROGRAM	Measure S	500,000	-	-	-	-	**500,000**
RAILROAD CROSSING IMPROVEMENTS	Grants	(73,750)	-	-	-	-	**(73,750)**
RAILROAD CROSSING IMPROVEMENTS	Other Agencies	(772,374)	-	-	-	-	**(772,374)**
RECREATION CENTER BACKUP GENERATOR CONNECTION	General Fund	50,000	50,000	50,000	50,000	50,000	**250,000**
ROOT FOAMING	Sewer	400,000	412,000	425,000	438,000	452,000	**2,127,000**
RYDER CREEK BRIDGE PAINTING	General Fund	-	-	-	750,000		**750,000**
SANITARY SEWER CCTV INSPECTION PROGRAM	Sewer	-	-	900,000	635,000	955,000	**2,490,000**
SANITARY SEWER FLOW MONITORING & REPORTING	Sewer	-	-	125,000	125,000	125,000	**375,000**
SANITARY SEWER PUMP STATION UPGRADES	Sewer	-	-	13,020,000	3,000,000	3,000,000	**19,020,000**
SEAL POINT PARK POND H2S INVESTIGATION AND REMEDIATIO	Miscellaneous	-	-	-	750,000	-	**750,000**
SENIOR CENTER: ROOF REPLACEMENT	General Fund	-	700,000	-	-	-	**700,000**
SHOREVIEW BASKETBALL COURT RESURFACING	General Fund	-	-	500,000	-	-	**500,000**
SHOREVIEW PICKLEBALL COURTS	Parks and Rec Tax and Fees	300,000	-	-	-	-	**300,000**
SHOREVIEW RECREATION CENTER - ROOF REPLACEMENT	Measure S	-	-	-	500,000	-	**500,000**
SKATE PLAZA UPDATES	General Fund	100,000	-	-	-	-	**100,000**
SKATE PLAZA UPDATES	Parks and Rec Tax and Fees	85,000	-	-	-	-	**85,000**
SPORTS FIELDS CONVERSION: SYNTHETIC TURF	Measure S	400,000	1,100,000	-	-	-	**1,500,000**
SPORTS FIELDS CONVERSION: SYNTHETIC TURF	Parks and Rec Tax and Fees	-	-	500,000	1,000,000	500,000	**2,000,000**
TENNIS COURT GARAGE LIFESPAN EVALUATION	General Fund	50,000	-	-	-	-	**50,000**
TMDL ENHANCED PLANNING AND INFRASTRUCTURE IMPROV	Sewer	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	**12,500,000**
TOD PEDESTRIAN ACCESS STUDY	Measure A	8,042	-	-	-	-	**8,042**

Funded Projects

PROJECT NAME	FUNDING SOURCE	2024-25 Proposed Budget	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	5-Year Total
TRAIN QUIET ZONE	Measure W	250,000	-	-	-	-	**250,000**
TREE PLANTING - PARKS DIVISION	Miscellaneous	100,000	100,000	100,000	100,000	100,000	**500,000**
TREE PLANTING - PARKS DIVISION	Tree Replacement Fee	350,000	175,000	175,000	175,000	175,000	**1,050,000**
WWTP & FLOW MANAGEMENT UPGRADE & EXPANSION	Sewer	29,573,000	-	-	-	-	**29,573,000**
WWTP ANNUAL REPAIRS	Sewer	-	-	3,570,000	3,677,000	3,788,000	**11,035,000**
WWTP PAVING	Sewer	100,000	1,000,000	-	-	-	**1,100,000**
Grand Totals		**$ 65,248,363**	**$ 45,979,647**	**$ 55,425,636**	**$ 39,978,500**	**$ 33,362,000**	**$ 239,994,146**

Unfunded Projects

Project Name	Total Estimated Cost
Central Park (Phase 2-4)	$ 60,000,000
New Central Park Parking Garage	32,000,000
Bay Meadows Community Park	30,000,000
New Corporation Yard Facility	26,000,000
Parking Facility Structural Repairs	18,000,000
Coyote Point Drainage Area	17,050,000
19th Avenue Drainage Area	11,972,000
Marina Lagoon Dredging	11,900,000
Citywide Park Play Area Upgrade	10,000,000
Laurel Creek Drainage Area	9,567,000
16th Avenue Drainage Area	9,521,000
Laurelwood / Sugarloaf Open Space	8,215,000
City Hall - Council Chambers Improvements	7,100,000
Joinville Pool Improvements	6,000,000
Detroit Drive Drainage Area	5,728,000
Citywide Park Signs	5,000,000
Shoreline Parks	5,000,000
Boat Launch at Parkside Aquatic	4,500,000
Mariner's Island Bridge Approach Stabilization	3,760,000
Monte Diablo Avenue Pedestrian Scale Lighting	3,300,000
Palm Avenue Pedestrian Scale Lighting	3,300,000
Main Library Improvements	3,183,575
San Mateo Creek Drainage Area	2,620,000
Peninsula Avenue Bike Corridor	2,182,000
Paint Exterior Main Street Garage	1,500,000
Park Renovation Shoreview Park Master Plan and Implementation	1,200,000
Downtown Twinkle Light Phase 3	900,000
Exterior and Interior Painting - Transit Center	900,000
Paint Main Library	800,000
Golf Course Upgrades - Bunker Upgrade	750,000
Downtown Twinkle Light Phase 2	600,000
Pacific Boulevard Drainage Channel Rehabilitation	600,000
Parks Amenities Assesement	600,000
Install Security Cameras at Selected Parks	500,000
Green Infrastructure Rehabilitation	400,000
Pathway Repairs at Various Parks	375,000
3rd Avenue / Norfolk Intersection Ped / Bike Access Improvement	370,000
Restroom Building Replacement Trinta	350,000
Fire Station #27 Improvements	260,000
East 5th Avenue Pedestrian Scale Lighting	220,000
Streetlight Master Plan	200,000
Police Department Interior Work Reorganization	150,000
Refufurbish/Replace Fence at Japanese Garden	125,000
Lakeshore Daycare Facility ADA Entry	100,000
Refurbish North End of Koi Pond	90,000
Police Department Exterior - Repaint Deck Fencing	50,000
Grand Total	**$ 306,938,575**



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 Annual Comprehensive 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.

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:

Financial Policies

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
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 Reserves, which are the remainder 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
The City's Sewer Enterprise Fund will maintain reserves equal to four months of operating expenses.

Special Revenue Funds
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 Actuarially-Determined Contribution (ADC) established by actuarial valuation in an irrevocable trust. Actuarial valuations will be conducted on a biennial basis consistent with accounting standards.

Internal Service Fund

Vehicle and Equipment Replacement Fund
Through the use of the Vehicle/Equipment Replacement Fund, the City will annually budget sufficient funds to provide for the orderly replacement of the City's fleet, vehicles, computers, radios, equipment, technology infrastructure, and other major capital outlay. The fund is supported by charges to user departments, which are adjusted annually based on the departments' proportionate share of estimated expenses*. Sufficient reserves will be maintained in the Replacement Fund to provide for the scheduled replacement of 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*. Sufficient reserves will be maintained in the Replacement Fund to provide for the scheduled replacement of equipment at the end of their useful lives.

Financial Policies

Risk Management Funds

The City maintains a Comprehensive Liability Insurance Fund and a Workers' Compensation Insurance Fund for the purpose of property, liability, and workers' compensation expenses. These funds pay insurance premiums, benefit and settlement payments, and administrative and operating expenses. The City will complete an actuarial valuation of these funds every other year. The Workers' Compensation Fund is supported by charges to other City funds for the services it provides*. These annual charges for service shall reflect historical experience and shall be established to approximately equal the annual expenses of the fund. The Comprehensive Liability Fund is predominantly supported by the General Fund. Separate reserves shall be maintained for current and long-term general liability and workers' compensation liability at a level which will adequately fund the City's potential loss exposure in each area. The practice is to establish reserves in both funds at least at the marginally acceptable level as determined by the actuarial report.

Debt

The City is bound by a provision in State law limiting indebtedness for California cities to 15% of the assessed value of all real and personal property of the City. The City of San Mateo has been prudent in its use of debt to finance projects and major purchases. Prior to the issuance of any debt, the funding source for the debt service is identified and designated. The level of debt to which the City obligates itself is managed within available resources and represents a minimal cost to general taxpayers. By managing the repayment of new debt, current City operations are not affected.

Credit Rating

It is the City's goal 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.

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.

*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.

Financial Policies

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.

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



Financial Policies

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 Reserves 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**
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.**

Financial Policies

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 $8.0 million per year throughout the General Fund Long-Term Financial Plan, reflecting the expectation that the federal funds rate will gradually decline, and the lower interest rate environment will buoy the real estate market.**
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 $2.69 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 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 2024-25, as well as the total appropriations subject to the limit. The adjustment factors utilized for the fiscal year 2024-25 calculation include the growth in California per capita income and the population growth within the County of San Mateo. As the table demonstrates, the City's appropriations subject to the limit ($142.8 million) are well below the appropriations limit itself ($268.5 million).

	CITY OF SAN MATEO APPROPRIATIONS LIMIT FOR FISCAL YEAR 2024-25		AMOUNT	SOURCE
A	Last Year's Limit	$	260,445,497	2023-24 Limit
B	Adjustment Factors			
	1. Population		0.9950	CA Dept. of Finance
	2. Inflation		1.0362	CA Dept. of Finance
			1.0310	B1*B2
	Total Adjustment %		**0.0310**	**B1*B2-1**
C	Annual Adjustment	$	8,078,759	A*B
D	**This Year's Limit**	**$**	**268,524,256**	**A+C**
E	Tax Proceeds Subject to the Limit			
	Property Tax	$	86,666,000	2024-25 Budget
	Sales Tax		29,700,000	2024-25 Budget
	Property Transfer Tax		8,000,000	2024-25 Budget
	Other Tax		12,450,000	2024-25 Budget
	Interest Allocation		6,000,000	2024-25 Budget
	Total	**$**	**142,816,000**	
	Amount Under / (Over) Limit	**$**	**125,708,256**	**D-E**

Budget Changes

Non-Personnel Operating Budget

DEPARTMENT	SERVICE ENHANCEMENTS	FUND	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
City Manager's Office	Increase funding to support emergency preparedness, improve communication and community engagement, and provide grant writing support for all city departments.	General Fund	$ 231,000	$ 231,000
Human Resources	Support compensation surveys for labor negotiations.	General Fund	20,000	20,000
Human Resources	Provide funding to conduct SB553 workplace violence training.	General Fund	10,000	10,000
Information Technology	Implement network multi-factor authentication (MFA) to enhance cyber security.	General Fund	30,000	30,000
Information Technology	Add secondary Internet Service Provider (ISP) to enhance internet bandwidth and improve internet resilience for city operations.	General Fund	18,000	18,000
Information Technology	Implement Customer Relationship Management (CRM) system for better service request management.	General Fund	25,000	25,000
Information Technology	Ongoing licensing and maintenance costs of existing Verkada camera systems.	General Fund	15,056	22,419
Parks & Recreation	Increase budget for summer camp transportation / buses.	General Fund*	77,000	87,000
Parks & Recreation	Increase budget to support summer camp counselling (One Life). Cost increase will be offset either by grant funds or cost recovery.	General Fund*	100,000	100,000
Police	One-time funding to purchase three new Police vehicles	Measure S Fund	182,000	-
Police	Implement the Real Time Crime Center software.	General Fund	139,740	146,727
Police	Provide funding for Molle Vests	General Fund	35,000	35,000
Public Works	Purchase electric cart; mobile camera	Solid Waste Fund	30,000	-
Public Works	Purchase two cameras to monitor illegal dumping.	Solid Waste Fund	10,000	10,000
Community Development	Funding for legal notice requirements for planning applications/projects (Note: this is pass-through expense and will be reimbursed by planning application revenues).	Construction Service Fund*	100,000	100,000
Community Development	Add funding for the 21 Elements ADU Program	Construction Service Fund	20,000	20,000
		Advanced Planning Fund	20,000	20,000
Public Works	Private development on-call services, consultant staff augmentation services for Private Development/ROW. These services are typically funded through deposit payable accounts.	Construction Service Fund*	120,000	120,000
Public Works	Consultant services to review and assess the CIP organizational system for planning and preparing projects department-wide. Split costs 60/40 between General and Sewer funds.	General Fund	60,000	-
		Sewer Fund	40,000	-
Public Works	Project management training for staff in CIP Engineering, Transportation, Facilities, and Clean Water Program. Estimated $2,000 per person plus costs for lunch for a total of 21 staff. Costs split between General Fund (70%) and Sewer Fund (30%). Ongoing annual cost of $4,500 will be split between the two funds to allow additional training of an estimated 2 staff per year in future years.	General Fund	30,800	3,150
		Sewer Fund	13,200	1,350
Public Works	New WWTP NPDES permit requirements	Sewer Fund	55,000	-
Public Works	Consultant costs for general maintenance for creeks and channels	Stormwater Fund	160,000	-
Public Works	Mitigation plan design, development, and reporting - including joint agency lagoon general maintenance permit mitigation costs ($70,000) and reporting costs ($20,000)	Stormwater Fund	-	90,000
Public Works	One-time purchase of 1 storm-specific Vactor.	Stormwater Fund	-	650,000
	Subtotals		**$ 1,541,796**	**$ 1,739,646**
Wastewater Treatment Plant (WWTP)				
Below is a list of resources added to support the new Wasterwater Treatment Plant's operations:				
1.	Overtime for managers anticipated in the first 3-month startup period of the new WWTP.	Sewer Fund	$ 100,000	$ -
2.	Chemicals - cost increases due to new facility coming online.	Sewer Fund	1,835,000	1,945,000
3.	Utilities - PG&E - projected increase for the new plant	Sewer Fund	1,852,000	1,943,000
4.	Utilities - Water - projected increase for the new plant	Sewer Fund	176,000	189,000
5.	Gasoline Oil - estimated cost to fill new 10,000 gallon fuel tank at WWTP	Sewer Fund	70,000	15,000
6.	Laboratory - WQCP/PD - increased to outfit new Operation's lab facility	Sewer Fund	18,000	8,000
7.	Professional Services - safety consultants, technical experts for guidance on plant operations and staffing assistance - increase needed to account for contract staffing at the WWTP during start up of the new facility.	Sewer Fund	274,000	
8.	Communication: purchase of additional tablets as part of on-going budget	Sewer Fund	25,000	25,000
9.	Maintenance and Repairs - Equipment Services: Increase to account for calibration of new WWTP lab equipment and maintenance of DO water system.	Sewer Fund	17,000	17,000
10.	Maintenance and Repairs - Materials Parts and Supplies: Increase for purchase of new sampling equipment needed for new WWTP lab.	Sewer Fund	20,000	14,000

Budget Changes

Non-Personnel Operating Budget

DEPARTMENT	SERVICE ENHANCEMENTS	FUND	2024-25 PROPOSED BUDGET	2025-26 PROJECTED BUDGET
11.	Maintenance and Repairs - Buildings and Grounds: Increases due to expansion of WWTP, offset by reallocations from other contract areas to realign budget line items. Services include: landscaping; HVAC service; Elevator Services; Fire Suppression; Janitorial; Pest Control, etc.	Sewer Fund	140,200	110,200
12.	Small Tools - increased to cover pre-staging of tools in new facility	Sewer Fund	20,000	5,000
13.	Small Tools: increase to supply tools for new ICT positions, additional tools, and work stations for new facility.	Sewer Fund	19,000	-
14.	Other Contractual Services for additional one-time testing required for the new WWTP.	Sewer Fund	166,000	40,000
15.	Other Contractual Services - increased for SCADA support, server UPS services, additional use of cranes for new facility, and increased need for instrumentation and network assistance.	Sewer Fund	97,000	117,700
16.	Other Contractual Services: cost increases due to new facility coming online; Biosolids increasing from $420,000 to $650,700; Grit & Rags Hauling increasing from $152,000 to $216,500 for 12 months; IJB ($75k) and Decommissioned Tank Cleaning (Year 1: $75,000; Year 2: $0).	Sewer Fund	362,000	318,000
17.	Other Contract Services: $90,000 increase to existing contract services requested to account for Koffler service and maintenance for pumps, expense had not been accounted for in previous budgets	Sewer Fund	90,000	90,000
18.	Machinery and Equipment: purchase eductor equipment ($95,000)	Sewer Fund	95,000	-
19.	Machinery and Equipment: purchase of additional sewer equipment. Year 1: Purchase of a front loader/fork lift ($95,000) and commercial shelter to protect sewer equipment ($128,000); purchase of 1 Ford F350 Utility Truck. Year 2: Purchase CCTV equipment for inspection sewer gravity lines ($40,000); excavator and backhoe attachments ($35,000); tow behind trailer for SSO equipment ($35,000); purchase additional equipment for CCTV E-van ($35,000)	Sewer Fund	313,000	145,000
20.	Machinery and Equipment: Year 1: Purchase of 2 Flygt replacement pumps ($60,000), wet well mixer ($10,000), portable generator ($95,000); 1 Ford F350 Utility Truck. Year 2: Purchase of bypass pump and hoses for sewer lift stations ($105,000), 2 Flygt replacement pumps ($60,000), wet well mixer ($10,000)	Sewer Fund	255,000	175,000
	Subtotals		**$ 5,944,200**	**$ 5,156,900**
	Totals		**$ 7,485,996**	**$ 7,579,292**

* Item costs will be offset by increase in revenues, or reduction in other expenses.

Budget Changes

Full Time Equivalent (FTE) Personnel Changes

DEPARTMENT	ACTION	2024-25 PROPOSED	POSITON / SERVICE ENHANCEMENTS	FUNDING SOURCE	Net Fiscal Impact
City Employee FTE Before Changes:		**621.56**			
City Manager	Add	1.00	**Senior Management Analyst** To enhance emergency preparedness, provide grant writing support and augment management of the City's real property portfolio, and improve communication and community engagement.	General Fund	$ 42,000
Community Dev.	Add	1.00	**Senior Planner** Adding this position to manage complex development applications, growing policy workloads, and affordable housing initiatives.	Special Revenue Funds	$ 200,000
Community Dev.	Add	1.00	**Housing Specialist** Adding this position to support affordable housing initiatives.	50% General Fund, and 50% Special Revenue Funds	$ 82,000 $ 82,000
Community Dev.	Reallocate	-	**Reallocate Building Official to Deputy Community Dev. Director/Building Official** To strengthen organizational structure.	Construction Services Fund	$ 50,000
Finance	Add	1.00	**Financial Specialist I/II** To improve the department's service, especially on budgeting and purchasing.	Special Revenue & Enterprise Funds	$ 112,000
Human Resources	Reallocate	-	**Reallocate 1.0 FTE HR Technician to HR Analyst I/II** Reallocating 1 position HR Tech position to a higher job class to provide the much-needed technical support for HR operations and, this position will also support the new ERP/HCM	Generanl Fund	$ 25,000
Library	Add	1.00	**Community Services Coordinator** Recognizing recent challenges in recruiting and retaining part-time staff, the library is converting part-time positions to create this merit position to better support volunteer	Generanl Fund	net zero
Library	Add	1.00	**Library Assistant I/II** Recognizing recent challenges in recruiting and retaining part-time staff, the library is converting part-time positions to create this merit position to support better customer services.	Generanl Fund	net zero
Parks and Recreation	Reallocate	-	**Reallocate 1.0 FTE Program Assistant to Sr. Program Assistant** **Reallocate 1.0 FTE Community Service Section Manager to Community Service Manager** **Reallocate 1.0 FTE Project Manager to Sr. Project Assistant** Reallocating 3 positions in the Parks & Rec Department to higher level positions as part of the Department's efforts to improve organizational structure to improve services and meet the needs of the community.	General Fund	$ 12,000 $ 45,000 $ 12,000
Public Works	Reallocate	-	**Reallocate Database Specialist to Maintenance Planner** The new position will focus on maintence planning for equipment and facilities at the new WWTP. Additionally, filling this position would free up the Engineering Tech to focus more on collecting GPS field data.	Sewer Fund	$ 30,800
Public Works	Add	2.00	**Maintenance Worker I/II** New positions will support storm-related maintenance and repairs.	Stormwater Fund	$ 234,000
Public Works	Add	2.00	**Public Work Supervisor** Adding a Public Works Supervisor aims to enhance overall involvement and oversight of Field Maintenance programming while also reducing the existing span of control. This addition will ensure better management and efficiency in field operations.	Sewer Fund, Storm Water Fund, and Special Revenue Funds	$ 387,520
Public Works	Add	1.00	**Facility Maintenance Worker** Increase staffing to meet the operational needs on maintenance and repairs of City facilities.	Facility ISF	$ 125,000
Public Works	Add	1.00	**Laboratory III** Primary responsibility is to ensure compliance with new State TNI regulations. The additional staffing will allow the three existing Laboratory Analysts I/II to perform regulatory compliance sampling and testing and increase the lab's ability to conduct process control testing.	Sewer Fund	$ 152,000
Public Works	Add	1.00	**WWTP Electrical Technician** Adding a second Electrical Technician to address increased quantity and complexity of the electrical infrastructure associated with the expansion of the WWTP. Current staffing levels are insufficient to meet the workload to maintain and repair both the existing and new electrical	Sewer Fund	$ 165,000
Total Merit Changes		**13.00**	**FTE**		
Total Per Diem Changes		**3.55**	**FTE**		
Total FTE		**638.11**			

Glossary

Appropriation
An authorization granted by the City Council to make expenditures and to incur obligations for specific purposes.

Audit
A review of the City's accounts by an independent accounting firm to verify that the City's financial statements accurately reflect the City's financial position.

Base Budget
Estimate of the funding level, excluding limited term items, required to continue existing service levels during the next fiscal year.

Budget
A comprehensive financial plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Acquisitions
Items of a permanent or semi-permanent nature that last multiple years.

Capital Improvements
A permanent major addition to the City's real property assets including the design, construction, purchase, or major renovation of land, buildings, or facilities. Examples are the installation or repair of new or existing streets, traffic signals, sewer lines, roads, and parks.

Capital Improvement Program (CIP)
An ongoing plan of single and multiple-year capital expenditures, which is updated annually.

Compensated Absences
An employee's paid time off of work, which can consist of elements such as vacation time and sick leave.

Debt Service
The payment of interest and principal on borrowed funds.

Deficit
The result of an excess of expenditures over resources.

Department
A major administrative division of the City with overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation
(1) Expiration in the service life of capital outlay assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence; (2) the portion of the cost of a capital asset that is charged as an expense during a particular period.

Division
An organizational subunit of a department which encompasses a substantial portion of the duties assigned to a department.

Encumbrance
A commitment of funds for goods or services for which the expenditure has not yet occurred.

Enterprise Fund
A fund established to account for operations of the City that are financed and operated in a manner similar to private business enterprises.

Expenditure
The amount of cash paid or to be paid for services rendered, goods received, or an asset purchased.

Fiscal Year
The twelve-month period to which the annual budget applies. In San Mateo, this period of time is July 1 through June 30.

Full Time Equivalent (FTE)
Conversion of a position to full-time equivalent. For example, one person working half time would count as 0.50 FTE; one person working full time would count as 1.00 FTE.

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

Fund Balance
The total dollars remaining in a fund after current expenditures for operations and capital improvements are subtracted.

General Fund
The City's principal operating fund, which is supported by general taxes and fees and which can be used for any legal governmental purpose.

Glossary

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.