

ADOPTED BUDGET FISCAL YEAR 2020-2021

SAN CARLOS,
CALIFORNIA



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September 28, 2020

Chair and City Councilmembers
City of San Carlos
600 Elm Street
San Carlos, CA 94070

Honorable Chair and Members of Council:

On behalf of the entire San Carlos staff, I am pleased to present the Fiscal Year 2020-21 Operating Budget for the City of San Carlos along with the Five-Year Capital Improvement Program Budget.

For several years, the City has adopted two-year budgets, most recently the Fiscal Year ("FY") 2018-20 Biennial Budget. On February 27, 2017, the City Council adopted Ordinance 1519 to consolidate the City's General Municipal Election with the Statewide Election, thereby moving to even-numbered year elections. In an effort to realign the budget with the new election cycles, it was planned that the FY 2020-21 Budget would cover the period of one year instead of two.

The purpose of the budget process is to identify the fiscally sustainable services that the City may reasonably expect to provide within the context of the City's available financial resources. San Carlos has never been a "tax rich" city, in that only about 10% of property taxes paid by its residents goes toward funding the City. In fact, 100% of the property tax revenue the City receives only pays for about 71% of the cost to provide Police and Fire/Emergency Medical Services. San Carlos also doesn't have any special revenue taxes, such as a local $\frac{1}{4}$ or $\frac{1}{2}$ cent sales tax or a utility user tax. This presents many challenges to providing high quality services and improving infrastructure and facilities.

In March 2020, the City and the rest of the world experienced an unprecedented event with the declaration of the worldwide pandemic of a novel coronavirus (named "COVID-19" by the World Health Organization). It was also highly unexpected when the City of San Carlos was informed that a hotel within the city would be used to quarantine several individuals that had been exposed to COVID-19. That same day, the City Manager activated the City's Emergency Operations Center and, acting as Director of Emergency Services, proclaimed the existence of a local emergency pursuant to 2.28.060(A)(1) of the San Carlos Municipal Code (Attachment 2) in response.

As a result of concerns over COVID-19, the San Mateo County Health Department recommended that all non-essential functions be cancelled. Therefore in March 2020, the City of San Carlos took the following actions:

- Closed the Adult Community Center (ACC);
- Closed the Youth Center following the closure of the schools;
- Closed City Hall to the public and moved the majority of employees to a remote work environment;
- Closed the San Carlos Library;
- Closed playgrounds and public restrooms;



- Moved Council and Commission meetings to online platforms;
- Cancelled private events in City facilities;
- Cancelled Youth Center and ACC activities, including senior trips, spring break camps and activities.
- Suspended sports leagues; and
- Cancelled City events including: Hometown Days; Farmers' Market; Summer Concerts; and future events scheduled for the Fall/Winter time frame in accordance with the health orders.

The City Council also took additional steps to offer assistance to the public during this difficult time including the following:

- Established a Tenant Assistance Program in the amount of \$112,000 and authorized the City Manager to enter into an agreement designating Samaritan House as the program administrator;
- Donated \$112,000 to the San Mateo County Strong Fund, which was established to provide support to small businesses in San Carlos;
- Donated \$70,000 to One Life Counseling Program to support its food distribution program;
- Donated \$20,000 to Caring Cupboard food assistance program;
- Approved the temporary closure of the 600-700 Blocks of Laurel Street and temporarily eliminated the parking on portions of Laurel Street and San Carlos Avenue to allow restaurants and businesses to use the right-of-way to extend outdoor dining and showcase merchandise; and
- Adopted a Resolution approving Street/Bicycle Loop Plans to encourage pedestrian activity.

In addition to all of the City Council actions, City staff has continued to implement all protocols and procedures necessary to keep our employees and the public safe.

As a result of the pandemic, this budget process has been different than any other fiscal year. In April 2020, the City Council approved Resolution 2020-019, authorizing the City Manager "Continuing Resolution Authority" consistent with the FY 2019-20 Operating and Capital Budget through September 30, 2020. Continuing resolution authority is authority to continue services and to pay bills and payroll at a level consistent with the prior year's budget.

On August 24, 2020, the City Council held a Budget Study Session to review proposed changes in revenues, expenditures, programs and projects for the FY 2020-21 budget. The Proposed Budget reflects the funding priorities and program changes that the City Council directed staff to incorporate.

This budget document contains the following:

1. An economic update as it relates to local and regional unemployment rates and real estate markets;
2. An update to the beginning fund balance projections based on actual audited results from the prior fiscal year;
3. A status report on the projections for FY 2019-20 prior to the final audit;
4. The proposed Operating Budget for FY 2020-21 that identifies any budget adjustments that require Council action;



5. The proposed changes and updates to the Five-Year Capital Improvement Program Budget; and
6. An update on the performance measures and goals for each department.

ECONOMIC UPDATE

In August 2020, it was reported that the real gross domestic product ("GDP") decreased at an annual rate of 31.7 percent in the second quarter of 2020, according to the second estimate released by the Bureau of Economic Analysis. In the first quarter, real GDP decreased 5.0 percent. GDP swings are typically reported at an annual rate — as if they were to continue for a full year — which can be misleading in a volatile period like this. The overall economy in the second quarter was 9.1% smaller than during the same period a year ago. The decline in second quarter GDP reflected the response to COVID-19, as "stay-at-home" orders issued in March and April were partially lifted in some areas of the country in May and June, and government pandemic assistance payments were distributed to households and businesses. This led to rapid shifts in activity, as businesses and schools continued remote work and consumers and businesses canceled, restricted or redirected their spending.

The US retail section may take years to recover from the impact of COVID-19, and the hit could be worse than that of the Great Recession. According to eMarketer's latest forecast on US retail sales (which includes auto and fuel), total retail sales will drop by 10.5% this year, steeper than the 8.2% drop on 2009. Total retail sales will not rebound to the 2019 level until 2022, and estimates throughout the forecast period will be lower than previously predicted.

As of June 2020, there were an estimated 394,200 jobs in the County, a decrease of 53,100 jobs from a year earlier. The unemployment rate in San Mateo County has increased from 2.2% in June 2019 to 10.8% in June 2020. The San Carlos unemployment rate has increased from 2.1% in June 2019 to 7.4% in June 2020. This compares with an unadjusted unemployment rate of 14.9% for California and 11.1% for the nation during the same period. As of June 2020, there were 929,100 jobs reported in Santa Clara County, an area to which our economic fortunes are closely linked. This represents a decrease of 95,800 jobs from one year earlier. Santa Clara County's unemployment rate has increased from 2.6% in June 2019 to 10.7% in June 2020.

In the last month, the National Association of Realtors released a report that shows an average sales price for existing homes nationwide was \$295,300 in June 2020. This number reflects an increase of 3.5% from June 2019. According to data from the San Mateo County Recorder, the median home price of a single-family home in San Carlos is \$1,925,000 as compared with \$1,970,000 from the same period a year ago, reflecting a decrease of 2.3%.

The COVID-19 pandemic has impacted every section of the state's economy and has caused record high unemployment. The mandated closure of restaurants, event spaces and touristic sites drastically impacted the economy. It will take years before consumer activity returns to normal.

For more information about the City of San Carlos, please refer to the "Community & Economic Profile" document in the Budget Overview section of the budget document.



FISCAL YEAR 2019-20 FINANCIAL PERFORMANCE

The City's financial performance in FY 2019-20 is projected to be better than budgeted. The table below compares the Revised Budget and Projected Revenues and Expenditures for the General Fund – the City's primary operating fund. Expenditures are projected to be less than the Revised Budget and Revenues are expected to end the year higher than previously estimated. This "net savings" outcome is the result of several important factors that derive from the City's long standing commitment to responsible and prudent financial management by budgeting revenues conservatively and maintaining approved expenditures within budgeted parameters.

FY 2019-20 GENERAL FUND (in millions)		
	2019-20 Revised*	2019-20 Projected
Revenues	\$ 43.33	\$ 46.96
Operating Expenditures	48.46	44.32
Net Allocations/Transfers In (Out)	1.73	1.73
Change in Operating Funds	(3.40)	4.37
One-Time Paydown Unfunded	(7.00)	(7.00)
One-Time PG&E Settlement	-	1.00
Net Transfer Capital Reserve to Fund 25	(0.50)	(0.50)
Net Change in Fund Balance	\$ (10.90)	\$ (2.13)

*Revised Budget includes adjustments to revenues and appropriations made by the City Council during the fiscal year.

FY 2019-20 revenues are projected to be higher by approximately \$3.63 million primarily due to increases expected from property and other uses of money and property. Expenditures are projected to be \$4.14 million less than the revised budget primarily due to salary savings from positions held vacant during the year and savings from the timing of professional services expenses that were tied to the large scale development projects.

As the table above indicates, there is an approximately \$2.13 million change to the fund balance in the Projected General Fund revenues, expenditures and transfers. As was done in prior years, once FY 2019-20 is officially closed and the audit finalized, the City Manager will bring forward a recommendation on how to best use any final realized savings.

RECOMMENDED CHANGES TO THE FISCAL YEAR 2020-21 OPERATING BUDGET

General Fund

There are a number of program enhancements and reductions for the General Fund that have been recommended and incorporated into the budget document. The philosophy employed in creating these proposed budget recommendations has been to focus the City's efforts to ensure that we may continue to provide quality "core" municipal services by reducing programs and services while balancing the needs of the public during the pandemic.

On May 26, 2020, the City Manager presented the Council with some preliminary financial projections. The early projections indicated a loss of revenues in the amount of \$3 to \$5 million, or 6-10%, of our total operating budget. Those projections were very preliminary and assumed that the Shelter-in-Place Order would be lifted as of May 31, 2020, which did not happen. The



projections also do not assume another outbreak and possible additional shutdowns in the fall. In addition to the revenue losses, COVID-19 related spending is continuing during FY 2020-21. Additional funding was added to the base budget to cover multiple deep cleanings of our facilities, and continued facility enhancements and purchases of personal safety equipment and supplies to provide for the safety of employees and the public.

The revised base budget for FY 2020-21, after COVID-19 adjustments, is shown in the table below and reflects a projected operating deficit of approximately \$5.3 million.

General Fund	FY 2020-21 Base Budget	FY 2020-21 Revised Base Budget
Operating Revenues	\$ 46,379,850	\$ 40,565,450
Operating Expenses	47,926,175	48,361,275
Net Transfers and Allocations	2,522,700	2,522,700
Total Change in Operating Fund	\$ 976,375	\$ (5,273,125)

Given the uncertainty of the revenue losses and the expected increases in our pension and operating expenses, staff was directed to begin working on budget reductions in the amount of 10% for Council consideration. In mid-July, the City Manager, the Assistant City Manager, the Administrative Services Director and the Financial Services Manager met with each department individually to discuss and finalize the recommended budget options submitted for Council consideration during the budget study session.

Staff's proposed recommendations offer a balanced operating budget for the FY 2020-21. To achieve this balanced budget, staff is recommending both budget cuts and the use of Economic Uncertainty Reserves.

Recommended Program Changes – Budget Increases.

Included in this category are proposals to increase the operating budget (in priority order).

- 1) The City entered into a contract with the City of San Jose Office of Equality Assurance to manage the City's local minimum wage ordinance. As a result, funding in the amount of \$7,500 in the City Manager's budget has been added for these services beginning January 1, 2021.
- 2) On August 26, 2019, the City Council approved the Laurel Street Policing Pilot Program for FY 2019-20 in the amount of \$250,000. This program was used to ticket people making illegal u-turns and running stop signs with the goal of modifying motorist behavior. With the pandemic and the establishment of the outdoor dining program, there has been an increase in the number of calls related to compliance. As a result, funding in the amount of \$150,000 has been added to extend the Laurel Street Policing Pilot Program for another year. Although the cost for additional enforcement could be up to \$150,000, the City has a credit with the San Mateo County Sheriff's Office in the amount of \$570,739. The funding will come from this credit, resulting in no additional General Fund operating costs this fiscal year.



- 3) The Building Division of the Community Development Department requested funding in the amount of \$280,000 to pay for the plan review of large developments. These costs are fully reimbursable from the developers, resulting in no net cost to the General Fund.
- 4) The Planning Division of the Community Development Department requested funding in the amount of \$285,000 for specialized consultant services and analysis for highly complex development projects. These costs are fully reimbursable from the developers, resulting in no net cost to the General Fund.
- 5) During the Budget Study Session on August 24, 2020, the City Council requested additional professional services funding in the amount of \$40,000 to review child care and after school options while schools continue to operate in a remote learning environment.

The total net impact to the General Fund for these program changes is an increase of \$47,500, as the plan check and development review services will be entirely offset by fees from developers and the Laurel Street Policing Program will be paid from prior year savings with the Sheriff's Office.

Recommended Budget Reduction Options.

In June 2020, the City Council approved Resolutions 2020-040, 2020-041 and 2020-048, reducing the total salaries and benefits for the Management and Confidential groups as well as the American Federation of State, County and Municipal Employees (AFSCME). In addition, Council also approved Resolution 2020-030, which authorized the City Manager to transfer \$7 million from the Unfunded Liability Reserve to pay down the California Public Employees Retirement System (CalPERS) unfunded pension liability. These actions resulted in savings of approximately \$1.2 million to the General Fund that have been incorporated into the proposed budget.

In addition to the actions already taken by Council, the following additional reduction recommendations are being proposed net of any associated revenue (in priority order).

- 1) Cancel Parks and Recreation events such as concerts, Goblin Walk and Night of Holiday Lights (\$67,300);
- 2) Eliminate Council sponsored events such as Public Safety Faire, Earth Day and block parties (\$35,220);
- 3) Eliminate the Citizens Academy (\$20,000);
- 4) Eliminate the Laurel Street Parking Monitoring Program (\$36,000);
- 5) Reduce Citywide Phone and Utility budget (\$16,500);
- 6) Elimination of employee picnic and holiday party (\$5,000);
- 7) Suspend purchases for the Farmers' Market booth (\$9,500);
- 8) Reduce Parks & Recreation office supply and training budget (\$12,000);



- 9) Reduce Administrative Services office supply budget (\$17,900);
- 10) Reduce Administrative Services capital outlay and equipment purchases (\$19,500);
- 11) Reduce City Clerk training, conferences and meeting budget (\$3,035);
- 12) Reduce City Manager memberships, conferences and meetings budget (\$10,000);
- 13) Eliminate the City Manager intern position (\$7,500);
- 14) Eliminate professional video production and outreach (\$15,000);
- 15) Delay the Planning Division Scanning Project (\$55,000);
- 16) Eliminate the vacant Office Of Emergency Services District Coordinator position (\$150,000);
- 17) Eliminate the vacant Civil Engineering Assistant position in Public Works (\$184,400);
- 18) Eliminate two Senior Planner and two Senior Administrative Clerk vacant positions in the Community Development Department offset by contract support (\$560,455);
- 19) Reduce Recruitment field and program supplies (\$10,200);
- 20) Reduce Recruitment services (\$52,700);
- 21) Downgrade the Recreation Manager position to Recreation Supervisor (\$59,400);
- 22) Eliminate Adult Community Center Trips and Tours (\$5,000);
- 23) Reduce Youth Center part-time staffing with elimination of programming (\$176,000);
- 24) Reduce maintenance services for trails and athletic infield maintenance (\$75,000);
- 25) Use prior year savings to cover contracted police costs (\$300,000);
- 26) Reduce spending on enterprise application maintenance (\$5,800);
- 27) Reduce funding in Administrative Services for conferences and meetings (\$20,300);
- 28) Reduce funding in Administrative Services for professional development (\$28,200);
- 29) Reduce City-wide training (\$23,100);
- 30) Reduce professional services funding in Administrative Services (\$22,000);
- 31) Eliminate the vacant Senior Facility Attendant position (\$114,200); and
- 32) Eliminate the vacant Senior Administrative Clerk position in Parks and Recreation (\$134,600).



Budget Balancing Summary.

As described in more detail above, the estimated deficit for the FY 2020-21 operating budget is \$5,273,125. With a minimal increase of \$47,500, offsetting budget cuts of \$3,458,110 are proposed, thereby reducing the budget deficit to \$1,862,515. To eliminate this deficit and balance the operating budget, the use of \$2 million of Economic Uncertainty Reserves is proposed.

If all of the recommended options are approved, the City will have eliminated the General Fund projected deficit for FY 2020-21 and will realize a small surplus of approximately \$0.14 million.

General Fund	Proposed Changes	Net Change in Operating Fund Balance
FY 2020-21 Revised Base Budget Deficit		\$ (5,273,125)
Actions Previously Approved by Council	1,206,600	(4,066,525)
Budget Additions	(47,500)	(4,114,025)
Expenditure Reductions	2,251,510	(1,862,515)
Use of Reserves	2,000,000	\$ 137,485

PROPOSED FISCAL YEAR 2020-21 BUDGET

The FY 2020-21 budget includes 17 different funds. Rather than discuss the status of each of these funds in the budget message, the budget summary is grouped into five components: General Fund; Wastewater (Sewer); Special Revenue Funds; All Other Operating Funds (including debt service and internal service funds); and Capital Project Funds. The following table identifies the total proposed expenditures by component, in which the Citywide appropriations for FY 2020-21 total \$80.18 million.

CITYWIDE BUDGET – ALL FUNDS (in millions)				
Expenditures	2019-20 Revised	2019-20 Projected	2020-21 Proposed	
General Fund	\$ 48.46	\$ 44.32	\$ 45.40	
Wastewater (Sewer) Fund	16.89	13.30	15.70	
Special Revenue Funds	0.74	0.69	0.55	
All Other Operating Funds	2.61	2.29	2.93	
Total Operating Funds	\$ 68.70	\$ 60.60	\$ 64.58	
Capital Improvement Funds	63.27	60.37	15.60	
Total Citywide Budget	\$ 131.97	\$ 120.97	\$ 80.18	



GENERAL FUND BUDGET

The General Fund is the primary operating fund of the City and is used to account for most day-to-day activities. Revenue sources include, but are not limited to, property tax, sales tax, transient occupancy tax, current fees for services and business registration.

The tables to follow compare the FY 2019-20 Revised Budget and FY 2019-20 Projections to the FY 2020-21 Proposed Budget Update for both General Fund revenues and expenditures (Fund 0001). The assumptions and recommendations are included in each of the sections following the table.

Recommended Budget Revenue.

GENERAL FUND REVENUES (In Millions)			
	2019-20 Revised	2019-20 Projected	2020-21 Proposed
Business Registration	\$ 0.91	\$ 1.00	\$ 0.87
Charges For Current Services	4.33	3.85	3.30
Fines & Forfeitures	0.27	0.26	0.29
From Other Agencies	0.02	0.09	0.01
Licenses & Permits	1.53	2.19	1.78
Other Revenue	0.63	0.79	0.51
Other Taxes	1.98	1.99	1.92
Property Tax	12.19	14.35	15.23
Sales Tax	11.43	11.37	9.62
Transient Occupancy Tax	3.20	2.46	0.62
Use Of Money & Property	2.35	4.23	2.95
PAMF Project	0.78	0.78	0.81
Vehicle In Lieu	3.70	3.60	3.10
Total Revenue	\$ 43.33	\$ 46.96	\$ 41.01

Fiscal Year 2020-21 Revenue Assumptions.

The General Fund revenue is budgeted at \$41.01 million, a decrease of 5.3% from the FY 2019-20 revised budget.

- **Business Registration.** The revenue amount is budgeted to decrease by 4.2%, or \$38,100, from the FY 2019-20 revised budget. The decrease is based by some assumptions that businesses may have to close as a result of COVID-19.
- **Charges for Current Services.** The decrease of \$1.04 million, or 24.1%, is primarily due to the assumptions that our recreation programs and events will not be able to resume for the first six months of the year due to the health orders surrounding the pandemic.
- **Fines and Forfeitures.** Budgeted at \$0.29 million, which is approximately the same level as the FY 2019-20 revised budget.



- **From Other Agencies.** The revenue is projected to decrease \$10,600, or 67.9%, from the FY 2019-20 revised budget. This revenue category includes grant revenue that can vary from year to year.
- **Licenses and Permits.** The increase of \$0.25 million, or 16.5%, is primarily based on the timing of large scale development project permits for building, electrical, plumbing and mechanical permits in the past year. The timing of when developers pull their permits can vary and as such this category can fluctuate greatly from year to year. The FY 2020-21 budget assumes that development will continue even under the health orders.
- **Other Revenues.** These mainly include cost reimbursements from agencies such as the City and County Association of Governments (C/CAG) and the Peninsula Traffic Congestion Relief Alliance (Commute.org). It also includes donations and other miscellaneous receipts. Revenue is budgeted to decrease by \$0.12 million, or 18.4%, primarily due to the elimination of the shuttle program.
- **Other Tax (franchise tax).** The decrease of \$0.06 million, or 3.1%, is primarily based on trend data from the past fiscal years.
- **Property Tax.** The increase of \$3.04 million, or 25.0%, is based on the general assessment rolls and information provided by our third party consultants. Although the increase is 25.0% over the FY 2019-20 revised budget, the increase is only 6.2% over the projected revenue for FY 2019-20. The large increase is due to the timing of when the new construction is added to the assessed tax rolls. This timing is hard to predict so it is added to the budget only when realized.
- **Sales Tax.** The decrease of \$1.81 million, or 15.8%, is based on information from our third party consultants and assumptions that the pandemic will continue to create a drop in the economy and our sales tax revenues.
- **Transient Occupancy Tax.** The decrease of \$2.58 million, or 80.5%, is based on the assumption that occupancy rates will continue to remain low due to the large decrease in business travel. It has been reported that some of the larger technology companies have extended their travel bans until the summer of 2021, which will impact our hotel occupancy rates.
- **Other Uses of Money and Property.** This includes rentals and investment income. The increase of \$0.60 million, or 25.6%, includes lease income from three digital billboards. The increase also reflects trend data from the past few years. Although investment yields are currently very low, the delays in capital project spending have increased our investment balances, which has in turn increased our investment income.
- **Palo Alto Medical Foundation (PAMF) Target Revenue.** The increase is based on the terms of the Development Agreement.
- **Vehicle in Lieu.** Property tax in lieu of vehicle license fees (VLF) is projected to be \$0.60 million less than the prior year budget based on the information from the County



Controller's Office and our third party consultants. San Mateo County has experienced a county-wide shortfall and is working with the State on recovery, but the soonest it will be repaid will be FY 2021-22.

Recommended Budget Expenditures.

GENERAL FUND EXPENDITURES (In Millions)			
	2019-20	2019-20	2020-21
Operating Budget Expenditures	Revised	Projected	Proposed
Salaries & Benefits	\$ 14.14	\$ 12.72	\$ 13.16
Legacy Obligations	3.43	3.37	3.86
Operating Expenditures	30.71	28.11	28.22
Capital Outlay	0.17	0.12	0.16
Total Operating Expenditures	\$ 48.45	\$ 44.32	\$ 45.40

Fiscal Year 2020-21 Expenditure Assumptions.

The total General Fund expenditure amount is budgeted at \$45.40 million, a decrease of 6.3% from the FY 2019-20 revised budget expenditures of \$48.45 million.

- **Salaries and Benefits.** Projections have been funded at 100% based on all current known Memorandum of Understanding (MOU) provisions with each of our labor groups and units and include the previously adopted actions of the City Council in June 2020.
 - **The FY 2020-21 CalPERS normal pension retirement rates.** Miscellaneous employees Tier 1 (2.7% @ 55) 14.508%, Tier 2 (2.5% @ 55) 12.672% and Tier 3 (2% @ 55) 10.801%. The PEPRA Tier 4 rate (2% @ 62) is at 7.794%.
 - **CalPERS Unfunded Accrued Liability Payment (UAL).** The City's annual obligation for unfunded liabilities totals \$0.67 million for all Miscellaneous employees. This amount is a reduction from the prior fiscal year payment of \$1.26 million and a reduction from the original estimated payment for FY 2020-21 of \$1.5 million. The savings of \$0.83 million in FY 2020-21 is a direct result of the Council's approval to prefund the unfunded obligation. In June 2020, the Council approved a \$7 million payment to CalPERS to pay-down these obligations.
 - **Other Post-Employment Benefits (OPEB).** These have been funded at approximately \$0.91 million based on information received from the actuarial study completed in June 2020. The budget represents funding for our retiree medical trust at 100% of the annual required contribution and approximately 100% of the longevity trust annual required contribution.
- **Legacy Obligations.** These obligations represent CalPERS unfunded obligations associated with the former Belmont-San Carlos Fire Joint Powers Authority ("BSCFD") and the former police department. The budget associated with BSCFD represents our



53% share of the annual costs, including unfunded liabilities, or approximately \$1.7 million. In the fall of 2018, CalPERS implemented the mandated 15-year, level amortization for the BSCFD pension plan, which will be paid off in June 2033. The annual unfunded liability obligation of the former police department is approximately \$1.81 million. As done in prior years, the payment related to the former police department will be credited back to the City by the County Sheriff's Office under the current law enforcement services contract.

- **Operating Expenditures.** The decrease of \$2.5 million, or 8.1%, includes all known contract increases and proposed operating reductions as a result of the pandemic.
- **Capital Outlay.** The decrease of \$0.01, or 8.3% including recommended program reductions as noted above.

The table to follow summarizes the current year's revised budget and projections and the FY 2020-21 proposed budget for the General Fund.

GENERAL FUND BUDGET (In Millions)			
	2019-20 Revised	2019-20 Projected	2020-21 Proposed
Est Beginning Fund Balance			
Unrestricted	\$ 2.89	\$ 2.89	\$ 2.90
Restricted	35.55	35.55	33.41
Est Beginning Fund Balance	38.44	38.44	36.31
Revenues	43.33	46.96	41.01
Salaries & Benefits	17.57	16.09	17.02
Operating Expenses	30.72	28.11	28.22
Capital Outlay	0.17	0.12	0.16
Net Allocations/Transfers In (Out)	1.73	1.73	2.52
Total Change in Operating Funds	(3.40)	4.37	(1.87)
Net Transfers to Capital Project Funds	(0.50)	(0.50)	(5.50)
One-time CalPERS Paydown	(7.00)	(7.00)	-
One-time PG&E Settlement	-	1.00	-
Net Change in Fund Balance	(10.90)	(2.13)	(7.37)
Est Ending Fund Balance			
Unrestricted	1.49	2.90	3.04
Restricted	26.05	33.41	25.90
Est Ending Fund Balance	\$ 27.54	\$ 36.31	\$ 28.94

The fully funded recommended budget results in unrestricted fund balance of \$3.04 million for FY 2020-21. As done in prior years, included in the budget is a recommendation to transfer capital reserves from the General Fund to the Gas Tax Fund (Fund 16) and Capital Projects Fund (Fund



25). This transfer is necessary to fund improvements of City infrastructure, facilities and other capital needs.

WASTEWATER (SEWER) FUND BUDGET

The Wastewater, or Sewer Fund, is used to account for sewage treatment, transmission, major replacements and improvements to the City's sewer system. Revenues received can only be used to fund sewer-related projects. The table below summarizes the current year's revised budget and projections and the FY 2020-21 proposed budget for the Fund (Fund 6).

WASTEWATER (SEWER) FUND BUDGET (In Millions)			
	2019-20 Revised	2019-20 Projected	2020-21 Proposed
Est Beginning Fund Balance			
Unrestricted	\$ 15.78	15.78	19.81
Restricted	6.14	6.14	7.56
Est Beginning Fund Balance	21.92	21.92	27.37
Revenues	19.50	21.78	20.32
Salaries & Benefits	2.25	1.94	2.29
SVCW Treatment Plant Operations	3.20	3.35	3.60
Other Operating Expenses	0.78	0.23	0.81
Bond Payments/Required Reserve	3.99	3.95	3.83
Capital Project Expenditures	6.66	3.83	5.17
Net Allocations/Transfers In (Out)	(3.03)	(3.03)	(3.26)
Net Change in Fund Balance	(0.41)	5.45	1.36
Est Ending Fund Balance			
Unrestricted	15.37	19.81	21.17
Restricted	6.14	7.56	7.56
Est Ending Fund Balance	\$ 21.51	27.37	28.73

Below are the highlights of the assumptions used in developing the FY 2020-21 Proposed Wastewater budget.

- **Revenues.** Budgeted at \$20.32 million, this represents an increase of \$0.82 million, or 4.2%, over the revised FY 2019-20 budget. The budget amount includes a rate increase of 4.5% approved by Council at the May 28, 2019 meeting, and projects a decrease in sewer connection fees from FY 2019-20, including one-time connection fees for a hotel renovation. Sewer connection fees are only charged at the time of development and therefore can vary from year to year. The additional revenues are used to fund capital improvements outlined in the City's Sewer Master Plan. Revenues are also used to fund the debt service associated with Silicon Valley Clean Water's wastewater treatment infrastructure improvements.



- **Salaries and Benefits.** Budgeted amounts are based on all current known MOU provisions, similar to the General Fund.
- **Silicon Valley Clean Water (“SVCW”).** Plant operations are budgeted at \$3.6 million, or 12.6% higher than the prior year. The budget is based on a Long Range Financial Plan provided by SVCW in January 2020 and the SVCW Adopted Budget that was approved by the SVCW Board on April 20, 2020.
- **Other Operating Expenditures.** Budgeted at \$0.81 million, relatively the same level as the FY 2019-20 revised budget. This expenditure category includes utilities, field program supplies, office supplies, equipment maintenance, equipment replacement and training.
- **Bond Payments.** Budgeted at \$3.83 million, or 4.0% lower than the prior year. This category includes the debt service payments for the projected State Revolving Fund (SRF) loans and future payments. All of the debt service payments are directly related to the costs associated with the capital infrastructure needs at the sewer treatment facility.
- **Capital Projects.** Budgeted at \$5.17 million. See the Capital Project Section of this Budget Book for more information on each project.

SPECIAL REVENUE FUNDS BUDGET

The Special Revenue Funds are used to account for revenue sources for which expenditures are restricted by law or administrative action to specific purposes. The Special Revenue Funds include National Pollutant Discharge Elimination System (“NPDES” Fund 0015), Police Grants (Fund 0017) and Library Tenant (Fund 0095).

The table below summarizes the current year’s revised budget and projection and the FY 2020-21 Proposed Budget for the Special Revenue Funds.

SPECIAL REVENUE FUNDS BUDGET (In Millions)				
	2019-20		2019-20	
	Revised		Projected	2020-21 Proposed
Est Beginning Fund Balance	\$ 2.51	\$	2.51	\$ 2.44
Revenues	1.08		1.18	1.10
Operating Expenses	0.50		0.44	0.55
Capital Expenditures	0.25		0.25	0.01
Net Allocations In (Out)	(0.56)		(0.56)	(0.46)
Net Change in Fund Balance	(0.23)		(0.07)	0.08
Est Ending Fund Balance	\$ 2.28	\$	2.44	\$ 2.52

Below are the highlights of the assumptions used in developing the Proposed Fiscal Year 2020-21 Special Revenue budget.



- **Revenues.** Budgeted to increase by \$1.10 million, which is approximately the same level as the FY 2019-20 Revised Budget. The main revenue source for the NPDES fund is the NPDES fees collected through the County. The revenue for the Police Grant fund is the Citizens' Option for Public Safety (COPS) program. The Library Tenant fund revenue includes rental revenue from the library tenants: South Bayside Waste Management Authority; and Star Vista.
- **Operating Expenditures.** Operating expenses include: utilities; field program supplies; annual permit renewal from the Bay Area Air Quality Management District; equipment maintenance; motorcycle law enforcement; and library building maintenance and repairs. Operating expenditures reflect an increase of \$0.05 million, or 10%, primarily due to Council approving an additional DUI enforcement in the COPS program.
- **Capital Outlay.** This includes capital projects associated with the library building. There is a new project proposed for a new generator for backup power to the library in FY 2021-22.

OTHER PROGRAM FUNDS BUDGET

The Other Program Funds are used to account for special activities and services performed by a designated department for other departments on a cost reimbursement basis. The Other Program Funds include: Workers Compensation (Fund 0032); General Liability (Fund 0033); Post-Employment Benefits (Fund 0035); and City Debt Service (Fund 0093).

The table below summarizes the current year's revised budget and projection, and FY 2020-21 proposed budget for the Other Program Funds.

OTHER PROGRAM FUNDS (In Millions)			
	2019-20 Revised	2019-20 Projected	2020-21 Proposed
Est Beginning Fund Balance	\$ 1.97	\$ 1.97	\$ 2.43
Revenues	1.34	1.49	1.39
Operating Expenses	2.61	2.29	2.93
Capital Outlay Expenditures	-	-	-
Net Allocations In (Out)	1.26	1.26	1.55
Net Change in Fund Balance	(0.01)	0.46	0.01
Est Ending Fund Balance	\$ 1.96	\$ 2.43	\$ 2.44

Below are the highlights of the assumptions used in developing the Fiscal Year 2020-21 Other Program Funds budget.

- **Revenues.** Budgeted to increase by \$0.05 million, or 3.7%. The budget is based on trend data from the past fiscal year and increased by an inflationary factor.
- **Operating Expenditures.** This budget includes a contribution of approximately \$0.91 million for the post-employment benefits. Other post-employment benefits have been funded based on information received from the actuarial study completed in 2020. The



budget represents funding for our retiree medical trust at 100% of the annual required contribution and approximately 100% of the longevity trust annual required contribution based on the previous study. The City's pay-as-you-go amount totals approximately \$0.73 million annually.

CAPITAL PROJECT FUNDS BUDGETS

The Capital Project Funds include: Equipment Replacement (Fund 0010); Measure A and Measure W (Fund 0014); Gas Tax (Fund 0016); General Capital (Fund 0025); Park In-Lieu (Fund 0027); Parking In-Lieu (Fund 0028); Housing In-Lieu (Fund 0029); and Housing Compliance and Assistance (Fund 0031).

The capital project budget funds major one-time and on-going infrastructure improvement needs including: resurfacing and sidewalk projects; traffic safety improvements; park construction and improvements; storm drainage improvements; facility improvements; and enterprise technology projects. Funds are often accumulated in this budget over a period of years and then are spent when a sufficient amount of revenue is available to pay for desired projects.

CAPITAL PROJECT FUNDS (In Millions)			
	2019-20 Revised	2019-20 Projected	2020-21 Proposed
Est Beginning Fund Balance	\$ 52.62	\$ 52.62	\$ 30.49
Revenues	34.03	37.15	7.28
Operating Expenses	0.90	0.45	0.70
Capital Project Expenditures	62.37	59.92	14.89
Net Allocations In (Out)	1.09	1.09	5.15
Net Change in Fund Balance	(28.15)	(22.13)	(3.16)
Est Ending Fund Balance	\$ 24.47	\$ 30.49	\$ 27.33

Capital Improvement Program Budget for FY 2020-21 through FY 2024-25.

The Council was presented with a Five-Year Capital Improvement Program Budget as part of the Budget Study Session held on August 24, 2020. As there were many approved projects, a detailed listing of the previously approved and proposed changes in funding for these projects can be found in the Capital Improvement Program section of this budget document.

Capital Improvement Program – Unfunded List: As we have done in previous budgets, the Five-Year Capital Improvement Program contains a list of unfunded projects. This list shows projects that are desirable but are currently beyond the means of the City to fully fund and construct. These projects combine for an approximate amount of \$174 million. A complete list of Unfunded Capital Projects may be found in the Capital Improvement Program section of the budget document.

GENERAL FUND RESERVES

The Government Finance Officers Association ("GFOA") has issued its best practice in determining the appropriate level of unrestricted fund balance in the General Fund to be at a



minimum of no less than two months of regular General Fund operating revenues or expenses, which equates to approximately 17%. The GFOA definition of Unrestricted Fund Balance includes three general categories: Committed Fund Balance; Assigned Fund Balance; and Unassigned Fund Balance.

When looking at the total reserve percentages, all categories need to be considered. In the Comprehensive Annual Financial Report ("CAFR"), the categories that make up the unrestricted fund balance as defined by the GFOA are the following: Economic Uncertainty Reserve; Strategic Property Acquisition Reserve; Unfunded Liability Reserve; Facility and Infrastructure Reserve; Emergency Reserve; and the Unassigned Fund Balance. For our purposes, we will consider our reserves to be those defined as committed and assigned as noted in the following chart. Even excluding the unassigned fund balance, the City maintains healthy reserves well above the GFOA best practice guidelines.

RESERVE FUND BALANCES - GENERAL FUND (In Millions)					
	Projected FY 19-20	% of FY 20 Exp	Proposed FY 20-21	% of FY 21 Approp	
Committed Fund Balances:					
Economic Uncertainty	\$ 9.17	20.7%	\$ 7.17	15.8%	
Strategic Property Acquisition	7.19		7.19		
Assigned Fund Balances:					
Unfunded Liabilities	-		-		
Facility/Infrastructure	16.84		11.34		
Ending Reserve Balances	\$ 33.20	74.9%	\$ 25.70	56.6%	
Unassigned Fund Balance	2.90		3.04		
Nonspendable Fund Balances	0.20		0.20		
Total Ending Fund Balance	\$ 36.30		\$ 28.94		
Total Operating Expenditures	\$ 44.32		\$ 45.40		

Economic Uncertainties Reserve. The City established an Economic Uncertainties Reserve that is equivalent to at least 10% of the City's General Fund expenditures, with a funding goal closer to 20% being highly desirable. As discussed at the March 12, 2018 Council meeting, the Council has increased the minimum amount from 10% to 12.5%.

Strategic Property Reserve. In October 2010, Council approved and authorized the establishment of a Strategic Property Acquisition Reserve. Appropriations from this reserve can only be made by formal action of the City Council. Generally, appropriations and access to these funds will be reserved for funding strategic property acquisitions from the City. In November 2013, the City Council authorized the use of this reserve to partially fund the purchase of three parcels referred to as the Landmark Site. The site was then sold to a hotel developer in February 2016. Construction on the Marriott Residence Inn and Suites began in May 2016 and the hotel opened in June 2018.

Assigned Reserves for Specific Purpose. As per Governmental Accounting Standards Board (GASB) Pronouncement 54 for Fund Balances, assigned fund balances include amounts that are constrained by the government's intent that they be used for specific purposes. Per Council



direction, the City Manager is authorized to assign amounts for a specific purpose. After the audit is complete, staff reviews the prior year savings and recommends transfers into these funds. The three assigned fund balances are for Economic Uncertainty, Unfunded Liabilities and Facilities and Infrastructure Improvements.

- **Unfunded Liabilities.** This reserve was created several years ago to help offset the costs of pension and other pension related liabilities. On June 9, 2020, the Council approved one-time payments in the amount of \$7 million to CalPERS to help pay down the unfunded liabilities. These one-time payments are estimated to save the City an average of \$895,000 for the next eight years (2021-2028) and \$451,000 over the following eight years (2029-2036).
- **Facility and Infrastructure.** This reserve was created as a way to use savings generated throughout the year to help pay for capital projects. Transfers from this reserve are made annually to the General Capital Improvement Fund to fund projects.

CONCLUSION

We take this opportunity to thank San Carlos staff for their continued cooperation and participation in preparation of the Fiscal Year 2020-21 budget document. A special thank you is extended to Carrie Tam, Financial Services Manager; Tammy Mak, Senior Accountant; Paul Harris, Senior Accountant; Jenny Liu, Senior Management Analyst; and Cheryl Hong, Administrative Assistant.

Although the City has already made millions of dollars in program and service reductions over the past several years, there still exist many significant internal and external threats to the City's long term fiscal sustainability.

These threats include:

- Although there was some relief from the historic drought in recent years, climate change is expected to have continuing effects on the City's resources in the form of higher water utility rates, continued water conservation efforts, wildfire threat, PG&E power shut off events and the need for extensive community support;
- Uncertainties with the CalPERS retirement investment assumptions and changes to the CalPERS amortization and smoothing policies, which will drive our CalPERS rates higher each year;
- Healthcare costs continue to grow at super-inflationary rates and could continue to grow with the uncertainty of the future of the Affordable Care Act;
- Significant increases in street resurfacing needs and our ability to keep up with street repairs;
- Uncertainty with any Federal legislative changes. Uncertainty continues resulting from the impacts of changes by the Trump Administration. While the City doesn't receive much direct federal funding, any changes made that impact the State budget may have future impacts on the City;
- Increased costs related to Stormwater; and
- Uncertainties with COVID-19 and the reinstatement of operations and economic recovery.

Financial sustainability remains a high priority for San Carlos. To that end, City staff will continue to seek ways to be as efficient as possible in providing services to the public. The City will continue



to consider appropriate economic development and tax revenue generation projects that are viable for San Carlos.

Staff looks forward to working with the City Council and the community to address the financial challenges that lay ahead. We will continue to identify operational efficiencies, assess appropriate fee structures, pursue acceptable economic development opportunities and advise on alternative revenue options available to the community to ensure that San Carlos remains "the City of Good Living."

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "JM".

Jeff Maltbie,
City Manager

A handwritten signature in black ink, appearing to read "Rebecca Mendenhall".

Rebecca Mendenhall,
Administrative Services Director

**RESOLUTION NO. 2020- 069****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS
ADOPTING THE FISCAL YEAR 2020-21 OPERATING AND CAPITAL BUDGET FOR THE
CITY OF SAN CARLOS.**

WHEREAS, the City Council reviewed and discussed the Fiscal Year (FY) 2020-21 proposed budget during the Budget Study Session held on August 24, 2020 and provided general direction to staff on the recommendations contained therein during this public meeting; and

WHEREAS, the Proposed Budget was prepared in accordance with the financial policies of the City; and

WHEREAS, the Proposed Budget is a balanced expenditure plan that ensures the maintenance of adequate reserves during FY 2020-21.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of San Carlos as follows:

1. That the Proposed Budget for the City of San Carlos, totaling appropriations of \$80,177,415 in Fiscal Year 2020-21, is adopted as the Budget of the City for said fiscal year subject to City Council review.
2. That the City Clerk of the City of San Carlos is hereby directed to forward a copy of said approved and adopted Budget to the County Controller of San Mateo County for filing pursuant to Government Code Section 53901.

* * * * *

I, Crystal Mui, hereby certify the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of San Carlos at a scheduled meeting thereof held on the 28th day of September, 2020, by the following vote:

AYES, COUNCILMEMBERS: MCDOWELL, PARMER-LOHAN, RAK, COLLINS

NOES, COUNCILMEMBERS: OLBERT

ABSENT, COUNCILMEMBERS: NONE

ABSTAIN, COUNCILMEMBERS: NONE


CITY CLERK of the City of San Carlos

APPROVED:


MAYOR of the City of San Carlos



BASIS OF BUDGET PREPARATION AND MAJOR FUNDS SUMMARIES

The City of San Carlos budget document contains revenues, appropriations and other financial information pertaining to all City operating and capital budgets, including the five-year Capital Improvement Program. The budgets are accounted for using the modified accrual basis of accounting for governmental funds and accrual basis of accounting for proprietary funds. The City's budget goal is to achieve a balanced budget with revenues, including reimbursements or transfers from other funds for services provided, equal to or greater than expenditures.

Budget Development Process

The City Manager, Assistant City Manager, Administrative Services Director and Financial Services Manager provide guidance to the departments prior to preparation of department budgets related to economic outlook and parameters for budgeting.

For several years, the City has adopted two-year budgets, most recently the Fiscal Year ("FY") 2018-20 Biennial Budget. On February 27, 2017, the City Council adopted Ordinance 1519 to consolidate the City's General Municipal Election with the Statewide Election, thereby moving to even-numbered year elections. In an effort to realign the budget with the new election cycles, it was planned that the FY 2020-21 Budget would cover the period of one year instead of two.

In developing the base budget for FY 2020-21, staff made a number of revenue and expenditure assumptions. All of these assumptions were based on the projections and economic conditions known between January and July 2020 and reflect the adjustments approved by the City Council.

Budget Preparation for FY 2020-21 Commences. In February 2020, City departments were provided with a base budget for FY 2020-21 that included known increases in salaries and benefits, increases related to existing professional services contracts and inflationary increases for operational expenditures. The revised budget and projections were also provided to the departments at that time. All was on schedule for Council budget sessions in May.

COVID-19 Impacts City Budget Process. The City Council Budget Study Sessions were originally scheduled for May 7, 2020 and May 12, 2020. However, due to the emergency situation caused by the novel coronavirus, or COVID-19, which limited interactions and meetings based on Centers for Disease Control and Prevention ("CDC") guidelines and the San Mateo County's Public Health Order issued on March 16, 2020, staff was unable to meet and discuss the proposed budget for FY 2020-21 until June 2020.

In April 2020, the City Council approved Resolution 2020-019, authorizing the City Manager "Continuing Resolution Authority" consistent with the FY 2019-20 Operating and Capital Budget through September 30, 2020. Continuing resolution authority is authority to continue services and to pay bills and payroll at a level consistent with the prior year's budget.

Revised Budget Projections. On May 26, 2020, the City Manager presented the Council with some preliminary financial projections. The early projections indicated a loss of revenues in the amount of \$3 to \$5 million, or 6-10%, of our total operating budget. Those projections were very preliminary and assumed that the Shelter-in-Place Order would be lifted as of May 31, 2020, which did not happen. The projections also did not assume another outbreak and possible additional shutdowns in the fall. In addition to the revenue losses, COVID-19 related spending is continuing during FY 2020-21. Additional funding was added to the base budget to cover multiple deep cleanings of our facilities, continued facility enhancements and purchases of personal safety equipment and supplies to provide for the safety of employees and the public.



Budget Preparation for FY 2020-21 Restarted. Given the uncertainty of the revenue losses and the expected increases in our pension and operating expenses, staff was directed to begin working on budget reductions in the amount of 10% for Council consideration. In mid-July, the City Manager, the Assistant City Manager, the Administrative Services Director and the Financial Services Manager met with each department individually to discuss and finalize the recommended budget options submitted for Council consideration during the budget study session.

Proactive Steps Taken by Council. In June 2020, the City Council approved Resolutions 2020-040, 2020-041 and 2020-048, reducing the total salaries and benefits for the Management and Confidential groups as well as the American Federation of State, County and Municipal Employees (AFSCME). In addition, Council also approved Resolution 2020-030, which authorized the City Manager to transfer \$7 million from the Unfunded Liability Reserve to pay down the California Public Employees Retirement System (CalPERS) unfunded pension liability. These actions resulted in savings of approximately \$1.2 million to the General Fund that have been incorporated into the proposed budget.

Rescheduled Budget Study Session Held. On August 24, 2020, the City Council held a study session to discuss the various budget reduction options to balance the budget for FY 2020-21. This included the Council's prior actions as well as the discussion to cut an additional \$2.3 million of expenses. In addition to the expense reductions, the Council approved using \$2 million of reserves to balance the budget. Along with the discussion of the General Fund Operating Budget, the Council discussed the proposed Capital Improvement Program. Based on direction from the Council, the proposed changes from the study session have been incorporated into the proposed budget document.

Budget Adoption. On September 28, 2020, the City Council adopted the FY 2020-21 Operating and Capital Budget via Resolution 2020-069.

Overhead Cost Allocation Method

In an effort to clarify and simplify the allocation process, staff worked closely with professional consultants to develop a methodology and a model to ensure the equitable allocation of overhead costs to departments in a manner that is both transparent and sustainable. Through this approach, each department's budget reflects total departmental costs, including all staff assigned to the department. The model calculates how much should be recovered from the other City funds, based on average time spent on other/non-General Fund programs, as well as employing other service utilization factors. These indirect and direct overhead costs are represented as cost allocations or transfers to and from department budgets.

Budgetary Reserves

The Council has established the Fund Balance Policy, updated as of September 28, 2020, which is included in the Financial Policies section of this budget document. The General Fund balances for FY 2020-21 are detailed in the following table. Total operating expenditures are also listed to demonstrate the percentage level of reserves required per the City's Fund Balance Policy.



FUND BALANCES - GENERAL FUND				
	Projected FY 2019-20	% of FY19 Approp	Adopted FY 2020-21	% of FY20 Approp
Committed fund balances:				
Economic Uncertainty	\$ 9,169,595	20.7%	\$ 7,169,595	15.8%
Strategic Property Acquisitions	7,191,795		7,191,795	
PG&E Endowment	-		-	
Assigned fund balances:				
Economic Uncertainty	-		-	
Unfunded Liabilities	-		-	
Facility/Infrastructure	16,841,500		11,341,500	
Estimated Ending Reserves	\$ 33,202,890	74.9%	\$ 25,702,890	56.6%
Projected Unassigned Fund Balance	2,903,059		3,040,544	
Nonspendable Fund Balances	203,543		203,543	
Total Ending Fund Balances	\$ 36,309,492		\$ 28,946,977	
Total Operating Expenditures	\$ 44,320,862		\$ 45,400,765	

Establishing Budgets and Budgetary Control

In FY 2020-21, the City Council and Executive Management staff continued the Strategic Planning process begun in FY 2005-06. As part of this budget process, the City retained two facilitators to lead us through the City's Strategic Planning process. The process resulted in the review of the City's Mission Statement, Vision Statement, Core Values and the establishment of Goals and Objectives. Many objectives from this Strategic Planning process have been funded in this FY 2020-21 budget. The City Council appropriates the funds necessary to meet operating and capital activities and the adopted strategic goals and objectives. Budgetary adjustments are only considered within the framework of the adopted budget and the City Council's directions, goals and policies.

Budgetary control is maintained at the Department/Program level. The City Manager may approve transfers of appropriations from one program, activity or line-item within or across departments. However, total appropriations within a fund may only be increased with Council approval. Departments monitor and control budgets using the City's financial system, through reports of revenue and expenditure accounts. The financial system monitors expenditures at the line item budget level, immediately notifying the requestor of available funding levels. The Council is also provided with a quarterly financial status report that reflects year-to-date expenditures and revenues compared to budget. In addition, a financial status report and five-year forecast is included as part of the mid-cycle budget review and adjustment process, which is completed every other spring and submitted to the Council for review and approval.

As noted above, the City Council conducted a Study Session on August 24, 2020. During the meeting, the City Manager presented an overview of the recommended budget revenue and expenditure options to balance the budget. Based on direction from the City Council, staff has incorporated those options into the Fiscal Year 2020-21 Adopted Operating and Capital Budget.

MAJOR FUNDS SUMMARIES

General Fund (Fund 0001)

Revenues for FY 2020-21 are budgeted to be \$41,015,550, representing a 12.7% decrease over the projected revenues for FY 2019-20. This decrease is a direct result of the COVID-19 pandemic and the impact on the local economy. Property tax is expected to increase 6.2% over the projected FY 2019-20 revenues. Sales tax is projected to decrease 15.3% over FY 2019-20 projections. Transient Occupancy Tax (TOT) is projected to decrease 74.6% over FY 2019-20 projections due to the dramatic decline in occupancy rates following the Shelter-In-Place Order. Current Charges for Services are projected to decrease 14.6%, primarily due to the assumptions that our recreation programs and events will not be able to resume as a result of the health orders.



General Fund expenditures for FY 2020-21 are budgeted to be \$45,400,765, representing a 2.4% increase over the projected expenditures for FY 2019-20. The increase is attributable to anticipated increases associated with retirement rates, employee medical benefits, post-employment benefits and contracted professional services offset by salary and benefit concessions, the elimination of a number of positions and the reduction in operating expenses that were necessary to balance the budget.

General Fund allocations and transfers in for FY 2020-21 are budgeted to be \$3,768,500, representing a 10.5% increase over the projected allocations and transfers in for FY 2019-20. This increase is a result of the increase in overhead charges to other funds in accordance with the contracted study that was performed in 2017.

General Fund allocations and transfers out are budgeted to be \$1,245,800 for FY 2020-21, representing a 25.7% decrease from the projections for FY 2019-20. The decrease is mainly associated with the transfers to the Equipment Replacement Fund. The budget amounts are based on the annual replacement needs.

The Other Sources/Uses of Funds category for FY 2020-21 has decreased by \$1 million from the FY 2019-20 projections. The category represents one-time funding for special items, including a \$5.5 million transfer from the capital reserve to the Gas Tax and General Capital Funds.

The FY 2020-21 budget reflects a total fund balance projection of \$28,946,977, including both restricted and unrestricted balances, and represents a decrease of 20.3% compared to the FY 2019-20 estimated ending fund balance of \$36,309,492. This drop in fund balance is mainly due to the use of \$2 million of Economic Uncertainty reserves and the \$5.5 million contribution to the capital funds.

GENERAL FUND (RESTRICTED & UNRESTRICTED)					
	Projected FY 2019-20	Adopted FY 2020-21	Variance	% Change	
Est. Beginning Fund Balance	\$ 38,438,199	\$ 36,309,492	\$ (2,128,707)	-5.5%	
Revenues	46,958,055	41,015,550	(5,942,505)	-12.7%	
Expenditures	(44,320,862)	(45,400,765)	(1,079,903)	2.4%	
Allocations & Transfers in	3,410,700	3,768,500	357,800	10.5%	
Allocations & Transfers out	(1,676,600)	(1,245,800)	430,800	-25.7%	
Other Source/Uses of Funds	(6,500,000)	(5,500,000)	1,000,000	-15.4%	
Est. Ending Fund Balance	\$ 36,309,492	\$ 28,946,977	\$ (7,362,515)	-20.3%	

Wastewater Fund (Fund 0006)

The Wastewater Fund revenues for FY 2020-21 are budgeted to be \$20,318,200, which is approximately the same level as the projected revenues for FY 2019-20. The budget amount includes a rate increase of 4.5% approved by Council at the May 13, 2019 Council meeting and projects a decrease in sewer connection fees as FY 2019-20 included one-time connection fees for a hotel renovation. The additional revenues are used to fund the capital improvements outlined in the City's Sewer Master Plan and to pay the debt service associated with Silicon Valley Clean Water's improvements to the wastewater treatment infrastructure.

Expenses for FY 2020-21 for the Wastewater Fund are budgeted to be \$15,702,250, reflecting a 18.0% increase from estimated expenses for FY 2019-20. The expense budgets reflect the timing of planned capital improvement project spending and the debt service requirements in the corresponding year.



Net allocations and transfers for FY 2020-21 of \$3,257,800 were budgeted to increase by 7.6% over the FY 2019-20 projections. This increase is a result of the increase in overhead charges to other funds in accordance with the contracted study that was performed in 2017.

The ending fund balance, excluding those funds invested in capital assets, at the end of FY 2020-21 is estimated to be \$21,163,563. The fund balance is 6.9% higher than the unrestricted fund balance estimate of \$19.8 million at the end of FY 2019-20. The increase is mainly due to the timing of capital project spending.

WASTEWATER FUND (RESTRICTED & UNRESTRICTED)					
	Projected FY 2019-20	Adopted FY 2020-21	Variance	% Change	
Est. Beginning Fund Balance*	\$ 15,775,512	\$ 19,805,413	\$ 4,029,901	25.5%	
Revenues	20,360,300	20,318,200	(42,100)	-0.2%	
Expenditures	(13,303,999)	(15,702,250)	(2,398,251)	18.0%	
Net Transfers	(3,026,400)	(3,257,800)	(231,400)	7.6%	
Est. Ending Fund Balance*	\$ 19,805,413	\$ 21,163,563	\$ 1,358,150	6.9%	
*Fund Balance Excludes Investments in Capital Assets					

Equipment and Technology Replacement Fund (Fund 0010)

The FY 2020-21 expenditures are budgeted to be \$313,000, or a 47.8% increase over the FY 2019-20 projections. This represents the technology replacement needs for the year and the estimated replacement cost of equipment and vehicles that are past or near the end of their useful lives. Transfers in are budgeted to be \$295,000 for FY 2020-21, a decrease of 54.6% from the projection for FY 2019-20, as the budgeted amounts have been adjusted to annual replacement needs. The fund balance is estimated to be \$3,478,460 at the end of FY 2020-21.

EQUIPMENT REPLACEMENT FUND					
	Projected FY 2019-20	Adopted FY 2020-21	Variance	% Change	
Est. Beginning Fund Balance	\$ 3,058,960	\$ 3,496,460	\$ 437,500	14.3%	
Revenues	-	-	-	0.0%	
Expenditures	(211,800)	(313,000)	(101,200)	47.8%	
Net Transfers	649,300	295,000	(354,300)	-54.6%	
Est. Ending Fund Balance	\$ 3,496,460	\$ 3,478,460	\$ (18,000)	-0.5%	

Gas Tax Fund (Fund 0016)

Revenues for FY 2020-21 for the Gas Tax Fund are budgeted to be \$1,629,700, representing a 2.2% increase from the estimated revenues for FY 2019-20. Revenue includes the Road Repair and Accountability Act taxes that provide funding to the Road Maintenance and Rehabilitation Account (RMRA). This revenue began on November 1, 2017 when the new per-gallon fuel excise taxes took effect and the new vehicle registration tax took effect on January 1, 2018.

The expenditures for FY 2020-21 are budgeted to be \$4,775,000, representing the continued funding for street and sidewalk maintenance. The estimated expenditures are to ensure City streets are maintained at the current condition, which is considered "fair" by the Pavement Condition Index.

Net allocations and transfers are budgeted to be \$5,098,950 for FY 2020-21. The additional funding for the City's streets includes a \$4 million transfer from the Facility/Infrastructure Improvement Reserve. Staff also recommends a \$500,000 transfer from the General Fund from the most recent PG&E settlement in Fiscal Year 2020-21 which will be spent on street resurfacing in Fiscal Year 2022-23. Also included is a transfer of \$125,000 from Fund 25 to offset the increasing street and sidewalk



maintenance costs, transfer of \$1,438,750 from Measure A and allocations out of \$964,800 to the General Fund, Sewer Fund and General Liability. The fund balance is estimated to be \$3,015,377 at the end of FY 2020-21.

GAS TAX FUND					
	Projected FY 2019-20	Adopted FY2020-21	Variance	% Change	
Est. Beginning Fund Balance	\$ 1,377,078	\$ 1,061,727	\$ (315,351)	-22.9%	
Revenues	1,594,130	1,629,700	35,570	2.2%	
Expenditures	(2,378,281)	(4,775,000)	(2,396,719)	100.8%	
Net Allocations & Transfers	468,800	5,098,950	4,630,150	987.7%	
Est. Ending Fund Balance	\$ 1,061,727	\$ 3,015,377	\$ 1,953,650	184.0%	

Police Grants (Fund 0017)

Revenue for the Police Grants Fund is budgeted to be \$144,300 for FY 2020-21. The revenue estimates are based on the trend over the past two years. Expenditures for FY 2020-21 are budgeted to be \$150,000, representing the continued funding for public safety augmentation and additional funding for extra DUI enforcement. Ending fund balances are anticipated to be \$333,166 for FY 2020-21.

POLICE GRANTS FUND					
	Projected FY 2019-20	Adopted FY 2020-21	Variance	% Change	
Est. Beginning Fund Balance	\$ 277,666	\$ 338,866	\$ 61,200	22.0%	
Revenues	161,200	144,300	(16,900)	-10.5%	
Expenditures	(100,000)	(150,000)	(50,000)	50.0%	
Net Transfers	-	-	-	0.0%	
Est. Ending Fund Balance	\$ 338,866	\$ 333,166	\$ (5,700)	-1.7%	

Capital Improvement Fund (Fund 0025)

Revenues for FY 2020-21 in the Capital Improvement Fund, both restricted and unrestricted, are \$3,465,500, representing an 87.7% decrease from the estimated revenues for FY 2019-20. The majority of this decrease is related to one time cost reimbursement grants projected in FY 2019-20 for the Holly St/US 101 Interchange and Pedestrian Overcrossing project.

The FY 2019-20 revenues are budgeted to include a future funding source of \$215,000 for the project to improve Burton Park batting cages, annual funding from sources that include \$2.3 million in franchise fees and \$800,000 in ERAF rebates.

Expenditures for FY 2020-21 are \$8,804,000, resulting in an 80.6% decrease from the estimated FY 2019-20 expenditures. The decrease is largely associated with the project to modify the intersection of Industrial Road and Holly Street to handle future traffic volumes, much of which is supported by the cost reimbursements from grantors.

A transfer of approximately \$1.0 million from the General Fund "Assigned" Reserve balance in Fiscal Year 2020-21 will be used to fund infrastructure projects, including pedestrian safety improvements, park enhancements and the Fire Station 16 replacement. A complete list of the capital projects can be found in the Capital Projects section of this budget document. The fund balance at the end of FY 2020-21 for both unrestricted and restricted balances is estimated at \$9,865,026.



CAPITAL IMPROVEMENT FUND (RESTRICTED & UNRESTRICTED)					
	Projected	Adopted			
	FY 2019-20	FY 2020-21	Variance	% Change	
Est. Beginning Fund Balance	\$ 29,151,578	\$ 13,813,526	\$ (15,338,052)	-52.6%	
Revenues	28,233,114	3,465,500	(24,767,614)	-87.7%	
Expenditures	(45,320,166)	(8,804,000)	36,516,166	-80.6%	
Net Transfers	1,749,000	1,390,000	(359,000)	-20.5%	
Est. Ending Fund Balance	\$ 13,813,526	\$ 9,865,026	\$ (3,948,500)	-28.6%	

Park In Lieu Fund (Fund 0027)

Revenues for FY 2020-21 for the Park In Lieu Fund are budgeted to be \$452,400, an increase of 48.8% over the FY 2019-20 projections. The increase is mainly due to an award of Proposition 68 funding for the Chilton Park renovation project. No expenditures are budgeted for FY 2020-21, as no new projects are recommended for this fiscal year. The fund balance at the end of FY 2019-20 is estimated to be \$1,047,177 and is expected to increase to \$1,499,577 in FY 2020-21.

PARK IN LIEU (RESTRICTED & UNRESTRICTED)					
	Projected	Adopted			
	FY 2019-20	FY 2020-21	Variance	% Change	
Est. Beginning Fund Balance	\$ 3,167,105	\$ 1,047,177	\$ (2,119,928)	-66.9%	
Revenues	304,000	452,400	148,400	48.8%	
Expenditures	(1,223,928)	-	1,223,928	-100%	
Net Transfers	(1,200,000)	-	1,200,000	-100%	
Est. Ending Fund Balance	\$ 1,047,177	\$ 1,499,577	\$ 452,400	43.2%	

Basic Accounting

The City's accounting system is maintained on a fund basis in accordance with governmental accounting standards. Each fund is considered a separate accounting entity with a self-balancing set of accounts that record assets, liabilities, fund equity, revenue and expenditures. All governmental funds are budgeted and accounted for using the modified accrual basis of accounting, which recognizes revenues when they become susceptible to accrual – i.e., measurable and available. Expenditures are recognized when the fund liability is incurred. Other Financial Policies can be found in the Budget Overview section of this budget document.



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GANN ANNUAL APPROPRIATION LIMIT FISCAL YEAR 2020-21

Appropriations Limitation, imposed by Propositions 4 and 111, establishes a formula to restrict the amount of revenues that can be appropriated in any fiscal year. The Limit is based on actual appropriations for base fiscal year 1978-79 and is increased annually using the growth in population and a price adjustment index, as well as commercial property development within the City during the year. Revenues that are restricted to the limitation are those which are referred to as “proceeds of taxes,” such as sales tax, property tax and business license tax.

The City must adopt an appropriation limit for each fiscal year. Beginning with the fiscal year 1990-1991, the law provides the local agency an option to calculate the adjustment factors by the following:

Price Factor: The percentage change in the California Per Capita Income

Population Factor: Either the City’s own population growth or the population growth of the entire County.

TEN YEAR HISTORY OF PRICE AND POPULATION FACTORS & TAX APPROPRIATIONS LIMIT ⁽¹⁾ FOR FISCAL YEARS 2012 to 2021

Fiscal Year	Price Adjustment Population Adjustment Total Adjustment					Appropriations Limit	% of City Appropriations Subject to the GANN Limit
2012	1.0251	x	1.0084	=	1.0337	\$52,333,850	36.21%
2013	1.0853	x	1.0098	=	1.0959	\$57,354,547	37.97%
2014	1.1150	x	1.0109	=	1.1272	\$64,647,378	34.00%
2015	1.0117	x	1.0089	=	1.0207	\$65,985,846	37.20%
2016	1.1064	x	1.0100	=	1.1175	\$73,736,808	29.35%
2017	1.0878	x	1.0091	=	1.0977	\$80,940,818	36.85%
2018	1.0369	x	1.0056	=	1.0427	\$84,397,528	30.53%
2019	1.0367	x	1.0073	=	1.0443	\$88,133,630	33.96%
2020	1.0385	x	1.0028	=	1.0414	\$91,783,048	41.13%
2021	1.0373	x	1.0166	=	1.0545	\$96,786,987	42.05%

(1) In 1980, the State Legislature added Division 9 to Title I of the Government Code to implement Article XIII B. This legislation required the governing body of each local jurisdiction in California to establish a tax appropriations limit on or before June 30 of each year for the following fiscal year, pursuant to which the City of San Carlos has been establishing this limit since 1981.



GANN APPROPRIATIONS LIMIT CALCULATIONS
FISCAL YEAR 2020-2021

Step 1	Total all appropriations (2020-21 operating and capital from general and special funds)	\$ 80,177,415
Step 2	Deduct:	
	1. Non-Tax Proceeds	\$ (39,053,750)
	2. Debt Service Payments	\$ (429,100)
	Add:	
	1. Excess user fees which exceed actual costs	\$ -
Step 3	Equals appropriations subject to limit (Step 1 - Step 2)	\$ 40,694,565
Step 4	Compare against 2020-21 Appropriations Limit (from below)	\$ 96,786,987
	Dollar Amount Under Limit (Step 4 - Step 3)	\$ 56,092,422
	Percentage of Limit (Step 3/Step 4)	42.05%
Step 5	Fiscal Year 2019-20 Appropriation Limit	\$ 91,783,050
Step 6	Fiscal year 2020-21 Growth Factor based on California Per Capita Income 1.0373 --- and the City Population Change 1.0166 (1.0373*1.0166)	105.45%
Step 7	FY 2020-21 Appropriations Limit (Step 5 x Step 6)	\$ 96,786,987
Step 8	FY 2020-21 Appropriations Subject to Limit (from above)	\$ 40,694,565
Step 9	Dollar Amount Under Limit (Step 7 - Step 8)	\$ 56,092,422
Step 10	Percentage of Limit (Step 8/Step 7)	42.05%

**CHART OF FUNDS SUBJECT TO APPROPRIATION****2020-21 Appropriation from Operating, Capital Improvement and Other**

General Fund	\$45,400,765
Capital Improvement	15,594,100
Other Programs	3,480,300
Enterprise Sewer System	15,702,250
	\$80,177,415

Non-Tax Proceeds and Debt Services

Licenses & Permits	\$1,782,700
Business Registration	871,200
Fines & Forfeitures	292,100
Use of Money & Property	2,986,400
From Other Agencies	4,323,800
Charges for Services	3,286,000
Other Revenue	1,761,150
Sewer Operation & Maint.	20,318,200
NPDES	626,600
Capital Improvement Fund 25	415,500
In-Lieu Park Fund 27	452,400
Parking In-Lieu Fund 28	6,300
Housing In-Lieu Fund 29	500,800
LMI Housing Fund 31	114,700
Post-Employment Benefits Fund 35	1,017,000
Liability Insurance Fund 33	46,200
Library Rent & Concessions	252,700
	\$39,053,750
Debt Services	\$429,100
	\$39,482,850

**RESOLUTION NO. 2020 - 070**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS
ELECTING THE POPULATION AND PRICE ADJUSTMENT FACTORS AND
ESTABLISHING THE 2020-21 APPROPRIATIONS LIMIT OF THE CITY OF SAN CARLOS,
PURSUANT TO CALIFORNIA CONSTITUTION ARTICLE XIII B AND SECTION 7900 ET SEQ.
OF THE CALIFORNIA GOVERNMENT CODE.**

WHEREAS, pursuant to Article XIII B of the California Constitution, and Section 7900 et seq. of the California Government Code, the City of San Carlos is responsible for determination of the appropriations limit for the 2020-21 Fiscal Year; and

WHEREAS, pursuant to amendments to Article XIII B enacted in 1990, the City Council is required to elect the population and price adjustment factors used to calculate the appropriations limit; and

WHEREAS, the City Council has considered the matter at a regularly scheduled Council meeting.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of San Carlos:

SECTION 1. For the calculation of the appropriations limit for 2020-21 Fiscal Year, the City Council elects the following annual adjustment factors: (1) the percentage change in the California per capita income; and (2) the population adjustment factor of the City's population growth.

SECTION 2. It is hereby determined that the appropriations limit for the 2020-21 Fiscal Year for the City of San Carlos is Ninety-Six Million Seven Hundred Eighty-Six Thousand and Nine Hundred Eighty-Seven Dollars (\$96,786,987). Appropriations subject to the limit, total \$40,694,565, or 42.05%, of the Appropriations Limit. Therefore, the City is substantially below the maximum allowable appropriation limit and in compliance with the State Law.

I, Crystal Mui, hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of San Carlos at a regular meeting thereof held on the 28th day of September, 2020, by the following vote:

AYES, COUNCILMEMBERS: MCDOWELL, PARMER-LOHAN, RAK, COLLINS

NOES, COUNCILMEMBERS: NONE

ABSENT, COUNCILMEMBERS: NONE

ABSTAIN, COUNCILMEMBERS: OLBERT


CITY CLERK of the City of San Carlos

APPROVED:


MAYOR of the City of San Carlos



CITY OF SAN CARLOS FINANCIAL POLICIES

The following Financial Policies have been established to ensure that the City's finances are managed in a manner that will:

- Continue to provide for the delivery of quality services;
- Maintain and enhance service delivery as the community grows in accordance with the General Plan;
- Guarantee a balanced budget assuring that the City is always living within its means; and
- Establish reserves necessary to meet known and unknown future obligations.

To achieve these goals, the following Financial Policies are presented that include General Policies; Revenue Policies; Cost of Service Policies; Reserves and Fund Balance Policies; Expenditure and Budget Policies; Capital Improvement Policies; Fixed Assets and Infrastructure Asset Policies; Investment Policy and Debt Management Policy.

A. GENERAL POLICIES

- 1) We will manage our financial assets in a sound and prudent manner.
- 2) We will maintain sound financial practices in accordance with State law.
- 3) We will direct the City's financial resources toward meeting our long-term goals as identified by Council through the Strategic Planning and Team Building Retreat process.
- 4) We will manage and develop programs to ensure our long-term ability to pay all the costs necessary to provide the level and quality of service required by our citizens.
- 5) We will maintain accounting systems in conformance with generally accepted accounting principles. The financial records will be audited annually by an independent auditing firm.
- 6) We will establish and maintain investment policies in accordance with State laws in which the major goals are safety and liquidity of investments, above yield.

B. REVENUE POLICIES

- 1) We will strive to maintain a diversified and stable revenue base that is not overly dependent on any land use, major taxpayer, revenue type, restricted revenue, or external revenue.



- 2) We will aggressively pursue revenue collection and auditing to assure that moneys due are accurately received in a timely manner.
- 3) We will seek Federal and State grants and reimbursements for costs whenever possible.
- 4) We will investigate potential new revenue sources.
- 5) We will work proactively with the League of California Cities and local communities to monitor legislation that may impact the City financially.
- 6) We will avoid targeting revenues for specific purposes whenever possible.
- 7) We will impose user fees when appropriate.
- 8) We will adopt a user fee policy that establishes desired levels of cost recovery and determines the minimum frequency of user fee reviews.
- 9) We will maintain and further develop methods to track major revenue sources and evaluate financial trends.
- 10) We will establish methods to maximize the accuracy of revenue forecasts.
- 11) Revenues will be estimated using accepted standards and estimates provided by the State and other governmental agencies.

C. COST OF SERVICES POLICIES

- 1) Fees and charges for services will be determined based on the total direct and indirect cost of the activity, including administrative overhead and depreciation, where applicable. In certain circumstances, it may be appropriate to subsidize fees, where full cost recovery may be unrealistic.
- 2) We will recover the costs of new facilities and infrastructure necessitated by development, consistent with State law.
- 3) We will consider requiring large developments to prepare a fiscal analysis that will measure the direct and indirect costs of the project, as well as the benefits to the City.
- 4) Managers should be aware of the cost of services and propose the most effective methodology for providing those services.

D. RESERVES AND FUND BALANCE POLICIES (per GASB 54)

- 1) We will work toward establishing, dedicating and maintaining reserves annually to meet known and estimated future obligations. The hierarchy followed to deplete these reserves is as follows: first unassigned fund balance will be depleted; second assigned fund balances will be depleted at discretion of the City Manager; and lastly committed fund balances will be depleted in accordance with item 3a(ii) or 3b(ii) below, and formal action of the City Council.
- 2) The Government Finance Officers Association (GFOA) has issued their best practice in determining the appropriate level of unrestricted fund balance in the General Fund to be at a minimum of no less than two months of regular general fund operating revenues or expenses which equates to approximately 17%. The GFOA definition of unrestricted fund balance includes three general categories: committed fund balance, assigned fund balance and unassigned fund balance. For the City's purpose, we will include committed and assigned balances when reviewing the reserve percentages. The total of these two categories will be maintained at or above the GFOA best practice amount.



- 3) We will commit amounts of fund balance for specific purposes as determined by formal action of the City Council, which include but are not limited to committing fund balance reserves for the following:
- a. Economic Uncertainties (as updated by Council June 13, 2016)
 - i. General Fund committed fund balance for Economic Uncertainties equal to a minimum of 12.5% of the General Fund expenditures with a target of increasing to 20% of General Fund expenditures.
 - ii. Once established, appropriations from the Economic Uncertainties fund balance commitment can only be made by formal action of the City Council. Generally, appropriations and access to these funds will be reserved for emergency situations. Examples of such emergencies include, but are not limited to: catastrophic disaster (declared by Governor); budgeted revenue taken by another government entity; or a more than 5% drop in projected revenue to the General Fund.
 - b. Strategic Property Acquisitions (as approved by Council October 25, 2010)
 - i. General Fund committed fund balance for Strategic Property Acquisitions accumulates funds from the proceeds of future sales of City properties, as directed by the City Manager or City Council.
 - ii. Once established, appropriations from the Strategic Property Acquisitions fund balance commitment can only be made by formal action of the City Council. Generally, appropriations and access to these funds will be reserved for funding strategic property acquisitions by the City.
 - c. Equipment and Vehicle Replacement Reserves
 - i. A Replacement Fund will be maintained as a separate fund for budgetary purposes to fund the replacement costs of existing non-sewer-related vehicles, major equipment and information technology items when they reach the end of their useful lives. The sewer-related items will be maintained in the Wastewater Fund. The Replacement Fund will be analyzed by staff at least annually as part of the budget update process, for changes in assets, useful lives, estimated replacement costs and appropriate funding levels. This fund is to be maintained at a level sufficient to fund 100% of the assets, based on estimated replacement costs and useful lives.
- 4) We will assign amounts of fund balance for specific purposes as determined by City Manager recommendation, as delegated by formal action of the City Council, which include but are not limited to assigning fund balance reserves for the following:
- a. Liability insurance.
 - b. State Budget Contingencies.
 - c. Undesignated litigation.
 - d. Replacement of facilities and infrastructure.
 - e. Continuing appropriations (encumbrances and projects carried over from a prior year to the new fiscal year).
 - f. Debt service for future debt obligations/payments.

**E. EXPENDITURE AND BUDGET POLICIES**

- 1) The operating budget will be prepared to fund current year expenditures with current year revenue. Surplus fund balances may be used to increase fund balance reserves, fund Capital Improvement Projects or be carried forward to fund future years' operating budgets when necessary to stabilize services and fund capital outlay.
- 2) We will assume normal inflationary growth in accordance with the consumer price index for operating expenses.
- 3) We will assume personnel costs based on current Memoranda of Understanding in effect at the time.
- 4) Any new or expanded programs will be required to identify new funding sources and/or off-setting reductions in expenditures in other programs.
- 5) We will deliver service in the most cost effective manner.
- 6) The budget will state the objectives of each of the operating programs.
- 7) The budget will fully account for and apportion all costs, fees and General Fund transfers associated with Special Revenue and Enterprise Funds.
- 8) All budget transfers require the approval of the City Manager or designee. However, transfers of appropriations that increase the total appropriations of a fund must be approved by the City Council.
- 9) We will maintain a long-range fiscal perspective through the use of a biennial operating budget, a five-year capital improvement program and a five-year financial forecast.
- 10) The biennial budget will be adopted by Resolution of the City Council by July 1st every other year.
- 11) A mid-cycle budget status report will be prepared and presented to the City Council in the spring of the first year of the budget that will include projections to year-end and any adjustments required for the second year of the biennial budget.
- 12) Staff will provide a written report to Council quarterly on the City's General Fund revenues and expenditures.

F. CAPITAL IMPROVEMENT POLICIES

- 1) We will construct capital improvements in accordance with an adopted capital improvement program.
- 2) We will develop a five-year plan for capital improvements to be reviewed and, if necessary, updated as part of the budget process. Future capital expenditures will be projected for a five-year period based on changes in the community population, real estate development or replacement of infrastructure.
- 3) We will coordinate preparation of the Capital Improvement Budget with preparation of the Biennial Operating Budget. Future operating costs associated with new capital improvements will be projected and included in Operating Budget forecasts.
- 4) We will identify the estimated costs and potential funding sources for each proposed capital project before it is submitted to Council for approval.
- 5) We will attempt to determine the least costly financing method for all new projects.

**G. FIXED ASSET AND INFRASTRUCTURE ASSET POLICIES**

- 1) We will capitalize all assets with a cost greater than \$5,000 and a useful life of more than one year.
- 2) All fixed assets and infrastructure assets are assigned an asset number that is recorded in the fixed asset software. Where applicable, the asset number is affixed or tagged to the asset.
- 3) Infrastructure related capital projects will be capitalized as construction in progress until completed. Costs to be capitalized include direct costs such as labor, materials and transportation, indirect costs such as engineering and construction management and ancillary costs such as construction period interest.
- 4) Repairs and maintenance to infrastructure assets will generally not be subject to capitalization unless the repair extends the useful life of the asset.
- 5) A physical inventory process will be initiated by staff when appropriate.

In addition, the City has three other financial policies that were reviewed and approved separately by the City Council. Both of these policies are available on the City's website and the Debt Management Policy can also be found in the Debt Section of the Budget book.

INVESTMENT POLICY

The Investment Policy applies to all financial assets of the City as accounted for in the Comprehensive Annual Financial Report (CAFR). Statements outlined in the Investment Policy focus on the City's pooled funds, but will also apply to all other funds under the Administrative Services Director's span of control, unless specifically exempted by statute or ordinance. This policy is applicable, but not limited to, the following funds: General Fund; Sewer Fund; Capital Funds; Other Special Revenue Funds; Debt Service Funds; Internal Service Funds; Trust and Agency Funds; South Bayside Waste Management Authority; C/CAG; and any new fund created by the City Council, unless specifically exempted.

In accordance with California Government Code Section 53646(a)(2), the City Council reviews and approves this policy on an annual basis. The City's Investment Policy was last adopted by the City Council on August 24, 2020 via Resolution 2020-057.

DEBT MANAGEMENT POLICY AND DEBT DISCLOSURE PROCEDURES POLICY

Effective January 1, 2017, California Government Code Section 8855(i) requires any issuer of public debt to provide to California Debt and Investment Advisory Commission (CDIAC) that they have adopted local debt policies concerning the use of debt and that the proposed debt issuance is consistent with those policies. The issuer's local debt policies must include (A) through (E), below:

- A. The purposes for which the debt proceeds may be used.
- B. The types of debt that may be issued.
- C. The relationship of the debt to, and integration with, the issuer's capital improvement program or budget, if applicable.



- D. Policy goals related to the issuer's planning goals and objectives.
- E. The internal control procedures that the issuer has implements, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

On January 22, 2018, the City Council adopted the Debt Management Policy via Resolution 2018-010. The new Debt Management Policy enhances the policy previously in place and follows the Government Finance Officers Association (GFOA) best practices guidelines. This policy will help ensure that City debt is issued and managed prudently to maintain a sound fiscal position.

On May 28, 2019, the City Council adopted the Debt Disclosure Procedure Policy via Resolution 2019-037. The new procedure policy formalized existing practices, including changes set by the Securities and Exchange Commission ("SEC"), SEC Rule 15c2-12, effective for securities issued on or after February 27, 2019 for the City and its related entities that meet the debt disclosure requirements.

**RESOLUTION NO. 2020 - 071****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS
APPROVING UPDATED FINANCIAL POLICIES.**

WHEREAS, the City of San Carlos has established Financial Policies to ensure that the City's finances are managed in a manner that will continue to provide for the delivery of quality services, maintain and enhance service delivery as the Community grows in accordance with the General Plan, guarantee a two-year balanced budget, and establish reserves necessary to meet known and unknown future obligations; and

WHEREAS, the City Council last reviewed and updated the Financial Policies on June 11, 2018 as part of the adoption of the Fiscal Year 2018-20 Biennial Budget; and

WHEREAS, at its September 28, 2020 meeting, City Council reviewed and discussed the Financial Policies and discussed the recommendations contained therein.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of San Carlos that the updated Financial Policies are hereby approved.

I, Crystal Mui, hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of San Carlos at a regular meeting thereof held on the 28th day of September, 2020, by the following vote:

AYES, COUNCILMEMBERS:	<u>MCDOWELL, OLBERT, PARMER-LOHAN, RAK, COLLINS</u>
NOES, COUNCILMEMBERS:	<u>NONE</u>
ABSENT, COUNCILMEMBERS:	<u>NONE</u>
ABSTAIN, COUNCILMEMBERS:	<u>NONE</u>


CITY CLERK of the City of San Carlos

APPROVED:


MAYOR of the City of San Carlos



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CITY OF SAN CARLOS STRATEGIC PLAN February 2020

THE SAN CARLOS STRATEGIC PLAN

The San Carlos Strategic Plan identifies current issues, needs and interests that are of strategic importance to the quality of life of the community. Addressing these issues requires the leadership focus of the City's elected officials and professional staff for an extended period of time, typically several years. The Strategic Plan is not a summary of all City services. The issues identified in the plan are unique because they have an urgent impact on the community and because they are complex.

Strategic goals are a central feature of the Strategic Plan. These are established to find ways to address the strategic issues now and into the foreseeable future. If a solution is found, and there is an on-going need to address the issue, this will occur through the City's on-going service delivery system. At that time, the issue will no longer be identified as a strategic goal.

HOW THE STRATEGIC PLAN IS DEVELOPED

The Strategic Plan is developed through an annual process that involves the City Council and City professional staff in facilitated, collaborative working sessions. The process is completed early each year so that the Strategic Plan can be incorporated into the City's budget.

The plan is a document comprised of the City's mission, vision and core values statements, the strategic goals and objectives for the next planning period and detailed work plans that will accomplish the goals.

Strategic goals are identified based on the knowledge and understanding that each participant in the process has about what is of strategic importance to the community. City Council members are elected by the residents to govern and represent their needs and interests. They bring the perspective of the residents and business of the community. Professional City staff members are trained in local government management and services. They bring the perspective of how to address the complex issues that are of concern. Through the strategic planning work sessions, these two unique perspectives come together to identify the areas of focus for the next planning period.

THE STRATEGIC PLAN PROCESS

The key steps to the process are listed below.

City Council Mini-Retreat. City Council, City Manager and City Attorney brainstorm the current community issues of strategic importance. This is a public meeting.

City Council and City Management Team Retreat. This is a facilitated, collaborative working session. The participants review accomplishments from last year; review the City's mission, vision and values to ensure relevance; check the status of current strategic plan issues and progress; and identify new strategic issues to work on for the next year and possibly beyond. Council strategic goals and objectives are established at a high level through this process. The "handoff"



is given to City staff to work through the details by refining the goals and objectives and developing work plans to achieve Council's strategic goals. This is a public meeting.

City Management Team Retreat. This facilitated, collaborative working session with the City's management team is designed to refine the strategic goals, develop objectives to achieve each goal and establish work plans that identify specific tasks, set timelines and assign responsibility for accomplishment. This is an internal staff meeting.

Council Adoption of Strategic Plan and Progress Updates. After all work sessions are complete, a final Strategic Plan is agendaized for Council adoption at a regularly scheduled Council meeting. City staff then periodically updates Council on the progress of strategic goals during future Council meetings. All of these Council meetings are public meetings.

MISSION

The City of San Carlos provides high-quality services and facilities to its residents in a sustainable, transparent, responsive and friendly manner to foster a safe and healthy community now and in the future.

VISION

The City of San Carlos will continue to move with confidence into the future as a desirable, vibrant, inclusive and business friendly community, admired by all as a great place to live, learn, work and play.

CORE VALUES

Not in priority order

- *Fostering a safe, diverse, welcoming and engaged community*
- *Ensuring fiscal responsibility and the sustainability of San Carlos' resources, infrastructure and social/cultural environment*
- *Protecting our physical environment from the threats of climate change*
- *Recognizing and respecting the needs and challenges of the community*
- *Demonstrating high ethical and professional standards, including high quality customer service*
- *Exhibiting the character and qualities of San Carlos by thinking strategically, remaining proactive, and planning for the future*
- *Supporting the well-being of employees, investing in their development, and aligning staffing and resources with the demand for City services*

2020 STRATEGIC GOALS AND OBJECTIVES

1. **Eastside Planning Initiative:** *The City of San Carlos will be proactive in planning for future changes in land use, transportation and economic development, including proposed market driven development projects and the assessment of potential impacts and opportunities.*

Objective #1: Prepare a plan to address changes in development patterns and the influx of jobs.



- 2. Housing:** *The City of San Carlos will actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels.*

Objective #1: Increase the number of Below Market Rate (BMR) housing units to meet local and regional housing requirements (e.g.: regional collaboration, grant programs, acquisition and new development).

Objective #2: Study land use and other regulatory options to increase all types of housing.

Objective #3: Engage the community in dialogue about housing needs, challenges and opportunities.

Objective #4: Facilitate completion of projects currently underway.

- 3. Mobility, Traffic and Transportation Infrastructure:** *The City of San Carlos will actively pursue plans and strategies for improving mobility, traffic, parking, transportation infrastructure, and street maintenance while encouraging alternative modes of transportation to provide efficient, safe and effective movement throughout the city.*

Objective #1: Identify and implement alternative modes of transportation (non-vehicular) to improve traffic flow and parking.

Objective #2: Identify and implement city-wide street and intersection projects and initiatives to improve traffic flow and parking.

Objective #3: Develop community education, reporting, outreach and information tools.

Objective #4: Identify and implement enhanced traffic and pedestrian safety opportunities.

Objective #5: Facilitate completion of projects currently underway.

- 4. Childcare and Youth Programming:** *The City of San Carlos will encourage and support the creation of childcare facilities and promote access to youth programming.*

Objective #1: Increase access to childcare facilities.

Objective #2: Address the community's needs for youth programming.

- 5. Wildfire, Public Safety and Emergency Planning:** *The City of San Carlos will continue to prepare for public safety emergencies, such as wildfire, earthquake, flood, power outage, school safety and other potential community emergencies by developing and implementing risk mitigation and reduction strategies.*

Objective #1: To reduce the risk and threat of wildfire and prepare the community for such an event.

Objective #2: Update emergency plans and policies.



Objective #3: Prepare for PG&E's Public Safety Power Shutoff (PSPS) program implementation.

6. **Climate Change:** *The City of San Carlos will support sustainability initiatives and address climate change.*

Objective #1: Prepare a Climate Mitigation and Adaptation Plan.

For a full review of the City's Strategic Plan, please visit the City website at www.cityofsancarlos.org

**DISTINGUISHED BUDGET AWARD FOR FISCAL YEARS 2018-20**

The Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The City of San Carlos has received this award for several years, including the FY 2018-20 Budget.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of San Carlos
California**

For the Biennium Beginning

July 1, 2018*Christopher P. Morrill*

Executive Director



COMMUNITY SURVEYS

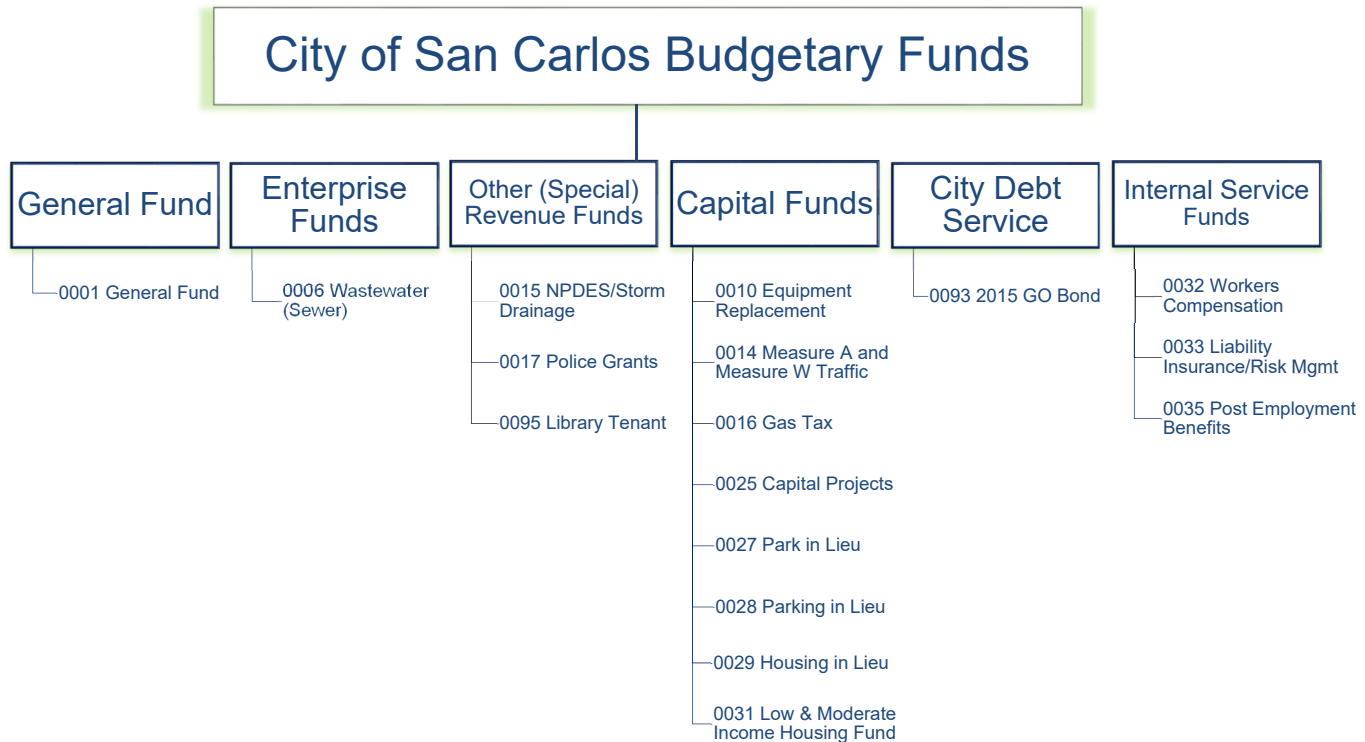
The City of San Carlos conducts a bi-annual Community Satisfaction Survey, as well as other periodic city-wide surveys, with the help of independent scientific-research firms. These surveys help inform City Staff and Council as the City makes decision about programs and projects in the City of Good Living.

Throughout the budget book, there are multiple references to the survey. A complete copy of the 2020 Community Satisfaction Survey can be found on the City website at:

<https://www.cityofsancarlos.org/residents/community-surveys>.



City of San Carlos Fund Structure



Fund Descriptions:

0001 **General Fund** – The General Fund is the primary operating fund of the City and is used to account for most day-to-day activities. Revenue sources include (but are not limited to) property tax, sales tax, transient occupancy tax, current fees for services and business registration.

0006 **Enterprise Fund** – The Enterprise Fund or Wastewater (Sewer) Fund is used to account for City operations that are financed and operated like private business enterprises. The Sewer Fund is used to account for sewage treatment, transmission, major replacements and improvements to the City's sewer system.



Other (Special) Revenue Funds – Revenue funds are used to account for revenue sources for which expenditures are restricted, by law or administrative action, to specific purposes.

0015 NPDES/Storm Drainage – This fund is used to account for revenues received from assessments levied by the county on property and disburses funds in compliance with the provisions of the National Pollutant Discharge Elimination System (NPDES).

0017 Police Grants – This fund is used to account for grant activities and services paid for and reimbursed by grant funding. This fund includes grants from the following funding sources:

- Supplemental Law Enforcement Services Funds (SLESF) – Under the SLESF program (commonly referred to as the Community-Oriented Policing Services, or COPS grant), cities and counties receive state funds to augment public safety expenditures.
- Office of Traffic and Safety (OTS) state funding – This program funds a variety of traffic related projects including equipment, personnel and overhead reimbursement.

0095 Library Tenant – This fund is used to track rents and other tenant activities in the San Carlos Library.

Capital Funds – The Capital Funds are used to account for the acquisition or construction of major capital improvements other than those financed by the Wastewater Fund.

0010 Equipment Replacement – This fund is used to account for the anticipated replacement of general equipment and inventory needs. Some of the items included in this fund are vehicles, park equipment and computers and networking equipment. The source of funding for replacement is the General Fund.

0014 Measure A and Measure W Traffic – This fund is used to account for the City's share of a one-half cent sales tax restricted for transportation purposes. The revenue received is used to augment capital projects in the Gas Tax fund.

0016 Gas Tax – This fund is used to account for revenue received and expended under the State of California, Street and Highways Code Sections 2103, 2015, 2106, 2107 and 2107.5. These revenues must be expended for maintenance or construction of streets.



0025 Capital Projects – This fund is used to account for general capital projects including building construction, technology purchases and other infrastructure needs. The main source of revenue comes from the General Fund.

0027 Park In Lieu – This fund is used to account for development fees collected and used to finance the acquisition and construction of City parks.

0028 Parking in Lieu – This fund is used to account for fees charged to business in lieu of required parking. These revenues are used to pay for parking lot improvements and repairs.

0029 Housing in Lieu – This fund is used to account for development fees and other housing-related resources that must be used to finance affordable housing for City residents.

0031 Low and Moderate Income Housing Fund – This fund is used to account for the housing activities assumed by the City when the former redevelopment agency was dissolved.

0093 *City Debt Service Fund* – The Debt Service Fund is used to account for the accumulation of annual tax levies earmarked for payment of principal and interest on the 2015 General Obligation Bonds that were used to finance the construction of the San Carlos Library.

Internal Service Funds – The Internal Service Funds are used to account for special activities and services performed by a designated department for other departments on a cost reimbursement basis.

0032 Workers Compensation – This fund is used to account for activities related to Workers' Compensation claims and the premiums for coverage.

0033 Liability Insurance/Risk Management – This fund is used to account for activities related to general liability claims against the City and premiums for coverage above the City's risk retention level.

0035 Post-Employment Benefits – This fund is used to account for activities related to longevity and healthcare benefits for retired employees.



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**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****AUDITED FISCAL YEAR 2018-19 BALANCES**

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2019 Balance
0001	General - Unappropriated	36,454,262	(38,932,022)	3,344,300	(1,155,450)	(288,910)	2,888,219
0001	General - Restricted	10,676,495	-	-	(1,500,000)	9,176,495	35,549,980
0001	General -TOTAL	47,130,757	(38,932,022)	3,344,300	(2,655,450)	8,887,585	38,438,199
0006	Wastewater - Unrestricted	18,202,365	(10,331,020)	527,500	(3,197,125)	5,201,720	15,775,511
0006	Wastewater - Inv in SVCW	-	(321,402)	-	-	(321,402)	6,145,323
0006	Wastewater - Inv in Capital Assets	305,330	-	-	-	305,330	31,475,466
0006	Wastewater TOTAL	18,507,695	(10,652,422)	527,500	(3,197,125)	5,185,648	53,396,300
0017	Grants-Police - Restricted	154,100	(100,000)	-	(50,000)	4,100	277,665
0010	Equipment Replacement	-	(818,392)	635,000	-	(183,392)	3,058,961
0014	Measure A and Measure W Tax - Restricted	961,772	(89,575)	-	(800,000)	72,197	649,123
0016	Gas Tax - Restricted	1,599,622	(1,079,864)	800,000	(450,600)	869,159	1,377,079
0025	General Fund Capital Improvement	5,252,979	(3,548,720)	1,800,000	-	3,504,259	29,151,579
0027	Park In Lieu - Restricted	680,163	-	-	-	680,163	3,167,105
0028	Parking In Lieu Fee	24,662	-	-	-	24,662	172,713
0029	Affordable Housing in Lieu-Restrict.	2,721,368	(158,848)	-	(48,000)	2,514,520	7,732,700
0031	Low-Mod Housing Asset - Restricted	177,427	(99,494)	-	-	77,933	7,306,736
0093	Library - Bond Service	492,211	(373,435)	-	-	118,776	956,070
0095	Library - Tenant Imp.	330,132	(299,085)	-	-	31,047	1,745,123
	Library Total	822,343	(672,520)	-	-	149,823	2,701,193
Operating & Capital Improvement Totals		78,032,888	(56,151,856)	7,106,800	(7,201,175)	21,786,657	147,429,353
0015	NPDES - Storm Drain Maint.	701,641	(86,947)	-	(547,300)	67,394	490,003
0032	Work Comp - Unrestricted	5,476	(77,347)	164,150	(92,900)	(621)	179,759
0033	Liability Insurance	19,733	(589,586)	699,325	(128,900)	572	468,637
0035	Post-employment Benefits	907,153	(873,000)	-	-	34,153	361,735
	Internal Service Funds Total	932,362	(1,539,933)	863,475	(221,800)	34,104	1,010,131
Other Funds Total		1,634,003	(1,626,880)	863,475	(769,100)	101,498	1,500,134
GRAND TOTAL		79,666,891	(57,778,736)	7,970,275	(7,970,275)	21,888,155	148,929,487

**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****REVISED FISCAL YEAR 2019-20 BALANCES**

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2020 Est Balance
0001	General - Unappropriated	43,327,700	(46,457,100)	3,410,700	(1,676,600)	(1,395,300)	1,492,919
0001	General - Restricted		(9,000,000)	-	(500,000)	(9,500,000)	26,049,980
0001	General -TOTAL	43,327,700	(55,457,100)	3,410,700	(2,176,600)	(10,895,300)	27,542,899
0006	Wastewater - Unrestricted	19,502,000	(16,886,007)	541,800	(3,568,200)	(410,407)	15,365,105
0006	Wastewater - Inv in SVCW						6,145,323
0006	Wastewater - Inv in Capital Assets			-		-	31,475,466
0006	Wastewater TOTAL	19,502,000	(16,886,007)	541,800	(3,568,200)	(410,407)	52,985,894
0017	Grants-Police - Restricted	108,200	(100,000)	-	-	8,200	285,865
0010	Equipment Replacement	-	(717,743)	649,300	-	(68,443)	2,990,518
0014	Measure A and Measure W Tax - Restricted	1,115,000	(123,100)	-	(850,000)	141,900	791,023
0016	Gas Tax - Restricted	2,166,700	(3,489,762)	975,000	(506,200)	(854,262)	522,817
0025	General Fund Capital Improvement	26,547,814	(46,150,450)	2,200,000	(451,000)	(17,853,636)	11,297,943
0027	Park In Lieu - Restricted	328,600	(1,223,928)	-	(1,200,000)	(2,095,328)	1,071,777
0028	Parking In Lieu Fee	4,100	(74,800)	-	-	(70,700)	102,013
0029	Affordable Housing in Lieu-Restrict.	3,816,000	(4,164,499)	326,000	(49,000)	(71,499)	7,661,201
0031	Low-Mod Housing Asset - Restricted	48,600	(7,322,290)	-	-	(7,273,690)	33,046
0093	Library - Bond Service	395,900	(394,400)	-	-	1,500	957,570
0095	Library - Tenant Imp.	291,500	(530,456)	-	-	(238,956)	1,506,167
	Library Total	687,400	(924,856)	-	-	(237,456)	2,463,737
Operating & Capital Improvement Totals		97,652,114	(136,634,534)	8,102,800	(8,801,000)	(39,680,620)	107,748,733
0015	NPDES - Storm Drain Maint.	679,500	(117,900)	-	(561,800)	(200)	489,803
0032	Work Comp - Unrestricted	-	(202,000)	297,200	(94,700)	500	180,259
0033	Liability Insurance	38,700	(1,095,800)	1,188,900	(131,400)	400	469,037
0035	Post-employment Benefits	907,100	(920,100)	-	-	(13,000)	348,735
	Internal Service Funds Total	945,800	(2,217,900)	1,486,100	(226,100)	(12,100)	998,031
Other Funds Total		1,625,300	(2,335,800)	1,486,100	(787,900)	(12,300)	1,487,834
GRAND TOTAL		99,277,414	(138,970,334)	9,588,900	(9,588,900)	(39,692,920)	109,236,567

**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****PROJECTED FISCAL YEAR 2019-20 BALANCES**

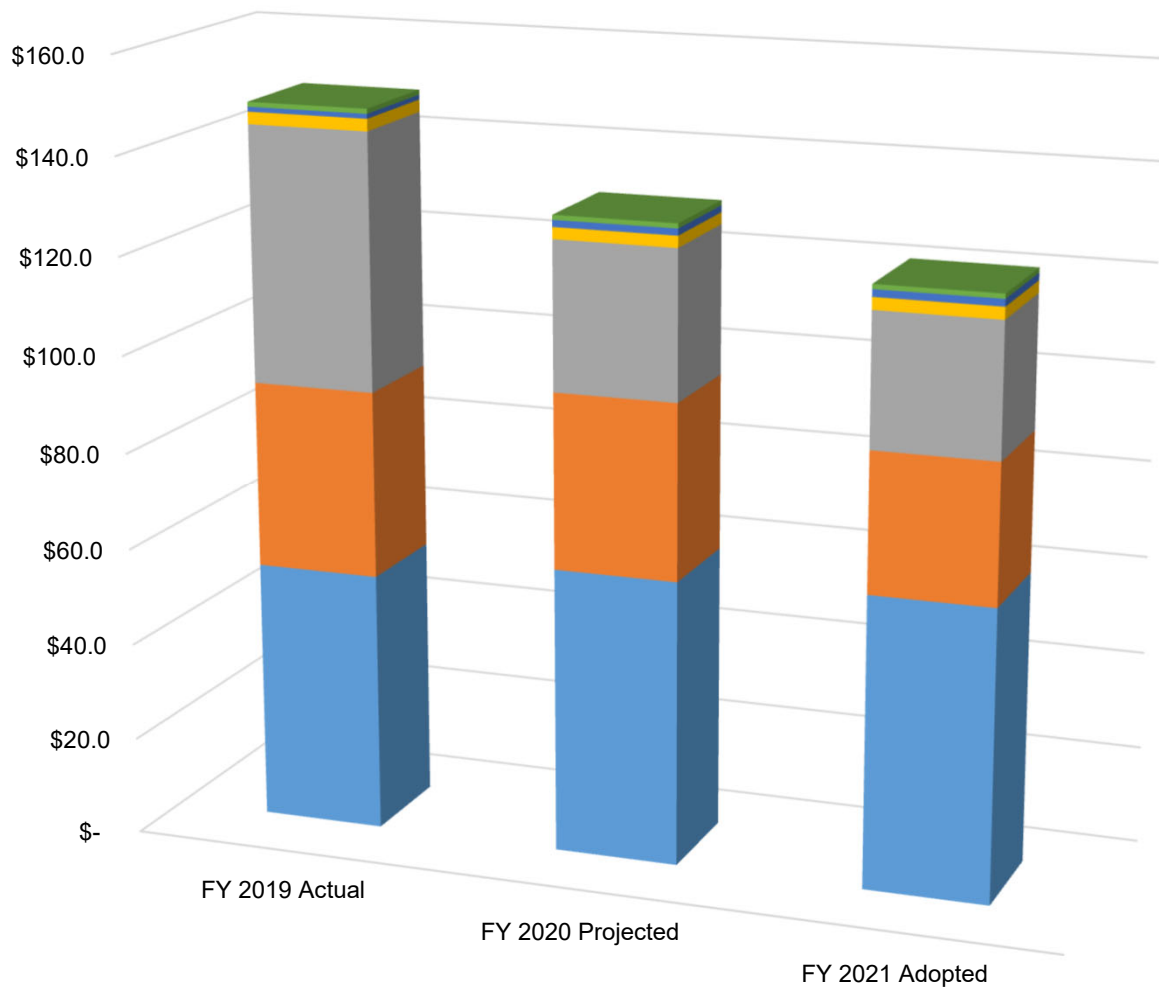
Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2020 Balance
0001	General - Unappropriated	46,958,055	(48,677,315)	3,410,700	(1,676,600)	14,840	2,903,059
0001	General - Restricted	1,000,000	(2,643,547)	-	(500,000)	(2,143,547)	33,406,433
0001	General -TOTAL	47,958,055	(51,320,862)	3,410,700	(2,176,600)	(2,128,707)	36,309,492
0006	Wastewater - Unrestricted	20,360,300	(13,303,999)	541,800	(3,568,200)	4,029,901	19,805,413
0006	Wastewater - Inv in SVCW	1,420,305				1,420,305	7,565,628
0006	Wastewater - Inv in Capital Assets			-		-	31,475,466
0006	Wastewater TOTAL	21,780,605	(13,303,999)	541,800	(3,568,200)	5,450,206	58,846,507
0017	Grants-Police - Restricted	161,200	(100,000)	-	-	61,200	338,865
0010	Equipment Replacement	-	(211,800)	649,300	-	437,500	3,496,461
0014	Measure A and Measure W Tax - Restricted	1,293,200	(90,350)	-	(850,000)	352,850	1,001,973
0016	Gas Tax - Restricted	1,594,130	(2,378,281)	975,000	(506,200)	(315,351)	1,061,728
0025	General Fund Capital Improvement	28,233,114	(45,320,166)	2,200,000	(451,000)	(15,338,052)	13,813,527
0027	Park In Lieu - Restricted	304,000	(1,223,928)	-	(1,200,000)	(2,119,928)	1,047,177
0028	Parking In Lieu Fee	151,700	(70,000)	-	-	81,700	254,413
0029	Affordable Housing in Lieu-Restrict.	4,283,000	(3,840,299)	326,000	(49,000)	719,701	8,452,401
0031	Low-Mod Housing Asset - Restricted	1,293,200	(7,233,290)	-	-	(5,940,090)	1,366,646
0093	Library - Bond Service	448,900	(394,300)	-	-	54,600	1,010,670
0095	Library - Tenant Imp.	316,000	(497,856)	-	-	(181,856)	1,563,267
	Library Total	764,900	(892,156)	-	-	(127,256)	2,573,937
Operating & Capital Improvement Totals		107,817,104	(125,985,131)	8,102,800	(8,801,000)	(18,866,227)	128,563,126
0015	NPDES - Storm Drain Maint.	705,800	(90,760)	-	(561,800)	53,240	543,243
0032	Work Comp - Unrestricted	12,000	(119,850)	297,200	(94,700)	94,650	274,409
0033	Liability Insurance	51,150	(854,200)	1,188,900	(131,400)	254,450	723,087
0035	Post-employment Benefits	981,100	(920,100)	-	-	61,000	422,735
	Internal Service Funds Total	1,044,250	(1,894,150)	1,486,100	(226,100)	410,100	1,420,231
Other Funds Total		1,750,050	(1,984,910)	1,486,100	(787,900)	463,340	1,963,474
GRAND TOTAL		109,567,154	(127,970,041)	9,588,900	(9,588,900)	(18,402,887)	130,526,600

**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****ADOPTED FISCAL YEAR 2020-21 BALANCES**

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2021 Est Balance
0001	General - Unappropriated	41,015,550	(43,400,765)	3,768,500	(1,245,800)	137,485	3,040,544
0001	General - Restricted		(2,000,000)	-	(5,500,000)	(7,500,000)	25,906,433
0001	General -TOTAL	41,015,550	(45,400,765)	3,768,500	(6,745,800)	(7,362,515)	28,946,977
0006	Wastewater - Unrestricted	20,318,200	(15,702,250)	449,700	(3,707,500)	1,358,150	21,163,563
0006	Wastewater - Inv in SVCW						7,565,628
0006	Wastewater - Inv in Capital Assets			-		-	31,475,466
0006	Wastewater TOTAL	20,318,200	(15,702,250)	449,700	(3,707,500)	1,358,150	60,204,657
0017	Grants-Police - Restricted	144,300	(150,000)	-	-	(5,700)	333,165
0010	Equipment Replacement	-	(313,000)	295,000	-	(18,000)	3,478,461
0014	Measure A and Measure W Tax - Restricted	1,111,650	(90,300)	-	(1,438,750)	(417,400)	584,573
0016	Gas Tax - Restricted	1,629,700	(4,775,000)	6,063,750	(964,800)	1,953,650	3,015,378
0025	General Fund Capital Improvement	3,465,500	(8,804,000)	1,515,000	(125,000)	(3,948,500)	9,865,027
0027	Park In Lieu - Restricted	452,400	-	-	-	452,400	1,499,577
0028	Parking In Lieu Fee	6,300	-	-	-	6,300	260,713
0029	Affordable Housing in Lieu-Restrict.	500,800	(1,474,800)	-	(100,000)	(1,074,000)	7,378,401
0031	Low-Mod Housing Asset - Restricted	114,700	(137,000)	-	(100,000)	(122,300)	1,244,346
0093	Library - Bond Service	333,400	(429,100)	-	-	(95,700)	914,970
0095	Library - Tenant Imp.	252,700	(289,500)	-	-	(36,800)	1,526,467
	Library Total	586,100	(718,600)	-	-	(132,500)	2,441,437
Operating & Capital Improvement Totals		69,345,200	(77,565,715)	12,091,950	(13,181,850)	(9,310,415)	119,252,711
0015	NPDES - Storm Drain Maint.	699,600	(113,800)	-	(457,000)	128,800	672,043
0032	Work Comp - Unrestricted	3,000	(182,000)	274,400	(97,500)	(2,100)	272,309
0033	Liability Insurance	43,200	(1,402,900)	1,505,300	(135,300)	10,300	733,387
0035	Post-employment Benefits	1,017,000	(913,000)	-	-	104,000	526,735
	Internal Service Funds Total	1,063,200	(2,497,900)	1,779,700	(232,800)	112,200	1,532,431
Other Funds Total		1,762,800	(2,611,700)	1,779,700	(689,800)	241,000	2,204,474
GRAND TOTAL		71,108,000	(80,177,415)	13,871,650	(13,871,650)	(9,069,415)	121,457,185



FUND BALANCE STATUS 3-YEAR TREND (IN MILLIONS)



	FY 2019 Actual	FY 2020 Projected	FY 2021 Adopted
City Debt Service	\$1.0	\$1.0	\$1.0
Internal Service Funds	\$1.0	\$1.4	\$1.5
Special Revenue Funds	\$2.5	\$2.4	\$2.5
Capital Funds	\$52.6	\$30.5	\$27.3
General Fund	\$38.4	\$36.3	\$28.9
Enterprise Fund	\$53.4	\$58.8	\$60.2



SUMMARY OF SOURCES AND USES BY FUND TYPE

FY 2020-21

REVENUES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
BUSINESS REGISTRATION	871,200	-
CHARGES FOR CURRENT SERVICES	3,286,000	-
FINES & FORFEITURES	292,100	-
FROM OTHER AGENCIES	5,000	-
LICENSES & PERMITS	1,782,700	-
OTHER REVENUE	512,900	20,038,500
OTHER TAX	1,922,800	-
PROPERTY TAX	15,234,400	-
SALES TAX	9,621,700	-
TRANSIENT OCCUPANCY TAX	625,000	-
PAMF TARGET REVENUE	806,450	-
USE OF MONEY & PROPERTY	2,955,300	279,700
VEHICLE IN LIEU	3,100,000	-
TOTAL REVENUES	41,015,550	20,318,200

EXPENDITURES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
GENERAL GOVERNMENT	8,925,495	-
COMMUNITY DEVELOPMENT	5,942,095	-
PUBLIC SAFETY	21,339,200	-
PUBLIC WORKS	6,584,625	-
PARK & RECREATION	2,609,350	-
SEWER OPERATIONS	-	7,083,400
EQUIPMENT REPLACEMENT	-	-
OPERATING	-	-
CONSTRUCTION	-	5,214,650
DEBT SERVICE	-	3,404,200
TOTAL EXPENDITURES	45,400,765	15,702,250

TRANSFERS	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
ALLOCATIONS IN FOR OVERHEAD	3,135,100	449,700
GENERAL TRANSFERS IN	633,400	-
ALLOCATIONS OUT FOR OVERHEAD	(435,800)	(3,074,100)
GENERAL TRANSFERS OUT	(6,310,000)	(633,400)
TOTAL TRANSFERS AND ALLOCATIONS	(2,977,300)	(3,257,800)

NET CHANGES - SOURCES (USES)	(7,362,515)	1,358,150
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EST AVAILABLE BEGINNING BALANCES	36,309,492	58,846,507
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ESTIMATED ENDING FUND BALANCE	\$ 28,946,977	\$ 60,204,657
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SUMMARY OF SOURCES AND USES BY FUND TYPE

FY 2020-21

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2021 TOTALS
-	-	-	-	871,200
-	-	-	-	3,286,000
-	-	-	-	292,100
-	-	-	-	5,000
-	-	-	-	1,782,700
1,096,600	7,281,050	-	1,063,200	29,992,250
-	-	-	-	1,922,800
-	-	333,400	-	15,567,800
-	-	-	-	9,621,700
-	-	-	-	625,000
-	-	-	-	806,450
-	-	-	-	3,235,000
-	-	-	-	3,100,000
1,096,600	7,281,050	333,400	1,063,200	71,108,000

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2021 TOTALS
-	-	-	-	8,925,495
-	-	-	-	5,942,095
-	-	-	-	21,339,200
-	-	-	-	6,584,625
-	-	-	-	2,609,350
-	-	-	-	7,083,400
-	313,000	-	-	313,000
553,300	1,702,100	-	2,497,900	4,753,300
-	13,579,000	-	-	18,793,650
-	-	429,100	-	3,833,300
553,300	15,594,100	429,100	2,497,900	80,177,415

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2021 TOTALS
-	-	-	1,779,700	5,364,500
-	7,873,750	-	-	8,507,150
(457,000)	(1,164,800)	-	(232,800)	(5,364,500)
-	(1,563,750)	-	-	(8,507,150)
(457,000)	5,145,200	-	1,546,900	-
86,300	(3,167,850)	(95,700)	112,200	(9,069,415)

2,445,375	30,494,326	1,010,670	1,420,231	130,526,600
\$ 2,531,675	\$ 27,326,476	\$ 914,970	\$ 1,532,431	\$ 121,457,185



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CITY OF SAN CARLOS
GENERAL FUND SUMMARY
BUDGET AND FORECASTS

	FY 2019 REVISED	FY 2019 AUDITED	FY 2020 REVISED	FY 2020 PROJECTED	FY 2021 ADOPTED	FY 2022 FORECASTED	FY 2023 FORECASTED	FY 2024 FORECASTED	FY 2025 FORECASTED
ESTIMATED BEGINNING FUND BAL									
Unrestricted	\$ 3,177,129	\$ 3,177,129	\$ 2,888,220	\$ 2,888,220	\$ 2,903,059	\$ 3,040,544	\$ 1,464,882	\$ 1,527,482	\$ 2,319,782
Reserved or restricted	26,373,485	26,373,485	35,549,980	35,549,980	33,406,433	25,906,433	25,867,695	23,665,795	21,975,795
TOTAL BEGINNING FUND BALANCE	\$ 29,550,614	\$ 29,550,614	\$ 38,438,200	\$ 38,438,200	\$ 36,309,492	\$ 28,946,977	\$ 27,332,577	\$ 25,193,277	\$ 24,295,577
Business Registration	873,600	1,019,428	909,300	999,200	871,200	912,300	939,700	967,900	996,900 (a)
Charges for Current Services	4,700,300	4,120,362	4,327,900	3,849,540	3,286,000	4,034,600	4,115,300	4,218,200	4,323,700 (b)
Fines & Forfeitures	261,200	293,848	271,200	262,500	292,100	297,900	303,900	310,000	316,200 (c)
From Other Agencies	15,300	28,117	15,600	86,500	5,000	5,100	5,200	5,300	5,400 (d)
Licenses & Permits	1,750,700	2,218,971	1,529,900	2,187,900	1,782,700	1,836,200	1,891,300	1,948,000	2,006,400 (e)
Other Revenue	677,500	944,561	628,600	789,595	512,900	523,200	533,700	544,400	555,300 (f)
Other Tax	1,945,900	1,914,522	1,983,900	1,990,000	1,922,800	1,951,600	1,990,600	2,030,400	2,071,000 (g)
Property Tax	11,488,300	13,579,103	12,191,000	14,351,000	15,234,400	15,996,100	16,635,900	17,301,300	17,993,400 (h)
Sales Tax	11,043,100	11,981,838	11,430,000	11,366,320	9,621,700	10,314,100	10,520,400	10,730,800	10,945,400 (i)
Transient Occupancy Tax	2,595,900	3,123,042	3,200,000	2,461,400	625,000	1,875,000	3,300,000	4,500,000	4,600,000 (j)
Use of Money & Property	2,733,700	3,575,383	2,353,600	4,227,400	2,955,300	2,914,400	2,972,700	3,032,200	3,092,800 (k)
PAMF Project	767,500	767,594	786,700	786,700	806,450	826,600	847,300	868,500	890,174 (l)
Vehicle in Lieu	3,300,000	3,563,988	3,700,000	3,600,000	3,100,000	3,162,000	3,256,900	3,354,600	3,455,200 (m)
TOTAL REVENUES	42,153,000	47,130,757	43,327,700	46,958,055	41,015,550	44,649,100	47,312,900	49,811,600	51,251,874
EXPENDITURES									
Salaries & Benefits	13,327,703	11,348,598	14,139,200	12,718,395	13,164,075	13,940,600	14,498,200	15,078,100	15,681,200 (n)
Public Safety Legacy Obligations	3,646,800	3,529,885	3,428,700	3,370,700	3,857,600	3,946,800	3,946,800	3,946,800	3,946,800 (o)
Operating Expenditures	27,740,160	24,003,548	30,715,300	28,114,967	28,219,590	29,798,400	30,990,300	32,229,900	33,519,100 (p)
Capital Outlay	676,600	49,991	173,900	116,800	159,500	163,500	167,600	171,800	176,100 (q)
TOTAL EXPENDITURES	45,391,263	38,932,022	48,457,100	44,320,862	45,400,765	47,849,300	49,602,900	51,426,600	53,323,200
TRANSFERS									
General Transfers In From Other Funds	597,100	597,100	609,000	609,000	633,400	658,700	685,000	712,400	740,900
Allocations In From Other Funds	2,747,200	2,747,200	2,801,700	2,801,700	3,135,100	3,197,800	3,261,800	3,327,000	3,393,500
Allocations Out to Other Funds	(517,300)	(270,450)	(527,300)	(527,300)	(435,800)	(444,500)	(453,400)	(462,500)	(471,800)
General Transfers out	(885,000)	(885,000)	(1,149,300)	(1,149,300)	(810,000)	(826,200)	(842,700)	(859,600)	(876,800)
TOTAL TRANSFERS (NET)	\$ 1,942,000	\$ 2,188,850	\$ 1,734,100	\$ 1,734,100	\$ 2,522,700	\$ 2,585,800	\$ 2,650,700	\$ 2,717,300	\$ 2,785,800
USE OF RESERVES					\$ 2,000,000				
TOTAL CHANGE IN OPERATING FUNDS	\$ (1,296,263)	\$ 10,387,585	\$ (3,395,300)	\$ 4,371,293	\$ 137,485	\$ (614,400)	\$ 360,700	\$ 1,102,300	\$ 714,474
OTHER SOURCES (USES) OF FUNDS									
Transfer Capital Reserve to Fund 25	(1,500,000)	(1,500,000)	(500,000)	(500,000)	(5,500,000)	(1,000,000)	(2,500,000)	(2,000,000)	(2,000,000)
One-time paydown of Unfunded			(7,000,000)	(7,000,000)					
One-time use of Reserves					(2,000,000)				
One-time funding PG&E Settlement				1,000,000					
TOTAL OTHER SOURCES (USES) OF FUNDS	(1,500,000)	(1,500,000)	(7,500,000)	(6,500,000)	(7,500,000)	(1,000,000)	(2,500,000)	(2,000,000)	(2,000,000)
NET CHANGE IN FUND BALANCE	\$ (2,796,263)	\$ 8,887,585	\$ (10,895,300)	\$ (2,128,707)	\$ (7,362,515)	\$ (1,614,400)	\$ (2,139,300)	\$ (897,700)	\$ (1,285,526)
GENERAL FUND BALANCE									
Unrestricted	\$ 1,439,523	\$ 2,888,220	\$ 1,492,920	\$ 2,903,059	\$ 3,040,544	\$ 1,464,882	\$ 1,527,482	\$ 2,319,782	\$ 2,711,856
Non-spendable Fund Balance	607,633	398,241	398,241	203,543	203,543	200,000	200,000	200,000	200,000
Economic Uncertainty Reserve	7,173,900	6,618,444	6,618,444	9,169,595	7,169,595	8,134,400	8,432,500	8,742,500	9,064,900
Strategic Property Reserve	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795
PG&E Endowment	2,000,000	2,000,000	-	-	-	-	-	-	-
Assigned Fund Balance	-	-	-	-	-	-	-	-	-
Unfunded Liabilities	2,000,000	7,000,000	-	-	-	-	-	-	-
Facilities and Infrastructure	6,341,500	12,341,500	11,841,500	16,841,500	11,341,500	10,341,500	7,841,500	5,841,500	3,841,500
Reserved or restricted	25,314,828	35,549,980	26,049,980	33,406,433	25,906,433	25,867,695	23,665,795	21,975,795	20,298,195
TOTAL ENDING FUND BALANCE	\$ 26,754,351	\$ 38,438,199	\$ 27,542,900	\$ 36,309,492	\$ 28,946,977	\$ 27,332,577	\$ 25,193,277	\$ 24,295,577	\$ 23,010,051

(a) Business Registration revenues in FY 21 assume some businesses will not renew as a result of the Shelter in Place (SIP) orders and the downturn in the economy. FY 22 and beyond reflect a gradual return.

(b) Current Charges for Services in FY 21 reflects decreases expected from the pandemic. FY 22 and beyond assume a vaccine has been developed and our recreation programming can return.

(c) Fines and Forfeiture revenues in FY 21 and beyond reflect annual inflationary increases.

(d) From Other Agencies is revenue received from grant funding which can vary from year to year.

(e) Licenses and Permit revenue can fluctuate from year to year based on the timing of large development. Future years assume inflationary increases.

(f) Other Revenues include cost reimbursements, donations and other miscellaneous receipts. FY 21 assumes the end of the Commuter Shuttle program. Future years include inflationary increases.

(g) Other taxes include franchise taxes from utilities and the forecasts are based on trend data.

(h) Property tax projections are developed in conjunction with our third party consultants. Revenues can vary from year to year if large developments are added to the assessed property roll.

(i) Sales tax projections in FY 21 assume a drop in the economy as a result of the pandemic. Future years anticipate a slow recovery.

(j) Transient Occupancy Tax projections assume a very large decrease in FY 20 as a result of the pandemic and historically low occupancy rates. Future years assume a return to business travel.

(k) Other Uses of Money and Property include investment income as well as lease income from property and digital billboards. Future years assume interest rates will be held low until the economy can recover.

(l) Palo Alto Medical Foundation (PAMF) revenues are forecasted based on contracted amounts.

(m) Vehicle in Lieu revenue projections are forecasted based on information from our third party consultants as well as the County of San Mateo.

(n) Salaries and benefits in FY 21 reflect the position cuts that were proposed to balance the budget. Future years assume cost increases for pension and health care.

(o) Public Safety Obligations include costs related to the Belmont San Carlos Fire Department (BCSFD) totaling \$3.25m/yr which CalPERS shows as paid off effective 6/2033.

(p) Operating expenses projections include known increases based on contractual obligations with our Public Safety contracts as well as inflationary assumptions.

(q) Capital outlay projections include normal inflationary increases.



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**GENERAL FUND SUMMARY**

REVENUES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	873,600	1,019,428	909,300	999,200	871,200
CHARGES FOR CURRENT SERVICES	4,700,300	4,120,362	4,327,900	3,849,540	3,286,000
FINES & FORFEITURES	261,200	293,848	271,200	262,500	292,100
FROM OTHER AGENCIES	15,300	28,117	15,600	86,500	5,000
LICENSES & PERMITS	1,750,700	2,218,971	1,529,900	2,187,900	1,782,700
OTHER REVENUE	677,500	944,561	628,600	789,595	512,900
OTHER TAX	1,945,900	1,914,522	1,983,900	1,990,000	1,922,800
PROPERTY TAX	11,488,300	13,579,103	12,191,000	14,351,000	15,234,400
SALES TAX	11,043,100	11,981,838	11,430,000	11,366,320	9,621,700
TRANSIENT OCCUPANCY TAX	2,595,900	3,123,042	3,200,000	2,461,400	625,000
PAMF TARGET REVENUE	767,500	767,594	786,700	786,700	806,450
USE OF MONEY & PROPERTY	2,733,700	3,575,383	2,353,600	4,227,400	2,955,300
VEHICLE IN LIEU	3,300,000	3,563,988	3,700,000	3,600,000	3,100,000
TOTAL REVENUES	42,153,000	47,130,757	43,327,700	46,958,055	41,015,550
ONE-TIME REVENUE	-	-	-	1,000,000	-
EXPENDITURES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
GENERAL GOVERNMENT	4,214,763	3,081,046	6,325,700	6,077,577	4,437,195
ADMINISTRATIVE SERVICES	4,654,100	3,888,499	4,735,200	4,385,655	4,488,300
COMMUNITY DEVELOPMENT	6,306,500	4,103,794	6,021,600	4,972,795	5,942,095
POLICE DEPARTMENT	10,034,900	9,780,567	10,712,400	10,368,600	10,630,000
FIRE DEPARTMENT	10,201,200	9,686,942	10,122,600	9,894,175	10,709,200
PUBLIC WORKS	6,387,100	5,442,290	6,829,700	5,764,510	6,584,625
PARKS & RECREATION	3,592,700	2,948,884	3,709,900	2,857,550	2,609,350
TOTAL EXPENDITURES	45,391,263	38,932,022	48,457,100	44,320,862	45,400,765
ONE-TIME COSTS	-	-	7,000,000	7,000,000	-
TRANSFER OUT (PRIOR YEAR SAVINGS) TO CAPITAL	1,500,000	1,500,000	500,000	500,000	5,500,000
TRANSFERS	Revised 2017-18	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
ALLOCATIONS IN FOR OVERHEAD	2,747,200	2,747,200	2,801,700	2,801,700	3,135,100
GENERAL TRANSFERS IN	597,100	597,100	609,000	609,000	633,400
ALLOCATIONS OUT FOR OVERHEAD	(517,300)	(270,450)	(527,300)	(527,300)	(435,800)
GENERAL TRANSFERS OUT	(885,000)	(885,000)	(1,149,300)	(1,149,300)	(810,000)
TOTAL TRANSFERS AND ALLOCATIONS	1,942,000	2,188,850	1,734,100	1,734,100	2,522,700
NET CHANGES - SOURCES (USES)	(2,796,263)	8,887,585	(10,895,300)	(2,128,707)	(7,362,515)
BEGINNING FUND BALANCE	29,550,614	29,550,614	38,438,199	38,438,199	36,309,492
ESTIMATED ENDING FUND BALANCE	\$ 26,754,351	\$ 38,438,199	\$ 27,542,899	\$ 36,309,492	\$ 28,946,977

**GENERAL FUND DEPARTMENT SUMMARIES**

CITY COUNCIL	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	-	1,000	-	1,000	-
ALLOCATIONS IN	20,800	20,800	21,200	21,200	26,700
SALARIES & BENEFITS	131,500	88,020	147,000	136,675	147,500
OPERATING EXPENSES	255,460	190,822	2,295,300	2,154,985	168,280
ALLOCATIONS & TRANSFERS OUT	4,100	2,050	4,200	4,200	2,800
NET GENERAL FUND EXPENSE (REVENUE) ---->	370,260	259,092	2,425,300	2,273,660	291,880
CITY MANAGER	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	192,200	130,070	138,000	127,600	20,000
ALLOCATIONS IN	180,200	180,200	183,900	183,900	219,400
SALARIES & BENEFITS	1,474,803	1,270,636	1,477,400	1,428,260	1,449,200
OPERATING EXPENSES	464,900	443,873	472,100	372,000	348,800
CAPITAL OUTLAY	3,700	822	3,800	-	3,900
ALLOCATIONS & TRANSFERS OUT	11,500	5,750	11,700	11,700	16,600
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,582,503	1,410,810	1,643,100	1,500,460	1,579,100
CITY ATTORNEY/LEGAL SERVICES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	-	5,000	-	6,000	-
ALLOCATIONS IN	179,500	179,500	183,000	183,000	198,400
SALARIES & BENEFITS	54,500	50,235	51,600	56,900	48,900
OPERATING EXPENSES	494,900	464,685	506,200	391,000	516,900
ALLOCATIONS & TRANSFERS OUT	4,000	2,000	4,100	4,100	500
NET GENERAL FUND EXPENSE (REVENUE) ---->	373,900	332,420	378,900	263,000	367,900
CITY CLERK	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	1,000	5,742	1,000	2,300	1,000
ALLOCATIONS IN	94,000	94,000	95,800	95,800	98,600
SALARIES & BENEFITS	367,400	344,728	372,200	374,000	368,950
OPERATING EXPENSES	250,100	148,846	241,400	59,707	180,965
ALLOCATIONS & TRANSFERS OUT	11,400	5,700	11,600	11,600	5,500
NET GENERAL FUND EXPENSE (REVENUE) ---->	533,900	399,532	528,400	347,207	455,815
CITY TREASURER	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	-	-	-	-	-
ALLOCATIONS IN	11,000	11,000	11,200	11,200	11,500
SALARIES & BENEFITS	25,900	17,388	28,700	19,650	28,700
OPERATING EXPENSES	1,500	1,198	1,500	200	1,500
CAPITAL OUTLAY	-	-	-	-	-
ALLOCATIONS & TRANSFERS OUT	4,000	2,000	4,100	4,100	500
NET GENERAL FUND EXPENSE (REVENUE) ---->	20,400	9,585	23,100	12,750	19,200
ADMINISTRATIVE SERVICES (includes: Admin, Finance, HR, & IT)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	1,323,200	3,282,734	1,322,100	3,089,370	2,009,300
ALLOCATIONS IN	1,142,700	1,142,700	1,165,200	1,165,200	1,167,100
SALARIES & BENEFITS	2,987,000	2,680,979	3,028,100	2,909,525	2,951,100
OPERATING EXPENSES	1,636,600	1,203,236	1,676,000	1,460,330	1,524,700
CAPITAL OUTLAY	30,500	4,285	31,100	15,800	12,500
ALLOCATIONS & TRANSFERS OUT	74,600	37,300	76,000	76,000	67,700
NET GENERAL FUND EXPENSE (REVENUE) ---->	2,262,800	(499,634)	2,323,900	207,085	1,379,600



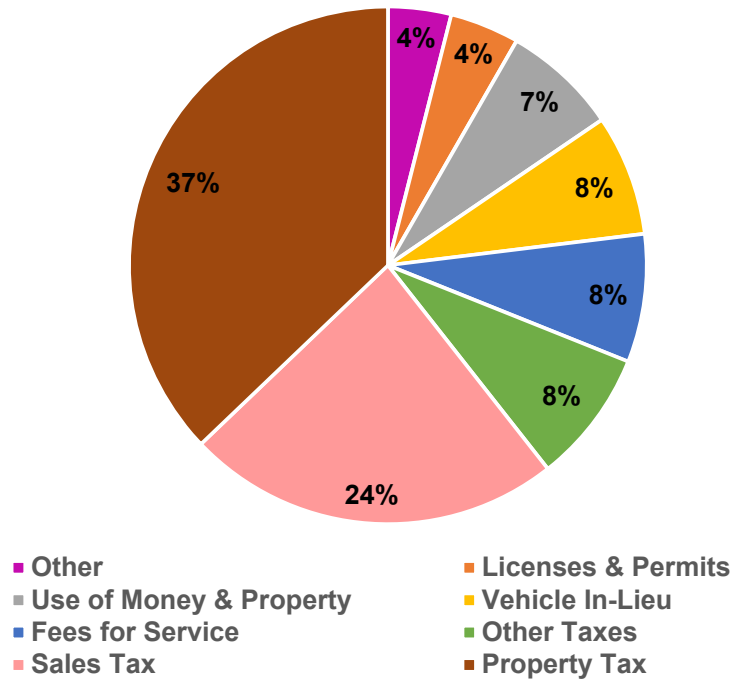
GENERAL FUND DEPARTMENT SUMMARIES

GENERAL FUND (not specific to any Department or Division)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	33,438,100	36,360,919	35,197,800	37,732,320	33,104,250
ALLOCATIONS IN	597,100	597,100	609,000	609,000	633,400
SALARIES & BENEFITS	-	-	7,000,000	7,000,000	-
OPERATING EXPENSES	123,200	51,968	660,300	1,009,200	1,103,400
CAPITAL OUTLAY	566,900	7,827	68,200	75,000	70,200
ALLOCATIONS & TRANSFERS OUT	2,260,000	2,260,000	1,524,300	1,524,300	6,200,000
NET GENERAL FUND EXPENSE (REVENUE) ---->	(31,085,100)	(34,638,224)	(26,554,000)	(28,732,820)	(26,364,050)
COMMUNITY DEVELOPMENT (includes: Admin, Permit Svcs, Ec Dev, Key Prj Dev)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	3,825,700	3,479,916	3,180,900	3,762,200	3,319,300
ALLOCATIONS IN	48,000	48,000	49,000	49,000	200,000
SALARIES & BENEFITS	3,172,600	2,545,232	3,440,200	2,915,795	3,076,850
OPERATING EXPENSES	3,131,800	1,556,470	2,579,300	2,054,900	2,863,045
CAPITAL OUTLAY	2,100	2,093	2,100	2,100	2,200
ALLOCATIONS & TRANSFERS OUT	76,000	38,000	77,500	77,500	71,500
NET GENERAL FUND EXPENSE (REVENUE) ---->	2,508,800	613,878	2,869,200	1,239,095	2,494,295
PARKS & RECREATION (incl: Admin, Recreation)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	2,135,200	1,841,643	2,186,800	1,546,565	1,073,400
ALLOCATIONS IN	-	-	-	-	-
SALARIES & BENEFITS	2,190,900	1,795,498	2,236,800	1,928,950	1,736,950
OPERATING EXPENSES	1,385,000	1,136,799	1,456,000	918,200	854,800
CAPITAL OUTLAY	16,800	16,587	17,100	10,400	17,600
ALLOCATIONS & TRANSFERS OUT	97,300	48,650	99,100	99,100	66,000
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,554,800	1,155,891	1,622,200	1,410,085	1,601,950
PUBLIC SAFETY (includes: Police Bureau and Fire Department)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	538,000	688,537	551,200	589,900	559,800
ALLOCATIONS IN	-	-	-	-	-
SALARIES & BENEFITS	3,828,100	3,698,137	3,646,300	3,568,975	4,100,000
OPERATING EXPENSES	16,402,000	15,763,371	17,188,700	16,693,800	17,239,200
CAPITAL OUTLAY	6,000	6,000	-	-	-
ALLOCATIONS & TRANSFERS OUT	125,000	125,000	125,000	125,000	112,100
NET GENERAL FUND EXPENSE (REVENUE) ---->	19,823,100	18,903,972	20,408,800	19,797,875	20,891,500
PUBLIC WORKS (includes: Admin, Fleet, Streets, Park & Bldg Maint)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
REVENUES	699,600	1,335,196	749,900	1,100,800	928,500
ALLOCATIONS IN	1,071,000	1,071,000	1,092,400	1,092,400	1,213,400
SALARIES & BENEFITS	2,741,800	2,387,632	3,139,600	2,750,365	3,113,525
OPERATING EXPENSES	3,594,700	3,042,280	3,638,500	3,000,645	3,418,000
CAPITAL OUTLAY	50,600	12,378	51,600	13,500	53,100
ALLOCATIONS & TRANSFERS OUT	234,400	129,000	239,000	239,000	202,600
NET GENERAL FUND EXPENSE (REVENUE) ---->	4,850,900	3,165,094	5,226,400	3,810,310	4,645,325
TOTAL GENERAL FUND CHANGE (SURPLUS)	2,796,263	(8,887,585)	10,895,300	2,128,707	7,362,515

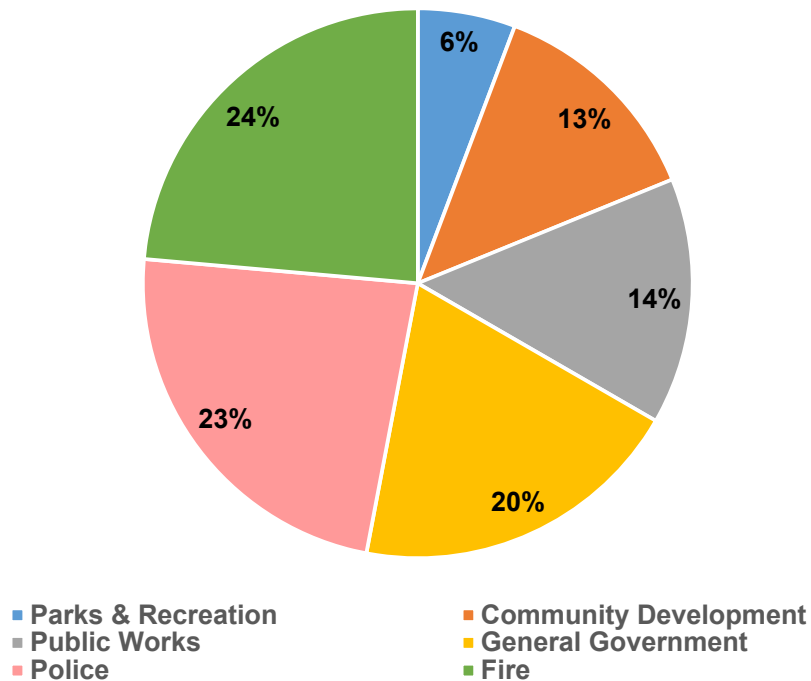


General Fund Operating Budget

FY20-21 Adopted Budget Revenues



FY20-21 Adopted Budget Expenditures



**ALLOCATION AND TRANSFER SUMMARY**

GENERAL FUND ALLOCATIONS IN (0001) FOR SERVICES PROVIDED	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM WASTEWATER (0006)	2,061,500	2,061,500	2,102,700	2,102,700	2,265,800
FROM GAS TAX (0016)	264,900	264,900	270,100	270,100	278,100
FROM STORMWATER (0015)	151,000	151,000	153,800	153,800	158,400
FROM HOUSING (0029)	48,000	48,000	49,000	49,000	100,000
FROM HOUSING COMPLIANCE AND ASSISTANCE (0031)	-	-	-	-	100,000
FROM WORKERS COMPENSATION (0032)	92,900	92,900	94,700	94,700	97,500
FROM RISK MANAGEMENT (0033)	128,900	128,900	131,400	131,400	135,300
SUB TOTAL GENERAL FUND----->	2,747,200	2,747,200	2,801,700	2,801,700	3,135,100
WASTEWATER FUND ALLOC IN (0006) FOR SERVICES PROVIDED	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM GENERAL FUND (0001)	23,600	23,600	24,000	24,000	24,700
FROM GAS TAX (0016)	107,600	107,600	109,800	109,800	225,000
FROM STORMWATER (0015)	396,300	396,300	408,000	408,000	200,000
SUB TOTAL WASTEWATER ----->	527,500	527,500	541,800	541,800	449,700
WORKERS COMP ALLOC IN (0032) FOR SERVICES PROVIDED	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM GENERAL FUND (0001)	217,600	108,800	221,900	221,900	187,100
FROM WASTEWATER (0006)	73,800	55,350	75,300	75,300	87,300
SUB TOTAL WORKERS COMP ----->	291,400	164,150	297,200	297,200	274,400
RISK MANAGEMENT ALLOC IN (0033) FOR SERVICES PROVIDED	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM GENERAL FUND (0001)	276,100	138,050	281,400	281,400	224,000
FROM WASTEWATER (0006)	765,900	483,175	781,200	781,200	721,000
FROM STORMWATER (0015)	-	-	-	-	98,600
FROM GAS TAX (0016)	123,800	78,100	126,300	126,300	461,700
SUB TOTAL RISK MGMT ----->	1,165,800	699,325	1,188,900	1,188,900	1,505,300
TOTAL ALLOCATIONS IN ----->	4,731,900	4,138,175	4,829,600	4,829,600	5,364,500

**ALLOCATION AND TRANSFER SUMMARY**

GENERAL FUND TRANSFERS IN (0001)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
WASTEWATER RIGHT OF WAY (0006) FROM CAPITAL IMPROVEMENTS (0025)	597,100 -	597,100 -	609,000 -	609,000 -	633,400 -
SUB TOTAL ---->	597,100	597,100	609,000	609,000	633,400
WASTEWATER FUND (0006) TRANSFERS IN	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM STORMWATER FUND (0015)	-	-	-	-	-
SUB TOTAL ---->	-	-	-	-	-
EQUIPMENT REPLACEMENT (0010) TRANSFERS IN	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FOR EQUIPMENT REPLACEMENT	431,000	431,000	437,100	437,100	260,000
FOR TECHNOLOGY REPLACEMENT	204,000	204,000	212,200	212,200	35,000
SUB TOTAL ---->	635,000	635,000	649,300	649,300	295,000
GAS TAX (0016) TRANSFERS IN	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM GENERAL FUND (0001)	-	-	-	-	4,500,000
FROM MEASURE A AND MEASURE W FUND (0014)	800,000	800,000	850,000	850,000	1,438,750
FROM CAPITAL IMPROVEMENT FUND (0025)	-	-	125,000	125,000	125,000
SUB TOTAL ---->	800,000	800,000	975,000	975,000	6,063,750
CAPITAL IMPROVEMENTS (0025) TRANSFERS IN	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
PRIOR YR SAVINGS FROM GENERAL (0001)	1,750,000	1,750,000	1,000,000	1,000,000	1,515,000
FROM POLICE GRANT (0017)	50,000	50,000	-	-	-
FROM PARK IN-LIEU FUND (0027)	-	-	1,200,000	1,200,000	-
SUB TOTAL ---->	1,800,000	1,800,000	2,200,000	2,200,000	1,515,000
HOUSING IN LIEU (0029) TRANSFERS IN	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
FROM CAPITAL IMPROVEMENT FUND (0025)	-	-	326,000	326,000	-
SUB TOTAL ---->	-	-	326,000	326,000	-
TOTAL TRANSFERS IN ---->	3,832,100	3,832,100	4,759,300	4,759,300	8,507,150



REVENUE BUDGET ASSUMPTIONS

The Finance Division prepares the revenue projections and reviews these projections with the Administrative Services Director and the City Manager. To make these projections as close as possible to actual, the techniques below are used depending on the revenue source's unique characteristics. In practice, most revenue source projections combine several of the methodologies:

Informed Expert Judgment: The Finance Division meets with the Department Heads to discuss trends in revenues in their respective areas. In addition, staff meets with an outside consultant who reviews the sales and property tax data on a quarterly basis to discuss potential increases or decreases to those revenue streams.

Trending: The Finance Division estimates current year and projects future year revenues based on a combination of current trends and historical performance.

Economic Models: The Finance Division relies on anticipated changes to local, regional and national economic conditions and their resulting effects on individual revenue sources.

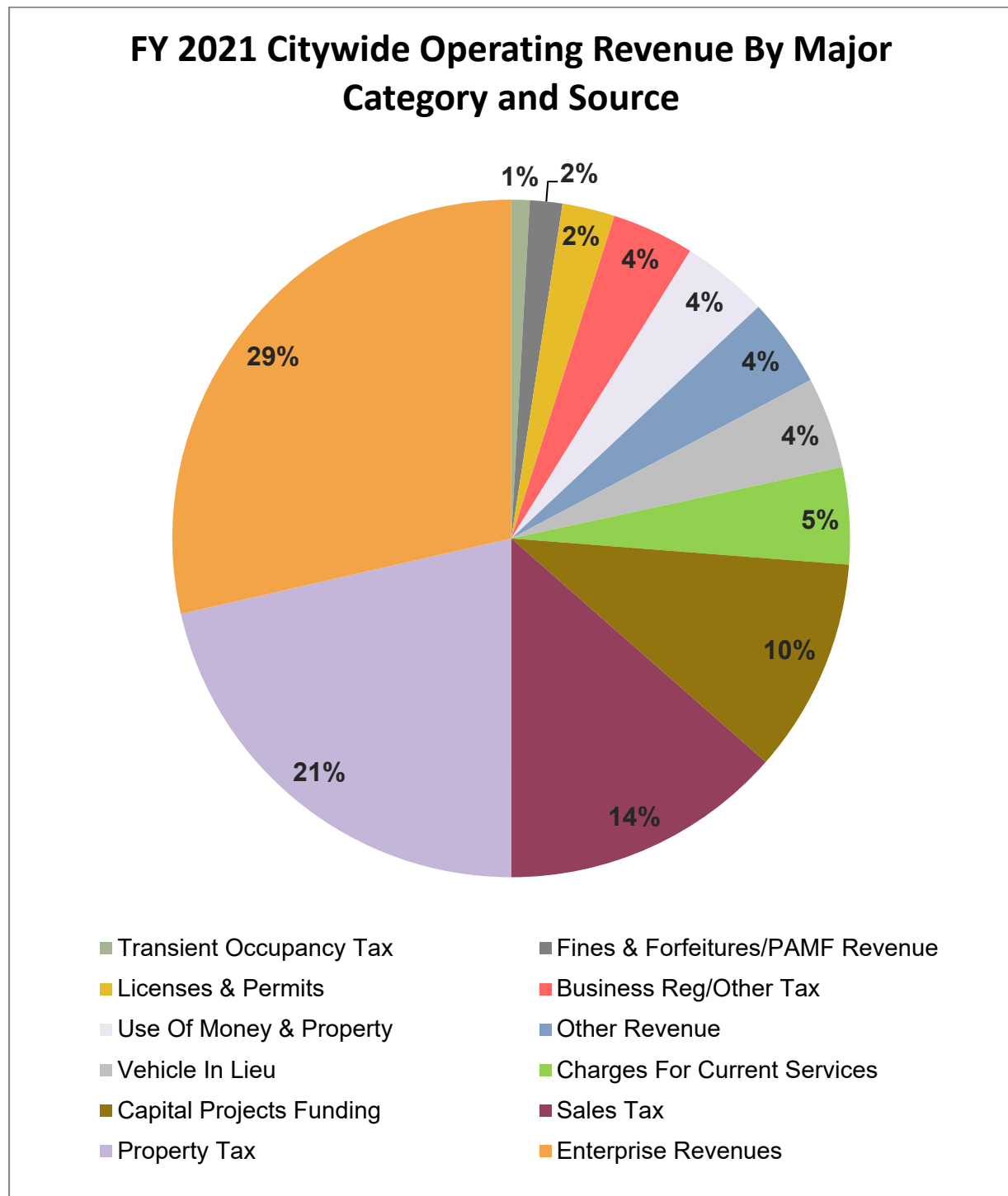
Estimates from the State of California and San Mateo County: The Finance Division reviews the information regarding property tax assessed value, transfer payments and refunds from the Education Relief Augmentation Fund (ERAF) provided by the State and County.

Non-recurring revenues are forecasted separately and scheduled only for the year or years in which they are anticipated. Certain revenue sources are limited in use by law or local policy, such as: gasoline taxes; development charges; Measure A and Measure W taxes; assessment district charges; and grants. Forecasts of expenditures for public street construction and other capital improvements are identified separately for comparison with their restricted revenue sources.

Unlike appropriations that can be established at the direction of the City, many key revenues are controlled by external forces to the City. For instance, property tax revenues vary with real estate values, and development-related revenue is affected by the volume and type of building permits and plan check requests. Sales tax and transient occupancy tax (TOT) revenues are subject to local and national economic cycles, businesses' decisions to locate in the community and travel activity of businesses and tourists.



The chart below reflects citywide revenues proposed in the Fiscal Year (FY) 2020-21 Budget.





DESCRIPTION OF MAJOR GENERAL FUND REVENUE SOURCES

The majority of the City's General Fund revenue is produced from a small number of sources, e.g.: sales tax; property tax; vehicle license fees; business registration; charges for services; and transient occupancy tax (TOT). The table below outlines the General Fund revenue estimates for the FY 2020-21 budget. The sections following the table discuss the assumptions used in determining the revenue estimates.

Revenue Type	FY 2020-21 Estimates	% of Total
PROPERTY TAX	\$15,234,400	37%
SALES TAX	9,621,700	23%
CHARGES FOR SERVICES	3,286,000	8%
VEHICLE IN LIEU	3,100,000	8%
USE OF MONEY & PROPERTY	2,955,300	7%
TRANSIENT OCCUPANCY TAX	625,000	2%
OTHER TAX	1,922,800	5%
LICENSES & PERMITS	1,782,700	4%
OTHER REVENUE CATEGORIES	1,616,450	4%
BUSINESS REGISTRATION	871,200	2%
TOTAL	\$41,015,550	100%

Property Taxes

Property tax revenue is collected and distributed by the County of San Mateo based on applying the constitutionally limited tax rate of 1% to the assessed value of certain secured and unsecured properties as determined by the County Assessor.

The City's share of this property tax revenue is approximately 13-14%, less the rebate back to the State for ERAF, or about 11 cents per dollar of tax collected. The City of San Carlos and the County of San Mateo have entered into a Teeter agreement, whereby the City receives 100% of its share of the taxes assessed, with the County retaining all delinquent penalties and interest collected. Property tax is approximately 37% of General Fund revenues.

The City considers the historical rate of changes and economic conditions when forecasting future revenue. For FY 2020-21, property tax is projected to increase by 6.2% over the FY 2019-20 projections. The increase reflects the addition of commercial development in the industrial area of the City and the rise in housing prices.

Sales Tax

Sales tax is collected by the State Board of Equalization against tangible items. The local portion is distributed to cities and counties based on the location of the sale. The City considers the historical rate of change and economic conditions when forecasting future revenue. For FY 2020-



21, sales tax is projected to decrease 15.3% over the FY 2019-20 projections. This is based largely on the current economic conditions as a result of the COVID-19 pandemic. Sales tax is approximately 23% of General Fund revenues.

Charges for Current Services

Cost of Services fees include development plan check fees, recreation programs and reservations, and are revised on an annual basis by the Consumer Price Index (CPI) and every three to five years based on a comprehensive review of actual costs. The last comprehensive study was performed in May 2017. This revenue source is approximately 8% of General Fund revenue. For FY 2020-21, charges for services have been budgeted to decrease 14.6% over the FY 2019-20 projections primarily due to the assumptions that our recreation programs and events will not be able to resume for the first six months of the year due to the health orders surrounding the pandemic.

Vehicle in Lieu

This revenue is generated by vehicle registration fees. Vehicle in Lieu is approximately 8% of General Fund revenues. As a result of the passage of the Budget Act of 2004, the majority of this revenue is now "backfilled" by the County, as a "property tax in lieu" payment rather than paid directly by the State. The FY 2004-05 payments received by the City established the base year for this revenue stream. All future payments to cities are supposed to be based on the growth in assessed valuations rather than actual vehicle license fee revenue received by the State. However, in the past several years, the County has warned that if the "backfilled" amount exceeds a certain revenue limit, there might not be enough money to fully cover the backfills. As a result, the FY 2020-21 Vehicle in Lieu is projected to decrease 13.9% over the FY 2019-20 projections.

Use of Money and Property

This revenue is generated from property rentals, lease income from three digital billboards and investment income. For FY 2020-21, this revenue category is estimated to be 30.1% lower than the FY 2019-20 projections. The large reduction from the prior year projections is due to the assumptions that investment yields will be lower as a result of the pandemic combined with onetime gains in FY 2019-20 due to the Government Accounting Standards Board (GASB) Statement Number 31 Fair Market Value adjustment.

Licenses & Permits

This revenue is generated by construction permits. For FY 2020-21, this revenue category is expected to decrease by 18.5%, from the FY 2019-20 projections. The timing of when developers pull their permits can vary and as such this category can fluctuate greatly from year to year. In FY 2019-20, the large scale projects included a large biotech project in the 800 block of Industrial Road and the construction permit for a new hotel on El Camino.

Transient Occupancy Tax (TOT)

Effective January 1, 2019, in compliance with the November 2018 statewide election results for Measure QQ and subsequent adoption of City of San Carlos Ordinance 1532 on December 10, 2018, the Uniform Transient Occupancy Tax on hotel guests increased from 10% to 12%, with a 0.5% increase per year for subsequent years up to a maximum rate of 14%. As of January 1,



2020, the TOT rate is 12.5%. This tax is paid by the guests staying at these accommodations and remitted by the hotels to the City on a quarterly basis. The decrease of 74.6% from the FY 2019-20 projections is based on the assumption that occupancy rates will continue to remain low due to the large decrease in business travel as a result of the pandemic. It has been reported that some of the larger technology companies have extended their travel ban until the summer of 2021, which will further impact our hotel occupancy rates.

Business Registration Fee

This revenue is generated by a registration fee paid by all businesses operating within the city. This revenue source is approximately 2% of General Fund revenues.

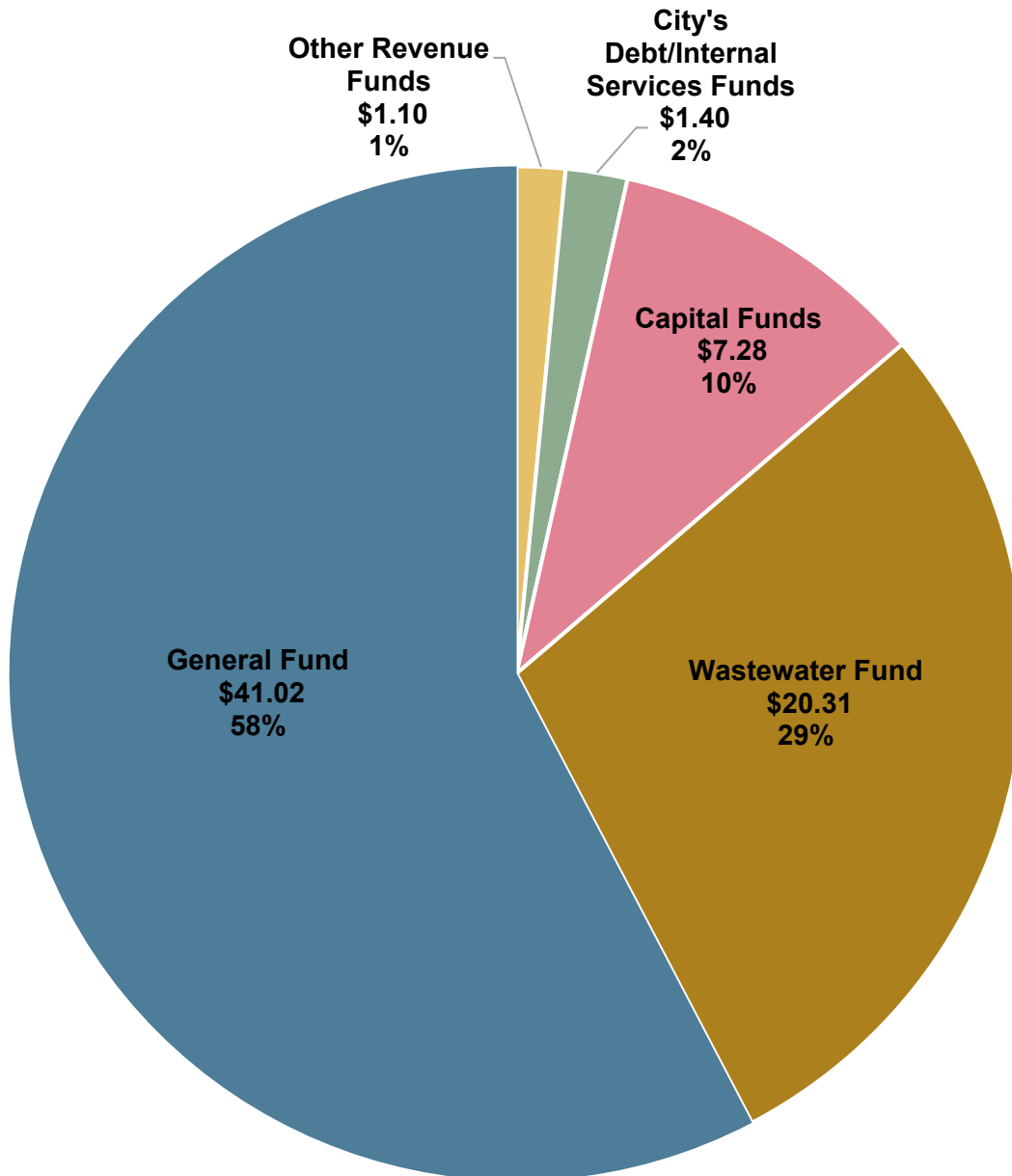
As written in the City's Municipal Code, business registration will increase annually by 4%. The business registration revenues for FY 2020-21 are budgeted to decrease 12.8% over FY 2019-20 projections. The decrease is based by some assumptions that businesses may have to close as a result of COVID-19.

**REVENUES BY MAJOR CATEGORY AND SOURCE**

GENERAL FUND REVENUES (0001)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	873,600	1,019,428	909,300	999,200	871,200
CHARGES FOR CURRENT SERVICES	4,700,300	4,120,362	4,327,900	3,849,540	3,286,000
FINES & FORFEITURES	261,200	293,848	271,200	262,500	292,100
FROM OTHER AGENCIES	15,300	28,117	15,600	86,500	5,000
LICENSES & PERMITS	1,750,700	2,218,971	1,529,900	2,187,900	1,782,700
OTHER REVENUE	677,500	944,561	628,600	1,789,595	512,900
OTHER TAX	1,945,900	1,914,522	1,983,900	1,990,000	1,922,800
PROPERTY TAX	11,488,300	13,579,103	12,191,000	14,351,000	15,234,400
SALES TAX	11,043,100	11,981,838	11,430,000	11,366,320	9,621,700
TRANSIENT OCCUPANCY TAX	2,595,900	3,123,042	3,200,000	2,461,400	625,000
PAMF TARGET REVENUE	767,500	767,594	786,700	786,700	806,450
USE OF MONEY & PROPERTY	2,733,700	3,575,383	2,353,600	4,227,400	2,955,300
VEHICLE IN LIEU	3,300,000	3,563,988	3,700,000	3,600,000	3,100,000
SUB TOTAL ---->	42,153,000	47,130,757	43,327,700	47,958,055	41,015,550
WASTEWATER FUND REVENUE (0006)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
OTHER REVENUE	19,317,000	18,154,539	19,351,000	21,480,605	20,038,500
USE OF MONEY & PROPERTY	100,000	353,156	151,000	300,000	279,700
SUB TOTAL ---->	19,417,000	18,507,695	19,502,000	21,780,605	20,318,200
OTHER REVENUES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
GRANTS - POLICE (0017)	106,100	154,100	108,200	161,200	144,300
LIBRARY TENANT REVENUE (0095)	278,500	330,132	291,500	316,000	252,700
NPDES/ STORMWATER FUND (0015)	671,500	701,641	679,500	705,800	699,600
SUB TOTAL ---->	1,056,100	1,185,873	1,079,200	1,183,000	1,096,600
OPERATION SUB TOTAL ---->	62,626,100	66,824,325	63,908,900	70,921,660	62,430,350
CAPITAL FUND REVENUES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
EQUIPMENT REPLACEMENT FUND (0010)	-	-	-	-	-
MEASURE "A" AND MEASURE "W" (0014)	800,000	961,772	1,115,000	1,293,200	1,111,650
GAS TAX (0016)	1,956,900	1,599,622	2,166,700	1,594,130	1,629,700
CAPITAL IMPROVEMENT (0025)	27,082,574	5,252,979	26,547,814	28,233,114	3,465,500
PARK IN LIEU (0027)	326,100	680,163	328,600	304,000	452,400
PARKING IN LIEU (0028)	3,900	24,662	4,100	151,700	6,300
AFFORDABLE HOUSING IN LIEU (0029)	414,200	2,721,368	3,816,000	4,283,000	500,800
LOW-MOD HOUSING ASSET (0031)	48,200	177,427	48,600	1,293,200	114,700
CAPITAL SUB TOTAL ---->	30,631,874	11,417,993	34,026,814	37,152,344	7,281,050
CITY DEBT SERVICE	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SC LIBRARY - BOND SERVICE (0093)	374,700	492,211	395,900	448,900	333,400
CITY DEBT SERVICE FUND TOTAL ---->	374,700	492,211	395,900	448,900	333,400
INTERNAL SERVICE FUNDS	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
WORK COMP - UNRESTRICTED (0032)	-	5,476	-	12,000	3,000
LIABILITY INSURANCE (0033)	38,000	19,733	38,700	51,150	43,200
POST-EMPLOYMENT BENEFITS (0035)	873,000	907,153	907,100	981,100	1,017,000
INTERNAL SERVICE FUND TOTAL ---->	911,000	932,362	945,800	1,044,250	1,063,200
GRAND TOTAL	94,543,674	79,666,891	99,277,414	109,567,154	71,108,000

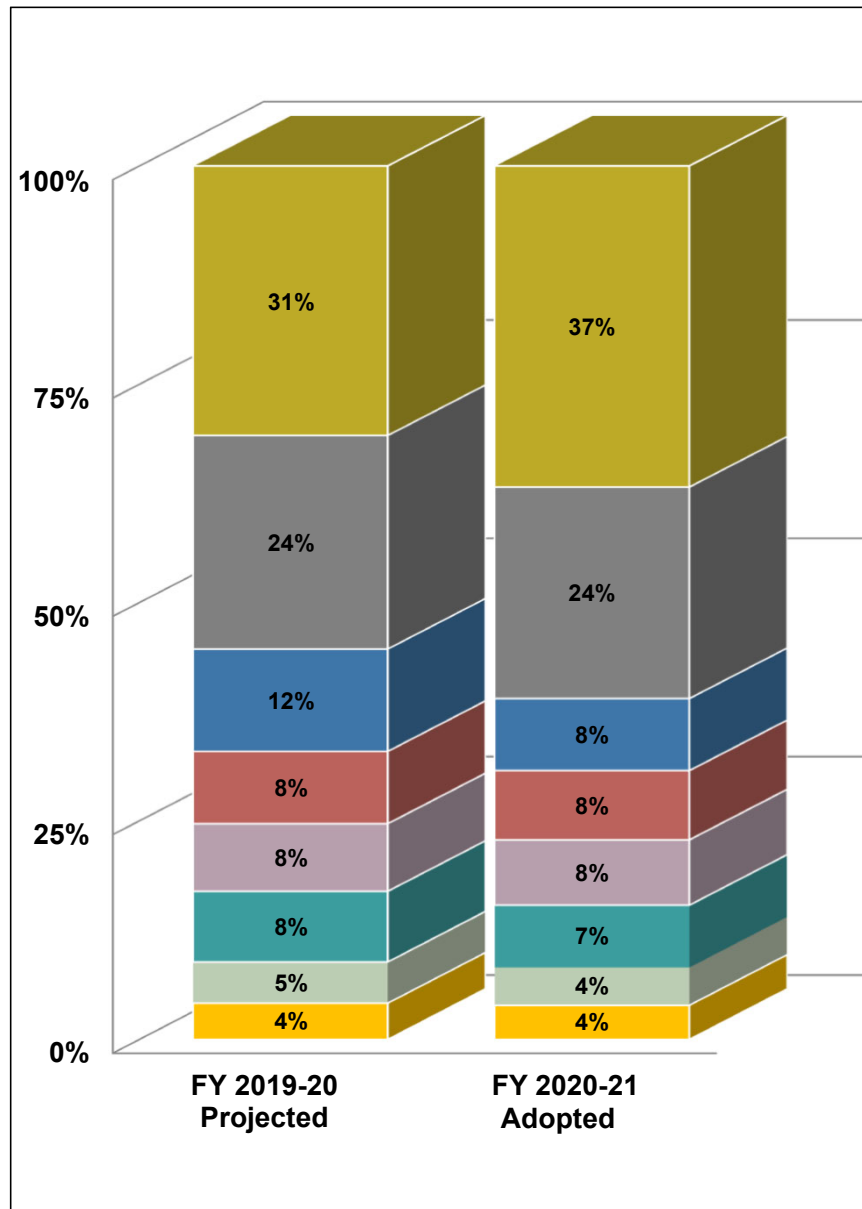


CITYWIDE REVENUES FY 2020-21 Adopted Budget





GENERAL FUND OPERATING REVENUES BY TYPE FY 2019-20 AND FY 2020-21



- Other
- Use of Money & Property
- Fees for Service
- Sales Tax
- Licenses & Permits
- Vehicle In-Lieu
- Other Taxes
- Property Tax



GENERAL FUND OPERATING REVENUE Multi-Year Comparison (Funds are Reflected in Millions)

Millions \$

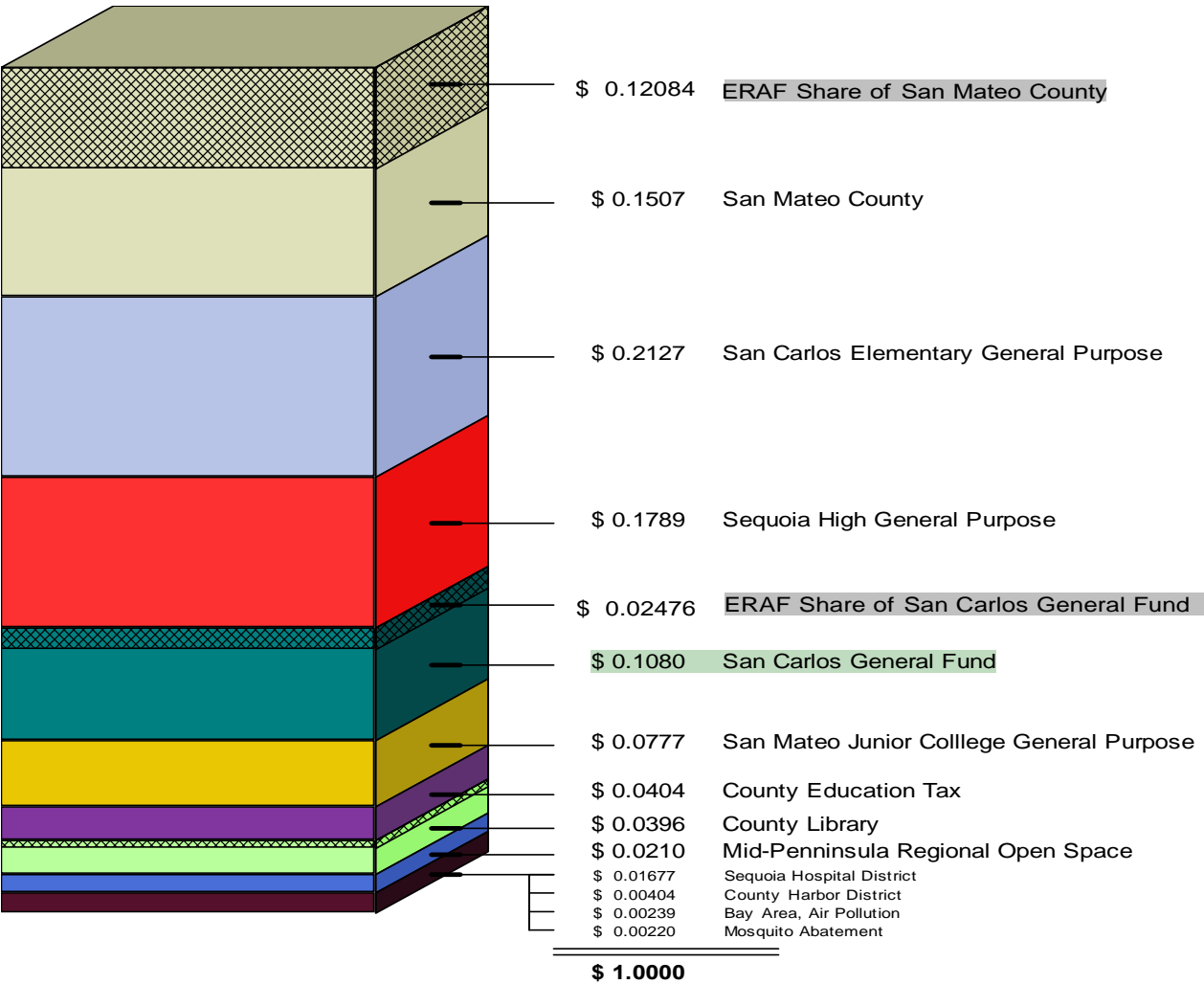
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	2018-19 Audited	2019-20 Projected	2020-21 Adopted	2021-22 Forecasted	2022-23 Forecasted	2023-24 Forecasted
Property Tax	\$13.6	\$14.4	\$15.2	\$16.0	\$16.6	\$17.3
Sales Tax	\$12.0	\$11.4	\$9.6	\$10.3	\$10.5	\$10.7
Fees for Service	\$6.3	\$6.0	\$5.1	\$5.8	\$6.0	\$6.1
Vehicle In-Lieu	\$3.6	\$3.6	\$3.1	\$3.2	\$3.3	\$3.4
Use of Assets	\$3.6	\$4.2	\$3.0	\$2.9	\$3.0	\$3.0
Other Taxes	\$5.0	\$4.5	\$2.5	\$3.8	\$5.3	\$6.5
Other	\$3.0	\$2.9	\$2.5	\$2.6	\$2.6	\$2.8



THE CITY OF SAN CARLOS

PROPERTY TAX DOLLAR BREAKDOWN



Information provided by Hinderliter de Llamas & Associates 2020

Data Source: San Mateo County Assessor 2019-20 Annual Tax Increment Tables



SAN MATEO COUNTY PROPERTY TAX

REPRESENTATIVE GENERAL LEVY SHARE ESTIMATE

Estimate of City Representative Share of the General Levy before ERAF Shifts Applied by County Auditor

City	City Rate*	Other Rates*	Total
East Palo Alto	0.3375		0.3375
Foster City	0.0000	0.2597	0.2597
Redwood City	0.2588		0.2588
Belmont	0.0973	0.1611	0.2584
Pacifica	0.2366		0.2366
Daly City	0.2297		0.2297
Hillsborough	0.1871		0.1871
San Mateo	0.1761		0.1761
Burlingame	0.1706		0.1706
South San Francisco	0.1686		0.1686
Brisbane	0.1619		0.1619
Millbrae	0.1579		0.1579
San Bruno	0.1467		0.1467
San Carlos	0.1327		0.1327
Menlo Park	0.1222		0.1222
Atherton	0.1056		0.1056
Colma	0.0000	0.1022	0.1022
Half Moon Bay	0.0665		0.0665
Woodside	0.0520		0.0520
Portola Valley	0.0430		0.0430
County Average:	0.1425	0.0262	0.1687

*The City tax rate is based on the largest non-redevelopment Tax Rate Area in each city; other rates include city-governed overlaying districts such as lighting or maintenance districts.

Data Source: San Mateo County Assessor 2016/17 Combined Tax Rolls

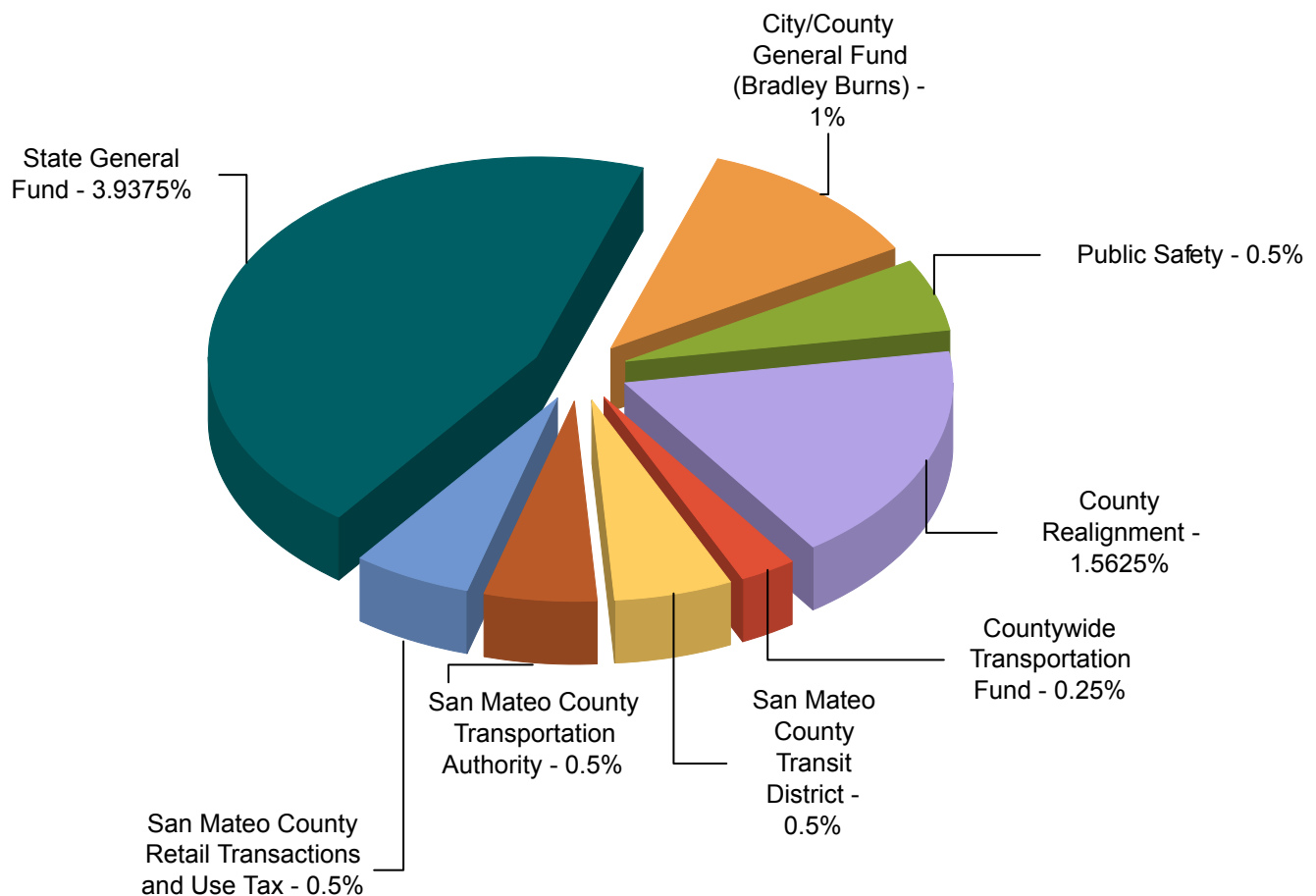
This report is not to be used in support of debt issuance or continuing disclosure statements without the written consent of HdL, Coren & Cone



CITY OF SAN CARLOS SALES TAX

Breakdown of 8.75% Sales Tax Rate Effective from Jan 2017 to Mar 2023

State General Fund	3.9375%
City/County General Fund (Bradley Burns)	1.0000%
Public Safety (Prop 172)	0.5000%
County Realignment (Mental Health/Welfare/Public Safety)	1.5625%
Countywide Transportation Fund	0.2500%
San Mateo County Transit District (SMCT)	0.5000%
San Mateo County Transportation Authority (SMTA)	0.5000%
San Mateo County Retail Transactions and Use Tax (SMGT)	0.5000%
Total Rate	8.7500%





REVENUE DETAIL BY FUND

GENERAL FUND (0001)

BUSINESS REGISTRATION	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
406001 BUSINESS REGISTRATION FEE	866,100	973,816	900,700	978,200	871,200
406100 BUSINESS REGISTRATION LATE FEE	7,500	45,612	8,600	21,000	-
SUB TOTAL ---->	873,600	1,019,428	909,300	999,200	871,200

CHARGES FOR CURRENT SERVICES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
407007 ZONING/VARIANCE/USE PERMIT FEE	287,100	664,393	292,800	605,500	301,600
407009 PLANNING DEPT- KEY DEVELOPMENT	927,000	309,781	702,000	352,000	510,000
407011 PLAN CHECK - ENGINEERING	299,300	404,467	299,900	336,800	308,900
407012 PLAN CHECK - ACCESSIBILITY	1,000	1,117	1,000	5,100	1,000
407013 PLAN CHECK - ENERGY CALCULATION	24,100	39,796	25,300	29,700	26,100
407014 PLAN CHECK - GEOLOGIC	-	-	-	-	-
407015 PLAN CHECK - BUILDING	998,800	700,699	795,800	917,600	962,700
407018 APARTMENT INSPECTION FEES	29,400	30,134	30,100	6,400	31,000
407019 GIS FEES	8,700	10,192	8,800	10,300	9,100
407033 PLAN CHECK FEES	68,600	105,546	69,400	121,500	71,500
407034 INSPECTION FEE	50,500	114,164	52,000	57,000	53,600
407035 MISCELLANEOUS SERVICES	-	135	-	200	-
407036 ADV LIFE SUPPORT/FIRST RESPONSE	56,000	67,375	56,000	72,000	57,700
408101 RECREATION	28,600	22,272	40,400	19,100	9,200
408105 VENDING MACHINE CONTRACT	1,300	913	1,300	940	1,000
408200 CLASS SYSTEM	1,684,100	1,368,366	1,714,300	1,122,950	765,500
408501 BUILDING RENTAL DEPOSIT/REFUND	50,000	30,130	50,000	24,000	20,250
408502 ADMINISTRATIVE FEE	54,100	109,776	54,900	85,050	55,000
408510 RESERVATIONS	69,800	83,501	71,100	46,700	51,750
408601 GENERAL RECEIPTS	4,000	3,502	4,000	2,500	4,100
430002 BURGLAR & FIRE ALARM SYSTEM	-	-	-	-	-
430012 FIRST CHANCE FEE	3,000	5,732	3,000	2,500	1,000
430014 VEHICLE RELEASE FEE	-	-	-	-	-
430015 ALARM RESPONSE	54,900	48,371	55,800	31,700	45,000
480001 FEES FOR SERVICES PROVIDED	-	-	-	-	-
SUB TOTAL ---->	4,700,300	4,120,362	4,327,900	3,849,540	3,286,000

FINES & FORFEITURES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
410001 VEHICLE CODE FINES	110,000	144,571	110,000	150,000	145,000
410004 BUILDING PERMITS VIOLATIONS	1,100	1,900	1,100	4,900	2,000
410005 NSF CHARGE	100	325	100	100	100
430017 PARKING FINES - TURBO DATA	150,000	147,052	160,000	107,500	145,000
SUB TOTAL ---->	261,200	293,848	271,200	262,500	292,100

FROM OTHER AGENCIES	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
420104 DARE FUNDING	-	406	-	400	-
420501 GRANTS	-	12,000	-	33,000	-
430003 POST REIMBURSEMENT	-	-	-	-	-
480016 SB90 REIMBURSEMENT	10,800	10,008	11,000	48,500	-
480201 STATE HIGHWAY MAINTENANCE REIMBURSEMENT	4,500	5,703	4,600	4,600	5,000
SUB TOTAL ---->	15,300	28,117	15,600	86,500	5,000

LICENSES & PERMITS	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
407001 BUILDING PERMITS	1,142,200	1,068,491	910,000	1,171,300	937,300
407002 PLUMBING PERMITS	99,600	115,947	101,600	109,000	104,600
407003 MECHANICAL PERMITS	99,500	138,288	101,500	126,400	128,800
407004 ELECTRICAL PERMITS	132,300	171,724	134,900	198,000	154,500
407005 GRADING PERMITS	500	-	500	-	-
407006 ENCROACHMENT PERMITS	197,200	512,097	201,100	373,100	300,000
407022 TREE REMOVAL PERMITS	17,400	35,798	17,700	36,100	25,000
407027 TREE PLANTING FUND	-	-	-	5,000	-
407028 GENERAL PLAN SURCHARGE FEE	29,000	139,002	29,600	129,400	100,000
407029 DEMOLITION FEE	2,000	3,657	2,000	2,600	2,500
407030 CA STATE SB1473 BLDG STANDARD	-	-	-	-	-
407032 PERMIT FEES	30,000	33,966	30,000	33,000	30,000
407039 C4 INSPECTION	-	-	-	4,000	-
407041 PERMIT PARKING	1,000	-	1,000	-	-
SUB TOTAL ---->	1,750,700	2,218,971	1,529,900	2,187,900	1,782,700



REVENUE DETAIL BY FUND

OTHER REVENUE	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
408603 COMMUTER SHUTTLE PROGRAM	118,000	108,677	118,000	106,400	-
430016 MISCELLANEOUS	-	5,326	-	2,900	1,000
440101 COST REIMB-SOUTH BAYSIDE WASTE	71,700	154,259	-	13,000	-
440106 COST REIMB-CCAG	85,700	90,772	87,400	95,000	95,800
440112 COST REIMB-COMMUTE.ORG	81,000	79,900	110,000	80,000	82,400
440201 COST REIMB-OFFICE EDUCATION BUREAU	8,000	-	-	-	-
440202 COST REIMB-SC LIBRARY UTILITIES	-	13,142	-	-	-
440204 COST REIMB-SC LIBRARY RENT	-	-	-	-	-
440205 COST REIMB - FUEL FIRE DEPT	-	-	-	-	-
440206 ELECTRIC CAR REIMB	-	5,253	-	-	5,000
440311 COST REIMB - PW STAFF PLAN CHECK	-	-	-	-	-
440304 COST REIMBURSEMENT	204,800	306,481	209,300	327,020	212,500
440308 COST REIMB COBRA/RETIREE	-	461	-	500	-
440311 COST REIMB - PW STAFF PLAN CHECK	-	1,790	-	-	-
440312 COST REFUND FM PRIOR YEAR	-	-	-	-	-
440313 SCHOOL SPORTS FIELD MAINTENANCE	47,000	86,742	47,000	90,500	93,100
480505 CLAIM AND SETTLEMENT	-	-	-	1,000,000	-
480008 MISCELLANEOUS	5,000	6,341	-	9,300	-
480009 DOC RECYCLE ST DEPT CONSERVATION	8,000	20,771	8,000	7,600	-
480100 DONATIONS	22,300	26,382	22,700	17,575	-
480203 SALE OF MAPS & SPECIFICATIONS	-	2,946	-	3,300	-
480204 COPY CHARGES	-	4	-	-	-
480206 IMAGING/MICROFILMING	26,000	23,941	26,200	24,900	23,100
480209 SALE OF PERSONAL PROPERTY	-	11,373	-	11,600	-
SUB TOTAL ---->	677,500	944,561	628,600	1,789,595	512,900
OTHER TAX	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
405001 FRANCHISE FEES - RECOLOGY	757,800	806,813	773,000	876,000	800,000
405002 FRANCHISE FEES - PG&E	460,000	435,089	469,200	473,000	462,600
405003 FRANCHISE FEES - COMCAST	494,600	430,613	504,500	415,000	425,000
405004 FRANCHISE FEES - CALIF WATER	161,100	188,621	164,200	187,600	184,000
405006 FRANCHISE FEES - AT&T U-VERSE	72,400	53,385	73,000	38,400	51,200
SUB TOTAL ---->	1,945,900	1,914,522	1,983,900	1,990,000	1,922,800
PROPERTY TAX	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
402001 PROPERTY TAX - CURRENT SECURED	10,062,900	11,848,122	10,737,200	12,580,000	13,460,600
402002 PROPERTY TAX - CURR UNSECURED	463,900	452,295	473,200	449,000	570,000
402004 PROPERTY TAX - AIRCRAFT	232,100	208,082	236,700	200,000	223,600
402005 PROPERTY TAX - UNITARY	87,000	109,353	88,700	105,100	108,000
402007 PROPERTY TAX - SB613 SECURED	174,000	412,938	177,500	337,400	380,000
402010 REAL PROPERTY TRANSFER TAX	416,200	500,501	424,500	633,000	437,200
402011 HOMEOWNERS TAX RELIEF	52,200	47,811	53,200	46,500	55,000
SUB TOTAL ---->	11,488,300	13,579,103	12,191,000	14,351,000	15,234,400
SALES TAX	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
401001 SALES TAX	10,882,200	11,810,296	11,255,000	11,195,120	9,468,700
401002 1/2 CENT SALES TAX PUBLIC SAFE	160,900	171,542	175,000	171,200	153,000
SUB TOTAL ---->	11,043,100	11,981,838	11,430,000	11,366,320	9,621,700
TRANSIENT OCCUPANCY TAX	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
404001 TRANSIENT OCCUPANCY TAX	2,595,900	3,123,042	3,200,000	2,461,400	625,000
SUB TOTAL ---->	2,595,900	3,123,042	3,200,000	2,461,400	625,000
PAMF TARGET REVENUE	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
450101 PAMF TARGET REVENUE	767,500	767,594	786,700	786,700	806,450
SUB TOTAL ---->	767,500	767,594	786,700	786,700	806,450



REVENUE DETAIL BY FUND

USE OF MONEY & PROPERTY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409100 INVESTMENT INCOME	330,100	2,244,255	336,700	2,223,200	1,620,000
409101 INVESTMENT INC GASB31 FAIR VALUE	-	569,807	-	996,500	-
409102 INVESTMENT INCOME ALLOCATION	(119,000)	(893,231)	(121,400)	(1,345,000)	(660,200)
409301 RENTS CONCESS - SKYWAY PROP	106,200	103,870	106,200	95,000	110,000
409303 RENTS CONCESS - DOLLAR COMPANY	111,300	103,791	113,500	115,800	114,000
409304 RENTS CONCESS - CINGULAR	134,900	145,270	140,000	150,500	150,000
409305 RENTS CONCESS - INNS OF AMER	416,200	309,349	424,500	412,000	317,300
409323 RENTS & CONC - THREE SISTERS	241,200	242,115	246,000	247,600	243,600
409321 RENTS CONCESS - BAY AREA CELL	-	3,000	3,000	3,000	3,000
409324 RENTS CONCESS KIWANIS	101,100	101,147	103,100	86,000	51,600
409328 RENTS CONCESS-BILLBOARDS	1,411,700	646,010	1,002,000	1,242,800	1,006,000
SUB TOTAL ---->	2,733,700	3,575,383	2,353,600	4,227,400	2,955,300

VEHICLE IN LIEU	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
403001 MOTOR VEHICLE IN-LIEU FEE	3,300,000	3,563,988	3,700,000	3,600,000	3,100,000
SUB TOTAL ---->	3,300,000	3,563,988	3,700,000	3,600,000	3,100,000

TOTAL GENERAL FUND (0001)	42,153,000	47,130,757	43,327,700	47,958,055	41,015,550
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WASTEWATER ENTERPRISE FUND (0006)

WASTEWATER (0006)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	100,000	353,156	151,000	300,000	279,700
480301 SANITARY SEWER INSPECTION	-	-	-	-	-
480302 SEWER CONNECTION - SAN CARLOS	1,500,000	108,450	118,000	760,300	121,500
480303 SEWER SERVICE ASSESSMENT	17,632,000	18,134,806	19,048,000	19,210,000	19,917,000
480306 SEWER CHR9 HARBOR INDUST DISTRICT	-	51,300	-	-	-
480307 SBSA REFUNDABLE CREDIT IRS	185,000	181,385	185,000	90,000	-
480308 INCREASE/DECREASE IN AUTHORITY	-	(321,402)	-	1,420,305	-
TOTAL ENTERPRISE FUND ---->	19,417,000	18,507,695	19,502,000	21,780,605	20,318,200

OTHER REVENUE FUNDS

STORMWATER FUND (0015)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	-	8,840	-	10,300	6,600
480002 NPDES FEES	455,000	457,023	455,000	453,000	455,000
480034 2% TRASH	140,300	157,280	146,900	162,500	160,000
403003 MEASURE M	71,200	73,498	72,600	75,000	73,000
480019 LEVEE DIST	5,000	5,000	5,000	5,000	5,000
440304 COST REIMBURSEMENT	-	-	-	-	-
STORMWATER SUB TOTAL ---->	671,500	701,641	679,500	705,800	699,600

GRANTS-POLICE (0017)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
420102 SLESF	106,100	148,747	108,200	155,000	140,000
420109 INVESTMENT INCOME ALLOCATION	-	5,353	-	6,200	4,300
POLICE GRANTS SUB TOTAL ---->	106,100	154,100	108,200	161,200	144,300

SC LIBRARY TENANT (0095)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	7,300	34,142	7,400	28,000	25,400
409314 RENTS CONCESS - SBWMA	56,800	55,807	57,900	57,800	59,600
409316 RENTS CONCESS - STAR VISTA	122,600	129,279	125,100	133,800	128,900
409329 RENTS CONCESS - CHAMBER OF COMMERCE	54,800	57,995	55,900	39,000	-
440206 COST REIMB-CHARGING STATION	-	10,551	7,500	6,800	-
440202 COST REIMB-SC LIBRARY UTILITIES	37,000	42,358	37,700	50,600	38,800
SC LIBRARY TENANT SUB TOTAL ---->	278,500	330,132	291,500	316,000	252,700

OTHER REVENUE FUNDS TOTAL	1,056,100	1,185,873	1,079,200	1,183,000	1,096,600
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REVENUE DETAIL BY FUND

CAPITAL FUNDS

MEASURE A AND MEASURE W TRAFFIC CONGESTION (0014)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
401003 SAN MATEO COUNTY MEASURE A FUND	800,000	949,285	815,000	910,700	774,400
409102 INVESTMENT INCOME ALLOCATION	-	12,487	-	12,500	9,400
420601 CCAG CONGESTION RELIEF	-	-	-	-	-
401004 1/2% SALES TAX MEASURE W	-	-	300,000	370,000	327,850
480013 AB 434 DMV FEE	-	-	-	-	-
MEASURE A AND MEASURE W SUB TOTAL ---->	800,000	961,772	1,115,000	1,293,200	1,111,650

GAS TAX (0016)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
403003 MEASURE M	65,000	73,498	65,000	75,000	73,000
407025 DIRT HAULING PERMIT	20,700	295,135	20,700	12,100	21,300
407038 MORATORIUM STREET CUT	6,000	9,945	6,000	4,500	6,200
409102 INVESTMENT INCOME ALLOCATION	-	27,545	-	20,000	21,700
420201 DEPT OF TRANSPORTATION GRANT	550,000	-	550,000	-	-
440304 COST REIMBURSEMENT	60,000	59,165	270,000	270,000	270,000
470001 STATE GAS TAX 2105	167,800	164,034	166,000	152,400	158,300
470002 STATE GAS TAX 2106 CONSTRUCTIO	127,400	122,610	125,000	113,100	117,300
470003 STATE GAS TAX 2107 MAINTENANCE	209,300	206,290	204,300	190,400	190,400
470004 STATE GAS TAX 2107.5 ENGINEER	6,000	6,000	6,000	6,000	6,000
470005 STATE TRAFFIC CONGEST RELIEF	40,000	33,715	33,700	33,500	-
470006 STATE GAS TAX PROP 1B	-	-	-	-	-
470007 STATE GAS TAX 2103	224,700	99,878	225,000	219,730	252,300
470008 ST CODE 2032 SB1 RD MAIN REHAB	480,000	501,808	495,000	497,400	513,200
480001 FEES FOR SERVICES PROVIDED	-	-	-	-	-
480005 BIKE LANE PROJECT	-	-	-	-	-
480008 MISCELLANEOUS	-	-	-	-	-
480203 SALE OF MAPS & SPECIFICATIONS	-	-	-	-	-
GAS TAX SUB TOTAL ---->	1,956,900	1,599,622	2,166,700	1,594,130	1,629,700

CAPITAL IMPROVEMENT PROJECTS (0025)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
401003 SAN MATEO COUNTY MEASURE A FUND	14,440,000	-	14,440,000	14,440,000	-
402009 PROPERTY TAX - ERAF REFUND	700,000	1,972,165	700,000	2,095,800	800,000
405005 FRANCHISE FEE- SBWMA FRANCHISE	1,942,600	2,206,790	2,200,000	2,178,000	2,250,000
407028 G PLAN SURCHARGE FEE	30,000	50,965	30,000	47,500	30,900
407031 TECHNOLOGY FEE	40,000	92,803	40,000	95,000	30,900
407040 TRAFFIC MITIGATION FEE	1,850,000	79,532	50,000	234,000	51,500
409102 INVESTMENT INCOME ALLOCATION	-	76,880	-	60,000	57,200
420201 ACTIVE TRANSPORT PROGRAM	4,200,000	-	4,200,000	4,200,000	215,000
420202 DEPT TRANSPORTATION ACT FUND	100,000	-	100,000	100,000	-
420203 BICYCLE PEDESTRIAN IMP (BPIP)	1,000,000	-	1,000,000	1,000,000	-
420501 GRANTS	1,001,474	-	2,001,474	2,001,474	-
440304 COST REIMBURSEMENT	225,000	-	308,340	308,340	-
440307 ERP REPLACEMENT / UPGRADE	-	-	-	-	-
450101 PAMF CONTRIBUTIONS	-	500,000	-	-	-
480005 BIKE PATH PROGRAM FUNDING	1,000,000	-	1,000,000	1,000,000	-
480015 SELF GENERATION INCENTIVE PROG	-	-	-	-	-
480017 INDUSTRIAL RD ASSESSMENT DISTR	-	-	-	-	-
480018 TRAFFIC MITIGATION FEE	-	-	300,000	300,000	-
480019 LEVEE DIST	328,000	30,568	28,000	32,000	30,000
480034 TRASH CONTROL 2%	-	-	-	-	-
480100 DONATIONS	225,500	243,276	150,000	141,000	-
482001 PROCEED LT	-	-	-	-	-
CAPITAL IMPROVEMENT SUB TOTAL ---->	27,082,574	5,252,979	26,547,814	28,233,114	3,465,500



REVENUE DETAIL BY FUND

PARK IN-LIEU (0027)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	2,100	60,901	2,100	35,000	38,100
480100 DONATIONS	-	-	-	-	-
480401 IN LIEU PARK LAND DEDICATION FEE	100,000	418,931	100,000	114,000	103,000
480402 PARK FACILITY DEV FEE BEDROOM	224,000	200,331	226,500	150,000	133,300
480410 PARK & OPEN SPACE MAINTENANCE	-	-	-	5,000	-
PARK-IN-LIEU SUB TOTAL ---->	326,100	680,163	328,600	304,000	452,400
PARKING IN-LIEU (0028)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
407041 PERMIT PARKING	3,900	3,037	4,100	3,000	3,000
409102 INVESTMENT INCOME ALLOCATION	-	3,329	-	4,800	3,300
409308 RENTS CONCESS - SNEAKERS	-	360	-	400	-
480403 PARKING IN-LIEU FEE	-	17,936	-	143,500	-
PARKING IN-LIEU SUB TOTAL ---->	3,900	24,662	4,100	151,700	6,300
HOUSING IN-LIEU (0029)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	9,600	149,398	9,800	143,000	92,200
480404 AFFORDABLE HSG I LIEU FEE (BMR)	154,600	197,680	3,556,200	4,140,000	158,600
480409 COMMERCIAL LINKAGE FEE	250,000	2,374,290	250,000	-	250,000
480505 CLAIM AND SETTLEMENT	-	-	-	-	-
HOUSING IN-LIEU SUB TOTAL ---->	414,200	2,721,368	3,816,000	4,283,000	500,800
LOW-MOD HOUSING ASSET (0031)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	16,000	110,458	16,000	87,000	83,500
409202 INTEREST INCOME MORTGAGE LOAN	12,600	8,637	12,900	23,000	12,000
409318 RENT & CONCESS - 657 WALNUT	-	-	-	-	-
409319 RENT & CONCESS - 817 WALNUT	5,300	43,686	5,400	14,000	-
409330 RENTS CONCESS-633 ELM ST #305	14,300	14,352	14,300	30,700	19,200
440304 COST REIMBURSEMENT	-	-	-	-	-
480008 MISCELLANEOUS	-	294	-	100	-
480407 AFFORDABLE HOUSING IMPACT FEE	-	-	-	-	-
480404 AFFORDABLE HSG I LIEU FEE (BMR)	-	-	-	-	-
482003 PROCEEDS FROM SC RESIDUAL NOTE	-	-	-	1,138,400	-
HOUSING IN-LIEU SUB TOTAL ---->	48,200	177,427	48,600	1,293,200	114,700
CAPITAL FUNDS TOTAL	30,631,874	11,417,993	34,026,814	37,152,344	7,281,050



REVENUE DETAIL BY FUND

CITY DEBT SERVICE

SC LIBRARY BOND SERVICE (0093)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
402001 PROPERTY TAX - CURRENT SECURED	314,000	391,448	334,000	365,400	288,000
402002 PROPERTY TAX - CURR UNSECURED	23,300	21,599	23,800	18,900	10,000
402005 PROPERTY TAX - UNITARY	21,600	41,412	22,000	33,100	15,900
402007 PROPERTY TAX - SB813 SECURED	10,800	17,628	11,000	12,000	8,000
402011 HOMEOWNERS TAX RELIEF	5,000	1,744	5,100	1,500	1,500
409102 INVESTMENT INCOME ALLOCATION	-	18,380	-	18,000	10,000
LIBRARY BOND TOTAL ---->	374,700	492,211	395,900	448,900	333,400

INTERNAL SERVICE FUNDS

WORKERS COMP (0032)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	-	5,476	-	6,900	3,000
440304 COST REIMBURSEMENT	-	-	-	-	-
480501 WORKERS COMP REIMBURSEMENT	-	-	-	5,100	-
WORKERS COMP SUB TOTAL ---->	-	5,476	-	12,000	3,000

GENERAL LIABILITY (0033)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
420501 GRANTS	38,000	-	38,700	30,150	30,000
409102 INVESTMENT INCOME ALLOCATION	-	19,733	-	21,000	13,200
440306 COST REIMB - LIABILITY	-	-	-	-	-
GENERAL LIABILITY SUB TOTAL ---->	38,000	19,733	38,700	51,150	43,200

POST-EMPLOYMENT BENEFITS (0035)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
409102 INVESTMENT INCOME ALLOCATION	-	7,153	-	8,100	4,000
480504 CR-POST-EMPLOYMENT BENEFITS	873,000	900,000	907,100	973,000	1,013,000
POST-EMPLOYMENT BENEFITS SUB TOTAL ---->	873,000	907,153	907,100	981,100	1,017,000

INTERNAL SERVICE FUNDS TOTAL	911,000	932,362	945,800	1,044,250	1,063,200
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**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

GENERAL GOVERNMENT	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
CITY COUNCIL	386,960	278,842	2,442,300	2,291,660	315,780
CITY MANAGER	1,943,403	1,715,330	1,953,300	1,800,260	1,801,900
CITY CLERK	617,500	493,574	613,600	433,707	549,915
CITY TREASURER	27,400	18,585	30,200	19,850	30,200
CITY ATTORNEY	549,400	514,920	557,800	447,900	565,800
ADMINISTRATIVE SERVICES	725,300	639,428	735,700	657,760	667,200
FINANCE	1,682,000	1,360,071	1,715,800	1,678,410	1,688,800
HUMAN RESOURCES	674,300	548,192	685,700	552,085	580,800
INFORMATION TECHNOLOGY	1,572,500	1,340,809	1,598,000	1,497,400	1,551,500
GENERAL FUND (NON-DEPARTMENTAL)	690,100	59,795	7,728,500	8,084,200	1,173,600
GENERAL GOVERNMENT SUB TOTAL ---->	8,868,863	6,969,545	18,060,900	17,463,232	8,925,495
COMMUNITY DEVELOPMENT	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
COMMUNITY DEVELOPMENT ADMINISTRATION	743,700	564,539	761,200	700,650	741,550
DEVELOPMENT AND PERMITTING	4,572,600	2,825,350	4,254,000	3,455,370	4,200,545
ECONOMIC DEVELOPMENT	990,200	713,906	1,006,400	816,775	1,000,000
COMMUNITY DEVELOPMENT SUB TOTAL ---->	6,306,500	4,103,794	6,021,600	4,972,795	5,942,095
PUBLIC SAFETY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
POLICE DEPARTMENT	10,034,900	9,780,567	10,712,400	10,368,600	10,630,000
FIRE DEPARTMENT	10,201,200	9,686,942	10,122,600	9,894,175	10,709,200
PUBLIC SAFETY SUB TOTAL ---->	20,236,100	19,467,508	20,835,000	20,262,775	21,339,200
PUBLIC WORKS	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
PUBLIC WORKS ADMIN/ENGINEERING	2,353,000	1,978,477	2,564,700	2,095,325	2,368,150
FLEET	224,900	176,954	228,600	184,575	236,425
STREET MAINTENANCE	684,400	595,828	709,000	571,610	657,600
PARK MAINTENANCE	1,999,500	1,698,891	2,208,100	1,999,910	2,170,500
BUILDING MAINTENANCE	1,125,300	992,141	1,119,300	913,090	1,151,950
PUBLIC WORKS SUB TOTAL ---->	6,387,100	5,442,290	6,829,700	5,764,510	6,584,625
PARK & RECREATION	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
PARKS & RECREATION LEADERSHIP AND MANAGEMENT	554,900	489,500	573,600	536,650	560,950
ADULT SERVICES	721,850	660,752	764,850	623,700	560,600
ATHLETICS	468,050	410,035	477,750	397,250	349,800
PERSONAL AND FAMILY DEVELOPMENT	1,160,200	879,390	1,180,100	778,650	607,800
SPECIAL COMMUNITY EVENTS	142,000	124,790	157,000	120,700	66,300
YOUTH DEVELOPMENT	545,700	384,416	556,600	400,600	463,900
PARK & RECREATION SUB TOTAL ---->	3,592,700	2,948,884	3,709,900	2,857,550	2,609,350
GENERAL FUND (0001) TOTAL	45,391,263	38,932,022	55,457,100	51,320,862	45,400,765

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

ENTERPRISE FUNDS	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
WASTEWATER (SEWER) FUND (0006)	15,880,187	10,652,422	16,886,007	13,303,999	15,702,250
WASTEWATER FUND SUB TOTAL ---->	15,880,187	10,652,422	16,886,007	13,303,999	15,702,250

OTHER REVENUE FUNDS	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
NPDES - STORMWATER (0015)	194,200	86,947	117,900	90,760	113,800
GRANTS-POLICE (0017)	100,000	100,000	100,000	100,000	150,000
LIBRARY TENANT REVENUE (0095)	565,865	299,085	530,456	497,856	289,500
OTHER REVENUE FUNDS SUB TOTAL ---->	860,065	486,032	748,356	688,616	553,300

OPERATION BUDGET TOTAL	62,131,515	50,070,476	73,091,463	65,313,477	61,656,315
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CAPITAL FUNDS:

REPLACEMENT/RESERVE (0010)	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
EQUIPMENT REPLACEMENT/RESERVE	955,000	708,112	520,743	138,800	239,000
TECHNOLOGY REPLACEMENT/RESERVE	193,100	110,281	197,000	73,000	74,000
REPLACEMENT FUNDS SUB TOTAL ---->	1,148,100	818,392	717,743	211,800	313,000

TRAFFIC MANAGEMENT	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
MEASURE A AND MEASURE W TRAFFIC CONGESTION (0014)	120,700	89,575	123,100	90,350	90,300
PARKING IN LIEU (0028)	74,700	-	74,800	70,000	-
TRAFFIC MANAGEMENT SUB TOTAL ---->	195,400	89,575	197,900	160,350	90,300

GAS TAX	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
GAS TAX (0016)	2,251,200	1,079,864	3,489,762	2,378,281	4,775,000
GAS TAX SUB TOTAL ---->	2,251,200	1,079,864	3,489,762	2,378,281	4,775,000

CAPITAL IMPROVEMENT	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
CAPITAL IMPROVEMENT PROJECTS (0025)	40,250,766	3,548,720	46,150,450	45,320,166	8,804,000
GENERAL CAPITAL SUB TOTAL ---->	40,250,766	3,548,720	46,150,450	45,320,166	8,804,000

PARK IN LIEU	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
PARK IN LIEU (0027)	723,928	-	1,223,928	1,223,928	-
PARK IN LIEU SUB TOTAL ---->	723,928	-	1,223,928	1,223,928	-

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

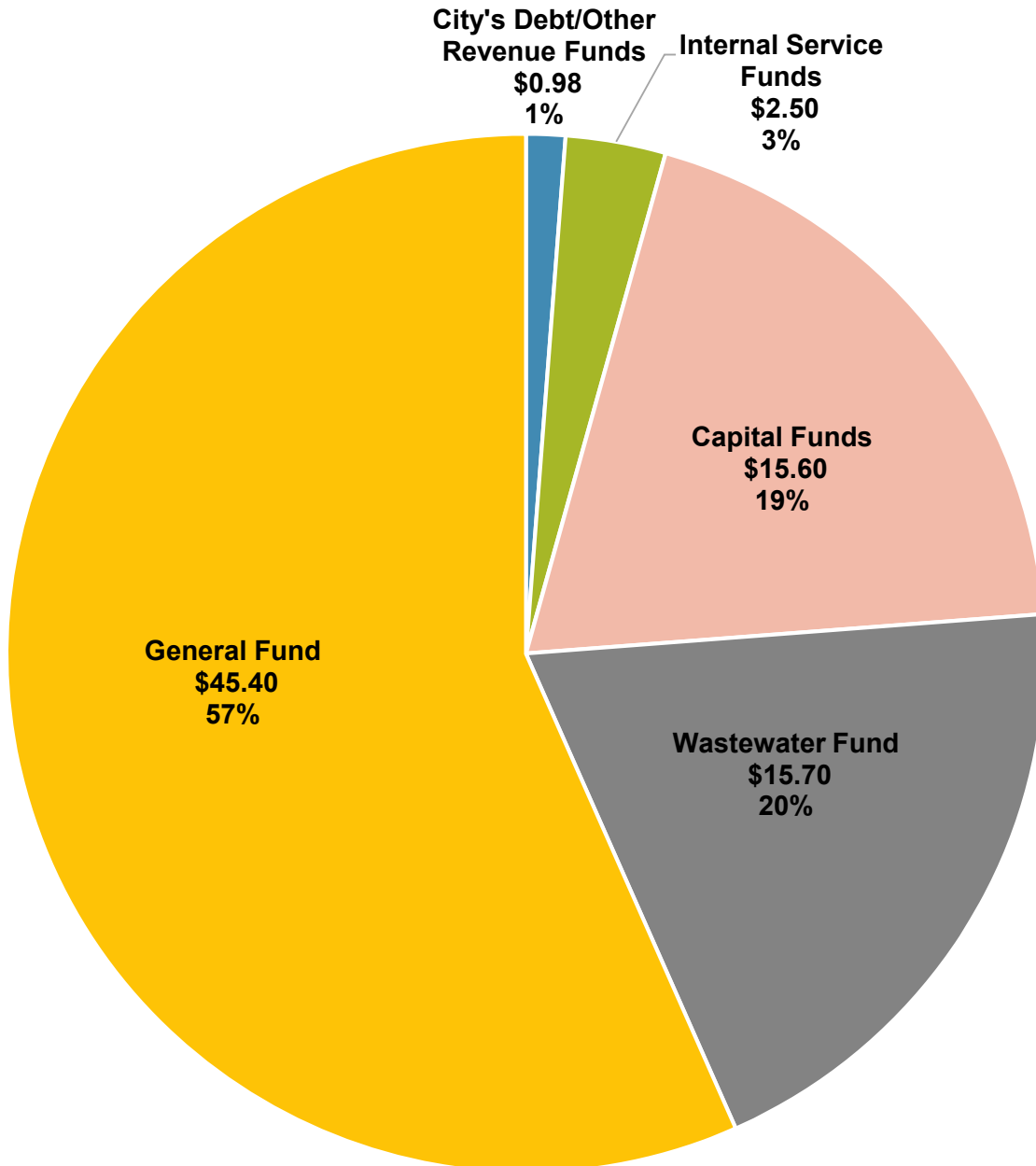
AFFORDABLE HOUSING IN LIEU	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
HOUSING IN LIEU (0029)	3,224,972	158,848	4,164,499	3,840,299	1,474,800
HOUSING IN LIEU SUB TOTAL ---->	3,224,972	158,848	4,164,499	3,840,299	1,474,800
LOW MOD HOUSING ASSET	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
LOW MOD HOUSING ASSET (0031)	1,081,537	99,494	7,322,290	7,233,290	137,000
LOW MOD HOUSING ASSET SUB TOTAL ---->	1,081,537	99,494	7,322,290	7,233,290	137,000
CAPITAL FUNDS TOTAL	48,875,902	5,794,892	63,266,571	60,368,114	15,594,100
CITY DEBT SERVICE	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SC LIBRARY BOND SERVICE (0093)	373,500	373,435	394,400	394,300	429,100
CITY DEBT SERVICE SUB TOTAL ---->	373,500	373,435	394,400	394,300	429,100
INTERNAL SERVICE FUNDS	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
WORKERS COMPENSATION (0032)	198,100	77,347	202,000	119,850	182,000
GENERAL LIABILITY - RISK MANAGEMENT (0033)	1,074,300	589,586	1,095,800	854,200	1,402,900
POST-EMPLOYMENT BENEFITS (0035)	873,000	873,000	920,100	920,100	913,000
INTERNAL SERVICE FUND SUB TOTAL ---->	2,145,400	1,539,933	2,217,900	1,894,150	2,497,900



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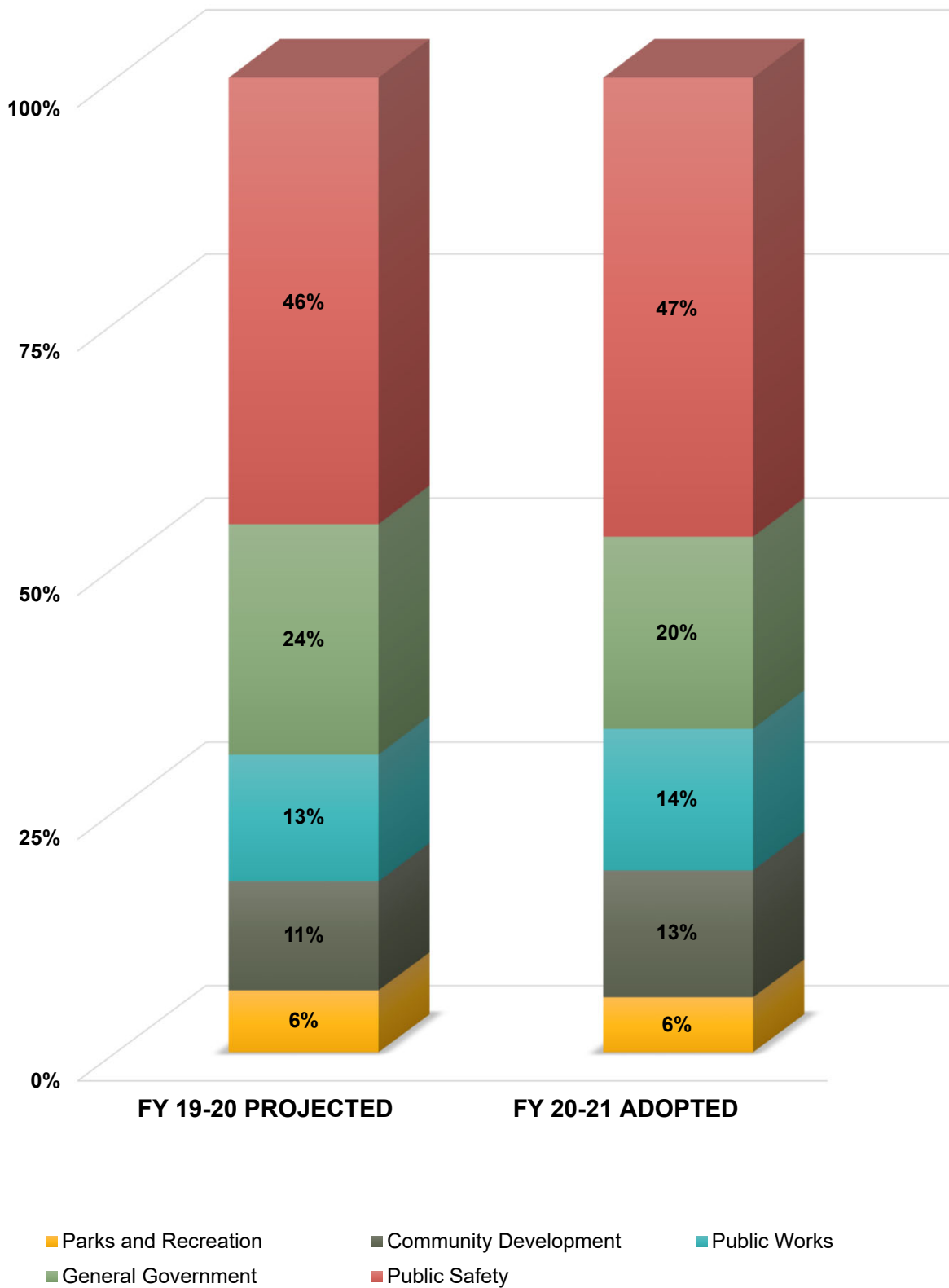


CITYWIDE EXPENDITURES FY 2020-21 ADOPTED BUDGET (Funds are Reflected in Millions)





GENERAL FUND OPERATING EXPENDITURES FY 2019-20 AND FY 2020-21

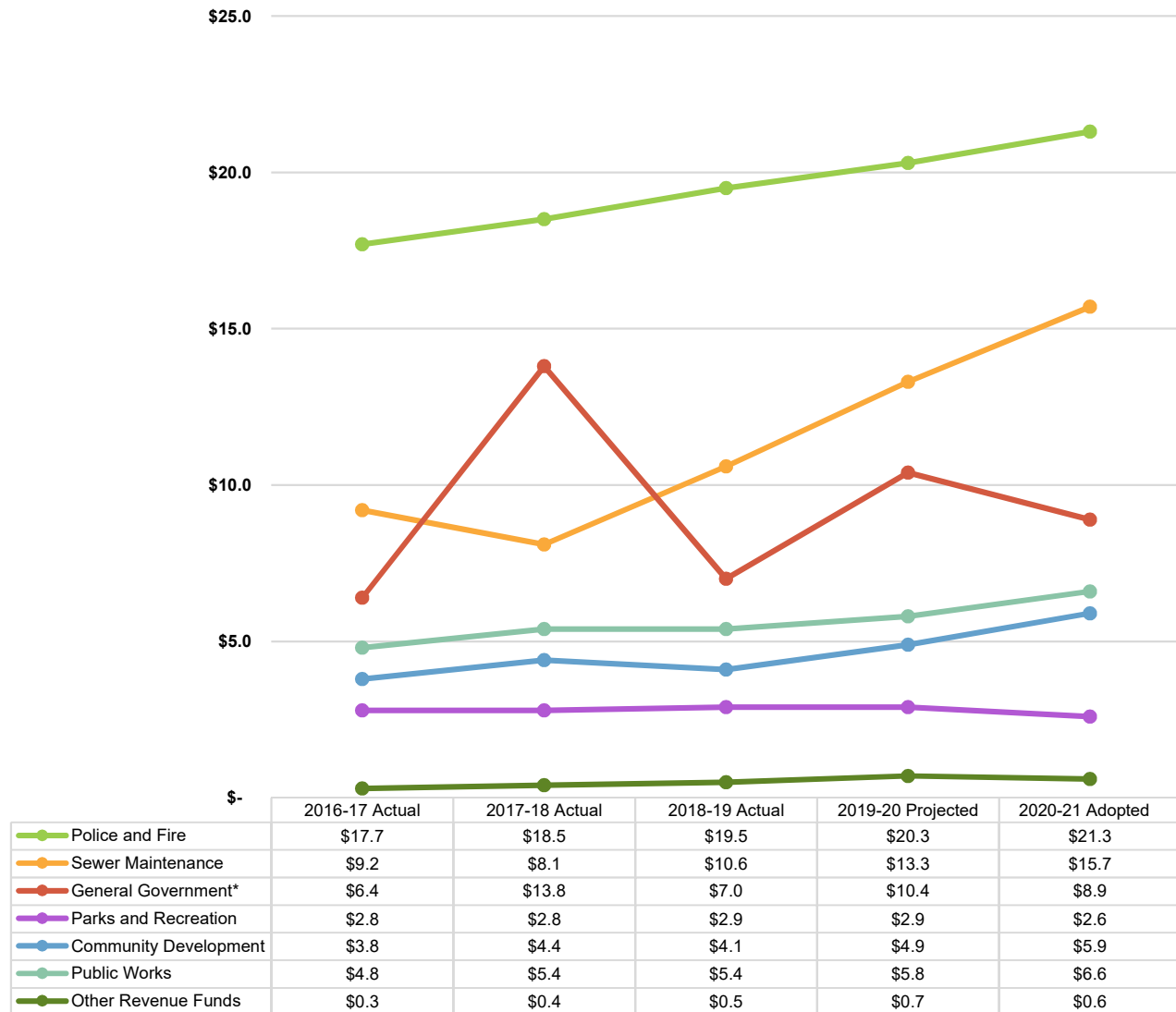




OPERATING EXPENDITURES

Multi-year Comparison

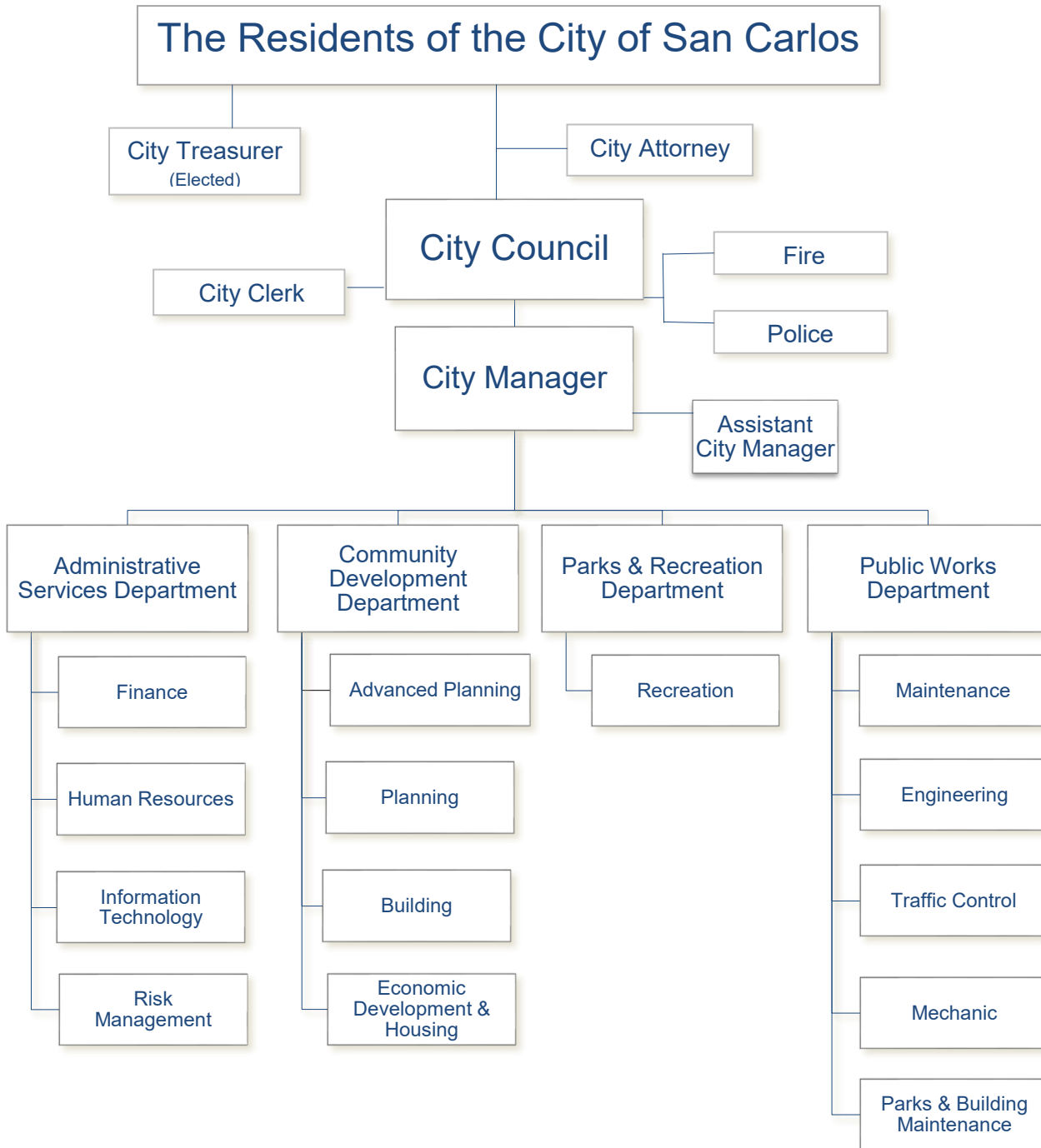
(Funds are Reflected in Millions)



*FY 2017-18 and FY19-20 expenditures include one-time costs for the paydown of unfunded liabilities



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City of San Carlos Boards, Commissions and Committees



City Council Regional JPAs, Boards & Committee Assignments

2+2 – City School District	806 Alameda Project Subcommittee	Advance Life Support (ALS)	Airport Land Use Committee	Airport Roundtable	Association of Bay Area Governments
Belmont-San Carlos Fire Department	Caltrain Board	Caltrain Modernization Working Group	Childcare Subcommittee	City County Association of Governments	City Selection Committee
Community Foundation Committee	Communication Subcommpitte	Downtown Parking Subcommitee	Economic Development Subcommittee	Emergency Services Council	Four Corners Working Group
Grand Boulevard Initiative	Harbor Industrial Association	Home for All	Housing Committee	Housing Endowment & Regional Trust Board	Industrial Arts Subcommittee
Kelly-Moore Subcommittee	L3 / Alexandria Subcommittee	League of California Cities	Library Governing Board JPA	Parks and Recreation Public Art Task Force	Peninsula Clean Energy JPA Board
Peninsula Congestion Relief Alliance	Pensions Subcommittee	Quality of Life Subcommittee	Recruitment and Retention Subcommittee	San Carlos Educational Foundation	San Mateo County Convention and Visitors Bureau
San Mateo County Council of Cities	San Mateo County Transit (SAMTRANS) Board	Silicon Valley Clean Water	South Bayside Waste Management Authority	Street Closure Subcommittee	Transportation & Circulation Subcommittee



MAJOR MUNICIPAL SERVICE LINES AND OPERATING PROGRAMS

The City of San Carlos is a municipal corporation providing a wide range of services and functions to San Carlos. Administrative Support Services are also provided to the City and operating departments. Following is a list of 60 specific services and functions, in the form of operating programs, which the City is currently providing.

ADMINISTRATIVE AND SUPPORT FUNCTIONS

A. CITY COUNCIL

City Leadership

- Legislation, Policy, and Budget

B. CITY MANAGER

Executive Management

- Management of City Operation
- Strategic Plan
- Community Engagement
- Climate Action Plan
- Interdepartmental and Interagency Work

C. CITY ATTORNEY

General Legal Services

Litigation and Specialized Services

D. CITY CLERK

Council and City Manager Support

- Agenda Process Management & Meeting Support
- Elections Management
- Records Management

E. CITY TREASURER

- Financial Review and Oversight

F. ADMINISTRATIVE SERVICES

Administration/Risk Management

- Leadership and Management
- Risk Management

Financial Services

Human Resources

Information Technology

PUBLIC SERVICES

G. COMMUNITY DEVELOPMENT SERVICES

Leadership and Management

Development and Permitting Services

- Key Development Project Facilitation
- Code Enforcement
- Long Range Planning

Economic Development

Housing Compliance and Assistance

H. PARKS & RECREATION SERVICES

Leadership and Management

Athletics

Adult Services

Youth Development

Personal and Family Development

Special Community Events

I. POLICE SERVICES

Patrol Services

Investigations

Community Outreach

Traffic and Commerce

Parking Enforcement

Dispatch

J. FIRE SERVICE

Fire Suppression

Emergency Medical Service

Fire Prevention/Inspections

Public Assist Calls for Service

Rescue Response

Community Emergency Response Team (CERT)

Public Education/Community Outreach

K. PUBLIC WORKS SERVICES

Administration/Engineering

- Leadership and Management

- Sidewalks

- Traffic/Engineering

- Parking

- Development and Permitting

- Capital Improvement Program

Facilities Maintenance

Fleet Maintenance

Parks Maintenance

Wastewater

Stormwater

Street Maintenance



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City Council

Mayor

Vice Mayor

Council
Member

Council
Member

Council
Member



CITY COUNCIL DEPARTMENT

Mission

The City of San Carlos provides high-quality services and facilities to its residents in a sustainable, transparent, responsive and friendly manner to foster a safe and healthy community now and in the future.

Organization

The Council is composed of five members who are elected at-large on a non-partisan basis for four-year staggered terms. The Mayor is appointed annually from amongst the Council.

Org Code

01101000

Dept #

1010

Description

The City Council is the governing body of the City. It provides community leadership, enacts laws, adopts resolutions and establishes policies for the City government. The City Council also adopts a budget. The Mayor appoints members of the City Council to working committees.

The Mayor and City Council represent the City of San Carlos on various local, regional and state policy committees and commissions. The Council also reviews proposed State of California legislation and provides formal input into the legislative process.

The Council meets the second and fourth Monday of each month in formal, public sessions and occasionally in additional study sessions. All City Council meetings are open to the public and are streamed live on the City's website (www.cityofsancarlos.org). San Carlos residents who subscribe to Comcast cable television may also view the Council meetings on Comcast channel 27 and on AT&T Uverse Channel 99. City Council minutes and archives of the meetings are also posted on the City of San Carlos website for residents to review at www.sancarlosca.iqm2.com.



CITY COUNCIL DEPARTMENT

Program Name	City Leadership
Program Goals	The goal of the Council program is to provide leadership to the City organization to: foster a safe, diverse, welcoming, and engaged community; ensure fiscal responsibility and the sustainability of San Carlos' resources, infrastructure, and social/cultural environment; protect our physical environment from the threats of climate change; recognize and respect the needs and challenges of the community; demonstrate high ethical and professional standards, including high quality customer service; exhibit the character and qualities of San Carlos by thinking strategically, remaining proactive, and planning for the future; and support the well-being of employees, investing in their development, and aligning staffing and resources with the demand for City services.
Major Services	<ul style="list-style-type: none"> • Legislative activities to support San Carlos • Policy establishment and direction • Budget establishment and oversight to ensure fiscal sustainability • Serve on various regional boards • Provide leadership during emergency situations, such as COVID-19 • Serve the community through active engagement and leadership • Ensure that San Carlos remains a desirable, vibrant, inclusive, and business friendly community
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Banned smoking in multi-family housing and the sale of e-cigarettes and flavored tobacco • Established gun store and firearms regulations • Established the Community Foundation • Increased the local minimum wage (effective January 1, 2021) • Made it easier for more childcare facilities to open in San Carlos • Increased outreach, events and engagement • Addressed housing and transportation issues • Responded to PG&E's Public Safety Power Shutoff (PSPS) impact on the City and prepared for future events • Led the City through the impacts of the COVID-19 pandemic, providing support to residents and businesses
FY 2020-21 Goals	<ul style="list-style-type: none"> • Proactively plan for future changes in land use, transportation and economic development, including proposed market driven development projects and the assessment of potential impacts and opportunities • Actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels • Actively pursue plans and strategies for improving mobility, traffic, parking, transportation infrastructure, and street maintenance while encouraging alternative modes of transportation to improve efficient, safe and effective movement throughout the city • Encourage and support the creation of childcare facilities and promote access to youth programming • Prepare for public safety emergencies, such as wildfire, earthquake, flood, power outage, pandemic, school safety and other potential community emergencies by developing and implementing risk mitigation and reduction strategies • Support sustainability initiatives and address climate change • Continue to provide leadership through the COVID-19 pandemic



City Leadership Objective

Legislation, policy and budget.

The City Council values public input into the decision making process, keeping residents informed and using boards and committees for civic engagement and regional collaboration. Councilmembers participated in 42 regional boards. The City surveyed residents to gauge satisfaction with City services and found that 76% of residents reported that the City manages its finances well and 77% reported that they trust the City.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of boards and committees with City Council participation	39	42	43	43
% of residents who agree that the City is responsive to them*	76%	N/A	53%	N/A
% of residents satisfied with the City's efforts to provide municipal services*	87%	N/A	83%	N/A
% residents who indicate that they trust the city*	77%	N/A	77%	N/A

*Survey conducted every other year. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).



**CITY COUNCIL (01101000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	26,000	26,110	33,500	33,500	33,500
BENEFITS	105,500	61,910	113,500	103,175	114,000
PERSONNEL TOTAL ---->	131,500	88,020	147,000	136,675	147,500
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	800	1,024	800	325	800
PROFESSIONAL SERVICES	64,900	37,807	65,200	14,000	31,980
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	38,500	38,097	39,200	36,300	40,400
COMMUNITY RELATIONS	96,160	96,521	2,135,000	2,090,660	40,000
LOW INCOME SUBSIDY	55,000	17,373	55,000	13,700	55,000
INSURANCE	-	-	-	-	-
VEHICLE USAGE	100	-	100	-	100
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	255,460	190,822	2,295,300	2,154,985	168,280
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	386,960	278,842	2,442,300	2,291,660	315,780
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,600	1,800	3,700	3,700	2,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	500	250	500	500	700
TRANSFER OUT TOTAL ---->	4,100	2,050	4,200	4,200	2,800
EXPENDITURES & TRANSFERS TOTAL ---->	391,060	280,892	2,446,500	2,295,860	318,580

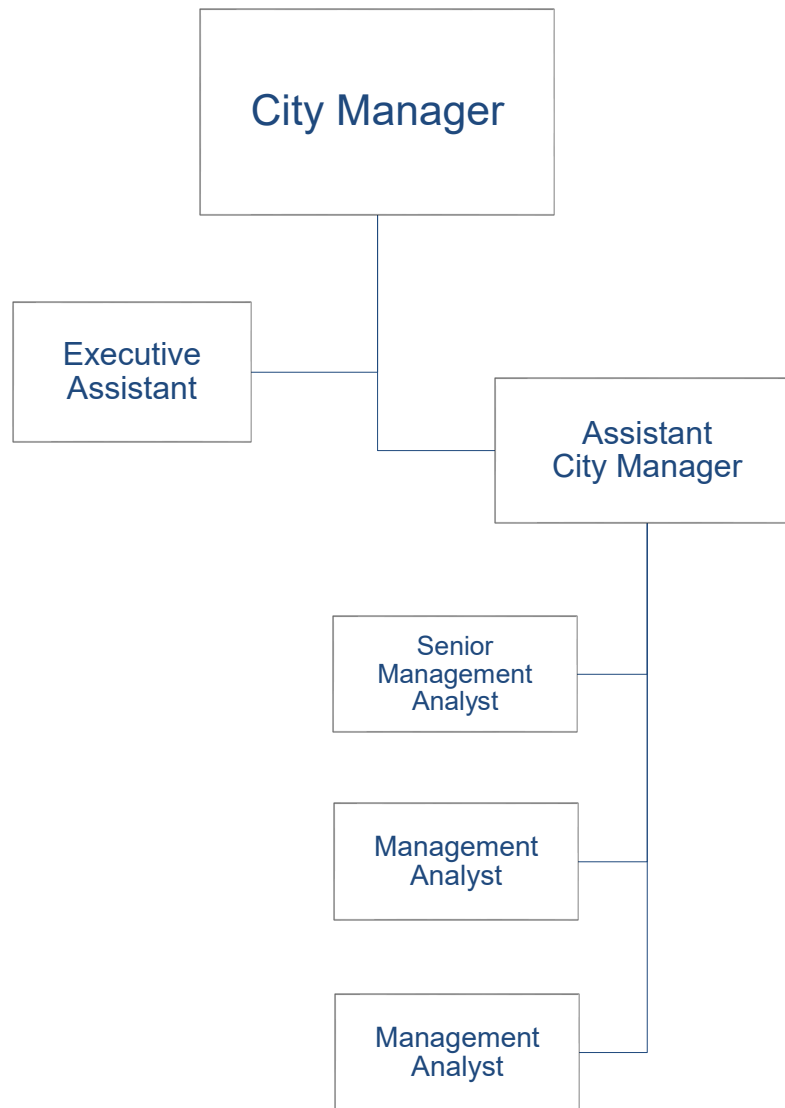
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	1,000	-	1,000	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	1,000	-	1,000	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	17,700	17,700	18,100	18,100	23,600
ALLOCATIONS IN FROM NPDES	300	300	300	300	300
ALLOCATIONS IN FROM GAS TAX	1,600	1,600	1,600	1,600	1,600
ALLOCATIONS IN FROM WORK COMP	400	400	400	400	400
ALLOCATIONS IN FROM RISK MGT	800	800	800	800	800
TRANSFER AND ALLOCATIONS IN TOTAL ---->	20,800	20,800	21,200	21,200	26,700
REVENUE & TRANSFERS TOTAL ---->	20,800	21,800	21,200	22,200	26,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	370,260	259,092	2,425,300	2,273,660	291,880



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City Manager





CITY MANAGER DEPARTMENT

Mission

Provide overall management of the City, execute Council policy and insure that San Carlos remains the City of Good Living.

Organization

The Department is comprised of City Manager, Assistant City Manager, Senior Management Analyst, two Management Analysts, and an Executive Assistant.

Org Code

01111000

Dept #

1110

Description

Under the direction of the City Manager, the City Manager Department consists of six full-time regular employees. The staff in the department also serve in the following capacities:

- Board of Directors of IEDA



CITY MANAGER DEPARTMENT

Program Name	Executive Management
Program Goals	<p>The first goal of the Executive Management program is to provide overall management of City operations, implement Council's strategic and policy directions and ensure effective, efficient and responsive services to the community in a financially sustainable manner.</p> <p>The second goal of the Executive Management program is related to Community Engagement. The goal is to reach out to the community on City-related matters that serve the community and to demonstrate transparency and inclusivity in the pursuit of civic governance. Includes managing media relations, the City's website, e-notify, videos, social media, the City newsletters and postcards, the City cable channels and billboards. Coordinate with community groups and volunteers so the community is well informed and engaged in events, services, proposed developments, projects and local issues and can provide input to the City.</p> <p>The third goal of the Executive Management program is related to Green Initiatives Programs & Climate Protection. The goal is to develop and manage projects and programs that comply with State regulations, address climate change and adaptation and attain the stated environmental goals of the City Council and community.</p>
Major Services	<ul style="list-style-type: none"> • Manage overall City operations, departments and programs • Provide Council support • Oversee community relations and engagement, public information, social media and website • Develop and manage the Council's strategic plan • Manage special projects and initiatives • Oversee the Climate Action Plan and sustainability programs • Direct the activities of staff during an emergency, such as COVID-19
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Increased community engagement by holding several community meetings, expanding event offerings, and issuing more social media posts and mailings • Began the process of developing a Climate Mitigation and Adaptation Plan to update the City's Climate Action Plan • Oversaw the Strategic Planning process and activities • Responded to PG&E's Public Safety Power Shutoff (PSPS) events in the city and prepared for future events • Oversaw the COVID-19 emergency
FY 2020-21 Goals	<ul style="list-style-type: none"> • Ensure staffing levels are resources are sufficient to meet the community need while reflecting the need to reduce costs • Continue to respond the COVID-19 pandemic • Continue to offer activities and events to engage the community • Complete the Climate Mitigation and Adaptation Plan • Prepare the City to respond to public safety emergencies with procedures, plans and exercises • Continue to issue social media and other outreach that inform and engage the community



Management of City Operations Objective 1

Management of City departments, programs and contracts.

Results from the biannual community satisfaction survey conducted in 2020 reported high resident satisfaction with City services. We've continued efforts to maintain this high level of satisfaction.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
Community Satisfaction Survey Conducted*	Yes	No	Yes	No
% of residents finding City staff helpful*	85%	No	86%	No
% of residents satisfied with City services*	87%	No	83%	No

* Results from surveys conducted first quarter 2018 and 2020. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).

Strategic Plan Objective 2

Creation and management of the City Council adopted strategic plan, its objectives and work plans.

The strategic plan tasks are in addition to the day to day operations of the City.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of citywide strategic plan tasks undertaken	57	37	67	60

Community Engagement Objective 3

Community Engagement.

The community survey in 2020 found high resident satisfaction with the City's efforts in keeping residents engaged. The number of social media followers is expected to steadily increase. Staff responded to a large number of requests through the Inform San Carlos portal and expects the number of requests to increase. The performance measures tracked ensure that we continue to focus on engaging the community.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of residents who are satisfied with the City's communications efforts*	84%	N/A	82%	N/A
# of Facebook and Twitter Postings				
<i>Facebook</i>	449	380	456	400
<i>Twitter</i>	415	453	700	550
# of Facebook likes and Twitter followers				
<i>Facebook likes</i>	4,707	5,034	5,293	5,500
<i>Twitter followers</i>	7,348	7,620	7,766	7,900
# of City related Nextdoor Postings	107	103	167	125
# of Instagram followers	1,284	1,510	1,750	1,900
# eNotify Subscribers	13,640	13,775	13,820	13,850
# of eNotify subscription topics available	51	53	54	55
# of Shape San Carlos subscribers	1,846	1,830	1,831	1,831
# of Shape San Carlos topics posted	6	6	5	5
# of news releases sent	6	33	34	25
# of requests handled by Inform San Carlos	1,579	1,994	1,939	1,950
Average # of days to resolve requests	15.7	15.7	14	13

*Results from surveys conducted first quarter 2018 and 2020. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).



Climate Action Plan Objective 4

Climate Action Plan (CAP) – updates and implementation.

Through the department's implementation of the CAP, 21 climate action plan items were monitored and waste disposal rates were below State targets. Work has begun on developing a new Climate Mitigation and Adaptation Plan.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of climate action items monitored	21	21	21	21
Residential Annual per Capita Disposal below State Target	Yes	Yes	Yes	Yes
Commercial Annual per Employee waste disposal below State targets	Yes	Yes	Yes	Yes

Interdepartmental and Interagency Work Objective 5

Interdepartmental and interagency work: implement measures; report on greenhouse gas inventories (available only for certain years); collaborate with regional agencies; and prepare the Annual CAP Update.

The City Manager's department continued to inform residents on green initiatives and was able to maintain greenhouse gas reductions with the implementation of the CAP.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of postings on green initiatives	125	124	118	120
% reduction in greenhouse gases community wide since 2005	15% as of 2020	15% as of 2020	40% by 2030	40% by 2030
% reduction in greenhouse gases by municipal government since 2005	15% as of 2020	15% as of 2020	40% by 2030	40% by 2030

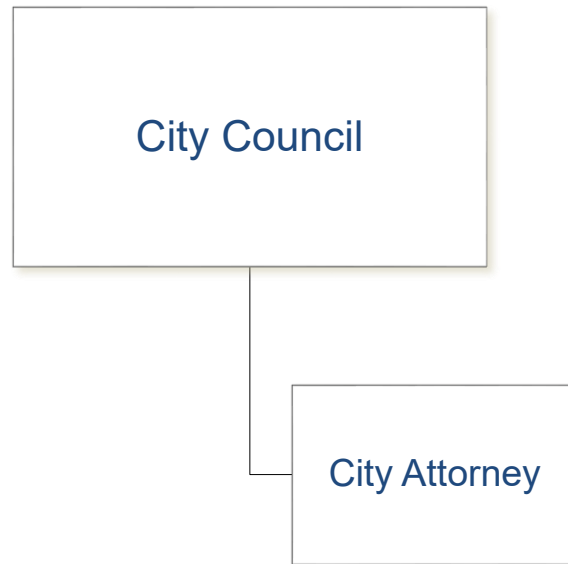


**CITY MANAGER (01111000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	948,403	857,219	945,400	951,060	958,100
BENEFITS	526,400	413,416	532,000	477,200	491,100
PERSONNEL TOTAL ---->	1,474,803	1,270,636	1,477,400	1,428,260	1,449,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	7,600	4,994	7,700	21,700	7,900
PROFESSIONAL SERVICES	414,800	417,384	421,500	343,500	306,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	21,700	7,926	22,100	6,600	12,800
COMMUNITY RELATIONS	20,000	13,478	20,000	100	20,600
INSURANCE	-	-	-	-	-
VEHICLE USAGE	300	90	300	100	300
EQUIPMENT MAINTENANCE	500	-	500	-	500
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	464,900	443,873	472,100	372,000	348,800
CAPITAL OUTLAY	3,700	822	3,800	-	3,900
CAPITAL OUTLAY TOTAL ---->	3,700	822	3,800	-	3,900
EXPENDITURES TOTAL ---->	1,943,403	1,715,330	1,953,300	1,800,260	1,801,900
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,800	4,900	10,000	10,000	12,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	850	1,700	1,700	3,900
TRANSFER OUT TOTAL ---->	11,500	5,750	11,700	11,700	16,600
EXPENDITURES & TRANSFERS TOTAL ---->	1,954,903	1,721,080	1,965,000	1,811,960	1,818,500
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	192,200	130,070	138,000	127,600	20,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	192,200	130,070	138,000	127,600	20,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	163,400	163,400	166,700	166,700	201,700
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,300	7,300	7,400	7,400	7,600
ALLOCATIONS IN FROM WORK COMP	2,900	2,900	3,000	3,000	3,100
ALLOCATIONS IN FROM RISK MGT	5,300	5,300	5,500	5,500	5,700
TRANSFER AND ALLOCATIONS IN TOTAL ---->	180,200	180,200	183,900	183,900	219,400
REVENUE & TRANSFERS TOTAL ---->	372,400	310,270	321,900	311,500	239,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,582,503	1,410,810	1,643,100	1,500,460	1,579,100



City Attorney





CITY ATTORNEY DEPARTMENT

Mission

Provide the City, City Council and City staff with prompt, high quality and efficient legal services.

Organization

The Department is comprised of a City Attorney under contract with the law firm of Aaronson, Dickerson, Cohn & Lanzone with Gregory J. Rubens as the City Council appointed City Attorney. The contract includes legal services and all office costs, including: paralegal; secretarial; clerical; law library; and contract services.

Org Code

01151000

Dept #

1510

Description

In consultation with the City Manager, the Legal Services Department consists of one full-time regular employee.

Other attorneys with the law firm of Aaronson, Dickerson, Cohn & Lanzone perform duties for the City and serve as the Deputy City Attorney from time to time. Code enforcement is handled by the City Attorney or assigned to Deputy City Attorney Kai Ruess, Kimberly Chu or Jeremy Kirshner. Jean Savaree assists with employment law matters, including training.



CITY ATTORNEY DEPARTMENT

Program Name	General Legal Services, Litigation and Specialized Services
Program Goals	The goal of the Legal Services, Litigation and Specialized Services program is to provide leadership, oversight and support to ensure that the City organization, including City officials, management and staff, receive high quality legal support. This goal includes Litigation and Specialized Services to evaluate, analyze and make recommendations to the City Manager and City Council with the goal of reducing litigation costs, claims liabilities and cost of lawsuits.
Major Services	<ul style="list-style-type: none"> • Advising staff and reviewing contracts • Attending City Council and most Planning Commission meetings • Participating in strategic planning for the City • Participating in negotiation and development projects • Participating in litigation involving the City • Drafting ordinances and resolutions • Code enforcement • Public Records Act and Brown Act compliance • Election law
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Negotiated with developers on the amendment to the restrictive covenant at 1785 San Carlos Avenue to assure conformance with the City's 50 foot height limit and density requirements for new development • Assisted staff in contracting for the Burton and Highland Park lighting project • Developed a "safe harbor" procedure for agenda setting in light of the City of Novato decision • Negotiated with staff for two new billboard leases (SC Marketplace and American Street) • Continued monitoring of the California Public Utilities Commission matters affecting San Carlos, including the PG&E settlement of \$1,000,000 to the general fund arising out of PG&E's admitted ex parte rules violations, which is now subject to CPUC and Bankruptcy court approval • Drafted or assisted in preparing ordinances, including the firearms, house size, sidewalk vendor, flavored tobacco, antenna, just cause evictions and minimum wage ordinances • Monitored liability claims with PLAN JPA appointed defense counsel, including significant claims involving wrongful death on San Carlos Avenue and on Crestview Drive • Supervised outside counsel on eminent domain matter and negotiated with owner on price (1232 Cherry) • Responded to numerous Public Records Act requests • Advised staff on San Carlos Avenue Eucalyptus removal project and developed standard right of entry agreements for private property owners • Assisted staff in the development of 817 Walnut affordable housing project • Reviewed State and County Health Orders concerning the COVID-19 pandemic and provided legal guidance and counsel
FY 2020-21 Goals	<ul style="list-style-type: none"> • Finalize the PG&E Settlement at the CPUC • Monitor Eminent Domain litigation • Advise staff on ordinances related to affordable housing • Advise Council and staff concerning commercial and residential housing projects, including affordable housing components • Continue to advise the City Council on relevant legal issues as may arise



- Continue to monitor and advise City Council and staff concerning the COVID-19 pandemic and the guidance and health orders issued by the State and the County
- Continue to keep Council advised on case law and impact of new laws, especially changes to housing laws

**General Legal
Services,
Litigation and
Specialized
Services
Objective**

Prompt and effective legal review related to legal inquiries and official documents, such as contracts, ordinances, resolutions, agreements, etc. Includes legal support to all City departments, litigation review and support, advising City Council, staff and commissioners and managing unanticipated or specialized legal services.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of legal updates provided	2	2	2	2
\$ of contract counsel services monitored	\$80,158	\$50,000	\$80,000	\$85,000
Total \$ spent on code enforcement	\$38,903	\$40,000	\$19,295	\$55,000
Total # of code enforcement cases	64	13	25	25
# of cases handled in-house	64	13	25	25
# of cases settled	7	5	5	5
Hours spent on public information requests	234.41	112.50	150	120
Total \$ spent on public information requests	\$64,197	\$31,326	\$42,000	\$35,000



CITY ATTORNEY/LEGAL SERVICES (01151000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	54,500	50,235	51,600	56,900	48,900
PERSONNEL TOTAL ---->	54,500	50,235	51,600	56,900	48,900
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	494,900	464,685	506,200	391,000	516,900
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	494,900	464,685	506,200	391,000	516,900
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	549,400	514,920	557,800	447,900	565,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,400	1,700	3,500	3,500	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	300	600	600	500
TRANSFER OUT TOTAL ---->	4,000	2,000	4,100	4,100	500
EXPENDITURES & TRANSFERS TOTAL ---->	553,400	516,920	561,900	452,000	566,300
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	5,000	-	6,000	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	5,000	-	6,000	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	141,800	141,800	144,600	144,600	158,900
ALLOCATIONS IN FROM NPDES	2,400	2,400	2,400	2,400	2,500
ALLOCATIONS IN FROM GAS TAX	13,500	13,500	13,800	13,800	14,200
ALLOCATIONS IN FROM WORK COMP	4,600	4,600	4,700	4,700	4,800
ALLOCATIONS IN FROM RISK MGT	17,200	17,200	17,500	17,500	18,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	179,500	179,500	183,000	183,000	198,400
REVENUE & TRANSFERS TOTAL ---->	179,500	184,500	183,000	189,000	198,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	373,900	332,420	378,900	263,000	367,900



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City Clerk / Community Relations





CITY CLERK-COMMUNITY RELATIONS DEPARTMENT

Mission

Provide the residents of San Carlos, City Council and staff with access to public records and ensure all facets of agenda preparation, public meetings and municipal elections are conducted according to State law.

Organization

The Department is comprised of the Director of Community Relations/City Clerk and an Administrative Assistant.

Org Code

01121000

Dept #

1210

Description

Under the direction of the Director of Community Relations/City Clerk, the City Clerk Department consists of two full-time employees.



CITY CLERK-COMMUNITY RELATIONS DEPARTMENT

Program Name Council and City Manager Support

Program Goals	The goal of this program is to: facilitate the Council agenda process for the City Manager and support the Council during its meetings; facilitate the legislative process in compliance with legal requirements for timely notifications and open meetings; oversee the contract with the County of San Mateo for municipal elections according to State law and assist and orient local candidates; coordinate and monitor the permanent, non-permanent and historical records; and respond to requests for public information in accordance with the City's records retention schedule and State law.
Major Services	<ul style="list-style-type: none"> • Agenda process management and meeting support • Administration of municipal elections • City Council/Treasurer candidate assistance and orientation • Research and retrieval of records • Maintenance of the City's records retention schedule • Recruitment management for the City's Commissions • New Commissioner orientation • Compliance Officer for the Fair Political Practices Commission • Management of the Citywide volunteer program • Mailroom management for all departments
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Conducted a Request for Proposal (RFP) for Document Scanning Services, selected vendor and began the process of working with vendor to digitize Building Permits and Planning Records • Updated Commission Process and Membership • Worked with County to promote new voting machines and prepared for March elections • Began the process of recruiting for six Commission/Board seats • Records Management. Digitized over 70 boxes of records, which completed an 8+ year project of digitizing records from our third party off-site storage vendor; and destroyed 59 boxes of records from the records center that were past the City's Records Retention Schedule • Community Relations. Scheduled and coordinated 11 Farmers Market City booths and hosted a community book-signing event with Congresswoman Jackie Speier • Received and responded to over 450 public records requests • Ensured City Official's compliance with Fair Political Practices Commission's Conflict of Interest Statements • Continued to maintain the City's Do Not Knock and Refusal of Consent Registries • Assisted in the City's COVID-19 Emergency Operations Center (EOC) and transitioned to virtual City Council meetings
FY 2020-21 Goals	<ul style="list-style-type: none"> • Continue to respond to the COVID-19 pandemic and conduct virtual meetings and operations



**Agenda Process
Management and
Meeting Support
Objective 1**

Agenda Process Management, Meeting Support and Management of Commission appointment process.

The City Clerk's Department provides meeting support to the City Council and Oversight Board to the Successor Agency, which includes preparation of agenda packets and post meeting records (i.e., minutes, resolutions, ordinances, contracts) and publishing meeting videos (if applicable). Timely preparation of agendas, post meeting materials and meeting videos are essential in providing transparency to the public.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of Regular meeting agendas published 3 days in advance of meeting	100%	100%	100%	100%
% of Council meeting videos posted within 24 hours of meeting	100%	100%	100%	100%
% of minutes approved within 3 regular meetings	100%	98%	95%	100%
# of agendas prepared	45	46	39	43
# of public meetings supported	42	43	35	40
# of resolutions processed	127	93	91	90
# of ordinances processed	10	17	13	13
# of proclamations prepared	28	35	44	35
# Board/Commission recruitments	5	6	0	6
# Commissioners orientated	8	13	0	5

**Elections
Management
Objective 2**

Elections management and support.

Elections give our community a voice in government. As the City's Elections Official, the City Clerk is trusted to submit accurate and timely information of candidates and ballot measures for the public to make informed decisions with their votes.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of elections held without error	100%	100%	100%	100%
% of candidate nominations packets compiled on time	100%	100%	100%	100%
# of elections coordinated	0	1	0	1
# of candidates assisted and oriented	0	6	0	3
# of measures on the ballot	0	2	0	0



Records Management Objective 3

Management of City records and public records requests.

The City Clerk's Department serves as the Records Manager for the City and as such, coordinates all public records requests and assists with research and retrieval of records. Timely response to public records requests is a priority as it is not only legally mandated, but provides high quality public service.

By digitizing long-term and permanent records, staff and the community have easy access to more records and are able to perform their own searches to locate records faster.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of Public Record Act requests responded to within legal time frames	100%	100%	100%	100%
# of public record requests responded to	499	518	460	500
# of long-term and permanent records (from stored boxes) added to City's electronic document management system	621	109	80	200
# of records boxes stored off-site	780	517	568	540



**CITY CLERK (01121000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	225,300	226,851	232,000	248,800	237,350
BENEFITS	142,100	117,877	140,200	125,200	131,600
PERSONNEL TOTAL ---->	367,400	344,728	372,200	374,000	368,950
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	94,200	40,055	96,100	19,850	89,400
PROFESSIONAL SERVICES	144,000	98,480	133,200	28,000	82,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	4,900	2,746	5,000	7,907	2,065
COMMUNITY RELATIONS	7,000	7,565	7,100	3,800	7,300
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	150	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	250,100	148,846	241,400	59,707	180,965
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	617,500	493,574	613,600	433,707	549,915
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,800	4,900	10,000	10,000	4,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,600	800	1,600	1,600	1,300
TRANSFER OUT TOTAL ---->	11,400	5,700	11,600	11,600	5,500
EXPENDITURES & TRANSFERS TOTAL ---->	628,900	499,274	625,200	445,307	555,415
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	1,000	5,742	1,000	2,300	1,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,000	5,742	1,000	2,300	1,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	76,800	76,800	78,300	78,300	80,600
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,100	7,100	7,200	7,200	7,400
ALLOCATIONS IN FROM WORK COMP	2,300	2,300	2,300	2,300	2,400
ALLOCATIONS IN FROM RISK MGT	6,500	6,500	6,700	6,700	6,900
TRANSFER AND ALLOCATIONS IN TOTAL ---->	94,000	94,000	95,800	95,800	98,600
REVENUE & TRANSFERS TOTAL ---->	95,000	99,742	96,800	98,100	99,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	533,900	399,532	528,400	347,207	455,815



City Treasurer

City Treasurer
(Elected)



CITY TREASURER DEPARTMENT

Mission

Entrusted by the residents to ensure safe management of funds, increase investment potential, minimize risk and consider the financial needs of the community.

Organization

The department is staffed by an elected (by the voters of San Carlos) City Treasurer. The Treasurer oversees the internal control and safety of the City's money. This department works closely with the Finance Division to meet the shared goals of appropriate internal controls, prudent investments and cost effective financial services

Org Code

01141000

Dept #

1410

Description

The City Treasurer provides an accountability of City funds to the public and promotes superior financial practices and internal controls related to the investment, security and conservative spending of the City's money.



CITY TREASURER DEPARTMENT

Program Name	Financial Review and Oversight
Program Goals	The goal of the Financial Review and Oversight program is to provide advice and counsel on City investments and hiring of an independent auditor who reviews the City's finances and performs other financial consulting services.
Major Services	<ul style="list-style-type: none"> • Review and sign payroll and vendor warrants • Provide investment advice • Respond to rating agencies and public inquiries on financial data • Participate in professional development training focused on the City Treasurer's duties, responsibilities and operational efficiency programs • Research and prepare lien release notices • Participate in special financial projects with the Finance Division • Conduct internal control and financial efficiency reviews • Serve as a member of the City's and the City/County Association of Governments' (C/CAG) investment committees
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Updated the City of San Carlos Investment Policy • Investments earned \$2,244,255 at a weighted average yield of 2.29% for the fiscal year ended June 2019 • Reviewed and approved payroll and vendor invoices • Processed lien release requests within 24 hours of request
FY 2020-21 Goals	<ul style="list-style-type: none"> • Process lien release requests within 24 hours of request • In collaboration with Finance Division: <ul style="list-style-type: none"> - Maintain and strengthen internal controls - Review, update, and implement the City's Investment Policy - Review and approve payroll and vendor invoices

Financial Review and Oversight Objective

Ensure safety of investments and maximize interest income.

The City Treasurer provides independent review and oversight to the management of investments of the City and C/CAG. Through working with the City's Finance Division, the following benchmarks show the City's ability to meet the primary objective of the Investment Policy, which is the safety of principal while maintaining liquidity to meet cash flow needs.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of months in compliance with the City's Investment Policy	12	12	12	12
Total investment earnings	\$1,177,914	\$2,244,255	\$2,215,000	\$1,620,000



**CITY TREASURER (01141000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	5,200	5,222	6,700	6,800	6,700
BENEFITS	20,700	12,166	22,000	12,850	22,000
PERSONNEL TOTAL ---->	25,900	17,388	28,700	19,650	28,700
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,500	1,198	1,500	200	1,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,500	1,198	1,500	200	1,500
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	27,400	18,585	30,200	19,850	30,200
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,400	1,700	3,500	3,500	400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	300	600	600	100
TRANSFER OUT TOTAL ---->	4,000	2,000	4,100	4,100	500
EXPENDITURES & TRANSFERS TOTAL ---->	31,400	20,585	34,300	23,950	30,700
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	9,800	9,800	10,000	10,000	10,300
ALLOCATIONS IN FROM NPDES	200	200	200	200	200
ALLOCATIONS IN FROM GAS TAX	900	900	900	900	900
ALLOCATIONS IN FROM WORK COMP	100	100	100	100	100
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	11,000	11,000	11,200	11,200	11,500
REVENUE & TRANSFERS TOTAL ---->	11,000	11,000	11,200	11,200	11,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	20,400	9,585	23,100	12,750	19,200



Administrative Services



*Position is currently underfilled



ADMINISTRATIVE SERVICES DEPARTMENT

Mission

Provide overall management of the City's administrative services, execute the City's administrative policies and ensure that the City organization, including officials, management and staff receive high quality effective and efficient administrative support.

Organization

The Department is comprised of Administration/Risk Management (Workers' Compensation & General Liability), Finance Division, Human Resources Division and Information Technology Division

Org Code

01000000, 01210000-01213000, 32321000-35351000, 9393100

Dept #

2100-2130, 3210-3510, 9310

Description

Under the direction of the Administrative Services Director, the Administrative Services Department consists of 15 full-time regular employees in four programs.

Program	Management
Administration/Risk Management (3 FTEs)	Administrative Services Director/Senior Management Analyst
Finance (6 FTEs)	Financial Services Manager
Human Resources (2 FTEs)	Human Resources Manager
Information Technology (4 FTEs)	Information Technology Manager



**ADMINISTRATIVE SERVICES DEPARTMENT
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	1,849,200	1,755,175	1,906,400	1,891,850	1,907,100
BENEFITS	1,137,800	925,803	1,121,700	1,017,675	1,044,000
PERSONNEL TOTAL ---->	2,987,000	2,680,979	3,028,100	2,909,525	2,951,100
UTILITIES	111,200	77,259	113,400	113,700	100,300
OFFICE ADMINISTRATIVE	214,900	160,967	225,800	169,750	202,650
PROFESSIONAL SERVICES	828,600	563,335	845,600	741,000	796,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	107,100	51,349	108,900	34,050	42,325
COMMUNITY RELATIONS	10,300	7,137	10,500	8,800	7,650
INSURANCE	-	-	-	-	-
VEHICLE USAGE	1,900	205	1,900	30	375
EQUIPMENT MAINTENANCE	362,600	342,983	369,900	393,000	375,100
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,636,600	1,203,236	1,676,000	1,460,330	1,524,700
CAPITAL OUTLAY	30,500	4,285	31,100	15,800	12,500
CAPITAL OUTLAY TOTAL ---->	30,500	4,285	31,100	15,800	12,500
EXPENDITURES TOTAL ---->	4,654,100	3,888,499	4,735,200	4,385,655	4,488,300
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	37,900	18,950	38,600	38,600	31,900
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	36,700	18,350	37,400	37,400	35,800
TRANSFER OUT TOTAL ---->	74,600	37,300	76,000	76,000	67,700
EXPENDITURES & TRANSFERS TOTAL ---->	4,728,700	3,925,799	4,811,200	4,461,655	4,556,000
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	873,600	1,019,428	909,300	999,200	871,200
CHARGES FOR CURRENT SERVICES	-	4,057	-	1,250	-
FINES & FORFEITURES	100	325	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	238,400	338,092	197,400	214,120	178,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	211,100	1,920,831	215,300	1,874,700	959,800
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,323,200	3,282,734	1,322,100	3,089,370	2,009,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	878,000	878,000	895,500	895,500	947,300
ALLOCATIONS IN FROM NPDES	13,100	13,100	13,300	13,300	13,700
ALLOCATIONS IN FROM GAS TAX	69,900	69,900	71,300	71,300	15,500
ALLOCATIONS IN FROM WORK COMP	82,600	82,600	84,200	84,200	86,700
ALLOCATIONS IN FROM RISK MGT	99,100	99,100	100,900	100,900	103,900
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,142,700	1,142,700	1,165,200	1,165,200	1,167,100
REVENUE & TRANSFERS TOTAL ---->	2,465,900	4,425,434	2,487,300	4,254,570	3,176,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,262,800	(499,634)	2,323,900	207,085	1,379,600



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ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Administration/Risk Management
Program Goals	<p>The goal of Administration is to provide leadership, oversight and support to ensure that the City organization, including officials, management and staff, receive high quality administrative support services.</p> <p>The goal of the Risk Management program is to develop City safety policies and procedures and insure assets to minimize and protect the City's resources against risk or liability.</p>
Organization	3 FTEs: Administrative Services Director, Senior Management Analyst, Administrative Assistant
Major Services	<ul style="list-style-type: none"> • Strategic Planning/Special Projects Oversight • Project Management • Board of Directors for the Pooled Liability Assurance Network Joint Powers Authority (PLAN JPA) and Cities Group • Liaison for all of the public safety contracts • General Liability Insurance Oversight • Workers' Compensation and General Liability Claims Program Administration • Citywide Safety and Risk Management Committees Management
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Successfully re-negotiated the police services contract with the San Mateo County Sheriff's Office • Revised the Contract Guide and provided contract and purchasing training • Developed the Respiratory Protection Program • Developed the Infectious Disease Outbreak Response Plan • Contracted with a new medical clinic for occupational medical services • Responded to the COVID-19 pandemic by providing financial and staffing guidance and support
FY 2020-21 Goals	<ul style="list-style-type: none"> • Negotiate the renewal of the San Mateo County Dispatch Services Agreement • Review and update the City's Payment Handling policy as needed • Review and update the Hazardous Material Communication Plan as needed • Continue to manage the claims administration process for Workers' Compensation and General Liability claims and incidents • Continue to provide support to the City through the COVID-19 pandemic



Leadership and Management Objective 1

Manage the Administrative Services Department Divisions, serve on the Board of Directors for the Pooled Liability Assurance Network Joint Powers Authority (PLAN JPA) and Cities Group as the City representative.

The PLAN JPA is a joint powers insurance authority consisting of 28 member cities under the PLAN JPA and six members under Cities Group. Our participation in PLAN JPA and Cities Group board meetings and special committee meetings has helped make important decisions on the operation of the program and claims administration, accounting and finance, risk control, loss prevention, actuarial services and training.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of board/committee meetings attended	5	14	19	15

Risk Management Objective 2

Manage the City's General Liability insurance, Workers' Compensation claims and Americans with Disabilities Act (ADA) coordination.

The objective of the Risk Management program is to protect the City's resources against risks or liability. This is achieved through ensuring adequate insurance coverage, providing safety and risk management training, managing safety inspections and developing safety procedures. It is also important to monitor risk by analyzing safety incidents, injury claims and third-party claims trends for the expansion of risk reduction programs. By doing so, Risk Management improves employee safety by creating a safer work environment and reduces liability, limiting losses for the City.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of employee safety incidents reported	11	6	2	6
# of safety inspections conducted	2	2	1	2
# of Workers' Compensation claims processed	6	2	1	6
Total injury days lost	22	0	41	40
Total Workers' Compensation premium paid	\$56,615	\$75,486	\$100,648	\$134,197
% of FTE's without any on the job injury	94%	98%	99%	98%
# of liability claims received	22	16	19	20
Total General Liability claims paid				
<i>Claims paid</i>	\$482,486	\$26,838	\$77,828	\$375,000
<i>Premium paid</i>	\$436,966	\$558,420	\$738,000	\$883,000
# of insurance policies handled	9	9	9	9
# of safety and risk management training sessions offered	22	34	38	30



**ADMINISTRATIVE SERVICES LEADERSHIP AND MANAGEMENT (01210000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	417,800	399,259	431,100	400,550	431,650
BENEFITS	244,400	217,490	240,400	229,300	223,200
PERSONNEL TOTAL ---->	662,200	616,748	671,500	629,850	654,850
UTILITIES	400	-	400	-	-
OFFICE ADMINISTRATIVE	13,400	7,791	13,500	7,550	4,100
PROFESSIONAL SERVICES	23,700	8,885	24,300	13,600	3,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	14,600	3,388	14,800	4,050	4,850
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	1,000	-	1,000	10	100
EQUIPMENT MAINTENANCE	500	-	500	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	53,600	20,064	54,500	25,210	12,050
CAPITAL OUTLAY	9,500	2,616	9,700	2,700	300
CAPITAL OUTLAY TOTAL ---->	9,500	2,616	9,700	2,700	300
EXPENDITURES TOTAL ---->	725,300	639,428	735,700	657,760	667,200
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,500	2,750	5,600	5,600	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	30,700	15,350	31,300	31,300	27,500
TRANSFER OUT TOTAL ---->	36,200	18,100	36,900	36,900	34,000
EXPENDITURES & TRANSFERS TOTAL ---->	761,500	657,528	772,600	694,660	701,200
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	76,800	76,800	78,300	78,300	85,600
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,100	7,100	7,200	7,200	7,400
ALLOCATIONS IN FROM WORK COMP	57,200	57,200	58,300	58,300	60,000
ALLOCATIONS IN FROM RISK MGT	66,500	66,500	68,300	68,300	70,300
TRANSFER AND ALLOCATIONS IN TOTAL ---->	208,900	208,900	213,400	213,400	224,600
REVENUE & TRANSFERS TOTAL ---->	208,900	208,900	213,400	213,400	224,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	552,600	448,628	559,200	481,260	476,600



**GENERAL LIABILITY / RISK MANAGEMENT FUND (33331000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	1,300	2,508	1,300	1,300	1,300
PROFESSIONAL SERVICES	74,100	-	75,600	43,000	69,900
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	4,700	1,744	4,800	2,700	12,900
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	993,700	585,251	1,013,600	806,800	1,318,300
VEHICLE USAGE	500	83	500	400	500
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,074,300	589,586	1,095,800	854,200	1,402,900
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,074,300	589,586	1,095,800	854,200	1,402,900
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	128,900	128,900	131,400	131,400	135,300
TRANSFER OUT TOTAL ---->	128,900	128,900	131,400	131,400	135,300
EXPENDITURES & TRANSFERS TOTAL ---->	1,203,200	718,486	1,227,200	985,600	1,538,200
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	38,000	-	38,700	30,150	30,000
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	19,733	-	21,000	13,200
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	38,000	19,733	38,700	51,150	43,200
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	276,100	138,050	281,400	281,400	224,000
ALLOCATIONS IN FROM SEWER	765,900	483,175	781,200	781,200	721,000
ALLOCATIONS IN FROM NPDES	-	-	-	-	98,600
ALLOCATIONS IN FROM GAS TAX	123,800	78,100	126,300	126,300	461,700
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,165,800	699,325	1,188,900	1,188,900	1,505,300
REVENUE & TRANSFERS TOTAL ---->	1,203,800	719,058	1,227,600	1,240,050	1,548,500
GENERAL LIABILITY NET EXPENSE (REVENUE) ---->	(600)	(572)	(400)	(254,450)	(10,300)



WORKERS COMPENSATION FUND (32321000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	100	-	100	50	1,500
PROFESSIONAL SERVICES	16,500	24,974	16,800	8,700	10,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	20,000
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	180,400	52,359	184,000	111,000	148,900
VEHICLE USAGE	100	14	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	197,100	77,347	201,000	119,850	181,000
CAPITAL OUTLAY	1,000	-	1,000	-	1,000
CAPITAL OUTLAY TOTAL ---->	1,000	-	1,000	-	1,000
EXPENDITURES TOTAL ---->	198,100	77,347	202,000	119,850	182,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	92,900	92,900	94,700	94,700	97,500
TRANSFER OUT TOTAL ---->	92,900	92,900	94,700	94,700	97,500
EXPENDITURES & TRANSFERS TOTAL ---->	291,000	170,247	296,700	214,550	279,500
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	5,100	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	5,476	-	6,900	3,000
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	5,476	-	12,000	3,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	217,600	108,800	221,900	221,900	187,100
ALLOCATIONS IN FROM SEWER	73,800	55,350	75,300	75,300	87,300
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	291,400	164,150	297,200	297,200	274,400
REVENUE & TRANSFERS TOTAL ---->	291,400	169,626	297,200	309,200	277,400
WORKERS COMP FUND NET EXPENSE (REVENUE) ---->	(400)	621	(500)	(94,650)	2,100



POST-EMPLOYMENT BENEFITS FUND (35310000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	873,000	873,000	920,100	920,100	913,000
PERSONNEL TOTAL ---->	873,000	873,000	920,100	920,100	913,000
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	873,000	873,000	920,100	920,100	913,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	873,000	873,000	920,100	920,100	913,000

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	873,000	900,000	907,100	973,000	1,013,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	7,153	-	8,100	4,000
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	873,000	907,153	907,100	981,100	1,017,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	873,000	907,153	907,100	981,100	1,017,000
POST-EMPLOYMENT BENEFITS NET EXPENSE (REVENUE) ---->	-	(34,153)	13,000	(61,000)	(104,000)



**GENERAL FUND (NON-DEPARTMENTAL) (01000000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	7,000,000	7,000,000	-
PERSONNEL TOTAL ---->	-	-	7,000,000	7,000,000	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	3,200	1,968	115,300	112,000	3,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	120,000	50,000	545,000	897,200	1,100,000
LOAN ABATEMENT	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	123,200	51,968	660,300	1,009,200	1,103,400
CAPITAL OUTLAY	566,900	7,827	68,200	75,000	70,200
CAPITAL OUTLAY TOTAL ---->	566,900	7,827	68,200	75,000	70,200
EXPENDITURES TOTAL ---->	690,100	59,795	7,728,500	8,084,200	1,173,600
TRANSFERS OUT	2,260,000	2,260,000	1,524,300	1,524,300	6,200,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	2,260,000	2,260,000	1,524,300	1,524,300	6,200,000
EXPENDITURES & TRANSFERS TOTAL ---->	2,950,100	2,319,795	9,252,800	9,608,500	7,373,600

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	10,800	10,008	11,000	48,500	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	12,690	-	1,012,200	-
OTHER TAX	1,945,900	1,914,522	1,983,900	1,990,000	1,922,800
PROPERTY TAX	11,488,300	13,579,103	12,191,000	14,351,000	15,234,400
SALES TAX	11,043,100	11,981,838	11,430,000	11,366,320	9,621,700
TRANSIENT OCCUPANCY TAX	2,595,900	3,123,042	3,200,000	2,461,400	625,000
USE OF MONEY & PROPERTY	2,286,600	1,408,135	1,895,200	2,116,200	1,793,900
PAMF PROJECT	767,500	767,594	786,700	786,700	806,450
VEHICLE IN LIEU	3,300,000	3,563,988	3,700,000	3,600,000	3,100,000
REVENUE TOTAL ---->	33,438,100	36,360,919	35,197,800	37,732,320	33,104,250
GENERAL TRANSFERS IN	597,100	597,100	609,000	609,000	633,400
TRANSFER IN ECONOMIC UNCERTAINTY	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	597,100	597,100	609,000	609,000	633,400
REVENUE & TRANSFERS TOTAL ---->	34,035,200	36,958,019	35,806,800	38,341,320	33,737,650
GENERAL FUND NET EXPENSE (REVENUE) ---->	(31,085,100)	(34,638,224)	(26,554,000)	(28,732,820)	(26,364,050)



**EQUIPMENT REPLACEMENT FUND (10998000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	-	-	-	-
CAPITAL OUTLAY	955,000	708,112	520,743	138,800	239,000
CAPITAL OUTLAY TOTAL ---->	955,000	708,112	520,743	138,800	239,000
EXPENDITURES TOTAL ---->	955,000	708,112	520,743	138,800	239,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	955,000	708,112	520,743	138,800	239,000

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	-	-	-	-
GENERAL TRANSFERS IN	431,000	431,000	437,100	437,100	260,000
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	431,000	431,000	437,100	437,100	260,000
REVENUE & TRANSFERS TOTAL ---->	431,000	431,000	437,100	437,100	260,000
EQUIPMENT FUND NET EXPENSE (REVENUE) ---->	524,000	277,112	83,643	(298,300)	(21,000)



TECHNOLOGY REPLACEMENT FUND (10999000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	-	-	-	-
CAPITAL OUTLAY	193,100	110,281	197,000	73,000	74,000
CAPITAL OUTLAY TOTAL ---->	193,100	110,281	197,000	73,000	74,000
EXPENDITURES TOTAL ---->	193,100	110,281	197,000	73,000	74,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	193,100	110,281	197,000	73,000	74,000

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	-	-	-	-
GENERAL TRANSFERS IN	204,000	204,000	212,200	212,200	35,000
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	204,000	204,000	212,200	212,200	35,000
REVENUE & TRANSFERS TOTAL ---->	204,000	204,000	212,200	212,200	35,000
TECHNOLOGY FUND NET EXPENSE (REVENUE) ---->	(10,900)	(93,719)	(15,200)	(139,200)	39,000



**SC LIBRARY BOND SERVICE FUND (93931000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	373,500	373,435	394,400	394,300	429,100
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	373,500	373,435	394,400	394,300	429,100
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	373,500	373,435	394,400	394,300	429,100
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	373,500	373,435	394,400	394,300	429,100
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	374,700	473,831	395,900	430,900	323,400
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	18,380	-	18,000	10,000
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	374,700	492,211	395,900	448,900	333,400
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	374,700	492,211	395,900	448,900	333,400
SC LIBRARY DEBT FUND NET EXPENSE (REVENUE) ---->	(1,200)	(118,776)	(1,500)	(54,600)	95,700



ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Financial Services
Program Goals	The goal of the Finance Services program is to provide timely and accurate financial services that effectively protect and maximize the use of City resources for the good of the community.
Organization	6 FTEs: Financial Services Manager, 2 Senior Accountants, 3 Accounting Technicians
Major Services	<ul style="list-style-type: none"> • Financial Planning/Budgeting • Accountability and Financial Reporting • Audit Management • Disbursements • Payroll • Business Registration • Banking/Cashiering/Revenue Management • Investment Management • Financial Services Provider for City/County Association of Governments (C/CAG) and the Peninsula Traffic Congestion Relief Alliance (Commute.org)
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Explored options for a new Contracts Management System for tracking spending on contracts and plan to go live in the Fall of 2020 • Worked with Risk Management to update the Contracts Guide and provided Purchasing and Contracts Training to employees • Successful completion of the contract for banking services • Submitted a Last and Final Recognized Obligation Payment Schedule (ROPS) for the former Redevelopment Agency of San Carlos and obtained approval from the California Department of Finance • Oversaw the financial reporting, disbursements and reimbursement requests related to the COVID-19 pandemic
FY 2020-21 Goals	<ul style="list-style-type: none"> • Explore options for a new Fixed Asset and Capital Tracking System • Update cash-handling procedures and provide training • Implement the requisition routing and review workflow in the General Ledger System • Continue to oversee the financial reporting, disbursements and reimbursement requests related to the COVID-19 pandemic



Financial Services Objective 1

Financial planning/budgeting, accountability and financial reporting and management of the audit, disbursements, payroll, cashiering, investments and business registrations.

Two of the key services of the Finance Division is financial planning and budgeting for the City of San Carlos through the production of a budget for the one-year or two-year cycles and mid-cycle update. The budget provides the departments an opportunity to review their revenue and expenditure projections, capital projects and performance measures. Receiving the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation award demonstrates that the City's budget documents are of the highest quality, reflecting both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting. The City has been awarded this prestigious award for a number of years and strives to continue receiving the award.

Accountability, financial reporting, and audit management are also of the utmost importance to the Financial Services division. It is essential to maintain the benchmarks below as they are part of the division's on-going internal control process, while the division reviews the transactions before they go into the City's Comprehensive Annual Financial Report (CAFR). Obtaining the GFOA Certificate of Excellence in Financial Reporting confirms that the City is able to go beyond the minimum requirements of Generally Accepted Accounting Principles (GAAP) to prepare the CAFR with transparency and full disclosure. The benchmarks are also indications of the division's ability to provide strong customer service to residents, other departments, divisions, businesses, customers and vendors by meeting the transactional demand while maintaining accuracy with general ledger entries.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
GFOA Distinguished Budget Presentation*	Yes	N/A	Yes	Yes
GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
# of journal entries processed	531	549	560	570
AA+ or higher Bond Rating	Yes	Yes	Yes	Yes
# of vendor payments processed	4,498	4,238	4,400	4,500
# of invoices/bills sent	1,052	1,276	1,280	1,290
# of cash receipts processed	5,702	5,958	6,000	6,020
% of outstanding receivables collected within 90 days	86%	82%	86%	90%
# of months in compliance with the City's Investment Policy	12	12	12	12
# of active business registrants	2,717	2,992	3,200	3,300
% of residents perceived the City manages its finances well**	76%	N/A	80%	N/A

*Typically measured biennially. However, Finance will be applying for the GFOA award for the FY2020-21 budget.

**Results from surveys conducted first quarter 2018 and 2020. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).



Financial Services Objective 2

Provide quality financial services to the City/County Association of Governments (C/CAG) and Peninsula Traffic Congestion Relief Alliance (Commute.org).

The Finance Division prides itself on providing excellent customer service to the agencies that we serve. The following benchmarks show that we provide timely and accurate transactional support to C/CAG and Commute.org. We also serve as custodians for their investments and strive to meet the primary objectives of safety of principal and liquidity for the agencies.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of journal entries processed	198	46	50	50
# of vendor payments processed	1,197	889	910	910
# of invoices/bills sent	78	52	55	55
# of cash receipts processed	495	381	400	400
% of outstanding receivables collected within 90 days	100%	100%	100%	100%
# of months in compliance with the C/CAG's Investment Policy	12	12	12	12



**FINANCIAL SERVICES (01211000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	637,500	580,458	656,700	675,900	656,500
BENEFITS	412,200	320,980	407,500	342,800	378,100
PERSONNEL TOTAL ---->	1,049,700	901,438	1,064,200	1,018,700	1,034,600
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	180,400	145,909	190,800	157,800	185,300
PROFESSIONAL SERVICES	440,000	304,654	448,800	491,000	462,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	9,400	7,882	9,500	10,000	5,300
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	200	188	200	10	100
EQUIPMENT MAINTENANCE	1,100	-	1,100	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	631,100	458,633	650,400	658,810	653,000
CAPITAL OUTLAY	1,200	-	1,200	900	1,200
CAPITAL OUTLAY TOTAL ---->	1,200	-	1,200	900	1,200
EXPENDITURES TOTAL ---->	1,682,000	1,360,071	1,715,800	1,678,410	1,688,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	19,600	9,800	20,000	20,000	12,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,800	1,900	3,900	3,900	3,900
TRANSFER OUT TOTAL ---->	23,400	11,700	23,900	23,900	16,600
EXPENDITURES & TRANSFERS TOTAL ---->	1,705,400	1,371,771	1,739,700	1,702,310	1,705,400
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	873,600	1,019,428	909,300	999,200	871,200
CHARGES FOR CURRENT SERVICES	-	4,057	-	1,250	-
FINES & FORFEITURES	100	325	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	238,400	335,392	197,400	214,000	178,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	211,100	1,920,831	215,300	1,874,700	959,800
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,323,200	3,280,033	1,322,100	3,089,250	2,009,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	363,100	363,100	370,400	370,400	381,500
ALLOCATIONS IN FROM NPDES	6,400	6,400	6,500	6,500	6,700
ALLOCATIONS IN FROM GAS TAX	34,300	34,300	35,000	35,000	3,100
ALLOCATIONS IN FROM WORK COMP	15,200	15,200	15,500	15,500	16,000
ALLOCATIONS IN FROM RISK MGT	23,400	23,400	22,600	22,600	23,300
TRANSFER AND ALLOCATIONS IN TOTAL ---->	442,400	442,400	450,000	450,000	430,600
REVENUE & TRANSFERS TOTAL ---->	1,765,600	3,722,433	1,772,100	3,539,250	2,439,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	(60,200)	(2,350,662)	(32,400)	(1,836,940)	(734,500)



ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Human Resources
Program Goals	The goal of the Human Resources program is to provide a quality workforce for the City following best practices and policies consistent with mandatory Federal, State and local regulations.
Organization	2 FTEs: Human Resources Manager, Human Resources Analyst
Major Services	<ul style="list-style-type: none">• Labor Relations• Recruitment• Training• Benefit Administration• Employee Relations
FY 2019-20 Accomplishments	<ul style="list-style-type: none">• Successfully negotiated and implemented 4 MOUs/Salary & Benefit Resolutions• Prepared policies and procedures related to the COVID-19 pandemic• Successful recruitments:<ul style="list-style-type: none">- Hired 11 full-time employees and 1 part-time employee- Examples of positions: Maintenance Worker, Accounting Technician I, Administrative Assistant, Civil Engineering Assistant, Senior Facility Attendant, Recreation Leader
FY 2020-21 Goals	<ul style="list-style-type: none">• Compliance with mandated anti-harassment training for all employees before January 1, 2021 in accordance with SB 778• Support upcoming labor negotiations• Continue to respond to the COVID-19 pandemic



Human Resources Objective

Labor relations, recruitment, training, benefit administration and employee relations.

The effective planning of labor helps keep resources and overhead to a minimum while eliminating waste. Working with individual hiring managers, Human Resources tries to hire the right person for the job the first time to reduce cost and avoid new expenses incurred through the recruitment, rehiring and retraining process. We measure the number of recruitments we process and the amount of applications we receive to confirm that our recruitments are targeting the right candidate pool.

Training and development is a key component of hiring and retaining good employees. Human Resources offers a variety of different training opportunities for our employees. When employees are well equipped and continue learning, their levels of productivity and morale are increased.

For FY2020-21, due to the COVID-19 pandemic and a way to reduce costs to the General Fund, the City is having a soft hiring freeze and will only fill critical positions.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of employees served	123	123	122	122
<i>Full time employees</i>	75	76	78	78
<i>Part time employees</i>	48	47	44	44
# of recruitments processed	16	27	12	1
# of applications processed	432	693	401	25
# of new hires	23	29	12	1
<i>Full time employees</i>	9	12	11	1
<i>Part time employees</i>	14	17	1	0
# of trainings offered	110	132	100	50
employees supported per HR FTE	61.5	61.5	61	61



**HUMAN RESOURCES (01212000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	275,900	274,961	285,100	286,000	282,750
BENEFITS	163,800	139,474	161,200	170,575	154,000
PERSONNEL TOTAL ---->	439,700	414,435	446,300	456,575	436,750
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	15,100	4,251	15,400	3,200	8,850
PROFESSIONAL SERVICES	147,500	99,345	150,500	69,200	102,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	48,800	23,007	49,800	14,300	20,525
COMMUNITY RELATIONS	10,300	7,137	10,500	8,800	7,650
INSURANCE	-	-	-	-	-
VEHICLE USAGE	500	17	500	10	125
EQUIPMENT MAINTENANCE	3,900	-	4,000	-	4,100
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	226,100	133,757	230,700	95,510	143,550
CAPITAL OUTLAY	8,500	-	8,700	-	500
CAPITAL OUTLAY TOTAL ---->	8,500	-	8,700	-	500
EXPENDITURES TOTAL ---->	674,300	548,192	685,700	552,085	580,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,400	3,200	6,500	6,500	4,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	550	1,100	1,100	1,400
TRANSFER OUT TOTAL ---->	7,500	3,750	7,600	7,600	5,600
EXPENDITURES & TRANSFERS TOTAL ---->	681,800	551,942	693,300	559,685	586,400
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	106	-	120	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	106	-	120	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	135,800	135,800	138,500	138,500	142,700
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	135,800	135,800	138,500	138,500	142,700
REVENUE & TRANSFERS TOTAL ---->	135,800	135,906	138,500	138,620	142,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	546,000	416,036	554,800	421,065	443,700



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ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Information Technology
Program Goals	The goal of the Information Technology (IT) program is to provide quality, accessible technology infrastructure and automated systems support to all users for receipt of timely information and to conduct City business efficiently without interruption. The goal of communications is to provide highly reliable telephone and mobile device services for City employees and highly reliable City television channel services for viewers.
Organization	4 FTEs: IT Manager, Senior Systems Analyst and 2 Systems Analysts
Major Services	<ul style="list-style-type: none"> • Network infrastructure • Help desk • Phone system support • Software integration • Mobile device support • Hardware support • Technology replacement • Customer support • Data management • Stream TV channel • Broadcast Council and Commission meetings • Online services and resources • Television programming
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Began Office 365 migration • Upgrade Chambers' AV equipment to support virtual meetings • Created, deployed and supported remote workforce • Upgraded all Windows 7 PCs to Windows 10 • Supported the City's response to the COVID-19 pandemic, including the purchase and deployment of equipment to allow staff to work from home
FY 2020-21 Goals	<ul style="list-style-type: none"> • Complete Office 365 migration • Upgrade storage area network (SAN) hardware • Implement Single Sign On (SSO) & Multifactor Authentication (MFA) • Upgrade phone system • Improve the IT infrastructure to better support remote staff • Upgrade enterprise applications • Continue to support the City's response to the COVID-19 pandemic



Information Technology Objective

Project planning, network infrastructure, end user and desktop support, application integration and support, server support, data management, security, TV channel, City Council and Planning Commission meeting broadcasts, mobile devices, telephony services, technology replacement and website integration and support.

The Information Technology (IT) Division has identified uptime, response time, upgrades and implementation as key measures because IT needs to maintain an infrastructure that is always available so staff can serve the public daily. We monitor supported devices so we can create accurate technology replacement plans to replace outdated equipment and implement new technologies.

Identifying intrusions is critical in protecting data and uptime of IT infrastructure. We monitor intrusions and uptime to ensure we have the proper tools in place to keep our servers secure.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of mobile devices supported	85	94	94	94
# of computers supported	159	160	180	180
# of telephone users supported	190	190	189	189
# of hours of City cable Channel 27 programming supported	24/7	24/7	24/7	24/7
Uptime of mobile devices	99.999%	99.999%	99.999%	99.999%
Uptime of land lines	99.999%	99.999%	99.999%	99.999%
Uptime of scheduled television service	99.99%	99.99%	99.99%	99.99%
# of upgrades implemented	28	28	28	15
# of support requests received	1,882	1,875	1,848	1,800
# of new technologies implemented	12	13	12	5
Median first reply time to tickets (in hours)	2.1	2.6	1.0	1.0
Median time to resolve tickets (in hours)	25.2	26	26	26
% of users who rate helpfulness of desktop services as good	99.5%	99.7%	99.7%	99.6%
Uptime of servers and infrastructure	99.99%	99.99%	99.99%	99.99%
% of intrusions detected	0%	0%	0%	0%
Uptime of critical applications	99.99%	99.99%	99.99%	99.99%



**INFORMATION TECHNOLOGY (01213000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	518,000	500,498	533,500	529,400	536,200
BENEFITS	317,400	247,860	312,600	275,000	288,700
PERSONNEL TOTAL ---->	835,400	748,358	846,100	804,400	824,900
UTILITIES	110,800	77,259	113,000	113,700	100,300
OFFICE ADMINISTRATIVE	6,000	3,017	6,100	1,200	4,400
PROFESSIONAL SERVICES	217,400	150,451	222,000	167,200	228,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	34,300	17,072	34,800	5,700	11,650
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	200	-	200	-	50
EQUIPMENT MAINTENANCE	357,100	342,983	364,300	393,000	371,000
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	725,800	590,783	740,400	680,800	716,100
CAPITAL OUTLAY	11,300	1,669	11,500	12,200	10,500
CAPITAL OUTLAY TOTAL ---->	11,300	1,669	11,500	12,200	10,500
EXPENDITURES TOTAL ---->	1,572,500	1,340,809	1,598,000	1,497,400	1,551,500
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,400	3,200	6,500	6,500	8,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	550	1,100	1,100	3,000
TRANSFER OUT TOTAL ---->	7,500	3,750	7,600	7,600	11,500
EXPENDITURES & TRANSFERS TOTAL ---->	1,580,000	1,344,559	1,605,600	1,505,000	1,563,000
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	2,595	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	2,595	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	302,300	302,300	308,300	308,300	337,500
ALLOCATIONS IN FROM NPDES	5,400	5,400	5,500	5,500	5,700
ALLOCATIONS IN FROM GAS TAX	28,500	28,500	29,100	29,100	5,000
ALLOCATIONS IN FROM WORK COMP	10,200	10,200	10,400	10,400	10,700
ALLOCATIONS IN FROM RISK MGT	9,200	9,200	10,000	10,000	10,300
TRANSFER AND ALLOCATIONS IN TOTAL ---->	355,600	355,600	363,300	363,300	369,200
REVENUE & TRANSFERS TOTAL ---->	355,600	358,195	363,300	363,300	369,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,224,400	986,364	1,242,300	1,141,700	1,193,800



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Community Development





COMMUNITY DEVELOPMENT DEPARTMENT

Mission

The Department of Community Development manages the future development in the city to assure a high quality of life and safety for its residents and economic viability of the community. Through the coordination of current and long-range planning, economic development, housing programs, plan review, permit issuance, inspection services and administration of the appropriate City Ordinances, the Department preserves neighborhood character and enhances the community's quality of life within the context of the City's General Plan. Services are provided through five programs: Development and Permitting Services; Key Development Project Facilitation; Code Enforcement and Long Range Planning; Economic Development; and Housing Compliance and Assistance.

Organization

The department is comprised of Planning and Building, Economic Development and Housing

Org Code

01181000, 01191000, 01191001, 0164000, 01640033, 29291000, 31313000

Dept

1810, 1910, 1911, 2910, 3130, 6400

Description

Under the direction of the Community Development Director, the Community Development Department consists of 15 full-time regular employees, 4 FTEs equivalent of 2 part-time and 3 full-time contractors and 1 FTE Code Enforcement contractor in four divisions.

Program	Management
Leadership and Management (2.8 FTEs/contractors)	Community Development Director
Development and Permitting, Key Development Project Facilitation, Code Enforcement, Advanced Planning and Code Enforcement (14.8 FTEs/contractors)	Community Development Director Planning Manager Principal Planner Building Official
Economic Development (1.2 FTE)	Economic Development & Housing Manager
Housing Compliance and Assistance (1.2 FTE)	Economic Development & Housing Manager



**COMMUNITY DEVELOPMENT DEPARTMENT
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	1,963,000	1,658,744	2,155,100	1,910,200	2,004,750
BENEFITS	1,209,600	886,488	1,285,100	1,005,595	1,072,100
PERSONNEL TOTAL ---->	3,172,600	2,545,232	3,440,200	2,915,795	3,076,850
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	78,400	67,174	80,000	67,600	83,000
PROFESSIONAL SERVICES	2,974,800	1,434,965	2,419,400	1,950,400	2,697,945
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	65,000	47,158	66,100	30,375	67,900
COMMUNITY RELATIONS	9,400	5,103	9,500	4,200	9,800
INSURANCE	-	-	-	-	-
VEHICLE USAGE	800	139	800	225	800
EQUIPMENT MAINTENANCE	3,400	1,932	3,500	2,100	3,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	3,131,800	1,556,470	2,579,300	2,054,900	2,863,045
CAPITAL OUTLAY	2,100	2,093	2,100	2,100	2,200
CAPITAL PROJECTS	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	2,100	2,093	2,100	2,100	2,200
EXPENDITURES TOTAL ---->	6,306,500	4,103,794	6,021,600	4,972,795	5,942,095
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	39,100	19,550	39,900	39,900	33,900
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	36,900	18,450	37,600	37,600	37,600
TRANSFER OUT TOTAL ---->	76,000	38,000	77,500	77,500	71,500
EXPENDITURES & TRANSFERS TOTAL ---->	6,382,500	4,141,794	6,099,100	5,050,295	6,013,595
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	2,276,100	1,756,112	1,855,800	1,926,600	1,841,500
FINES & FORFEITURES	1,100	1,900	1,100	4,900	2,000
FROM OTHER AGENCIES	-	-	-	15,000	-
LICENSES & PERMITS	1,522,500	1,672,908	1,297,800	1,777,800	1,452,700
OTHER REVENUE	26,000	48,996	26,200	37,900	23,100
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	3,825,700	3,479,916	3,180,900	3,762,200	3,319,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
ALLOCATIONS IN FROM LMI TO GF	-	-	-	-	100,000
ALLOCATIONS IN FROM HOUSING	48,000	48,000	49,000	49,000	100,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	48,000	48,000	49,000	49,000	200,000
REVENUE & TRANSFERS TOTAL ---->	3,873,700	3,527,916	3,229,900	3,811,200	3,519,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,508,800	613,878	2,869,200	1,239,095	2,494,295



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COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Leadership & Management
Program Goals	The goal of Leadership and Management is to provide leadership, oversight, longevity planning and support to develop and deliver innovative, high quality programs and services that meet the needs and interests of San Carlos residents and to provide professional recommendations and administrative support services to the Planning Commission, Residential Design Review Committee (RDRC), Economic Development Advisory Commission (EDAC), City Council, Zoning Administrator, Successor Agency, Citywide Safety Committee, Risk Management Committee and other appointed advisory committees or subcommittees. Another component of this program is to comply with State Law AB 1X 26 regarding the dissolution of the former Redevelopment Agency and liquidation of assets in a manner that maximizes value for the local taxing entity.
Organization	2.8 FTEs: Community Development Director, Senior Management Analyst, Planning Manager, Principal Planner, Economic Development & Housing Manager, Economic Development Coordinator, Building Official, Administrative Assistant
Major Services	<ul style="list-style-type: none"> • Manage development in the city • Enhance and protect the quality of life • Secure economic vitality and housing stock • Provide staff to numerous committees and the Planning Commission • Manage Divisions <ul style="list-style-type: none"> – Current Planning – Building – Economic Development & Housing – Advanced Planning Division
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Amended San Carlos Municipal Code Section 18.16 Affordable Housing Program to require rental; residential multi-family builders to build BMR units and eliminated the BMR In-Lieu Fee alternative • Approved the Planned Development Plan ("PD") for 817 Walnut affordable housing project • Applied for and secured \$160,000 SB2 Grant funds to help offset General Plan/Housing Element updates • Applied for and secured \$150,000 LEAP Grant funds to help offset General Plan/Housing Element updates • Completed the Home for All, "Welcome Home San Carlos" community conversation and education initiative on housing • Rezoned 1091 Industrial from PD to General Commercial Industrial ("GCI") • Study Session on Child Care • Adopted amendments to the Building Code regarding Technical Building Code, and Fire Code • Amended a Restrictive Covenant for 1785 San Carlos Avenue for minimum affordable housing requirements • Approved the 2019 Housing Element Annual Progress Report • Created a new Advanced Planning Division within Community Development • Passed new construction time limits • Completed Request For Proposal process and entered into a contract with MIG to launch the Focused General Plan Update, Housing, Land Use, and Safety Elements • Helped facilitate acquisition of a Cherry Street property for a new 25-30 unit affordable housing project



	<ul style="list-style-type: none"> • Prepared brochures and web based graphic illustrations of planning and permitting process for the public • Supported the City's response to the COVID-19 pandemic, notably by providing support to the business community and to the Emergency Operations Center planning section
FY 2020-21 Goals	<ul style="list-style-type: none"> • Adopt a new Accessory Dwelling Unit ("ADU") Ordinance • Develop and Execute a Revised Strategy for New Development occurring on the East Side • Complete a vacant and underutilized site analysis determining where new housing can be built on land zoned for housing • Launch and execute an extensive public outreach strategy to engage the community in the Focused General Plan Update (Land Use, Housing, and Safety Elements) • Adopt new strategies for incentivizing child care • Adopt a new Vehicle Miles Traveled ("VMT") Policy for San Carlos • Continue to support the City's response to the COVID-19 pandemic

Leadership & Management Objective

Manage internal administration, master plans, GIS, maps, emergency response, intergovernmental relations, grant applications, staff training, development and supervision, Municipal Code updates, regulatory compliance, City Council Strategic Plan initiatives, consultant contract administration, budgeting, file management, purchasing and Flood Plain administration. Prepare reports and recommendations and provide presentations to City Council, Planning Commission, Residential Design Review Committee, Zoning Administrator, Successor Agency, Economic Development Advisory Commission and other advisory or subcommittees. Prepare agendas and minutes and facilitate meetings. Evaluate and conduct orderly disposition of properties and assets in a manner to maximize value.

The Key Performance Measures below are selected because each of them requires direct oversight, involvement and attendance by senior management staff. These measures show the broad span of meetings and tasks requiring in-depth preparation and hands-on expertise on a wide range of complex topics throughout the budget cycle.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of regional planning initiatives staffed	6	6	6	6
# of intergovernmental meetings attended	15	10	10	10
# of City Council, Commission and Subcommittee meetings staffed:				
<i>City Council</i>	25	14	20	20
<i>Planning Commission</i>	18	18	18	18
<i>Residential Design Review Committee (RDRC)</i>	12	14	15	15
<i>Zoning Administrator</i>	4	3	8	9
<i>Economic Development Advisory Commission</i>	10	4	8	8
<i>Transportation and Circulation Commission</i>	1	1	4	4
<i>City Council Subcommittees</i>	8	8	10	10
# of meetings attended to address the community regarding projects, City policy and to provide education/information	10	8	10	10



**COMMUNITY DEVELOPMENT LEADERSHIP AND MANAGEMENT (01640000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	413,500	308,370	426,700	408,200	427,150
BENEFITS	242,600	169,412	245,100	218,250	221,700
PERSONNEL TOTAL ---->	656,100	477,782	671,800	626,450	648,850
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	43,100	42,661	44,000	40,900	46,000
PROFESSIONAL SERVICES	31,800	38,716	32,400	29,600	33,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	12,500	5,381	12,800	3,700	13,100
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	200	-	200	-	200
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	87,600	86,758	89,400	74,200	92,700
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	743,700	564,539	761,200	700,650	741,550
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,400	3,200	6,500	6,500	6,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	30,700	15,350	31,300	31,300	28,400
TRANSFER OUT TOTAL ---->	37,100	18,550	37,800	37,800	34,800
EXPENDITURES & TRANSFERS TOTAL ---->	780,800	583,089	799,000	738,450	776,350
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	12,500	-	5,000	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	12,500	-	5,000	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	-	12,500	-	5,000	-
GENERAL FUND NET EXPENSE (REVENUE) ---->	780,800	570,589	799,000	733,450	776,350



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COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Development and Permitting Services, Key Development Project Facilitation, Code Enforcement and Long Range Planning
Program Goals	The goal of the Development and Permitting Services, Key Development Project Facilitation, Code Enforcement and Long Range Planning program is to assist customers with the permitting process and procedures, review applications for compliance with local regulations and policies, federal and state laws and codes to ensure a well-planned and safe community for the residents and businesses of San Carlos. In addition, this program ensures long range plans and policies reflect the goals and vision of the City and satisfy and comply with state law. This includes updates to the General Plan and Zoning Ordinance. Key Development Project Facilitation is also included within the program to ensure high profile projects are of quality design, meet City objectives, are appropriate, are feasible and are of fiscal and economic benefit for the community.
Organization	14.8 FTEs: Community Development Director, Planning Manager, Principal Planner, Associate Planner, Assistant Planner, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, Building Official, Building Inspectors, Management Analyst and Contractors, including San Mateo County Code Enforcement Officer
Major Services	<ul style="list-style-type: none"> • Building <ul style="list-style-type: none"> – Pre-project technical assistance – Issue permits and collect fees – Conduct project inspections – Coordinate all agency Final Approvals – Apartment inspection program – Flood plain management • Code Enforcement <ul style="list-style-type: none"> – Respond to complaints/resolve problems – Enforce Zoning and Municipal Codes – Issue stop-work notices/construction without permits • Planning <ul style="list-style-type: none"> – Development Project Review – Zoning/Land Use Regulation – General Plan Implementation – Environmental Compliance – General Plan/Zoning Amendments – Housing Element
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Processed 615 Planning Applications • Held/staffed 32 public hearings with the Planning Commission, RDRC, and Zoning Administrator • Approved 817 Walnut 100% affordable housing project • Approved 43 net new units, including 5 Below Market Rate units

**FY 2020-21 Goals**

- Initiate development of 1232 Cherry affordable housing project
- Entitle the proposed Indigo Hotel PD Plan at the Landmark Site
- Entitle new residential development at 806 Alameda de las Pulgas
- Continue to process entitlements for ongoing mixed use, multi-family, ADU, and commercial oriented projects
- 50% progress on the General Plan Update

**Building and Planning
Divisions
Development and
Permitting Services
Objective 1**

Provide customer service by responding to a wide range of inquiries generated by email, telephone, meeting requests and at the service counter. Review development applications and construction drawings and issue permits. Coordinate and oversee internal and external plan checks. Prepare reports, presentations and provide recommendations for decision makers.

These Key Performance Measures reflect the range of projects Planning and Building division staff process. Each application below represents staff time and project management from time of application to completion of the planning review phase to building permit issuance and site inspections. The types of applications provide insight into the level of development activity in the community. For example, high volume of Business Registrations and Signs are positive indicators of business activity. Conversely, low volume of Appeals and Variances indicates that the process and regulations are effective in implementing the community's standards. The volume of applications is also an indication of workload volume and directly correlates to staff resource needs.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of development-related inquiries received and addressed (email, phone, public counter, face-to-face meetings)	2,164	2,250	2,000	2,000
# of planning applications reviewed	629	615	600	600
<i>Appeals</i>	0	2	1	1
<i>Design Review - Single Family</i>	93	106	110	110
<i>Design Review - Other</i>	17	20	16	16
<i>Zoning Amendment/Annexation</i>	2	3	3	3
<i>Minor Use Permits</i>	5	6	8	8
<i>Conditional Use Permits - Planning Commission</i>	5	7	6	6
<i>Grading and Dirt Haul</i>	1	2	2	2
<i>Variances</i>	0	5	1	1
<i>Subdivisions</i>	2	2	2	2
<i>Special Events</i>	2	6	3	3
<i>Pre-applications</i>	6	2	3	3
<i>Zoning Affidavits</i>	9	13	10	10
<i>Tree Removal Permits</i>	116	109	110	110
<i>Business Registrations</i>	267	247	250	250
<i>Signs</i>	58	40	45	45
# of building permits issued	1,622	1,244	1,600	1,600
# inspections conducted	7,232	5,780	7,200	7,200
# site visits per inspector per day	15	12	15	15
% of building inspections performed next day when requested	99%	99%	99%	99%
% of building plans reviewed in house	60%	50%	50%	50%
% of building plans reviewed by outside plan check consultant	40%	50%	50%	50%



Building Division Code Enforcement Objective 2

Receive, monitor and respond to Code Enforcement cases. Provide coordinated and improved Code Enforcement through shared services with San Mateo County Code Enforcement to efficiently resolve Municipal Code violations in San Carlos.

The Key Performance Measures for the City's Code Enforcement program reflect the range and volume of cases handled by the Code Enforcement officer. Fiscal Year 2018 Actuals show the volume and turn-around time within the current 40-hour Code Enforcement agreement with San Mateo County. Fiscal Year 2019 actuals show an increase in case volume. The 2020-21 projections reflect adjusted response times that are reflective of a continued high level of service for the community given the volume of cases taken in and resolved.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of enforcement hours provided	1,580	1,580	1,580	1,580
# of cases resolved	72	184	180	180
# of cases opened	103	197	200	200
# of appeals processed	0	0	0	0
# of cases requiring abatement	0	0	2	2
# of days to respond to phone calls and emails	1 to 2	3 to 5	3 to 5	3 to 5
# of days to respond to notice of violation and citation inquiries	1 to 2	3 to 5	3 to 5	3 to 5
# of months to resolve cases that require abatement	N/A	N/A	N/A	N/A
# of days available to offer meetings with officer	4	4	4	4

Building Division Code Enforcement Objective 3

The goal of the Residential Inspection program is to ensure minimum life-safety standards are maintained in the City's rental housing stock. The program addresses deferred maintenance and Building Code violations of common areas and interior areas of rental units throughout the city.

Key Performance Measures for the City's Residential Inspection program reflect the Building division's site inspection and follow-up volume and inspection pass rates to address minimum life-safety standards for our rental housing stock and occupants. Since the program's inception, apartment fires remain at zero, which is a testament to the fire-prevention items addressed with our annual inspections and educational efforts.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# inspections performed per year	210	159	100	210
% of inspections that require first inspection	15%	15%	15%	15%
% of inspections that require second inspection	30%	30%	30%	30%
% of inspections that require a third inspection	30%	30%	30%	30%
% of inspections that require a fourth inspection	15%	15%	15%	15%
% of inspections that require a fifth inspection	10%	10%	10%	10%
# of apartment-related fires per year	0	0	0	0



Planning Division
Key Development
Project Facilitation
Objective 4

Assist and facilitate key development projects in the city, including meeting with developers and providing direction. Provide project management services to facilitate the review and processing of large scale and/or complex development proposals through the City's regulatory process; prepare reports and presentations; facilitate community informational meetings and community outreach; negotiate agreements and conditions of project approval; provide leadership; and ensure full involvement from department/divisions.

Key development projects include the most complex and significant projects from a citywide perspective. The Key Performance Measures illustrate critical steps in development review and project management, including public hearings and community meetings. Each step requires the highest level of project management expertise, extensive technical analysis and community outreach.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of projects facilitated	5	1	6	6
# of public hearings	3	1	10	10
# of key projects and initiatives completed	2	1	4	4
# of neighborhood/community meetings staffed	2	3	4	4
Average # hours per project manager spent on key development projects (average project is 40 hours)	120	160	160	160

Planning Division
Long Range
Planning
Objective 5

Review, assess and provide policy updates to ensure current policies are effective and respond to community and Council priorities and comply with state law. Prepare updates to the General Plan and Zoning Ordinance as necessary. Coordinate and respond to long range planning objectives as outlined through the City Council Strategic Plan and General Plan. Conduct studies, perform research and investigate best practices. Attend meetings of regional or local agencies including City and County Association of Governments, Association of Bay Area Governments, Grand Boulevard Initiative, Metropolitan Transportation Commission, Airport Land Use Committee, Four Corners Working Group, Bay Area Air Quality Management District, Bay Area Planning Directors Association and others to ensure regional planning efforts are coordinated. Monitor state and regional legislation and provide recommendations to City Council for consideration.

The Key Performance Measures below reflect the number of General Plan actions and updates to long range policies and ordinances. The Planning Division works to implement the General Plan in the course of business. This often requires special studies, such as the upcoming Bicycle and Pedestrian Master Plan (in collaboration with Public Works). Upcoming budget years will see updates to the Municipal Code and Zoning Ordinance to comply with changes to state law and for general code clean up.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of General Plan actions implemented	13	6	9	5
# of updates to long range policies and ordinances	1	0	2	2



**DEVELOPMENT AND PERMITTING SERVICES, KEY DEVELOPMENT PROJECT FACILITATION,
CODE ENFORCEMENT AND LONG RANGE PLANNING (01181000 & 01191000 & 01191001)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	1,263,800	1,087,255	1,434,200	1,216,000	1,283,400
BENEFITS	798,000	590,763	874,000	645,370	697,400
PERSONNEL TOTAL ---->	2,061,800	1,678,018	2,308,200	1,861,370	1,980,800
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	30,700	19,271	31,300	23,400	32,200
PROFESSIONAL SERVICES	2,444,700	1,105,788	1,878,600	1,549,400	2,150,545
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	20,400	13,145	20,700	12,700	21,300
COMMUNITY RELATIONS	9,400	5,103	9,500	4,200	9,800
INSURANCE	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100
EQUIPMENT MAINTENANCE	3,400	1,932	3,500	2,100	3,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	2,508,700	1,145,238	1,943,700	1,591,900	2,217,545
CAPITAL OUTLAY	2,100	2,093	2,100	2,100	2,200
CAPITAL OUTLAY TOTAL ---->	2,100	2,093	2,100	2,100	2,200
EXPENDITURES TOTAL ---->	4,572,600	2,825,350	4,254,000	3,455,370	4,200,545
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	29,400	14,700	30,000	30,000	23,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	5,600	2,800	5,700	5,700	7,500
TRANSFER OUT TOTAL ---->	35,000	17,500	35,700	35,700	30,800
EXPENDITURES & TRANSFERS TOTAL ---->	4,607,600	2,842,850	4,289,700	3,491,070	4,231,345
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	2,276,100	1,756,112	1,855,800	1,926,600	1,841,500
FINES & FORFEITURES	1,100	1,900	1,100	4,900	2,000
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	1,522,500	1,672,908	1,297,800	1,777,800	1,452,700
OTHER REVENUE	26,000	23,971	26,200	24,900	23,100
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	3,825,700	3,454,891	3,180,900	3,734,200	3,319,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
ALLOCATIONS IN FROM HOUSING	24,000	24,000	24,500	24,500	25,200
TRANSFER AND ALLOCATIONS IN TOTAL ---->	24,000	24,000	24,500	24,500	25,200
REVENUE & TRANSFERS TOTAL ---->	3,849,700	3,478,891	3,205,400	3,758,700	3,344,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	757,900	(636,042)	1,084,300	(267,630)	886,845



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COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Economic Development
Program Goals	The goal of the Economic Development program is to grow the local economy, increase the City's tax revenue base and create more jobs by facilitating and encouraging business growth, real estate development and recognition of San Carlos as a great place to live, work, play and learn.
Organization	1.2 FTEs: Community Development Director, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, and contractors
Major Services	<ul style="list-style-type: none">• Expand property and sales tax base to improve fiscal health• Retain, expand and attract desirable businesses and jobs• Evaluate projects for fiscal and economic benefit• Promote and market the city
FY 2019-20 Accomplishments	<ul style="list-style-type: none">• Took an active role in business engagement by conduction site visits to understand opportunities and challenges• Supported businesses seeking to expand by connecting them to prospective location owners and real estate professionals• Promoted San Carlos as a place to do business at regional conferences and events• Developed first draft of new 2020-2023 Economic Development Plan• Entered into new leases for City-owned land with local, public-serving entities• Entered into new contracts with local transit agency to provide additional parking spaces to increase parking stock near businesses• Responded to the COVID-19 impact on local businesses by working on recovery strategy
FY 2020-21 Goals	<ul style="list-style-type: none">• Embark on more substantive business retention and expansion strategies• Attract more revenue-producing businesses into the city, particularly on catalyst sites• Increase branding, mobility, and wayfinding to enhance "sense of place" for businesses, visitors and residents• Develop urban design strategies to attract more spending activity to strategic locations in the city (building materials outlets, industrial arts, downtown, etc.)• Negotiate with developers of large commercial properties to procure best possible community benefits• Continue to work on recovery strategy for impacts deriving from COVID-19 pandemic



Economic Development Objective 1

Support existing businesses and commercial property owners by providing accurate, useful and timely information, connecting businesses with resources, identifying and matching sites with potential tenants, liaising with local business groups and supporting interdepartmental activities and programs benefitting or impacting businesses.

These performance measures track the rate of change from year to year on financial indicators that provide insight into the health of the local real estate market. These indicators assist in budget planning by tracking sales, business registration and hotel tax revenues. The rental rates for various property types shed light on how competitive the local market is for differing asset classes, which indicates what development pressure might exist for future growth. Additionally, the measures track the Division's participation in local interest groups and meetings with property and business owners, which provides insight into how the investment community is connecting with City Hall and vice versa.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% growth of active in-town businesses	3%	-11%	0.1%	10%
Sales Tax revenue % growth (4 Qtrs. ending 2Q)	12.8%	8.37%	7%	0.1%
Transit Occupancy Tax revenues (% change)	5.4%	88.6%	-12%	10%
R&D vacancy rate (and average asking rent per sq. ft.)	4.2% (\$2.86)	4.9% (2.58)	5.0% (\$2.73)	4.9% (\$2.80)
Industrial vacancy rate (and avg. asking rent per sq. ft.)	2.6% (\$1.46)	4.5% (\$1.83)	3.2% (\$1.97)	4.7% (\$2.00)
Office space vacancy rate (and avg. asking rent per sq. ft.)	4.5% (\$4.48)	8.1% (\$4.88)	5.0% (\$4.56)	4.9% (\$4.50)
# of non-meeting inquiries fielded from existing businesses and/or commercial property owners	30	30	100	100
# of meetings with existing businesses and/or commercial property owners	10	20	15	20
# of business group meetings attended (includes Chamber, HIA, EDP and EDAC)	32	30	15	20

Economic Development Objective 2

Lead efforts to increase awareness of San Carlos businesses and development opportunities by producing marketing collateral and providing electronic resources, supporting events to promote business and the community, attending development community networking events and liaising with regional advocacy groups.

These Performance Measures provide insight into division interactions with regional entities and how the public is accessing information shared by the division. By tracking these measures year over year, the division can better understand how to improve its promotional efforts.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of email economic development newsletters sent	1	3	4	4
# of regional advocacy group meetings attended (includes SVEDA, ABAG, SPUR, Plan Bay Area, etc.)	20	25	12	20
# of development community networking events attended (includes ULI, ICSC, broker breakfasts, etc.)	7	12	5	10

**Economic
Development
Objective 3**

Encourage new investment by providing accurate, useful and timely information to prospective businesses and the development community, helping to match companies with available spaces, and identifying opportunity sites. Catalyze development by investing large-scale, City-partnered development projects.

Business retention and expansion is a key part of economic development, which this set of Performance Measures tracks. The number of businesses and employees, including inquiries from prospective businesses, provide insight into the health of the business community within the city.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of new in-town business registrations issued	136	147	249	300
# of employees reported by new in-town businesses	250	394	690	500
# of inquiries from prospective businesses and/or developers and their brokers	16	12	10	10



**ECONOMIC DEVELOPMENT (01640033)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	285,700	263,119	294,200	286,000	294,200
BENEFITS	169,000	126,313	166,000	141,975	153,000
PERSONNEL TOTAL ---->	454,700	389,432	460,200	427,975	447,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	4,600	5,242	4,700	3,300	4,800
PROFESSIONAL SERVICES	498,300	290,460	508,400	371,400	514,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	32,100	28,633	32,600	13,975	33,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	500	139	500	125	500
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	535,500	324,473	546,200	388,800	552,800
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	990,200	713,906	1,006,400	816,775	1,000,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,300	1,650	3,400	3,400	4,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	300	600	600	1,700
TRANSFER OUT TOTAL ---->	3,900	1,950	4,000	4,000	5,900
EXPENDITURES & TRANSFERS TOTAL ---->	994,100	715,856	1,010,400	820,775	1,005,900

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	15,000	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	12,525	-	8,000	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	12,525	-	23,000	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
ALLOCATIONS IN FROM LMI TO GF	-	-	-	-	100,000
ALLOCATIONS IN FROM HOUSING	24,000	24,000	24,500	24,500	74,800
TRANSFER AND ALLOCATIONS IN TOTAL ---->	24,000	24,000	24,500	24,500	174,800
REVENUE & TRANSFERS TOTAL ---->	24,000	36,525	24,500	47,500	174,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	970,100	679,331	985,900	773,275	831,100



COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Housing Compliance and Assistance
Program Goals	The goal of the Housing Compliance and Assistance program is to ensure that safe, healthy and affordable housing is available in San Carlos regardless of income by encouraging and facilitating new development or rehabilitation of units priced for low to moderate income households.
Organization	1.2 FTE: Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, and contractors
Major Services	<ul style="list-style-type: none"> • Support regional affordable housing programs • Monitor affordable housing inventory in town • Collect affordable housing impact and in lieu fees for affordable housing development • Administer affordable housing funds
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Executed Development, Disposition, and Loan Agreement with affordable housing developer to redevelop 7-unit property into a 24-unit, 100% affordable housing development at 817 Walnut Street • Formed partnership with affordable housing developer HIP Housing to redevelop a 6-unit affordable housing building into a 30-unit fully affordable housing unit project on Cherry Street • Responded to the COVID-19 pandemic by providing support to renters
FY 2020-21 Goals	<ul style="list-style-type: none"> • Execute a development agreement with affordable housing partner, HIP Housing, to redevelop a site on Cherry Street into a denser affordable housing development • Adopt a strategic policy for acquiring market rate units and converting them to below market rate units

Housing Compliance & Assistance Objective

Implement the Below Market Rate (BMR) Housing Ordinance and Affordable Housing Impact Fee Resolution; monitor existing below market rate units and ensure compliance with regulatory agreements; assist with the production, preservation and rehabilitation of affordable housing units and projects; assist local and regional housing organizations; and provide housing resource information.

With the City's BMR Program main objective being to provide BMR housing units, it is imperative that the division track the number of existing and new BMR units and to monitor the number of applicants added to the BMR waitlist. The Performance Measures below gauge the number of waitlist applicants and the rate of BMR unit construction. This provides insight into the need for additional affordable units.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of new BMR housing regulatory agreements processed	16	11	7	28
# of existing units monitored	4	3	3	3
# of housing organization assistance contracts processed	7	7	7	8
# of people who live or work in the city added to unit waitlist	185	212	205	200
# of people who do not live or work in the city added to unit waitlist	341	806	956	1000
# of affordable units in San Carlos	111	115	115	138
# of affordable units preserved or rehabilitated	1	0	0	0



HOUSING COMPLIANCE AND ASSISTANCE (31313000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	66,400	31,124	67,500	22,400	69,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	45,900	-	45,900	-	45,900
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	12,000	8,023	12,000	14,000	21,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	124,300	39,147	125,400	36,400	137,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	957,237	60,347	7,196,890	7,196,890	-
CAPITAL OUTLAY TOTAL ---->	957,237	60,347	7,196,890	7,196,890	-
EXPENDITURES TOTAL ---->	1,081,537	99,494	7,322,290	7,233,290	137,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	100,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	100,000
EXPENDITURES & TRANSFERS TOTAL ---->	1,081,537	99,494	7,322,290	7,233,290	237,000
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	294	-	1,138,500	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	48,200	177,133	48,600	154,700	114,700
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	48,200	177,427	48,600	1,293,200	114,700
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	48,200	177,427	48,600	1,293,200	114,700
LOW MOD HOUSING ASSET FUND NET EXP (REV) ---->	1,033,337	(77,933)	7,273,690	5,940,090	122,300



**HOUSING IN LIEU (29291000)
BUDGET SUMMARY**

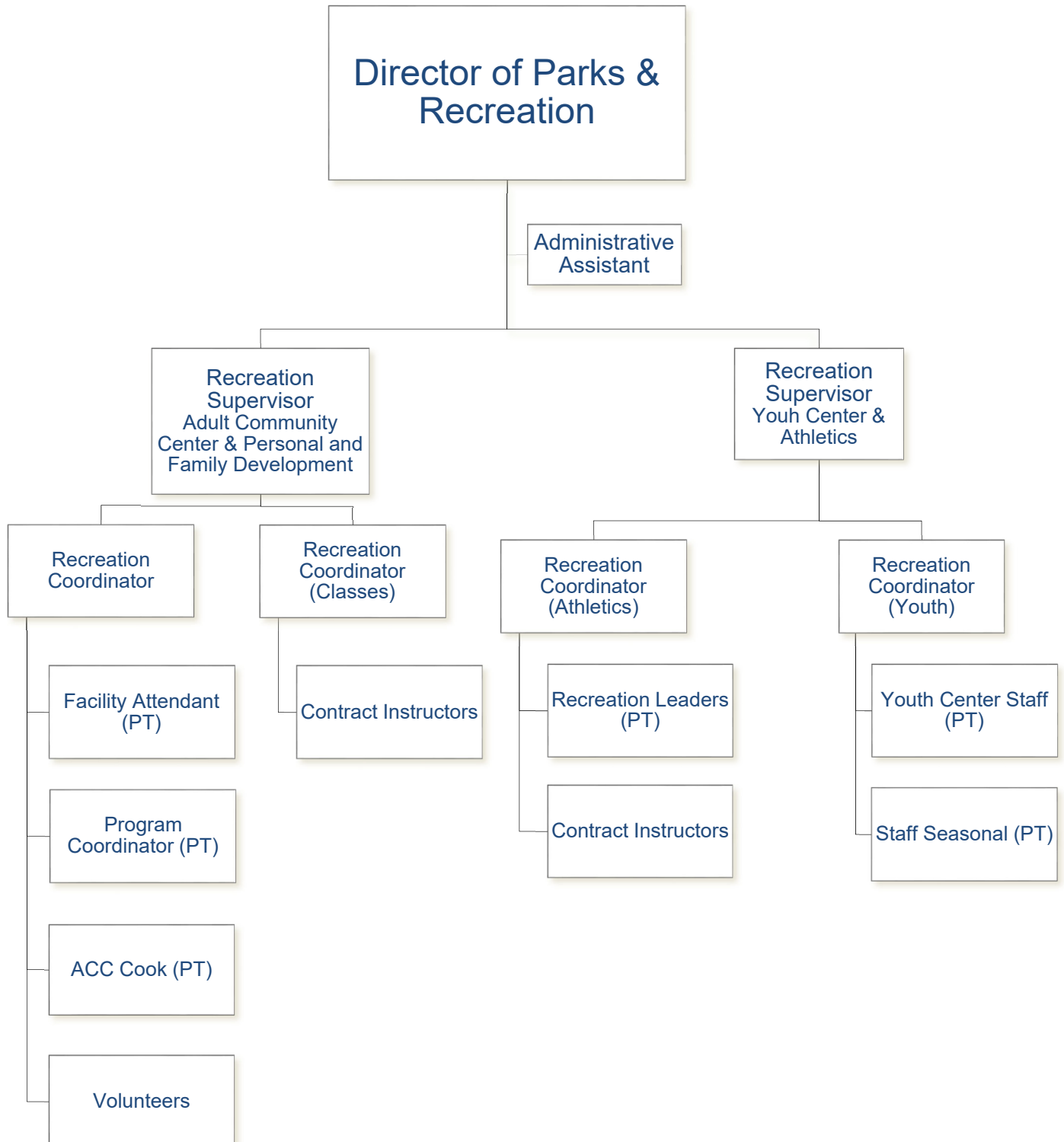
EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	500	-	500	-	500
PROFESSIONAL SERVICES	288,700	30,561	296,300	16,000	305,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	13,900	9,914	14,200	10,800	14,600
COMMUNITY RELATIONS	105,000	93,000	262,000	222,000	154,500
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	408,100	133,475	573,000	248,800	474,800
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	2,816,872	25,373	3,591,499	3,591,499	1,000,000
CAPITAL OUTLAY TOTAL ---->	2,816,872	25,373	3,591,499	3,591,499	1,000,000
EXPENDITURES TOTAL ---->	3,224,972	158,848	4,164,499	3,840,299	1,474,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	48,000	48,000	49,000	49,000	100,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	48,000	48,000	49,000	49,000	100,000
EXPENDITURES & TRANSFERS TOTAL ---->	3,272,972	206,848	4,213,499	3,889,299	1,574,800
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	404,600	2,571,970	3,806,200	4,140,000	408,600
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	9,600	149,398	9,800	143,000	92,200
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	414,200	2,721,368	3,816,000	4,283,000	500,800
GENERAL TRANSFERS IN	-	-	326,000	326,000	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	326,000	326,000	-
REVENUE & TRANSFERS TOTAL ---->	414,200	2,721,368	4,142,000	4,609,000	500,800
HOUSING IN LIEU FUND NET EXPENSE (REVENUE) ---->	2,858,772	(2,514,520)	71,499	(719,701)	1,074,000



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Parks & Recreation





PARKS & RECREATION DEPARTMENT

Mission

The Parks and Recreation Department enhances the quality of life for residents of San Carlos by providing recreational opportunities for all ages; providing safe and well maintained parks and facilities; and providing community events. The department strives to offer programs and services that support the City's Core Values by offering adult services, tot, youth and teen programs and community events. The department manages use of recreation facilities, oversees the City's park system and supports the Parks, Recreation and Culture Commission.

Organization

The Department is organized into Administration, Recreation Programs, and Services Divisions

Org Code

01701000, 01721000-01791034, 27271000

Dept #

7010-7910, 2710

Description

Under the direction of the Parks and Recreation Director, the Parks and Recreation Department consists of 8 full-time regular employees. Five programs – Athletics, Adult Services, Youth Development, Personal & Family Development and Special Community Events – are managed by two Recreation Supervisors and supported by four Recreation Coordinators

Program	Management
Leadership & Management (2 FTEs)	Parks & Recreation Director
Athletics (1.1 FTEs)	Recreation Supervisor
Adult Services (1.3 FTEs)	Recreation Supervisor
Youth Development (1.1 FTEs)	Recreation Supervisor
Personal & Family Development (1.5 FTEs)	Recreation Supervisor
Special Community Events (1 FTE)	Recreation Supervisor



**PARKS & RECREATION DEPARTMENT
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	1,475,500	1,221,700	1,515,900	1,319,950	1,207,350
BENEFITS	715,400	573,798	720,900	609,000	529,600
PERSONNEL TOTAL ---->	2,190,900	1,795,498	2,236,800	1,928,950	1,736,950
UTILITIES	40,800	47,815	42,800	16,000	30,800
OFFICE ADMINISTRATIVE	355,400	313,774	373,500	278,750	283,900
PROFESSIONAL SERVICES	915,000	732,413	955,200	577,000	472,100
UNIFORMS & SAFETY EQUIPMENT	3,500	2,303	3,500	1,000	3,600
PROFESSIONAL DEVELOPMENT	26,650	17,712	26,850	19,100	20,700
COMMUNITY RELATIONS	4,700	3,323	14,700	5,000	11,100
INSURANCE	23,800	16,968	24,100	16,150	16,800
VEHICLE USAGE	2,450	88	2,450	200	2,500
EQUIPMENT MAINTENANCE	12,700	2,403	12,900	5,000	13,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,385,000	1,136,799	1,456,000	918,200	854,800
CAPITAL OUTLAY	16,800	16,587	17,100	10,400	17,600
CAPITAL PROJECTS	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	16,800	16,587	17,100	10,400	17,600
EXPENDITURES TOTAL ---->	3,592,700	2,948,884	3,709,900	2,857,550	2,609,350
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	65,200	32,600	66,400	66,400	53,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	32,100	16,050	32,700	32,700	12,900
TRANSFER OUT TOTAL ---->	97,300	48,650	99,100	99,100	66,000
EXPENDITURES & TRANSFERS TOTAL ---->	3,690,000	2,997,534	3,809,000	2,956,650	2,675,350
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,876,900	1,553,748	1,921,000	1,249,190	871,800
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	12,000	-	18,000	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	22,300	29,479	22,700	42,875	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	236,000	246,416	243,100	236,500	201,600
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	2,135,200	1,841,643	2,186,800	1,546,565	1,073,400
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	2,135,200	1,841,643	2,186,800	1,546,565	1,073,400
TOTAL PARKS & RECREATION NET EXP (REV) ---->	1,554,800	1,155,891	1,622,200	1,410,085	1,601,950



**PARK IN LIEU (27271000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	723,928	-	1,223,928	1,223,928	-
CAPITAL OUTLAY TOTAL ---->	723,928	-	1,223,928	1,223,928	-
EXPENDITURES TOTAL ---->	723,928	-	1,223,928	1,223,928	-
TRANSFERS OUT	-	-	1,200,000	1,200,000	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	1,200,000	1,200,000	-
EXPENDITURES & TRANSFERS TOTAL ---->	723,928	-	2,423,928	2,423,928	-

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	324,000	619,262	326,500	269,000	414,300
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	2,100	60,901	2,100	35,000	38,100
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	326,100	680,163	328,600	304,000	452,400
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	326,100	680,163	328,600	304,000	452,400
PARK IN LIEU FUND NET EXPENSE (REVENUE) ---->	397,828	(680,163)	2,095,328	2,119,928	(452,400)



PARKS & RECREATION DEPARTMENT

Program Name		Leadership & Management			
Program Goals		The goal of Leadership and Management is to provide leadership, oversight and administrative support to develop and deliver innovative and high quality programs, services, parks and facilities that meet the needs and interests of San Carlos residents.			
Organization		2 FTEs: Parks & Recreation Director, Administrative Assistant			
Major Services		<ul style="list-style-type: none">• Meet with Boards and Commissions• Provide support to City Manager on matters related to Parks and Recreation• Oversee Capital Improvement Program projects for Parks, Recreation and Facilities• Assign and oversee workloads for supervisory staff			
FY 2019-20 Accomplishments		<ul style="list-style-type: none">• Welcomed three new Parks, Recreation and Culture Commissioners and worked with them on getting them up to speed on programs and services• Completed the sports field lighting replacement project at Highlands and Burton parks and worked with sports organizations to reduce field limitations during project• Became designated as a Tree City USA for an 8th year as an organization• Completed design for park restroom replacement and renovation at Laureola, Crestview and Arguello parks• Amended the Conditional Use Permit for the Youth Center to allow staff and program participants to use the side yard garden area for a gardening program• Accepted a parcel of land at Eaton Park• Responded to the COVID-19 pandemic by adjusting services in accordance with health orders and guidelines			
FY 2020-21 Goals		<ul style="list-style-type: none">• Completed the final phase of the Park Restroom Replacement and Renovation project• Continue to work with the School District on partnership opportunities and programs• Complete construction of Chilton Park improvements• Continue to work with the Parks & Recreation Foundation on partnership funding opportunities• Complete design and construction of Highlands Park synthetic turf replacement project• Continue to adapt programs and procedures in response to the COVID-19 pandemic and the health orders and guidelines			
Leadership & Management Objective		Leadership and Management provides administrative support for delivery of programs and services that creates a positive impact on community image and sense of place; increases safety and security, provides economic development opportunities; protects environmental resources; enhances cultural understanding; improves health and wellness; fosters human development; assists in community problem solving; and provides a wide range of recreation experiences.			
Key Performance Measures		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of participants who rate the overall quality of recreation services as good or excellent *		84%	N/A	86%	N/A

*Results from surveys conducted first quarter 2018 and 2020. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).



**PARKS & RECREATION LEADERSHIP AND MANAGEMENT (01701000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	290,700	276,595	299,400	295,550	306,650
BENEFITS	168,100	136,574	164,900	153,700	153,800
PERSONNEL TOTAL ---->	458,800	413,169	464,300	449,250	460,450
UTILITIES	800	-	800	-	800
OFFICE ADMINISTRATIVE	58,400	46,573	59,100	51,900	56,900
PROFESSIONAL SERVICES	7,000	7,000	9,100	9,100	9,400
UNIFORMS & SAFETY EQUIPMENT	100	-	100	-	100
PROFESSIONAL DEVELOPMENT	16,300	10,535	16,500	12,600	13,000
COMMUNITY RELATIONS	1,600	1,223	11,600	5,000	7,900
INSURANCE	-	-	-	-	-
VEHICLE USAGE	400	-	400	-	400
EQUIPMENT MAINTENANCE	300	-	300	-	300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	84,900	65,331	97,900	78,600	88,800
CAPITAL OUTLAY	11,200	11,000	11,400	8,800	11,700
CAPITAL OUTLAY TOTAL ---->	11,200	11,000	11,400	8,800	11,700
EXPENDITURES TOTAL ---->	554,900	489,500	573,600	536,650	560,950
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,600	3,300	6,700	6,700	4,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	20,900	10,450	21,300	21,300	1,300
TRANSFER OUT TOTAL ---->	27,500	13,750	28,000	28,000	5,700
EXPENDITURES & TRANSFERS TOTAL ---->	582,400	503,250	601,600	564,650	566,650

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	2,900	7,712	2,900	6,840	5,100
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	236,000	246,416	243,100	236,500	201,600
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	238,900	254,128	246,000	243,340	206,700
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	238,900	254,128	246,000	243,340	206,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	343,500	249,122	355,600	321,310	359,950



PARKS & RECREATION DEPARTMENT

Program Name	Athletics
Program Goals	The goal of Athletics is to offer sports programs and facilities for City residents that foster sportsmanship and encourage and promote health and wellness.
Organization	1.1 FTEs: Recreation Supervisor, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> • Develop and promote fitness classes for adults • Develop and promote sports camps and classes for children 2-17 years old • Coordinate adult sports leagues, including softball, basketball, soccer and bocce • Coordinate rentals for City-owned sports facilities • Coordinate field use for San Carlos youth sports organizations
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Offered new Adult Dodgeball Tournament event at the Youth Center • Increased team registrations in adult sports leagues by 5% • Successfully managed field scheduling and allocations for youth sports organizations during the Burton and Highlands parks Field Lighting Replacement Project. • Reached maximum capacity for our in-house Youth Flag Football and Youth Basketball Leagues, serving over 600 youth collectively • Responded to the COVID-19 pandemic by adjusting programming
FY 2020-21 Goals	<ul style="list-style-type: none"> • Increase adult sports tournament events throughout the year • Expand adult bocce league to three nights • Implement 35+ Men's Adult Soccer league • Continue to work with Athletic Site Advisory Committee (ASAC) to successfully allocate and schedule seven athletic fields • Identify and Implement alternative programming during COVID-19 and allowed under County guidelines such as virtual tournaments or individual tournaments such as home run derby, horse, or shoot outs • Continue to respond to the COVID-19 pandemic by adjusting programming

Athletics Objective

Athletics develops and promotes sports classes and camps for youth, fitness classes for adults, youth and adult sports leagues and coordinates community sports field use scheduling.

The Performance Measures for Athletics provide data to ensure we are meeting our objectives. The data below serves as benchmarks to determine whether or not we are continuing to provide an acceptable number of program opportunities to meet the needs of the community. The number of organized play participants reflects the overall number of individuals using our fields and facilities throughout the year.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of youth sports league teams	60	58	70	72
# of registered adult sports league teams	174	149	105	80
# of registrations in sports classes	1,386	1,552	1,110	620
<i>Youth</i>	1,386	1,552	1,048	600
<i>Adult</i>	n/a	n/a	62	20
# of sports classes offered	513	528	342	250
# of organized play participants	6,329	6,518	5,000	4,500
% of department program budget recovered through Athletics services to the community	152%	108%	96%	66%



**ATHLETICS (01741000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	153,300	111,374	156,800	142,800	121,700
BENEFITS	61,600	43,399	61,500	46,200	56,500
PERSONNEL TOTAL ---->	214,900	154,773	218,300	189,000	178,200
UTILITIES	40,000	47,815	42,000	16,000	30,000
OFFICE ADMINISTRATIVE	42,100	31,232	42,700	28,000	43,800
PROFESSIONAL SERVICES	166,500	173,252	170,200	163,200	93,200
UNIFORMS & SAFETY EQUIPMENT	700	700	700	-	700
PROFESSIONAL DEVELOPMENT	3,450	2,264	3,450	1,050	3,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	200	-	200	-	200
EQUIPMENT MAINTENANCE	200	-	200	-	200
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	253,150	255,262	259,450	208,250	171,600
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	468,050	410,035	477,750	397,250	349,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,400	3,200	6,500	6,500	4,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	550	1,100	1,100	1,200
TRANSFER OUT TOTAL ---->	7,500	3,750	7,600	7,600	5,800
EXPENDITURES & TRANSFERS TOTAL ---->	475,550	413,785	485,350	404,850	355,600
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	415,900	443,444	420,300	380,950	229,650
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	415,900	443,444	420,300	380,950	229,650
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	415,900	443,444	420,300	380,950	229,650
GENERAL FUND NET EXPENSE (REVENUE) ---->	59,650	(29,659)	65,050	23,900	125,950



PARKS & RECREATION DEPARTMENT

Program Name	Adult Services
Program Goals	The goal of Adult Services is to provide a variety of programs and activities that promote health and wellness, foster human development, strengthen community image and sense of place and increase social interaction and cultural unity.
Organization	1.3 FTEs: Recreation Supervisor, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> • Operate the senior meal program five days per week • Organize and promote senior trips and tours • Organize and promote free and/or reduced-rate recreation and fitness classes for seniors • Develop and implement Special Events for seniors
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Received a grant from Sequoia Healthcare District in the amount of \$18,000 to supplement daily meal program • Increased Adult Community Center (ACC) class registrations by over 25% • Increased participation in the annual ACC Chinese New Year event by 50% • Continued to reach capacity on ACC day trips • Responded to the COVID-19 pandemic by adjusting programming, providing meals and performing wellness checks
FY 2020-21 Goals	<ul style="list-style-type: none"> • Complete and submit "Age-Friendly" community application • Continue to assess and modify programs as needed to meet the changing needs of our aging community • Work to restore ACC programs and events lost due to COVID-19

Adult Services Objective

Adult Services organizes and promotes adults trips and tours, offers a weekday meal program, coordinates recreation activities and special events, provides social gatherings, provides nutritional and educational classes and provides volunteer opportunities for all ages and abilities.

All programs offered at the Adult Community Center meet one of more of the seven dimensions in wellness: social; emotional; spiritual; environmental; occupational; intellectual; and physical. By measuring the following data, staff can ascertain if they are providing enough programs to meet the program goal of promoting health and wellness, social interaction and fostering a sense of belonging. The information collected is also vital to staff when applying for grants and other outside funding opportunities to support Adult Services programs.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
Average # of Adult Community Center (ACC) visits per day (includes drop-in activities)	220	220	220	110
# of meals served	7,328	8,121	5,367	3,720
# of ACC Facility Rentals	48	49	30	20
Total # of registrations in ACC programs				
<i># of ACC trips registrants</i>	795	766	471	0
<i># of fee-based class participants</i>	1,004	2,686	2,444	1,200
<i># of special event participants</i>	1,227	1,473	1,006	0
<i>% of program participants who rate opportunity for social interaction as good or excellent</i>	100%	98%	98%	98%



ADULT SERVICES (01771000, 01771008, 01771011, 01771013, 01771018, 01771019, 01771021 AND 01771024)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	335,300	303,307	365,700	327,700	286,300
BENEFITS	178,800	165,154	188,000	165,400	130,300
PERSONNEL TOTAL ---->	514,100	468,462	553,700	493,100	416,600
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	62,400	55,724	63,200	36,200	52,200
PROFESSIONAL SERVICES	130,300	125,716	132,700	88,300	76,100
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,800	1,756	1,800	2,000	1,800
COMMUNITY RELATIONS	500	-	500	-	500
INSURANCE	4,100	1,852	4,200	1,800	4,300
VEHICLE USAGE	450	88	450	200	500
EQUIPMENT MAINTENANCE	2,600	1,568	2,600	500	2,700
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	202,150	186,704	205,450	129,000	138,100
CAPITAL OUTLAY	5,600	5,587	5,700	1,600	5,900
CAPITAL OUTLAY TOTAL ---->	5,600	5,587	5,700	1,600	5,900
EXPENDITURES TOTAL ---->	721,850	660,752	764,850	623,700	560,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,800	4,900	10,000	10,000	13,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,800	900	1,800	1,800	3,200
TRANSFER OUT TOTAL ---->	11,600	5,800	11,800	11,800	16,800
EXPENDITURES & TRANSFERS TOTAL ---->	733,450	666,552	776,650	635,500	577,400
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	216,700	220,348	220,400	126,900	138,700
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	12,000	-	18,000	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	2,000	15,882	2,000	6,500	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	218,700	248,230	222,400	151,400	138,700
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	218,700	248,230	222,400	151,400	138,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	514,750	418,323	554,250	484,100	438,700



PARKS & RECREATION DEPARTMENT

Program Name	Youth Development
Program Goals	The goal of Youth Development is to provide a variety of recreational opportunities for youth in a safe and inclusive environment that support leadership development, create positive social experiences, increase cultural unity, facilitate community problem solving and strengthen community image and sense of place.
Organization	1.1 FTEs: Recreation supervisor, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> • Operate the After School Drop-In program for youth ages 10-17 years • Coordinate and promote summer camps for youth ages 4-12 years • Manage private Youth Center rentals and Birthday Party program • Advise and provide leadership to the Youth Advisory Council • Develop and train part-time staff in career development and skill building
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Created a Safe Space in the Youth Center that encourages inclusivity and brings awareness to youth mental wellness • Recruited a Homework Lab Tutor resulting in an increased in the number of participants utilizing the homework support • Developed a VolunTEEN program to encourage youth to be more involved in volunteer opportunities in the community • Created a Drop-In Tot Time program at the Youth Center for parents and tots (beginning when walking up to 5 years old) • Coordinated free workshops for high school students which focused on the college admission process and internships • Responded to the COVID-19 pandemic by adjusting youth programming
FY 2020-21 Goals	<ul style="list-style-type: none"> • Develop a plan to safely reopen after school drop-in program • Develop a gardening program • Establish a program to promote and display youth art in the community • Continue to work with Youth Center Foundation on partnership opportunities • Continue to respond to the COVID-19 pandemic

Youth Development Objective

Youth Development operates the After School Drop-In program and special events, coordinates in-house summer camp, enhances recreational and social opportunities for youth in the community by partnering with community organizations and provides guidance and leadership to the Youth Advisory Council.

The performance measures for the Youth Development program area are indicators of the number of youth we are serving, both daily and annually. The number of daily After School Drop-In participants, Special Event participants and Summer Camp registrants are strong indicators of the quality of programs and services provided to youth in the community.

***Please note that for FY 2018, some of the Youth Development Performance Measure numbers are low due to the Youth Center Remodel.*



Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
Average # of After School Drop-In program daily participants	51	57	70	86
# of Youth Development Special Event participants	1,206	1,252	850	400
# of Summer Adventure Camp participants	1,418	1,066	804	560
# of Youth Center members	456	417	438	550
% of department program budget recovered through youth development services to the community	48%	63%	74%	33%
% of participants who rate youth programs as good or excellent	97%	97%	97%	97%
% of residents who are satisfied with recreational opportunities for Youth*	95%	N/A	94%	N/A

* Results from surveys conducted first quarter 2018 and 2020. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).



**YOUTH DEVELOPMENT (01731000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	330,100	235,091	317,900	254,900	256,800
BENEFITS	103,000	55,628	104,200	62,000	78,500
PERSONNEL TOTAL ---->	433,100	290,718	422,100	316,900	335,300
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	98,300	88,389	100,000	69,800	75,900
PROFESSIONAL SERVICES	-	-	20,000	5,500	40,600
UNIFORMS & SAFETY EQUIPMENT	2,400	1,603	2,400	1,000	2,500
PROFESSIONAL DEVELOPMENT	3,500	2,357	3,500	2,650	800
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	700	513	700	250	700
VEHICLE USAGE	800	-	800	-	800
EQUIPMENT MAINTENANCE	6,900	836	7,100	4,500	7,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	112,600	93,698	134,500	83,700	128,600
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	545,700	384,416	556,600	400,600	463,900
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	16,300	8,150	16,600	16,600	21,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,300	1,650	3,400	3,400	4,500
TRANSFER OUT TOTAL ---->	19,600	9,800	20,000	20,000	26,200
EXPENDITURES & TRANSFERS TOTAL ---->	565,300	394,216	576,600	420,600	490,100
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	303,000	238,375	309,100	272,400	151,600
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	2,097	-	25,500	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	303,000	240,472	309,100	297,900	151,600
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	303,000	240,472	309,100	297,900	151,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	262,300	153,744	267,500	122,700	338,500



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PARKS & RECREATION DEPARTMENT

Program Name		Personal and Family Development
Program Goals	The goal of Personal and Family Development is to provide a variety of fee-based recreation programs and activities for residents of all ages that strengthen community image and sense of place, promote health and wellness, foster human development and offer a positive recreational and social experience.	
Organization	1.5 FTEs: Recreation Supervisor, Recreation Coordinator	
Major Services	<ul style="list-style-type: none">• Develop and promote recreation classes for youth and adults• Coordinate “Club Ed” summer enrichment program, partnering with the San Carlos School District for facility space• Produce seasonal Activity Guide three times per year and mail to all households	
FY 2019-20 Accomplishments	<ul style="list-style-type: none">• Received additional funds for the Fee Assistance Program approved by City Council to increase annual amount, updated the Fee Assistance Policy with increased individual and family maximum allowances and created new marketing material for the Program• Worked with new typesetter to update and redesign the seasonal Activity Guide mailed out to all residents• Prepared an early release of the Summer Camp Guide and opened camp enrollment in January, taking in over \$175,000 in early summer camp revenue than compared to last year• Increased enrollment in summer special interest Club Ed Camps by over 12%• Responded to the COVID-19 pandemic by adjusting programming	
FY 2020-21 Goals	<ul style="list-style-type: none">• Implement Free Fitness in the Park Program in the summer months• Implement safe Fall programs following County health guidelines• Continue to evaluate and maximize facility space to expand contract class offerings• Increase Fee Assistance support by 10%• Continue to respond to COVID-19 pandemic	



Personal & Family Development Objective

The Personal & Family Development program develops and promotes fee-based recreation classes for tots, youth, teens and adults, coordinates the summer Club Ed enrichment camps and manages picnic rentals.

The performance measures for the Personal & Family Development program areas are designed to measure our total registration numbers, monitor the number of new programs we offer each year, and evaluate the participant's satisfaction level with the programs we are offering. The new programs offered number correlates to our objective of developing recreation offerings for youth and adults. The number of program registrations is used to evaluate the success of promoting class offerings.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of recreation class registrations	3,896	3,791	2,254	1,500
<i>Youths</i>	1,810	1,732	652	434
<i>Adults</i>	2,086	2,059	1,602	1,068
# of new class offerings	47	98	56	25
# of class sessions offered annually	317	1,332	1332	888
% of registrations taken online for entire department	46%	52%	55%	58%
% of department program budget recovered through personal and family development classes to the community	67%	72%	57%	56%
% of participants who rate the social and/or recreational experience as good or excellent	93%	95%	95%	95%
<i>Youths</i>	92%	97%	95%	95%
<i>Adults</i>	94%	95%	95%	95%
# of picnic rentals	223	248	159	100



PERSONAL AND FAMILY DEVELOPMENT (01721000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	348,600	285,502	358,500	287,700	230,300
BENEFITS	202,700	172,345	201,000	181,700	110,500
PERSONNEL TOTAL ---->	551,300	457,847	559,500	469,400	340,800
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	14,200	11,069	14,300	5,650	14,700
PROFESSIONAL SERVICES	582,200	401,505	593,700	296,700	239,400
UNIFORMS & SAFETY EQUIPMENT	300	-	300	-	300
PROFESSIONAL DEVELOPMENT	1,600	800	1,600	800	1,600
COMMUNITY RELATIONS	500	-	500	-	500
INSURANCE	7,100	8,169	7,200	6,100	7,400
VEHICLE USAGE	600	-	600	-	600
EQUIPMENT MAINTENANCE	2,400	-	2,400	-	2,500
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	608,900	421,543	620,600	309,250	267,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,160,200	879,390	1,180,100	778,650	607,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	16,300	8,150	16,600	16,600	8,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,300	1,650	3,400	3,400	2,500
TRANSFER OUT TOTAL ---->	19,600	9,800	20,000	20,000	11,100
EXPENDITURES & TRANSFERS TOTAL ---->	1,179,800	889,190	1,200,100	798,650	618,900
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	924,700	629,199	943,100	447,600	341,550
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	924,700	629,199	943,100	447,600	341,550
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	924,700	629,199	943,100	447,600	341,550
GENERAL FUND NET EXPENSE (REVENUE) ---->	255,100	259,991	257,000	351,050	277,350



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PARKS & RECREATION DEPARTMENT

Program Name	Special Community Events
Program Goals	The goal of Special Community events is to provide events for residents and visitors that reflect the community's unique character, strengthening community image and sense of place, encouraging community-wide involvement and supporting local business.
Organization	1 FTEs: Recreation Supervisor, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> Organize and promote City special events Partner with outside agencies for enhancements and/or sponsorships Facilitate and approve all non-profit Special Event permits including Art & Wine Faire, Hometown Days, Farmers' Market, youth sporting events and neighborhood block parties
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> Held the 3rd Annual Family Campout with 600 campers and volunteers Celebrated the 10th Annual Night of Holiday Lights, which included the first Youth Entrepreneur's Business Fair in partnership with the Sheriff's Activity League Permitted 37 Special Event Permits and worked collaboratively with community organizations and City departments to ensure successful events Increased Friday Night Summer in the Park music series, offering 8 concerts in summer 2019 Hosted Breakfast with Santa and Nutcracker Tea Party Responded to the COVID-19 pandemic and health orders by cancelling events
FY 2020-21 Goals	<ul style="list-style-type: none"> Implement new outdoor Community Movie Night series throughout the year in the park and at the Youth Center Continue to promote Block Parties in the community Continue to seek out community sponsorships for community events Host virtual events and activities for the community to collectively participate in Continue to respond to the COVID-19 pandemic

Special Community Events Objective	<p>Special Community Events provides opportunities for residents and visitors to attend City-sponsored events, including Goblin Walk and Night of Holiday Lights; partners with non-profit community organizations to facilitate Special Event Permits including the Art & Wine Faire, Hometown Days, Farmers Market and Youth Sports Tournaments; and permits neighborhood block parties.</p> <p>By measuring the following data, staff can determine if they are on track to meet the City's objective of providing ample opportunities for residents to engage in community building activities, whether it is a small neighborhood event or a large community-wide event, and fostering support of our local businesses.</p>			
Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of Special Events sponsored or co-sponsored by Parks & Recreation	17	18	14	8
% of department program budget recovered through special community events	31%	21%	21%	8%
\$ of revenues generated from business sponsors	\$14,815	\$10,500	\$10,000	\$5,000
# of non-City sponsored special event permits issued	33	36	22	27
# of block party permits issued	31	30	27	9



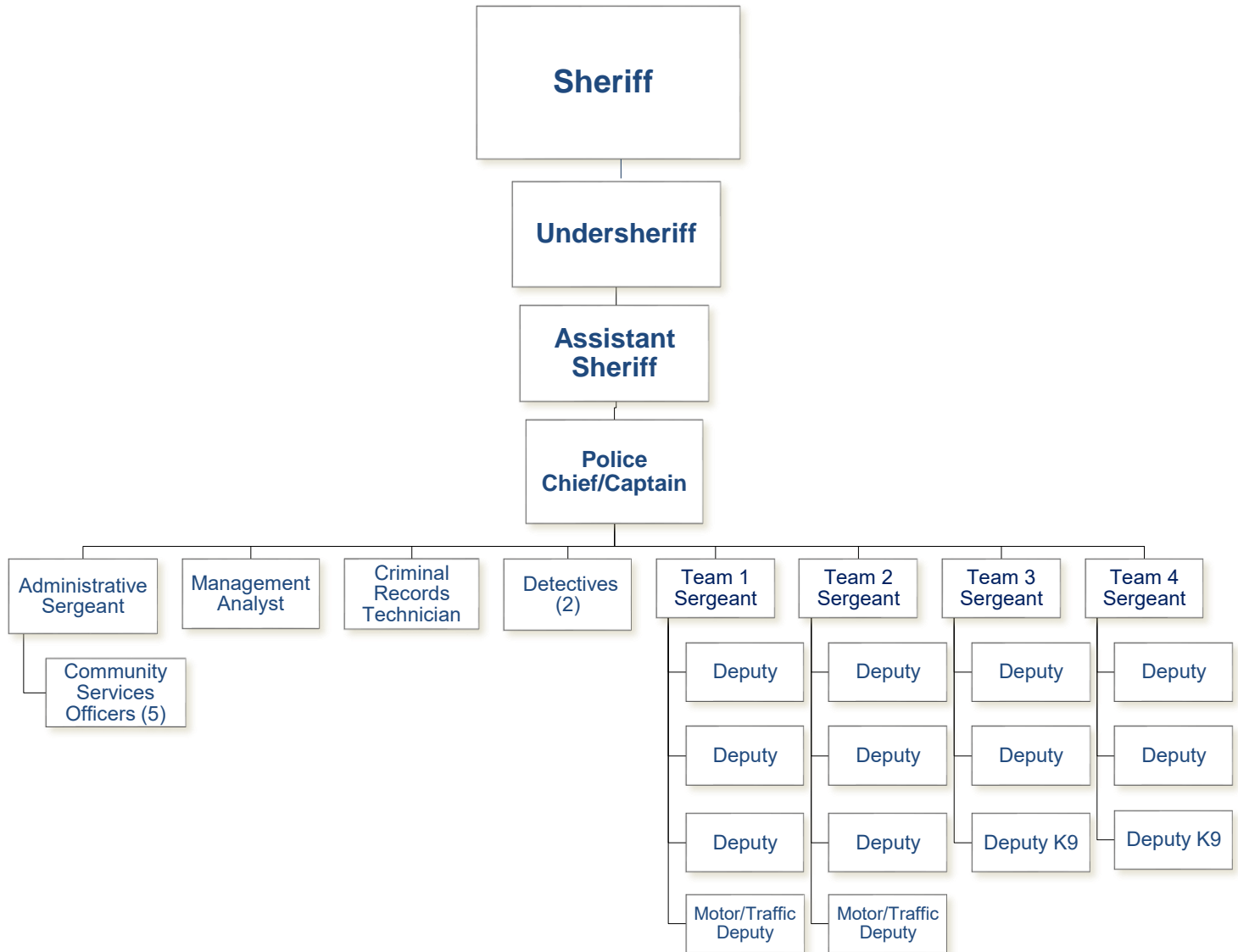
**SPECIAL COMMUNITY EVENTS (01791000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	17,500	9,831	17,600	11,300	5,600
BENEFITS	1,200	698	1,300	-	-
PERSONNEL TOTAL ---->	18,700	10,529	18,900	11,300	5,600
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	80,000	80,788	94,200	87,200	40,400
PROFESSIONAL SERVICES	29,000	24,939	29,500	14,200	13,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	2,100	2,100	2,100	-	2,200
INSURANCE	11,900	6,434	12,000	8,000	4,400
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	300	-	300	-	300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	123,300	114,261	138,100	109,400	60,700
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	142,000	124,790	157,000	120,700	66,300
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,800	4,900	10,000	10,000	200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	850	1,700	1,700	200
TRANSFER OUT TOTAL ---->	11,500	5,750	11,700	11,700	400
EXPENDITURES & TRANSFERS TOTAL ---->	153,500	130,540	168,700	132,400	66,700
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	13,700	14,671	25,200	14,500	5,200
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	20,300	11,500	20,700	10,875	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	34,000	26,171	45,900	25,375	5,200
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	34,000	26,171	45,900	25,375	5,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	119,500	104,370	122,800	107,025	61,500



San Mateo County Sheriff's Office

San Carlos Police Bureau





POLICE SERVICES

Mission

The mission of the San Carlos Police Bureau is to work in partnership with the community and other City departments to improve the quality of life of all our community members and business owners. This is accomplished through: the apprehension of violent criminals; crime prevention strategies; recognition, intervention, and resolution of systematic problems within the community; and involvement with the youth of our community.

Organization

The San Carlos Police Services Bureau is a separate Bureau of the San Mateo County Sheriff's Office

Org Code

01411000-01413000, 01461000, 17000000

Dept #

4110-4130, 4610, 1700

Description

Under the direction of the Chief of Police (Sheriff's Captain), Police Services consists of 28.8 employees of the San Mateo County Sheriff's Office and four Communications Officers from the San Mateo County Communications Office. In addition, the full resources of the San Mateo County Sheriff's Office support all aspects of police operations in San Carlos.



POLICE SERVICES

Program Name	Police Services
Program Goals	The goal of Police Services is to successfully prevent and suppress crime, provide timely and effective services to the community, and coordinate important community outreach activities to enhance safety and security.
Major Services	<ul style="list-style-type: none"> • Dedicated Traffic Deputies • School Resource Officers • Sheriff's Activities League/Community Policing Unit • Sheriff's Volunteers in Policing (SVIPs) • Numerous other Sheriff's Resources • Dispatch
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Amendment Number 7 to the Law Enforcement Services Agreement was authorized to implement the Laurel Street Policing Pilot Program ("Downtown Services Unit") • Made measurable improvements to our traffic and parking enforcement, evidenced by the increase in citations issued • Participated in and maintained increased level of security for City events (Art & Wine Faire, Goblin Walk, Hometown Days, Night of Holiday Lights, etc.) • Increased our burglary suppression efforts in response to automobile burglaries within the city. San Carlos Bureau deputies used Intelligence Led Policing (ILP) methods to target problem areas and conduct high visibility patrol in an effort to deter burglaries • Continued to stay connected with youth and schools through the School Resources Officer and Sheriff's Activity League (SAL) programming • Assisted the City in its response to the COVID-19 pandemic • Provided support services in this and other communities in response to civil unrest
FY 2020-21 Goals	<ul style="list-style-type: none"> • Increase community involvement and public outreach • Implement New Computer-Aided Dispatch • Maintain Low Crime Rates and Low Response Times • Add additional fixed ALPR location(s) • Identify new guided parking enforcement program • Increase data driven traffic saturation and DUI education/enforcement • Continue to support the City in its response to the COVID-19 pandemic

Police Services Objective 1

Respond to emergency and non-emergency calls, initiate activity, write reports, and reserve deputies.

These level of service measures are tracked to maintain or increase our efficiency, enhance our level of customer service, and achieve our customer service goals.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of calls for service	13,094	13,013	13,501	13,000
<i># of emergency calls</i>	150	139	142	150
<i># of non-emergency calls</i>	12,944	12,874	13,359	12,350
# of crime reports taken	2,252	2,312	2,013	2,250
# of traffic citations issued	2,352	5,322	3,545	5,000
# of arrests made	791	835	609	800
# of directed patrol activities completed	2,440	2,305	3,043	2,500
% of emergency calls responded to under 5 minutes	84%	80%	81%	85%
% of customers who are satisfied with police services*	89%	N/A	84%	N/A

* Results from surveys conducted first quarter 2018 and 2020. A complete copy of the 2020 Community Satisfaction Survey can be found [here](#).



Police Services Objective 2

Conduct interviews, manage crime scene, collect evidence, and conduct research.

These measures are derived from the thoroughness of information gathering, follow-up investigation, and end results that are also monitored for comparison to other agencies throughout California.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of violent crimes cleared	46%	69%	69%	65%
% of property crimes cleared	15%	18.5%	18%	19%

Police Services Objective 3

San Mateo County alerts, Press Releases, School Resource Officers, special events, Town Hall meetings, open houses, Neighborhood Watch, and satisfaction survey cards.

These measures are based on answers to questions posed to individuals who have had varying forms of contact with our staff. The responses to these questions and free form comments received are shared with staff to enhance our overall customer service model.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
% of citizens who agree that they are satisfied with the level of service received from the Sheriff's Office	100%	83%	95%	95%
% of citizens who agree that the deputy displayed professionalism during their contact	100%	100%	95%	95%
% of citizens who agree that the deputy displayed job knowledge and technical competence	100%	100%	95%	95%
% of citizens who agree that the deputy showed care and concern during their interaction	100%	92%	95%	95%
% of residents who feel safe during the day*	99%	N/A	99%	N/A

*Results from surveys conducted first quarter 2018 and 2020.

Police Services Objective 4

Community Services Officer (CSO), traffic and parking enforcement, enforcement citations, warnings, traffic direction, directed enforcement, and traffic surveys.

With the emerging trend of communities requesting residential parking permit programs, citations and warnings are requested for enforcement. Deputies participating in continuous directed traffic enforcement activities make our presence highly visible and is a contributing factor to the reduction in traffic accidents.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of parking citations issued	4,706	11,021	5,599	8,000
# of warnings issued	314	1,377	263	500
% reduction in accidents reported year over year	10%	4%	12%	5%

**Police Services
Objective 5**

Ensure safe traffic flow, assist commerce and eliminate them to help with parking availability.

Business and residential communities share many parking enforcement concerns. This is another tool we can use to alleviate these issues.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of abandoned vehicles marked	876	838	419	850
<i># of marked vehicles moved</i>	832	793	395	800
<i># of marked vehicles towed</i>	44	45	24	50
% of abandoned vehicles abated	100%	100%	100%	100%



**POLICE SERVICES
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	1,448,000	1,443,755	1,718,000	1,660,000	1,867,300
PERSONNEL TOTAL ---->	1,448,000	1,443,755	1,718,000	1,660,000	1,867,300
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	8,538,900	8,291,330	8,946,400	8,660,600	8,713,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	48,000	45,482	48,000	48,000	49,400
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	8,586,900	8,336,812	8,994,400	8,708,600	8,762,700
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	10,034,900	9,780,567	10,712,400	10,368,600	10,630,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	10,034,900	9,780,567	10,712,400	10,368,600	10,630,000
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	57,900	54,103	58,800	34,200	46,000
FINES & FORFEITURES	260,000	291,623	270,000	257,500	290,000
FROM OTHER AGENCIES	-	406	-	400	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	15,000	21,219	15,000	14,100	11,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	332,900	367,351	343,800	306,200	347,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	332,900	367,351	343,800	306,200	347,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	9,702,000	9,413,215	10,368,600	10,062,400	10,283,000



**POLICE GRANTS (17000000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	100,000	100,000	100,000	100,000	150,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	100,000	100,000	100,000	100,000	150,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	100,000	100,000	100,000	100,000	150,000
TRANSFERS OUT	50,000	50,000	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	50,000	50,000	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	150,000	150,000	100,000	100,000	150,000

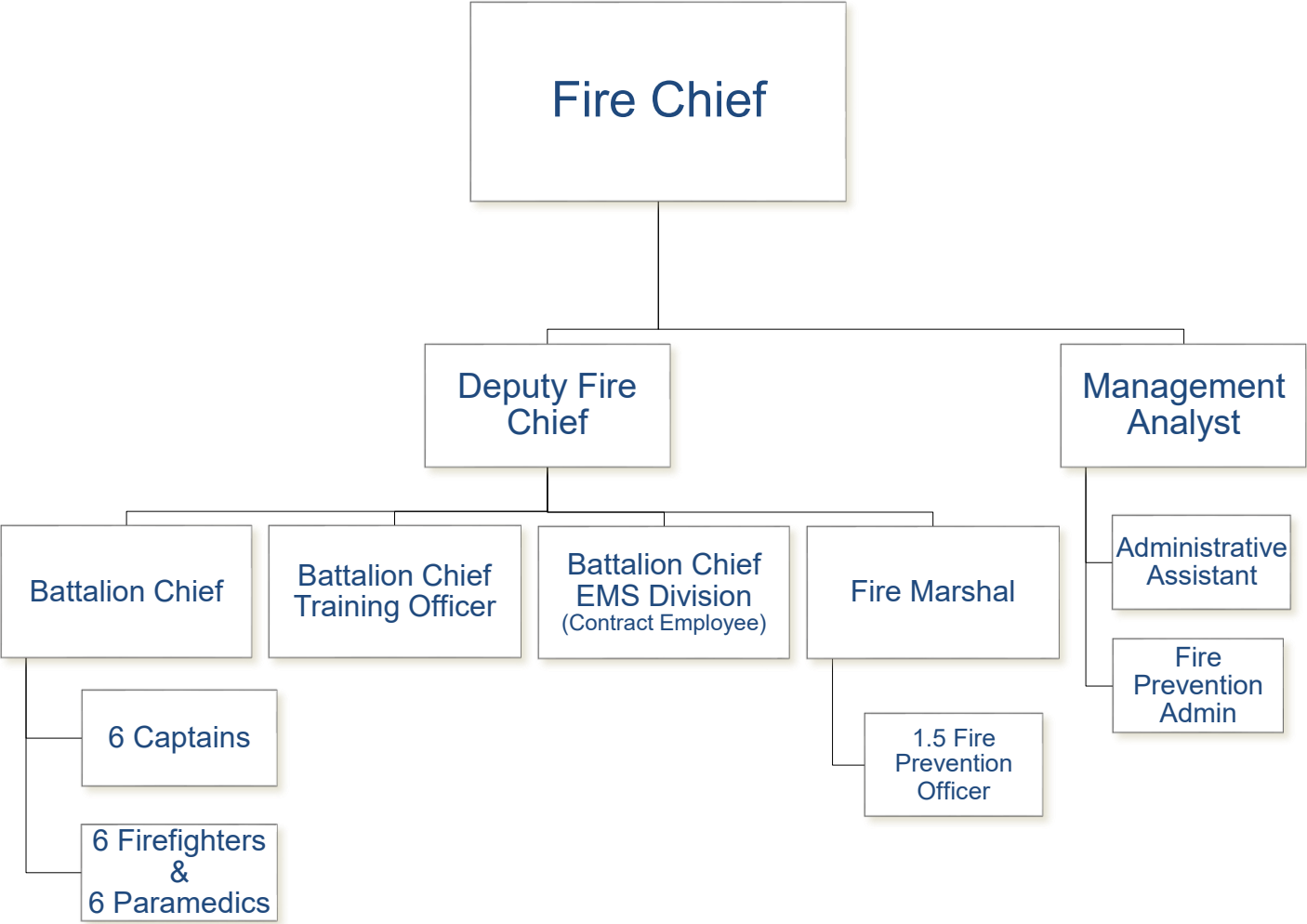
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	106,100	148,747	108,200	155,000	140,000
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	5,353	-	6,200	4,300
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	106,100	154,100	108,200	161,200	144,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	106,100	154,100	108,200	161,200	144,300
PD GRANT FUND NET EXPENSE (REVENUE) ---->	43,900	(4,100)	(8,200)	(61,200)	5,700



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Redwood City/San Carlos Fire Department





FIRE & EMERGENCY SERVICES

Mission

To protect life, property and the environment from fire, medical, disaster and hazardous materials-related incidents through emergency mitigation, public education and code enforcement.

Organization

The San Carlos Fire Services is provided by the City of Redwood City Fire Department, delivering service out of two San Carlos fire stations

Org Code

01491000, 01491031

Dept #

4910

Description

Under the direction of the City of Redwood City Fire Chief, the Fire Services consists of the full firefighting personnel resources of the City of Redwood City Fire Department delivering emergency and non-emergency services to San Carlos. One full-time and one half-time regular Fire Prevention Officer for the City of San Carlos is supervised and managed by the Redwood City Fire Department.



FIRE & EMERGENCY SERVICES

Program Name	Fire Services
Program Goals	The goal of Fire Services is to protect life, property and the environment from fire, hazards and other types of emergencies.
Major Services	<ul style="list-style-type: none"> • Fire suppression • Emergency medical services • Fire prevention <ul style="list-style-type: none"> – Fire and life safety inspections – Fire origin and cause investigations – Plan reviews • Public assist calls for service <ul style="list-style-type: none"> – Lock-outs – Smoke investigation – Occupants stuck in elevators – Water leaks/flooding – Assist people with access and functional needs – Trees/wires down – Other non-emergency requests for service • Rescue response • Community Emergency Response Team (CERT) • Public Education/Community Outreach <ul style="list-style-type: none"> – Station Tours – School Visits – Community Events (i.e., meetings, Public Safety Fair, Hometown Days, etc.) – Junior Fire Academy
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Reduced fuel/vegetation to establish fire breaks by clearing overgrown vegetation and trimming trees and other fuels in about 12 acres of Highland and Crestview parks • By June 30, 2020 completed 100% of all annual State Mandated Fire and Life Inspections • By June 30, 2020 implemented a new department-wide Fire Prevention Inspection Database to ensure that all Fire Inspections are completed within State standards • Design and planning began for rebuilding Station 16 and an open house was held for the community to view and comment on the new station plans • Implemented a policy on reducing fire personnel to cancerous and other hazardous environments • Responded to the COVID-19 pandemic and supported City operations
FY 2020-21 Goals	<ul style="list-style-type: none"> • Establish a Fire Explorer Post program to improve recruitment efforts for the future of our community • Maintain and improve fuels management program by treating 52 acres of land by June 30, 2021 • Reduce fuel/vegetation to establish fire breaks by clearing overgrown vegetation and trimming trees and other fuels in about 75 acres of Big Canyon and Eaton Parks • Continue to support the City's response to the COVID-19 pandemic • Continue outreach to the community regarding wildfire and other emergencies, including holding at least one meeting and one evacuation exercise

**Fire Services
Objective 1**

Provide professional emergency response services to San Carlos.

The goal in measuring the number of responses by type is to be able to track changes over time. As the city grows, demand grows with it. These statistics allow us to forecast future needs of the community and plan accordingly.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of fire & medical emergency incidents responded to (by type)	2,293	2,312	2,303	2,349
<i>Fire</i>	47	41	44	45
<i>Rupture/Explosion</i>	2	2	2	2
<i>EMS/Rescue</i>	1,592	1,344	1,468	1,497
<i>Hazardous Condition</i>	86	100	93	94
<i>Service Call</i>	491	367	429	438
<i>Good Intent</i>	45	245	145	148
<i>False Call</i>	275	213	244	249

**Fire Services
Objective 2**

Public outreach and citizen training efforts.

Public education has always been a priority in the fire service. Through public engagement and community education, we strive to prevent fires and prevent fire-related injuries. We instruct school-age children on fire escape techniques and train communities on disaster preparedness preparation and procedures.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of public education events conducted	48	68	33	30
# of events participants	3,612	2,313	1,000	1,500
# of classes conducted	3	2	1	1
# of class participants	120	50	20	50

**Fire Services
Objective 3**

Fire code inspections, permitting and enforcement.

The goal of code inspections and enforcement is primarily fire prevention. During inspections, we confirm that businesses have proper fire protection in place, which all cooking areas are free from grease buildup and that escape routes are clear for quick escape during a fire. Our plan review process ensures new construction is compliant with State and City codes with regards to fire suppression and alarm systems, proper occupant load, proper exits, etc.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of inspections conducted	402	1,736	1,026	1,173
% of inspections that are completed	100%	100%	100%	100%
# of plans reviewed	401	222	182	320
% of plans reviewed on time	74.56%	100%	100%	100%
# of investigations conducted	8	10	8	10
% of fire investigations with determined cause	50%	60%	37.5%	50%



**FIRE & EMERGENCY SERVICES
BUDGET SUMMARY (General Fund only)**

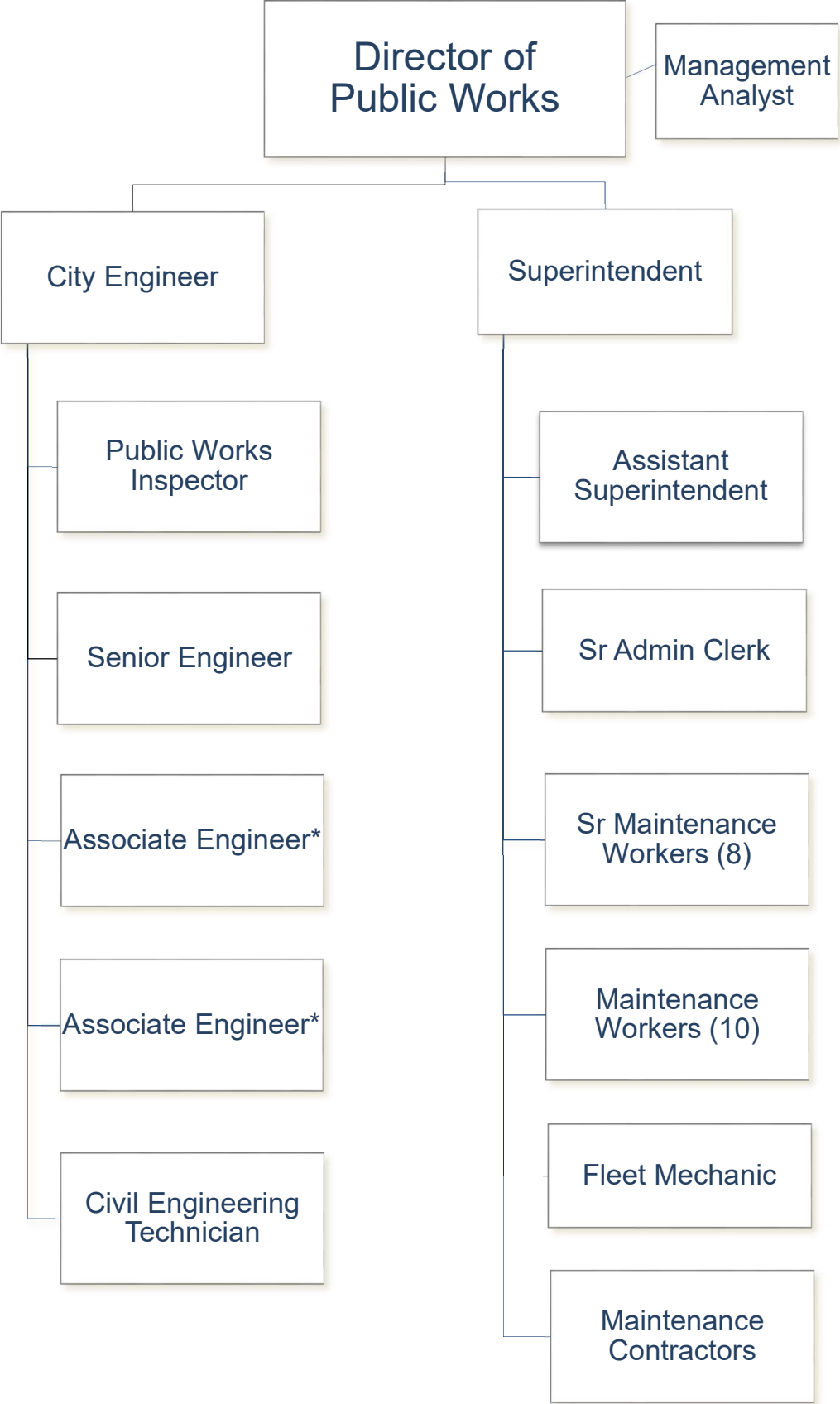
EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	127,500	119,991	155,200	146,000	175,700
BENEFITS	2,252,600	2,134,390	1,773,100	1,762,975	2,057,000
PERSONNEL TOTAL ---->	2,380,100	2,254,382	1,928,300	1,908,975	2,232,700
UTILITIES	37,100	28,714	37,800	30,500	39,000
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	7,671,400	7,336,452	8,047,800	7,882,700	8,325,600
UNIFORMS & SAFETY EQUIPMENT	600	-	600	-	600
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	106,000	61,394	108,100	72,000	111,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	7,815,100	7,426,560	8,194,300	7,985,200	8,476,500
CAPITAL OUTLAY	6,000	6,000	-	-	-
CAPITAL OUTLAY TOTAL ---->	6,000	6,000	-	-	-
EXPENDITURES TOTAL ---->	10,201,200	9,686,942	10,122,600	9,894,175	10,709,200
TRANSFERS OUT	125,000	125,000	125,000	125,000	110,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	2,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	125,000	125,000	125,000	125,000	112,100
EXPENDITURES & TRANSFERS TOTAL ---->	10,326,200	9,811,942	10,247,600	10,019,175	10,821,300
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	175,100	287,220	177,400	250,700	182,800
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	30,000	33,966	30,000	33,000	30,000
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	205,100	321,186	207,400	283,700	212,800
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	205,100	321,186	207,400	283,700	212,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	10,121,100	9,490,756	10,040,200	9,735,475	10,608,500



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Public Works





PUBLIC WORKS DEPARTMENT

Mission

The Department of Public Works is responsible for the design, construction, contract administration and overall maintenance and operation of the City's transportation, stormwater, wastewater, parking, buildings and parks infrastructure.

Organization

The department is comprised of Administration/Engineering and Maintenance, including Streets, Sewer, Storm, Traffic, Fleet, Parks and Facilities. Overall, department funding is allocated to seven operational budgetary units: Admin/Engineering (5110); Fleet (5311); Street Maintenance (5411); Traffic Operations (5611); Wastewater (6311); and Stormwater (5211); and three capital budget units: Gas Tax (1610); Measure A (5711); and Parking (2811). Descriptions are included within each budgetary unit

Org Code

01511000, 01531000, 01541000, 01561000, 01711000-01719000, 06631000, 14571000, 15521000, 16610000, 28281000, 95951000

Dept

2810, 5110, 5210, 5310, 5410, 5610, 5710, 6100, 6310, 7110-7190, 9510

Description

Under the direction of the Public Works Director, the Public Works Department consists of 30 full-time regular employees and 12.9 contract employees.

Program	Management
Administration/Engineering (7 FTEs)	Public Works Director/City Engineer
Facilities Maintenance (7 FTEs/Contract)	Public Works Superintendent
Fleet Maintenance (1 FTE)	Public Works Superintendent
Park Maintenance (12.9 FTEs/Contract)	Public Works Superintendent
Wastewater (10 FTEs)	Public Works Superintendent
Stormwater (2.5 FTEs)	Public Works Superintendent
Street Maintenance (2.5 FTEs)	Public Works Superintendent



**PUBLIC WORKS DEPARTMENT
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	1,652,900	1,532,768	1,924,900	1,737,890	2,058,725
BENEFITS	1,088,900	854,864	1,214,700	1,012,475	1,054,800
PERSONNEL TOTAL ---->	2,741,800	2,387,632	3,139,600	2,750,365	3,113,525
UTILITIES	665,000	576,159	678,300	571,800	698,600
OFFICE ADMINISTRATIVE	203,300	133,807	219,400	206,110	213,600
PROFESSIONAL SERVICES	2,555,600	2,204,866	2,567,300	2,121,225	2,327,300
UNIFORMS & SAFETY EQUIPMENT	9,600	4,655	9,600	5,300	9,800
PROFESSIONAL DEVELOPMENT	30,900	11,986	31,200	3,660	32,100
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	400	41	400	-	400
EQUIPMENT MAINTENANCE	129,900	110,767	132,300	92,550	136,200
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	3,594,700	3,042,280	3,638,500	3,000,645	3,418,000
CAPITAL OUTLAY	50,600	12,378	51,600	13,500	53,100
CAPITAL OUTLAY TOTAL ---->	50,600	12,378	51,600	13,500	53,100
EXPENDITURES TOTAL ---->	6,387,100	5,442,290	6,829,700	5,764,510	6,584,625
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	23,600	23,600	24,000	24,000	24,700
ALLOCATIONS OUT FOR WORKERS COMP	45,400	22,700	46,300	46,300	46,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	165,400	82,700	168,700	168,700	131,200
TRANSFER OUT TOTAL ---->	234,400	129,000	239,000	239,000	202,600
EXPENDITURES & TRANSFERS TOTAL ---->	6,621,500	5,571,290	7,068,700	6,003,510	6,787,225
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	314,300	465,122	314,900	387,600	343,900
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	4,500	5,703	4,600	4,600	5,000
LICENSES & PERMITS	198,200	512,097	202,100	377,100	300,000
OTHER REVENUE	182,600	352,274	228,300	331,500	279,600
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	699,600	1,335,196	749,900	1,100,800	928,500
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	774,000	774,000	789,500	789,500	843,400
ALLOCATIONS IN FROM NPDES	132,400	132,400	135,000	135,000	139,100
ALLOCATIONS IN FROM GAS TAX	164,600	164,600	167,900	167,900	230,900
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,071,000	1,071,000	1,092,400	1,092,400	1,213,400
REVENUE & TRANSFERS TOTAL ---->	1,770,600	2,406,196	1,842,300	2,193,200	2,141,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	4,850,900	3,165,094	5,226,400	3,810,310	4,645,325



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PUBLIC WORKS DEPARTMENT

Program Name	Administration/Engineering
Program Goals	<p>The goal of Administration/Engineering is to provide leadership, oversight and support to develop and deliver innovative, high quality programs and services that meet the needs and interests of San Carlos residents and businesses.</p> <p>The goal of the Sidewalk Maintenance Program is to provide repair and inspection services to ensure that public sidewalks and walkways are well maintained and free of obstructions to enhance pedestrian safety and mobility.</p> <p>The goal of the Traffic/Engineering program is to provide traffic operation analysis and investigation services to provide efficient, safe and effective movement of people and vehicles throughout the city.</p> <p>The goal of the Parking program is to administer permits for existing City parking lots and on-street parking to provide for resident and business parking needs.</p> <p>The goal of the Capital Improvement Program (CIP) is to systematically undertake and evaluate potential projects to preserve City of San Carlos infrastructure while ensuring efficient use of public funds.</p> <p>The goal of the Development and Permitting program is to process, review and approve development of public and private plans and applications to ensure conformance with local, state and federal requirements.</p>
Organization	7 FTEs: Public Works Director, City Engineer, Senior Engineer, 2 Associate Engineers, Public Works Inspector, Management Analyst
Major Services	<ul style="list-style-type: none"> • Capital Improvement Program/Engineering • Development and Permitting • Traffic Engineering • Traffic operations analysis and investigation services • Safety and effective movement of people and vehicles • Transportation and Circulation Commission • Parking Programs • Sidewalk Maintenance Program
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Completed design for the Holly Street US 101 Interchange and Pedestrian Overcrossing project, addressing Council's objective concerning infrastructure and transportation projects • Continued to reduce Sanitary Sewer Overflows to a historically low level • Received a Bronze designation as a Bicycle Friendly Community from the League of American Cyclists • Developed the Neighborhood Traffic Management Program • Adopted the San Carlos Avenue Pedestrian Safety Plan • Completed 2018 Phase of the 5-Year Pavement Plan • Installed Trash Capture devices in over 150 drainage inlets to reduce stormwater pollution and meet San Francisco Bay Regional Water Quality Control Board requirements • Responded to the COVID-19 pandemic by providing support to staff, local businesses and the community and working with contractors on health order requirements

**FY 2020-21 Goals**

- Build consensus on infrastructure and maintenance priorities
- Enhance pedestrian and bicycle accessibility and safety
- Complete major infrastructure and transportation CIP projects
- Implement the Neighborhood Traffic Management Program
- Work with partners on school traffic issues
- Inform and educate the public about traffic options
- Assist other departments with strategic plan goals and objectives
- Identify critical traffic bottlenecks
- Continue to respond to the COVID-19 pandemic by providing supplies and services to staff, businesses and residents and directing contractors as necessary to ensure adherence to health orders

**Leadership and
Management
Objective 1**

The goal of Administration/Engineering is to provide leadership, oversight and support to develop and deliver innovative, high quality programs and services that meet the needs and interests of San Carlos residents and businesses.

The performance measures we use are designed to ensure we are meeting this objective. We prioritize the Council's Strategic Plan objectives assigned to our department to ensure their completion. We ensure we expedite our activities, including taking items regularly to Council for direction. We provide a number of programs and services not related to the Capital Improvement Program, which we make an effort to promote to the community. We also receive many requests electronically, which is an efficient way to communicate with the community about our activities.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of staff reports taken to Council	55	60	7	10
# of non-CIP related public information notices created	8	10	7	8
# of Inform San Carlos requests received (Engineering)	155	150	161	150
# of programs managed	13	15	15	15

**Sidewalk Program
Objective 2**

The goal of the Sidewalk Maintenance Program is to provide repair and inspection services to ensure that public sidewalks and walkways are well maintained and free of obstructions to enhance pedestrian safety and mobility.

The performance measures we use are to show in a numeric way our progress with this program. We include the amount of sidewalk, curb and gutter, and driveway approaches repaired. We also track the number of inspections performed, as not all lead to repair during that year. We also track the number of sidewalk permits so we know the amount of sidewalk being repaired in the city outside of our program.

Key Performance Measures

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
Sq. ft. of sidewalk repaired by City (in CIP)	3,135	4,097	7,500	7,500
Sq. ft. of driveway approaches repaired by City (in CIP)	1,768	1,552	1,500	1,500
Linear feet of curb/gutter repaired by City (in CIP)	344	115	250	250
# of sidewalk inspections conducted	97	140	451	150
# of sidewalk locations repaired by City program	40	52	200	200
# of private sidewalk permits issued	80	70	50	60



Traffic Engineering Objective 3

The goal of the Traffic Engineering program is to provide traffic operations analysis and investigation services to provide efficient, safe and effective movement of people and vehicles throughout the city.

Traffic requests are among the most common requests we receive and must be investigated. These performance measures help us track how well we are doing. We track how many studies we've completed and how many result in traffic calming measures implemented to determine how often requests result in the need to slow traffic. We measure the number of traffic speed surveys we perform and their timeliness in an effort to resolve safety concerns as soon as practicable. We also track the number of requested investigations and the number completed to ensure we are dealing with traffic issues efficiently.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of traffic and circulation studies conducted	5	3	4	5
# of studies resulting in implementation of a traffic calming measure	2	1	3	2
# of speed zone surveys done	5	0	4	5
# of speed zone surveys done in timely manner according to regulations	5	0	4	5
# of traffic investigations submitted	20	50	40	50
# of traffic investigations completed	20	30	20	30

Parking Program Objective 4

The goal of the Parking program is to administer permits for existing City parking lots and on-street parking to provide for the parking needs of residents and businesses in San Carlos.

The measures we use track the success of each permit program by counting the number of permits issued. We also track the number of complaints received to determine how much effort needs to be made to resolve parking issues. We also track how quickly we are responding to and resolving parking complaints to ensure we are efficiently responding to them.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of Residential GESC permits issued	1,648	1,650	1,748	1,700
% of total Residential GESC permits issued	98%	98%	97%	98%
# of Business GESC permits issued	57	60	102	75
# of resident parking complaints received	23	25	13	13
% of parking complaints accepted and planned for action within one business day	78%	100%	84%	100%
% of parking complaints completed within 24 hours	82%	100%	77%	90%



Development and Permitting Objective 5

The goal of the Development and Permitting program is to process, review and approve development public and private plans and applications to ensure conformance with local, state and federal requirements.

Permitting is an important function of the City to ensure that work performed in San Carlos meets standards. Our department tracks a number of permits to determine how much of our staff time must be devoted to the efficient processing of permits. It also provides us with information on how much activity is happening in the city to ensure adequate resources are available.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# Encroachment permits issued	335	290	275	300
# Sewer Lateral permits issued	104	150	175	150
# Utility permits issued	195	200	150	200
# of grading permits reviewed	22	35	15	30
# of inspections conducted	3,399	1,600	1,862	2,500
# of projects reviewed during entitlement	52	70	40	40

Capital Improvement Program Objective 6

The goal of the Capital Improvement Program (CIP) is to systematically evaluate and undertake potential projects to improve and preserve City of San Carlos infrastructure while ensuring efficient use of public funds.

Maintaining and improving the City's infrastructure are essential services of the City. We track the number of projects, cost and how well we are delivering these projects to our community to ensure we are meeting this objective.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of projects	63	57	65	22
\$ Capital invested	\$11,510,000	\$5,609,000	\$35,958,000	\$19,750,650
% of projects finished on time	100%	100%	100%	100%
% of projects completed within budget	100%	100%	100%	100%



**PUBLIC WORKS ADMINISTRATION/ENGINEERING (01511000 and 01551000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	881,800	832,071	1,025,200	943,650	1,114,550
BENEFITS	618,400	428,767	681,400	512,750	551,600
PERSONNEL TOTAL ---->	1,500,200	1,260,838	1,706,600	1,456,400	1,666,150
UTILITIES	100	-	100	100	100
OFFICE ADMINISTRATIVE	9,500	5,544	9,700	2,900	10,000
PROFESSIONAL SERVICES	819,600	705,685	824,500	633,525	667,500
UNIFORMS & SAFETY EQUIPMENT	800	15	800	400	800
PROFESSIONAL DEVELOPMENT	19,300	6,354	19,500	2,000	20,100
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	300	41	300	-	300
EQUIPMENT MAINTENANCE	1,600	-	1,600	-	1,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	851,200	717,638	856,500	638,925	700,400
CAPITAL OUTLAY	1,600	-	1,600	-	1,600
CAPITAL OUTLAY TOTAL ---->	1,600	-	1,600	-	1,600
EXPENDITURES TOTAL ---->	2,353,000	1,978,477	2,564,700	2,095,325	2,368,150
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR SEWER	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	22,400	11,200	22,800	22,800	22,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	82,800	41,400	84,500	84,500	55,200
TRANSFER OUT TOTAL ---->	105,200	52,600	107,300	107,300	78,000
EXPENDITURES & TRANSFERS TOTAL ---->	2,458,200	2,031,077	2,672,000	2,202,625	2,446,150
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	314,300	465,122	314,900	387,600	343,900
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	198,200	512,097	202,100	377,100	300,000
OTHER REVENUE	8,000	85,887	63,500	73,900	57,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	520,500	1,063,107	580,500	838,600	701,100
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	610,200	610,200	622,400	622,400	641,100
ALLOCATIONS IN FROM NPDES	132,400	132,400	135,000	135,000	139,100
ALLOCATIONS IN FROM GAS TAX	164,600	164,600	167,900	167,900	230,900
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	907,200	907,200	925,300	925,300	1,011,100
REVENUE & TRANSFERS TOTAL ---->	1,427,700	1,970,307	1,505,800	1,763,900	1,712,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,030,500	60,770	1,166,200	438,725	733,950



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PUBLIC WORKS DEPARTMENT

Program Name	Facilities Maintenance
Program Goals	The goal of Facility Maintenance is to ensure that all City buildings are safe, functional and clean by performing regular maintenance, cleaning and inspections using a combination of in-house staff and contract services.
Organization	2 FTE: Senior Maintenance Workers 5 FTEs: Contractors
Major Services	<ul style="list-style-type: none"> • Manage maintenance for all City buildings • Respond to service requests from City staff • Respond to service requests from the public
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Provided excellent response to facility needs during rainy season • Completed master re-key project Citywide • Ensured residents know how to report maintenance issues • Assisted with facility CIP projects • Responded to the COVID-19 pandemic by ensuring City facilities and infrastructure meet health orders and support the community
FY 2020-21 Goals	<ul style="list-style-type: none"> • Continue to provide excellent customer service • Completed Issue of all electronic ID badges to all contractors • Assist with facility CIP projects • Complete Fire Station Repair and Maintenance Projects • Complete EOC upgrade • Continue to respond to the COVID-19 pandemic

Facilities Maintenance Objective	<p>Manage maintenance for all City buildings.</p> <p>We track how many buildings and the total square footage of them to ensure we have the resources needed to properly maintain them.</p>			
Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of facilities maintained	9	9	9	9
Square footage of facilities maintained	109,000	109,000	109,000	109,000
% requests completed within one week	85%	85%	85%	85%
% requests addressed within 48 hours	100%	100%	100%	100%



**FACILITIES MAINTENANCE (01712000-01719000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	202,400	187,512	208,600	177,140	223,050
BENEFITS	126,400	108,636	125,400	111,650	120,300
PERSONNEL TOTAL ---->	328,800	296,148	334,000	288,790	343,350
UTILITIES	276,300	211,161	281,800	226,200	290,200
OFFICE ADMINISTRATIVE	500	725	500	800	500
PROFESSIONAL SERVICES	414,300	392,630	395,600	314,600	407,400
UNIFORMS & SAFETY EQUIPMENT	2,000	1,348	2,000	1,500	2,000
PROFESSIONAL DEVELOPMENT	500	-	500	-	500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	102,900	90,130	104,900	81,200	108,000
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	796,500	695,994	785,300	624,300	808,600
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,125,300	992,141	1,119,300	913,090	1,151,950
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,800	4,900	10,000	10,000	5,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	850	1,700	1,700	1,800
TRANSFER OUT TOTAL ---->	11,500	5,750	11,700	11,700	7,400
EXPENDITURES & TRANSFERS TOTAL ---->	1,136,800	997,891	1,131,000	924,790	1,159,350
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	5,000	26,843	-	-	5,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	5,000	26,843	-	-	5,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	57,700	57,700	58,900	58,900	60,700
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	57,700	57,700	58,900	58,900	60,700
REVENUE & TRANSFERS TOTAL ---->	62,700	84,543	58,900	58,900	65,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,074,100	913,349	1,072,100	865,890	1,093,650



**SC LIBRARY TENANT FUND (95951000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	156,400	143,287	159,500	126,200	164,300
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	108,200	104,167	113,400	115,000	116,800
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	8,100	7,822	8,200	7,300	8,400
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	272,700	255,277	281,100	248,500	289,500
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	293,165	43,808	249,356	249,356	-
CAPITAL OUTLAY TOTAL ---->	293,165	43,808	249,356	249,356	-
EXPENDITURES TOTAL ---->	565,865	299,085	530,456	497,856	289,500
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	565,865	299,085	530,456	497,856	289,500
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	37,000	52,909	45,200	57,400	38,800
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	241,500	277,223	246,300	258,600	213,900
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	278,500	330,132	291,500	316,000	252,700
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	278,500	330,132	291,500	316,000	252,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	287,365	(31,047)	238,956	181,856	36,800



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PUBLIC WORKS DEPARTMENT

Program Name	Fleet Maintenance
Program Goals	The goal of the Fleet program is to provide vehicle services to manage and maintain the Department of Public Works, Parks, Building and Pool vehicles in a safe and drivable manner.
Organization	1 FTE: Mechanic
Major Services	<ul style="list-style-type: none"> • Manage vehicle equipment maintenance and purchasing • Operate the Corp Yard fuel station • Dispose of surplus City vehicles and equipment
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Achieved zero fuel station violations • Completed design, and purchase of the Public Works Mutual Aid Trailer • Added Recycled Water Truck to fleet • Completed fuel station upgrade • Completed purchase of utility brush chipper
FY 2020-21 Goals	<ul style="list-style-type: none"> • Continue to perform routine and scheduled maintenance for all vehicles • Replace maintenance equipment (maintenance sign truck and genie lift)

Fleet Maintenance Objective	<p>Manage vehicle and equipment maintenance and purchasing, operate the fuel station and dispose of surplus equipment.</p> <p>These metrics help us track the resources needed to purchase and maintain the vehicles and equipment used in service to the community. We also track the value of surplus (retired) vehicles and equipment, which is used toward the purchase of replacements. We also track our fuel station violations to ensure we have successful safety practices in place.</p>			
Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of inventory vehicles, equipment & misc. equipment	190	190	190	190
# of vehicles/equipment pieces maintained (routine and non-routine)	150	150	150	150
% of fleet receiving preventative maintenance inspections each year	85%	90%	100%	100%
\$ value of vehicles and equipment surplus	\$34,566	\$6,000	\$6,000	\$6,000
# of fuel station violations	0	0	0	0



**FLEET MAINTENANCE (01531000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	100,600	90,062	103,600	92,100	111,725
BENEFITS	62,700	61,517	62,200	67,375	60,100
PERSONNEL TOTAL ---->	163,300	151,579	165,800	159,475	171,825
UTILITIES	200	-	200	-	200
OFFICE ADMINISTRATIVE	4,200	3,736	4,300	4,500	4,400
PROFESSIONAL SERVICES	8,700	8,865	8,900	4,700	9,200
UNIFORMS & SAFETY EQUIPMENT	1,400	1,425	1,400	1,000	1,400
PROFESSIONAL DEVELOPMENT	1,100	65	1,100	200	1,100
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	2,900	2,521	2,900	1,200	3,000
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	18,500	16,611	18,800	11,600	19,300
CAPITAL OUTLAY	43,100	8,763	44,000	13,500	45,300
CAPITAL OUTLAY TOTAL ---->	43,100	8,763	44,000	13,500	45,300
EXPENDITURES TOTAL ---->	224,900	176,954	228,600	184,575	236,425
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,400	1,700	3,500	3,500	2,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	300	600	600	600
TRANSFER OUT TOTAL ---->	4,000	2,000	4,100	4,100	2,700
EXPENDITURES & TRANSFERS TOTAL ---->	228,900	178,954	232,700	188,675	239,125
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	8,000	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	8,000	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	106,100	106,100	108,200	108,200	141,600
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	106,100	106,100	108,200	108,200	141,600
REVENUE & TRANSFERS TOTAL ---->	114,100	106,100	108,200	108,200	141,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	114,800	72,854	124,500	80,475	97,525



PUBLIC WORKS DEPARTMENT

Program Name	Parks Maintenance
Program Goals	The goal of Parks Maintenance is to provide safe, attractive and well-maintained parks, trails and open space using a combination of in-house staff and contract services while maintaining responsible water use and waste diversion practices.
Organization	5 FTEs: Public Works Superintendent, 4 Senior Maintenance Workers 7.9 FTEs: Contractors
Major Services	<ul style="list-style-type: none"> • Manage maintenance, upkeep and safety of all City parks, playgrounds, medians, hiking trails and athletic fields and courts • Manage third party contractors who provide maintenance services • Conserve water
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Provided excellent customer service • Upgrade the Sports Field Lighting at Highlands and Burton Parks • Completed design for final phase of the Restroom Renovation Master Plan • Completed design for the Chilton Park Master Plan Improvements • Responded to the COVID-19 pandemic by ensuring our parks were operating within the parameters of the health orders
FY 2020-21 Goals	<ul style="list-style-type: none"> • Continue Water Conservation for Parks and Islands • Respond with excellent customer service • Complete the Restroom Renovation Master Plan • Implement Improvements from the Chilton Park Master Plan • Continue to respond to the COVID-19 pandemic

Parks Maintenance Objective

Manage maintenance and upkeep of all City parks, playgrounds, residential and commercial medians, hiking trails, athletic fields and tennis courts. Manage third party contractors who provide park and median maintenance services.

These metrics allow us to track the amount of park and medians we maintain. It helps us determine the amount of resources needed to properly maintain them. We track them separately, as the level of effort varies depending on the kind of maintenance needed. We also track them to measure our efficiency in responding to requests for service.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of acres of developed parks maintained	62.5	62.5	62.5	62.5
# of work orders completed in-house	700	1,000	1,000	1,000
# acres open space non-developed parks maintained	110	110	110	110
# sports fields maintained	10	10	10	10
% of year sports fields are available for use	88%	88%	88%	88%
# playground inspections conducted (integrity inspection)	96	96	96	96
# of playgrounds	8	8	8	8
% of requests completed within one week	90%	90%	90%	90%
% of requests addressed within 48 hours	80%	80%	80%	80%



**PARK MAINTENANCE (01711000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	468,100	423,124	587,500	525,000	609,400
BENEFITS	281,400	255,944	345,700	320,700	322,800
PERSONNEL TOTAL ---->	749,500	679,067	933,200	845,700	932,200
UTILITIES	206,700	193,915	210,900	197,800	217,200
OFFICE ADMINISTRATIVE	153,200	91,957	156,300	150,500	161,000
PROFESSIONAL SERVICES	861,100	709,428	878,300	794,600	829,700
UNIFORMS & SAFETY EQUIPMENT	3,700	1,675	3,700	2,100	3,900
PROFESSIONAL DEVELOPMENT	6,500	5,067	6,600	1,460	6,800
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	100	-	100	-	100
EQUIPMENT MAINTENANCE	13,100	14,167	13,300	7,750	13,700
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,244,400	1,016,209	1,269,200	1,154,210	1,232,400
CAPITAL OUTLAY	5,600	3,614	5,700	-	5,900
CAPITAL OUTLAY TOTAL ---->	5,600	3,614	5,700	-	5,900
EXPENDITURES TOTAL ---->	1,999,500	1,698,891	2,208,100	1,999,910	2,170,500
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,800	4,900	10,000	10,000	16,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	80,300	40,150	81,900	81,900	73,600
TRANSFER OUT TOTAL ---->	90,100	45,050	91,900	91,900	89,800
EXPENDITURES & TRANSFERS TOTAL ---->	2,089,600	1,743,941	2,300,000	2,091,810	2,260,300
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	47,000	102,507	47,000	96,400	93,100
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	47,000	102,507	47,000	96,400	93,100
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	47,000	102,507	47,000	96,400	93,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,042,600	1,641,434	2,253,000	1,995,410	2,167,200



PUBLIC WORKS DEPARTMENT

Program Name	Wastewater
Program Goals	The goal of the Wastewater program is to manage, maintain, repair and enhance the City's sewer system for the residents and businesses in conformance with local, state and federal requirements.
Organization	10 FTEs: Public Works Assistant Superintendent, Civil Engineer Technician, Senior Maintenance Worker, 6 Maintenance Workers, Senior Administrative Clerk
Major Services	<ul style="list-style-type: none"> • Manage maintenance of sanitary sewer mains, laterals and lift station pumps • Manage capital projects for sewer collection system replacement • Respond to resident requests and emergencies • Respond to Silicon Valley Clean Water funding needs
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Reduced Sanitary Sewer Overflows (SSOs) • Provided excellent customer service for sewer emergency response • Continued with cause-determination program of sewer blockages and report findings to engineering for repair
FY 2020-21 Goals	<ul style="list-style-type: none"> • Continue to provide excellent customer service for sewer emergency response • Further reduce SSOs and backups • Increase the amount of mainline CCTV inspections and evaluations • Perform root foaming operations for existing sewer system

Wastewater Objective	<p>Manage maintenance of sanitary sewer mains, laterals and lift station pumps and manage capital projects for infrastructure replacement.</p> <p>We track these metrics to comply with various regulatory requirements and to understand the resources required to maintain the sewer system.</p>
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Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# sewer line point repairs	79	30	35	40
# linear feet of sewer lines cleaned	350,000	400,000	400,000	400,000
% of sewer system cleaned	64%	73	73	73
# of emergency responses	370	370	370	370
# of citizen requests	75	75	75	75
Number of sanitary sewer overflows per 100 miles of sewer line per year	6	3	0	0
Number of sanitary sewer lower lateral spills	1	7	5	5
Number of capacity assurance projects completed (11 mandated per capacity assurance program)	0	0	0	0
# of feet of sewer line rehabilitated	4,000	4,000	5,000	4,000
% of sewer lines replaced per the sewer master plan	0.73%	0.73%	0.91%	0.73%
# of sanitary sewer overflows	6	3	0	0
# of laterals replaced (by City and permitted private work)	134	330	330	330
# of laterals cleaned	633	1,210	1,220	1,220



WASTEWATER (SEWER) FUND (06631000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	1,339,100	1,101,796	1,378,900	1,203,000	1,454,300
BENEFITS	875,700	561,366	873,900	741,500	835,300
PERSONNEL TOTAL ---->	2,214,800	1,663,162	2,252,800	1,944,500	2,289,600
UTILITIES	15,600	17,128	15,900	19,450	16,400
OFFICE ADMINISTRATIVE	57,500	41,201	58,600	28,125	60,400
PROFESSIONAL SERVICES	4,031,200	3,567,086	4,189,300	3,864,000	4,611,600
UNIFORMS & SAFETY EQUIPMENT	31,800	17,423	13,900	15,000	14,300
PROFESSIONAL DEVELOPMENT	17,300	6,699	17,600	13,300	18,000
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	100	-	100	-	100
EQUIPMENT MAINTENANCE	69,600	69,949	70,900	45,830	73,000
SERIAL BONDS	3,509,000	3,689,899	3,567,000	3,538,400	3,404,200
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	7,732,100	7,409,385	7,933,300	7,524,105	8,198,000
CAPITAL OUTLAY	40,900	1,123,903	41,700	400	43,000
CAPITAL PROJECTS	5,892,387	455,973	6,658,207	3,834,994	5,171,650
CAPITAL OUTLAY TOTAL ---->	5,933,287	1,579,876	6,699,907	3,835,394	5,214,650
EXPENDITURES TOTAL ---->	15,880,187	10,652,422	16,886,007	13,303,999	15,702,250
TRANSFERS OUT	597,100	597,100	609,000	609,000	633,400
ALLOCATIONS OUT TO GENERAL FUND	2,061,500	2,061,500	2,102,700	2,102,700	2,265,800
ALLOCATIONS OUT FOR WORKERS COMP	73,800	55,350	75,300	75,300	87,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	765,900	483,175	781,200	781,200	721,000
TRANSFER OUT TOTAL ---->	3,498,300	3,197,125	3,568,200	3,568,200	3,707,500
EXPENDITURES & TRANSFERS TOTAL ---->	19,378,487	13,849,547	20,454,207	16,872,199	19,409,750
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	19,317,000	18,154,539	19,351,000	21,480,605	20,038,500
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	100,000	353,156	151,000	300,000	279,700
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	19,417,000	18,507,695	19,502,000	21,780,605	20,318,200
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	23,600	23,600	24,000	24,000	24,700
ALLOCATIONS IN FROM NPDES	396,300	396,300	408,000	408,000	200,000
ALLOCATIONS IN FROM GAS TAX	107,600	107,600	109,800	109,800	225,000
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	527,500	527,500	541,800	541,800	449,700
REVENUE & TRANSFERS TOTAL ---->	19,944,500	19,035,195	20,043,800	22,322,405	20,767,900
WASTEWATER FUND NET EXP (REV) ---->	(566,013)	(5,185,648)	410,407	(5,450,206)	(1,358,150)



PUBLIC WORKS DEPARTMENT

Program Name	Stormwater
Program Goals	The goal of the Stormwater program is to manage, maintain, repair and enhance the City's creeks, levees, drains, pipes and culverts for the residents and businesses of San Carlos in conformance with local, state and federal requirements.
Organization	2.5 FTEs: 0.5 Senior Maintenance Worker, 2 Maintenance Workers
Major Services	<ul style="list-style-type: none"> • Monitoring and maintenance of storm drain systems • Levee maintenance and repair • Storm Drain Pipe/Culvert cleaning • Implementation of National Pollution Discharge Elimination System permit requirements • Creek Monitoring
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Continued the Business Inspection Plan and Enforcement Response Plan • Improved and Led the Business Stormwater Inspection Program • Completed storm season preparation • Continued cleaning program for trash capture devices • Completed the design Annual Storm Drain Improvement Project
FY 2020-21 Goals	<ul style="list-style-type: none"> • Complete annual storm drain project • Continue working with San Mateo County and Belmont to start Belmont Creek project • Continue to implement cost recovery for Business Stormwater Inspections program • Continue working on Storm Drain Master Plan projects • Implement a compliant cleaning program for all installed full trash capture devices

Stormwater Objective	<p>Manage maintenance of storm drainage systems, creek monitoring, levee maintenance and repair, pipe/culvert cleaning and implementation of National Pollution Discharge Elimination System permit requirements.</p> <p>We track these metrics to ensure compliance with regulatory requirements and to provide the necessary resources where needed.</p>			
Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of inspections conducted (storm drain, creek, levee)	3,038	3,038	3,038	3,038
# of linear feet of culvert cleaned	7,500	7,500	7,500	7,500
# of catch basins cleaned	1,500	1,500	1,500	1,500
Linear feet of ditches cleaned (sediment removed)	2,000	2,000	2,300	2,300
Tons of debris removed from inlets and creek guards	250	250	250	250
Linear feet of storm drain lines installed	152	150	250	250
# of inlets replaced	4	10	10	15
% or # of MRP 2.0 internal deadlines met	100%	100%	100%	100%



**NPDES/ STORMWATER FUND (15521000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	3,400	3,847	3,500	3,460	3,600
OFFICE ADMINISTRATIVE	6,100	4,104	6,200	6,200	6,400
PROFESSIONAL SERVICES	161,100	60,221	84,200	61,000	76,000
UNIFORMS & SAFETY EQUIPMENT	2,300	1,064	2,300	1,000	2,500
PROFESSIONAL DEVELOPMENT	14,700	16,523	15,000	18,100	18,600
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	3,300	1,188	3,300	1,000	3,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	190,900	86,947	114,500	90,760	110,400
CAPITAL OUTLAY	3,300	-	3,400	-	3,400
CAPITAL OUTLAY TOTAL ---->	3,300	-	3,400	-	3,400
EXPENDITURES TOTAL ---->	194,200	86,947	117,900	90,760	113,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	151,000	151,000	153,800	153,800	158,400
ALLOCATIONS OUT TO SEWER	396,300	396,300	408,000	408,000	200,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	98,600
TRANSFER OUT TOTAL ---->	547,300	547,300	561,800	561,800	457,000
EXPENDITURES & TRANSFERS TOTAL ---->	741,500	634,247	679,700	652,560	570,800

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	600,300	619,303	606,900	620,500	620,000
OTHER TAX	71,200	73,498	72,600	75,000	73,000
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	8,840	-	10,300	6,600
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	671,500	701,641	679,500	705,800	699,600
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	671,500	701,641	679,500	705,800	699,600
STORMWATER FUND NET EXP (REV) ---->	70,000	(67,394)	200	(53,240)	(128,800)



PUBLIC WORKS DEPARTMENT

Program Name	Street Maintenance
Program Goals	The goal of the street maintenance program is to maintain a street and highway system for the public that maintains acceptable levels of service and street condition to support a safe and responsive transportation system.
Organization	2.5 FTEs: 0.5 Senior Maintenance Workers, 2 Maintenance Workers
Major Services	<ul style="list-style-type: none"> • Manage bridge and retaining wall inspections • Pavement maintenance and repair • Maintain street lighting system and traffic signals and respond to requests • Maintain traffic signs and markings and respond to requests
FY 2019-20 Accomplishments	<ul style="list-style-type: none"> • Completed the 2019 Pavement Rehabilitation Project • Completed the first year of the On-Call Striping Project • Supported Engineering Division between pavement rehabilitation projects • Completed the Annual Pavement Management Report • Completed the On-Call Sidewalk Repair Project and removed approximately 200 properties from the backlog
FY 2020-21 Goals	<ul style="list-style-type: none"> • Determine the “right” funding level for street paving • Complete annual street paving, traffic striping and sidewalk repair projects • Replace all street name and parking enforcement signs to meet new reflectivity standards • Identify opportunities for Green Infrastructure improvements • Update and implement the next 5-year Paving Master Plan • Complete the remaining backlog of the Sidewalk Repair Program

Street Maintenance Objective 1	<p>Manage bridge and retaining wall inspections, pavement maintenance and repair, street lighting and traffic signals, signs and striping.</p> <p>These metrics are tracked to determine where resources are needed and to measure our efficiency in responding to requests.</p>			
Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of street lights repaired	29	20	20	20
# of traffic signals repaired	53	30	30	30
# of linear feet of curb painted	14,500	14,500	14,500	14,500
# of street signs replaced	650	250	250	250
# of square feet of potholes repaired by Maintenance	2,500	2,500	2,500	2,500
# of Inform San Carlos requests received (PW Maintenance)	200	200	200	200
Average response rate for Inform San Carlos requests	3 days	3 days	3 days	3 days

**Street Maintenance
Objective 2**

Maintain quality and reliability of streets through annual striping, repair and upgrading projects.

We use these metrics to help us track how much work we are accomplishing with the limited resources we have to devote to streets. They also show that we continue to make progress on maintaining our streets.

Key Performance Measures	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected	FY 2021 Adopted
# of miles paved	1.65	2.2	1.8	2.5
% of total system paved since 2010	1.92%	2.56%	2.09%	2.91%
# miles of streets sealed	0.17	2.02	1.33	2.5
% of total system sealed since 2010	0.20%	2.35%	1.55%	2.91%
Linear feet of striping replaced	79,000	24,000	21,000	25,000
Square feet of markings replaced	4,000	12,000	2,000	15,000



**STREET MAINTENANCE (01541000 and 01561000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	181,700	171,083	185,300	147,700	190,900
OFFICE ADMINISTRATIVE	35,900	31,846	48,600	47,410	37,700
PROFESSIONAL SERVICES	451,900	388,258	460,000	373,800	413,500
UNIFORMS & SAFETY EQUIPMENT	1,700	192	1,700	300	1,700
PROFESSIONAL DEVELOPMENT	3,500	500	3,500	-	3,600
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	9,400	3,949	9,600	2,400	9,900
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	684,100	595,828	708,700	571,610	657,300
CAPITAL OUTLAY	300	-	300	-	300
CAPITAL OUTLAY TOTAL ---->	300	-	300	-	300
EXPENDITURES TOTAL ---->	684,400	595,828	709,000	571,610	657,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	23,600	23,600	24,000	24,000	24,700
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	23,600	23,600	24,000	24,000	24,700
EXPENDITURES & TRANSFERS TOTAL ---->	708,000	619,428	733,000	595,610	682,300
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	4,500	5,703	4,600	4,600	5,000
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	114,600	137,037	117,800	161,200	124,300
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	119,100	142,740	122,400	165,800	129,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	119,100	142,740	122,400	165,800	129,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	588,900	476,688	610,600	429,810	553,000



MEASURE A AND MEASURE W TRAFFIC CONGESTION FUND (14571000 AND 14391000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	120,700	89,575	123,100	90,350	90,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	120,700	89,575	123,100	90,350	90,300
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	120,700	89,575	123,100	90,350	90,300
TRANSFERS OUT	800,000	800,000	850,000	850,000	1,438,750
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	800,000	800,000	850,000	850,000	1,438,750
EXPENDITURES & TRANSFERS TOTAL ---->	920,700	889,575	973,100	940,350	1,529,050

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	800,000	949,285	1,115,000	1,280,700	1,102,250
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	12,487	-	12,500	9,400
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	800,000	961,772	1,115,000	1,293,200	1,111,650
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	800,000	961,772	1,115,000	1,293,200	1,111,650
MEASURE A AND MEASURE W FUND NET EXP (REV) ---->	120,700	(72,197)	(141,900)	(352,850)	417,400



**GAS TAX FUND (16610000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	2,251,200	1,079,864	3,489,762	2,378,281	4,775,000
CAPITAL OUTLAY TOTAL ---->	2,251,200	1,079,864	3,489,762	2,378,281	4,775,000
EXPENDITURES TOTAL ---->	2,251,200	1,079,864	3,489,762	2,378,281	4,775,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	264,900	264,900	270,100	270,100	278,100
ALLOCATIONS OUT TO SEWER	107,600	107,600	109,800	109,800	225,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	123,800	78,100	126,300	126,300	461,700
TRANSFER OUT TOTAL ---->	496,300	450,600	506,200	506,200	964,800
EXPENDITURES & TRANSFERS TOTAL ---->	2,747,500	1,530,464	3,995,962	2,884,481	5,739,800

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	550,000	-	550,000	-	-
LICENSES & PERMITS	26,700	305,080	26,700	16,600	27,500
OTHER REVENUE	1,315,200	1,193,500	1,525,000	1,482,530	1,507,500
OTHER TAX	65,000	73,498	65,000	75,000	73,000
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	27,545	-	20,000	21,700
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,956,900	1,599,622	2,166,700	1,594,130	1,629,700
GENERAL TRANSFERS IN	-	-	-	-	4,500,000
TRANSFER IN FROM MEASURE A AND MEASURE W (0014)	800,000	800,000	850,000	850,000	1,438,750
TRANSFER IN FROM CAPITAL IMPROVEMENT FUND (0025)	-	-	125,000	125,000	125,000
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	800,000	800,000	975,000	975,000	6,063,750
REVENUE & TRANSFERS TOTAL ---->	2,756,900	2,399,622	3,141,700	2,569,130	7,693,450
GAS TAX FUND NET EXPENSE (REVENUE) ---->	(9,400)	(869,159)	854,262	315,351	(1,953,650)



**PARKING IN LIEU FUND (28281000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	4,700	-	4,800	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	4,700	-	4,800	-	-
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	70,000	-	70,000	70,000	-
CAPITAL OUTLAY TOTAL ---->	70,000	-	70,000	70,000	-
EXPENDITURES TOTAL ---->	74,700	-	74,800	70,000	-
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	74,700	-	74,800	70,000	-

REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	3,900	3,037	4,100	3,000	3,000
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	17,936	-	143,500	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	3,689	-	5,200	3,300
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	3,900	24,662	4,100	151,700	6,300
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	3,900	24,662	4,100	151,700	6,300
PARKING IN LIEU FUND NET EXPENSE (REV) ---->	70,800	(24,662)	70,700	(81,700)	(6,300)



SUMMARY OF EMPLOYEE COMPENSATION AND BENEFITS

The Administrative Services Department is responsible for initiating recruitment and providing employment services to all City departments and employees and for implementing Federal, State and court mandates and requirements related to employment. These services include: recruitment and selection of qualified employees; administration of the City’s benefit programs; administration of workers’ compensation programs; maintenance of the City’s classification and salary structure; coordination of Citywide training and development for employees; administration of various Memoranda of Understanding (MOU) between the City and employee unions; and problem solving and employee assistance activities. The Administrative Services Department is also responsible for the labor negotiation process and employee relations. The department arranges legally required training for employees, such as Anti-Harassment Training, as well as many other training seminars throughout the year. The Human Resources Division maintains all personnel files and records, including the performance evaluation records.

The City of San Carlos has successfully negotiated and implemented five labor contracts with the bargaining units below. Any changes to MOU provisions are done through the negotiations process and are approved by Council separately from the budget process.

Confidential	07/01/19-06/30/21
Management	07/01/19-06/30/21
AFSCME Technical and Professional	07/01/20-06/30/21
Teamsters	09/01/19-08/31/21
Part-Time Employees	1/27/20

The Compensation Plan for authorized positions in the unit consists of job title classifications/job codes with corresponding salary scales spanning five steps with 5% differential between each step. The City of San Carlos participates in the CalPERS program and offers a variety of retirement and health benefit programs and services to employees. Below is a sample of these benefits:

MEDICAL/VISION/DENTAL

Employees have the choice between seven PERS Health Plans offered by the City for employee only; employee plus dependent; and family coverage. The City pays for the employee’s dental and vision insurance. The City pays monthly contributions towards the premium for employee and dependent medical coverage for employees working 130 hours or more per month.

FLOAT TIME

Employees in the Management unit receive 24 hours of float time. All other full time employees are given up to 40 hours of float time per year.

ADMINISTRATIVE LEAVE

Employees in the Management unit receive 80 hours of administrative leave per year. Exempt employees in the following job classifications of Associate Engineer, Associate Planner, Executive Assistant, HR Management Analyst, Assistant Public Works Superintendent, Recreation Supervisor, Senior Systems Analyst and Recreation Coordinator receive 60 hours of administrative leave.

LIFE INSURANCE/ACCIDENTAL DEATH & DISMEMBERMENT

The City of San Carlos pays basic life insurance coverage up to \$200,000 for employees. Accident Death & Dismemberment Insurance is available to all regular employees.

**EMPLOYEE ASSISTANCE PROGRAM**

The City of San Carlos provides an employee assistance program for employees and their dependents.

VACATION/HOLIDAY/SICK LEAVE

Employees accrue 12 to 25 days of vacation per year depending upon length of service, up to 12 days of sick leave and receive 10 (ten) paid holidays per year.

LONG TERM DISABILITY/WORKERS' COMPENSATION INSURANCE

The City of San Carlos provides workers' compensation and long term disability insurance for employees.

RETIREMENT

The City is part of the California Public Employee's Retirement System. The benefit tiers are: PERS 2.7% @ 55 for civilian; 2.5% @ 55 for civilian employees hired after January 1, 2009; 2% @ 55 for civilian employees hired on or after March 16, 2012; 2% @ 62 for new members as defined by CalPERS hired on or after January 1, 2013; and 2% @ 50 for Public Safety/Fire Department Employees and 2.7% @ 57 for new Safety/Fire members as defined by CalPERS hired on or after January 1, 2013. Employees contribute up to 8%.

LONGEVITY PAY

The City provides a longevity recognition program for employees who have completed at least 10 years of continuous City service and retired from PERS. This benefit has been eliminated and no employees hired on or after January 1, 2009 is eligible for the longevity benefits.

COMMUTER BENEFIT REIMBURSEMENT

Employees who work a minimum of 20 hours per week may participate in the Commuter Benefit Reimbursement plan on a pre-tax contribution basis up to \$265 per month for transit passes and van pool services and up to \$270 per month for qualified parking expenses in 2020.

HEALTH CARE & DEPENDENT CARE REIMBURSEMENT ACCOUNTS (FLEXIBLE SPENDING ACCOUNTS)

Employees can contribute an anticipated amount for eligible health care up to \$2,750 per calendar year (for 2020) and/or dependent care expenses up to \$5,000 (for 2020), which is deducted in equal increments from the employee's paycheck every pay period on a pre-tax basis. Money in the reimbursement accounts must be used by the end of the calendar year. Up to \$500 of unused money in a health care reimbursement account can be carried over to the following plan year.

457(b) DEFERRED COMPENSATION

Employees can contribute up to \$19,500 of pre-tax dollars towards a 457(b) deferred compensation plan per year (in 2020). Employees age 50 or older may contribute up to an additional \$6,500 for a total of \$26,000 per year (in 2020).

STATE DISABILITY INSURANCE (SDI)

Employees in the Confidential Group, Management Group and Teamsters Unit are eligible for partial wage replacement benefits if they are unable to work due to a non-work related illness, injury, or pregnancy. SDI contributions are paid for through employee payroll deductions.



CITY OF SAN CARLOS CALPERS PENSION PLAN ANALYSIS

The City has seven different pension plans in the CalPERS system that can be grouped into three general categories: miscellaneous employees; safety employees; and the City's remaining obligations related to the dissolution of the Belmont San Carlos Fire Department ("BSCFD").

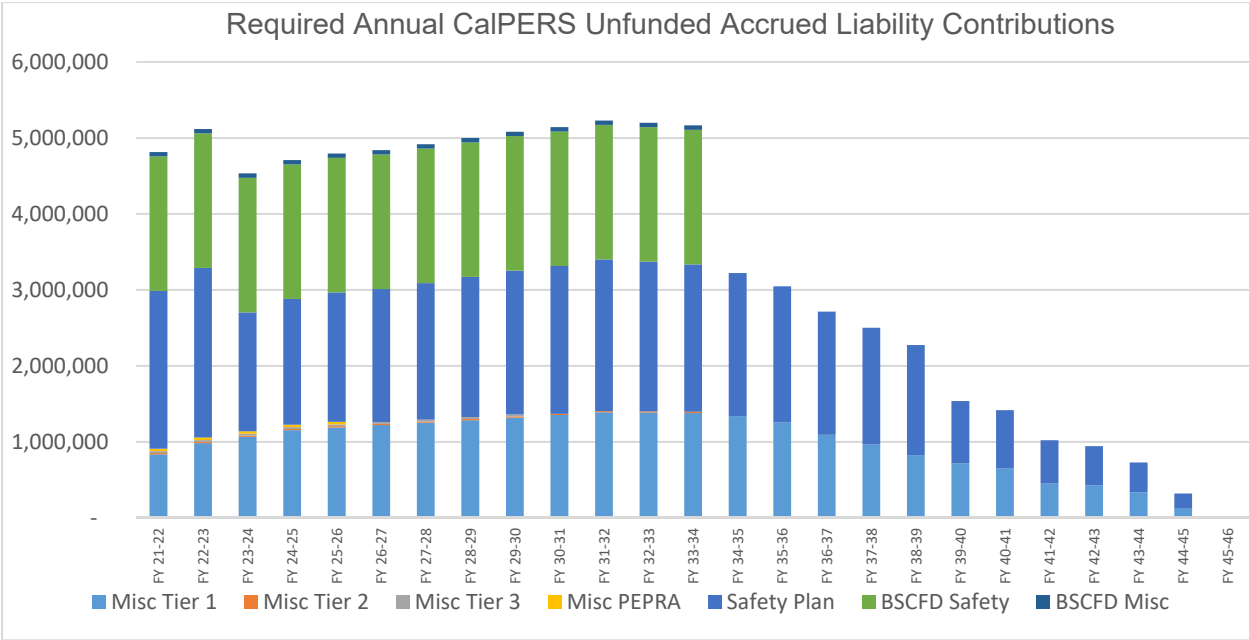
A pension plan's obligations are the dollar value of the benefits that have been promised by the plan and earned by the employees and retirees. An unfunded liability occurs when the benefits owed to current and future retirees exceeds the amount of money that has already been contributed or the plan's current assets.

Based on the last CalPERS actuarial reports dated July 2020, the City had a total pension obligation of \$189.9 million offset by the City's Plan market value of assets totaling \$139.2 million, leaving an unfunded balance of approximately \$50.7 million.

	Misc Plan	Safety Plan	BSCFD Plan	Total All Plans
Total Gross Accrued Liability (AL)	77,878,035	57,675,380	54,357,546	\$ 189,910,961
Plan's Market Value of Assets (MVA) (funded portion)	64,876,815	36,896,675	37,406,046	139,179,536
Unfunded Accrued Liability (UAL) (AL-MVA)	13,001,220	20,778,705	16,951,500	50,731,425
Funded Ratio (MVA/AL)	83.31%	63.97%	68.81%	73.29%

The annual amount of contribution is determined through an actuarial analysis. The Plan actuary determines the cost associated with new benefits earned that year (normal cost) plus any additional amount that might be required to make up short-falls that have developed over time. This amount is called the "annual required contribution" ("ARC"). The ARC amounts are incorporated into the annual operating budget. The normal cost is paid based on a percentage of the employee's payroll. The remaining part of the ARC is the amount required to pay down the unfunded actuarial liability ("UAL") and is paid in one payment at the beginning of July.

While the normal cost of the benefits is increasing, the largest part of the annual increase is related to the lump sum payment of the UAL. Over the last five years, the CalPERS Board has made a number of changes to its actuarial assumptions to help address the unfunded liabilities. Over the past three years, the City's UAL has decreased over 11.5% from \$57.4 million to \$50.7 million, mainly due to the one-time payments that the City has made in 2018 and 2020. However, other changes are largely out of the City's control and have resulted in an increase in annual payments from \$4.5 million to over \$5.1 million in the next three years, which is growing faster than any other cost center. These projected payments can be seen in the colored bars in the chart below. Payments are projected to range from \$4.5 million to \$5.2 million over the next 13 years, at which time they are expected to drop off to approximately \$3.2 million, and then decline, as the UAL for the BSCFD Safety Plan is extinguished.



**PERSONNEL SUMMARY**

Classification	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Revised Budget 2019-20	Adopted Budget 2020-21
FULL TIME EQUIVALENT EMPLOYEES					
Accounting Technician I	1.00	1.00	1.00	1.00	1.00
Accounting Technician II	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	4.00	4.00	4.00	4.00	4.00
Administrative Services Director	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Assistant Planner ¹	0.00	0.00	1.00	1.00	1.00
Associate Engineer ²	2.00	2.00	2.00	2.00	2.00
Associate Planner	1.00	1.00	1.00	1.00	1.00
Building Inspector II	4.00	4.00	4.00	4.00	4.00
Building Official	1.00	1.00	1.00	1.00	1.00
City Clerk/Community Relations Director	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant ³	0.00	0.00	0.00	1.00	0.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00
Communications Coordinator ⁴	1.00	1.00	1.00	0.00	0.00
Community Development Director	1.00	1.00	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00	1.00	1.00
Economic Development/Housing Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Facility Attendant ⁵	1.00	1.00	1.00	0.00	0.00
Financial Services Manager	1.00	1.00	1.00	1.00	1.00
Fire Prevention Officer	1.00	1.00	1.00	1.00	1.00
Human Resources Management Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00	1.00
Maintenance Worker ⁶	9.00	10.00	10.00	10.00	10.00
Management Analyst ⁷	1.00	1.00	2.00	4.00	4.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Planning Manager ⁸	1.00	1.00	1.00	1.00	1.00
Principal Planner ⁹	0.00	0.00	0.00	1.00	1.00
Public Works Assistant Superintendent ¹⁰	0.00	1.00	1.00	1.00	1.00
Public Works Director	1.00	1.00	1.00	1.00	1.00
Public Works Inspector	1.00	1.00	1.00	1.00	1.00
Public Works Superintendent ¹¹	0.00	1.00	1.00	1.00	1.00
Public Works Supervisor ¹²	2.00	0.00	0.00	0.00	0.00
Recreation Coordinator	4.00	4.00	4.00	4.00	4.00
Recreation Manager ¹³	0.00	1.00	1.00	1.00	0.00
Recreation Supervisor ¹⁴	2.00	1.00	1.00	1.00	2.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Senior Administrative Clerk ¹⁵	4.00	4.00	4.00	4.00	1.00
Senior Engineer ¹⁶	1.00	1.00	1.00	1.00	1.00
Senior Facility Attendant ¹⁷	0.00	0.00	0.00	1.00	0.00
Senior Maintenance Worker ¹⁸	6.00	6.00	7.00	8.00	8.00
Senior Management Analyst ¹⁹	2.00	2.00	3.00	3.00	3.00
Senior Planner ²⁰	1.00	1.00	1.00	2.00	0.00
Senior Systems Analyst	1.00	1.00	1.00	1.00	1.00
Sustainability Coordinator ²¹	0.38	0.38	0.00	0.00	0.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
TOTAL REGULAR FULL-TIME EMPLOYEES	74.38	75.38	79.00	84.00	77.00

**PERSONNEL SUMMARY**

Classification	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Revised Budget 2019-20	Adopted Budget 2020-21
ELECTED & APPOINTED OFFICIALS					
City Council	5.00	5.00	5.00	5.00	5.00
City Treasurer	1.00	1.00	1.00	1.00	1.00
TOTAL ELECTED AND APPOINTED OFFICIALS	6.00	6.00	6.00	6.00	6.00
PART-TIME FUNDING BY DEPARTMENT					
Recreation Division	460,700	472,200	467,100	457,100	338,200
Sewer Fund	6,700	6,900	7,000	7,100	7,200
TOTAL PART-TIME FUNDING BY DEPARTMENT	\$ 467,400	\$ 479,100	\$ 474,100	\$ 464,200	\$ 345,400

¹ Assistant Planner position added in FY2018-19² Associate Engineer position upgraded from the Civil Engineering Assistant position in FY2016-17³ Civil Engineering Assistant position added in FY2019-20 and eliminated in FY2020-21⁴ Communications Coordinator position upgraded to the Management Analyst position in the City Manager's Department in FY2019-20⁵ Facility Attendant position added in FY2016-17 and upgraded to the Senior Facility Attendant position on the October 28, 2019 Council Meeting⁶ Maintenance Worker position approved for Stormwater during the November 13, 2017 Council Meeting⁷ Management Analyst position upgraded from the Part Time Sustainability Coordinator position in the City Manager's Department in FY2018-19;

Management Analyst position upgraded from the Communications Coordinator position in the City Manager's Department in FY2019-20;

Management Analyst position upgraded from the Senior Administrative Clerk position in the Building Division in FY2019-20

⁸ Planning Manager position upgraded from the Principal Planner position in FY2016-17 and moved from the Planning Division to Advanced Planning Division in FY2019-20⁹ Principal Planner position added in FY2019-20¹⁰ Public Works Assistant Superintendent position upgraded from the Public Works Supervisor position in FY2017-18¹¹ Public Works Superintendent position upgraded from the Public Works Supervisor position in FY2017-18¹² Public Works Supervisor position upgraded to the Public Works Superintendent position in FY2017-18¹³ Recreation Manager position upgraded from the Recreation Supervisor position in FY2017-18 and downgraded to the Recreation Supervisor position in FY2020-21¹⁴ Recreation Supervisor position downgraded from the Recreation Manager position in FY2020-21¹⁵ Senior Administrative Clerk position in Planning Division added in FY2016-17 but eliminated in FY2020-21; Senior Administrative Clerk position in Advanced Planning Division was added in FY 2019-20 but eliminated in FY2020-21; Senior Administrative Clerk position in Parks & Recreation eliminated in FY2020-21¹⁶ Senior Engineer position upgraded from the Associate Engineer position in FY2016-17¹⁷ Senior Facility Attendant position upgraded from the Facility Attendant position on the October 28, 2019 Council Meeting and position eliminated in FY2020-21¹⁸ Two Senior Maintenance Worker positions added: one added in FY2018-19; another one added in FY2019-20¹⁹ Senior Management Analyst position in the Community Development Department added in FY2018-19²⁰ Senior Planner position added in the Advanced Planning Division in FY2019-20 but eliminated in FY2020-21; Senior Planner position in Planning Division eliminated in FY2020-21²¹ Sustainability Coordinator position upgraded to the Management Analyst position in the City Manager's Department in FY2018-19



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Revised Budget 2019-20	Adopted Budget 2020-21
FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT					
CITY MANAGER'S OFFICE					
CITY MANAGER - 01111000					
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	0.00	0.00
Sustainability Coordinator	0.38	0.38	0.00	0.00	0.00
Management Analyst	0.00	0.00	1.00	2.00	2.00
TOTAL CITY MANAGER'S OFFICE	5.38	5.38	6.00	6.00	6.00
CITY CLERK - 01121000					
City Clerk/Community Relations Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL CITY CLERK	2.00	2.00	2.00	2.00	2.00
COMMUNITY DEVELOPMENT					
COMMUNITY DEVELOPMENT - ADMINISTRATION					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst*	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL ADMINISTRATION DIVISION	2.00	2.00	3.00	3.00	3.00
*Position underfilled					
BUILDING DIVISION - 01181000					
Building Official	1.00	1.00	1.00	1.00	1.00
Building Inspector II*	4.00	4.00	4.00	4.00	4.00
Management Analyst	0.00	0.00	0.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	1.00	0.00	0.00
TOTAL BUILDING DIVISION	6.00	6.00	6.00	6.00	6.00
*Position underfilled					
ECONOMIC DEVELOPMENT DIVISION - 01640033					
Economic Development & Housing Manager	1.00	1.00	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL ECONOMIC DEVELOPMENT DIVISION	2.00	2.00	2.00	2.00	2.00
PLANNING DIVISION - 01191000					
Planning Manager	1.00	1.00	1.00	0.00	0.00
Principal Planner	0.00	0.00	0.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	0.00
Assistant Planner	0.00	0.00	1.00	1.00	1.00
Associate Planner	1.00	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	0.00
TOTAL PLANNING DIVISION	4.00	4.00	5.00	5.00	3.00
ADVANCED PLANNING DIVISION - 01191001					
Planning Manager	0.00	0.00	0.00	1.00	1.00
Senior Planner	0.00	0.00	0.00	1.00	0.00
Senior Administrative Clerk	0.00	0.00	0.00	1.00	0.00
TOTAL ADVANCED PLANNING DIVISION	0.00	0.00	0.00	3.00	1.00
ADMINISTRATIVE SERVICES					
ADMINISTRATIVE SERVICES - 01210000					
Administrative Services Director	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL ADMINISTRATIVE SERVICES	3.00	3.00	3.00	3.00	3.00



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Revised Budget 2019-20	Adopted Budget 2020-21
FINANCE DIVISION - 01211000					
Financial Services Manager	1.00	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Accounting Technician II*	2.00	2.00	2.00	2.00	2.00
Accounting Technician I	1.00	1.00	1.00	1.00	1.00
TOTAL FINANCE DIVISION	6.00	6.00	6.00	6.00	6.00
*Position underfilled					
HUMAN RESOURCES DIVISION - 01212000					
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Management Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL HUMAN RESOURCES DIVISION	2.00	2.00	2.00	2.00	2.00
INFORMATION TECHNOLOGY DIVISION - 01213000					
Information Technology Manager	1.00	1.00	1.00	1.00	1.00
Senior Systems Analyst	1.00	1.00	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
TOTAL INFORMATION TECHNOLOGY DIVISION	4.00	4.00	4.00	4.00	4.00
FIRE DEPARTMENT - 01491031					
Fire Prevention Officer	1.00	1.00	1.00	1.00	1.00
TOTAL FIRE	1.00	1.00	1.00	1.00	1.00
PUBLIC WORKS DEPARTMENT					
PUBLIC WORKS ENGINEERING DIVISION - 01511000					
Public Works Director	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
Associate Engineer*	2.00	2.00	2.00	2.00	2.00
Public Works Inspector	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant	0.00	0.00	0.00	1.00	0.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL PUBLIC WORKS ENGINEERING	7.00	7.00	7.00	8.00	7.00
*Position underfilled					
FLEET MAINTENANCE DIVISION - 01531000					
Mechanic	1.00	1.00	1.00	1.00	1.00
TOTAL FLEET MAINTENANCE	1.00	1.00	1.00	1.00	1.00
PARKS DEPARTMENT					
PARKS ADMINISTRATION - 01701000					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL PARKS ADMINISTRATION	2.00	2.00	2.00	2.00	2.00
RECREATION DIVISIONS - 01721000 - 01771000					
Recreation Manager	0.00	1.00	1.00	1.00	0.00
Recreation Supervisor	2.00	1.00	1.00	1.00	2.00
Recreation Coordinator	4.00	4.00	4.00	4.00	4.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	0.00
Facility Attendant	1.00	1.00	1.00	0.00	0.00
Senior Facility Attendant	0.00	0.00	0.00	1.00	0.00
TOTAL RECREATION DIVISIONS	8.00	8.00	8.00	8.00	6.00
PARK MAINTENANCE DIVISION - 01711000					
Public Works Superintendent	0.00	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	0.00	0.00	0.00	0.00
Senior Maintenance Worker	3.00	3.00	3.00	4.00	4.00
TOTAL PARK MAINTENANCE	4.00	4.00	4.00	5.00	5.00



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Revised Budget 2019-20	Adopted Budget 2020-21
BUILDING MAINTENANCE DIVISION 01712000 - 01718000					
Senior Maintenance Worker	1.00	1.00	2.00	2.00	2.00
TOTAL BUILDING MAINTENANCE	1.00	1.00	2.00	2.00	2.00
SEWER FUND - 06631000					
Public Works Assistant Superintendent	0.00	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	0.00	0.00	0.00	0.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	9.00	10.00	10.00	10.00	10.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00
TOTAL SEWER FUND	14.00	15.00	15.00	15.00	15.00
TOTAL REGULAR FULL-TIME EMPLOYEES	74.38	75.38	79.00	84.00	77.00
CONTRACT POSITIONS:					
LEGAL SERVICES					
Aaronson, Dickerson, Cohn & Lanzone					
City Attorney	1.00	1.00	1.00	1.00	1.00
TOTAL LEGAL SERVICES CONTRACT	1.00	1.00	1.00	1.00	1.00
LAW ENFORCEMENT SERVICES					
San Mateo County Sheriff's Office					
Police Chief/Captain	0.80	0.80	0.80	0.80	0.80
Deputy	12.00	12.00	12.00	12.00	12.00
Motorcycle Deputy	2.00	2.00	2.00	2.00	2.00
Detective	2.00	2.00	2.00	2.00	2.00
General Sergeant	4.00	4.00	4.00	4.00	4.00
Administrative Sergeant	1.00	1.00	1.00	1.00	1.00
Community Service Officer	5.00	4.00	5.00	5.00	5.00
Administrative Secretary III	1.00	1.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	1.00	1.00	1.00
Criminal Records Technician	1.00	1.00	1.00	1.00	1.00
TOTAL POLICE SERVICES CONTRACT	28.80	27.80	28.80	28.80	28.80
FIRE AND EMERGENCY OPERATIONS SERVICES					
City of Redwood City Fire Department					
Fire Chief	0.33	0.33	0.25	0.25	0.25
Deputy Fire Chief	1.00	1.00	0.66	0.66	0.66
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Fire Marshal	0.34	0.34	0.33	0.33	0.33
Fire Prevention Admin	0.33	0.33	0.33	0.33	0.33
Deputy Fire Marshal	0.33	0.33	0.00	0.00	0.00
Fire Prevention Officer	0.00	0.00	0.50	0.50	0.50
Training Battalion Chief	0.33	0.33	0.33	0.33	0.33
Fire Captain	6.00	6.00	6.00	6.00	6.00
Firefighter/Paramedics	8.00	8.00	6.00	6.00	6.00
Firefighters	7.00	7.00	6.00	6.00	6.00
Management Analyst	0.33	0.33	0.33	0.33	0.33
Administrative Assistant	0.33	0.33	0.33	0.33	0.33
TOTAL FIRE SERVICES CONTRACT	25.33	25.33	22.06	22.06	22.06



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Revised Budget 2019-20	Adopted Budget 2020-21
DISPATCH SERVICES**					
City of Menlo Park / SM County Communications Office					
Communications Officer	4.00	4.00	4.00	4.00	4.00
TOTAL DISPATCH SERVICES CONTRACT	4.00	4.00	4.00	4.00	4.00
** Effective November, 2011 Dispatch Communication Services are provided by the San Mateo County Communications Office					
PARKS MAINTENANCE					
Landscape Providers					
Maintenance Worker	3.10	3.10	3.10	3.10	3.10
Irrigation Specialist	0.40	0.40	0.40	0.40	0.40
Spray Operator	0.10	0.10	0.10	0.10	0.10
Supervisor	0.40	0.40	0.40	0.40	0.40
TOTAL PARK MAINTENANCE CONTRACT	4.00	4.00	4.00	4.00	4.00
MEDIAN & OPEN SPACE MAINTENANCE					
Median Landscaper					
Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Irrigation Specialist	0.20	0.20	0.20	0.20	0.20
Supervisor	0.20	0.20	0.20	0.20	0.20
Open Space Landscaper					
Maintenance Worker	0.00	0.00	1.50	1.50	1.50
TOTAL MEDIAN & OPEN SPACE CONTRACT	2.40	2.40	3.90	3.90	3.90
BUILDING MAINTENANCE					
Janitorial Services					
Janitor	4.00	4.00	6.00	6.00	5.00
TOTAL BUILDING MAINTENANCE CONTRACT	4.00	4.00	6.00	6.00	5.00
CITY PLANNING SERVICES					
Planning Contractor Services					
Sr. Planner	1.00	1.00	1.00	1.00	0.40
Principal Planner	0.50	0.50	1.00	1.00	0.60
Associate Planner	0.00	0.00	0.50	0.50	1.00
Planning Technician	1.00	1.00	0.00	0.00	2.00
Administrative Assistant	0.00	0.00	0.00	0.00	0.00
TOTAL PLANNING CONTRACT	2.50	2.50	2.50	2.50	4.00
BUILDING SERVICES					
San Mateo County Code Enforcement					
Code Enforcement Officer	0.50	0.50	1.00	1.00	1.00
TOTAL BUILDING SERVICES CONTRACT	0.50	0.50	1.00	1.00	1.00



CAPITAL IMPROVEMENT PROGRAM BUDGET

During the Capital Improvement Program budget process, departments submit Project Request Forms for existing and potential projects. The form captures the costs spent to date, five-year budget requests, total estimated project costs and funding sources. The form also captures any potential operating or staffing costs that the project will require. These operating costs are then incorporated into the appropriate operating budgets.

The City Council held a budget study session on August 24, 2020 to review the City's five-year capital project budget recommendations. The Capital Improvement Program Budget Detail schedule that follows this summary shows the full list of projects.

Sections 65400, 65401 and 65403 of the State Planning and Zoning Code require annual Planning Commission review of public works projects planned for the next fiscal year to determine conformity with the adopted General Plan. The Planning Commission reviewed the Capital Improvement Program Budget at its September 21, 2020 meeting and concluded that the proposed capital projects are in conformance with the goals, policies and actions contained within the General Plan.

The Fiscal Year 2020-21 Capital Improvement Program budget summary, by funding source, is provided below. The projects are listed in project number order within each of the funds.

Wastewater Fund 06:

The Wastewater Fund is the City's only Enterprise Fund. An Enterprise Fund is used to account for operations that are financed and operated like a private business enterprise. The City Council sets the rates and fees necessary to fund the sewage treatment, transmission, major capital replacements and improvements to the sewer system.

Completed projects:

- Recycled Water Station (C1701)
- Mobile Hydro-Flushing Unit (C1801)

Staff proposed continued and additional funding where applicable for the following previously approved programs:

- **Wastewater Financial Plan & Rate Study (C9609).** \$40,000 was previously requested for Fiscal Year 2020-21 for this project. However, since the last four-year rate study was performed in 2019, staff recommended delaying the funding to Fiscal Year 2022-23 and increased the anticipated cost of the study to \$80,000.
- **Sewer System Rehabilitation Program (C9617).** \$5 million was appropriated in Fiscal Year 2019-20. Staff proposed funding of \$25 million over five years, or \$5 million per year, for Fiscal Year 2020-21 through 2024-25 to continue the rehabilitation work.
- **Annual On-call Sewer Contracts (C1702).** \$900,000 was previously approved for Fiscal Year 2019-20. Since not all of this was spent during the year, \$416,570 has already been approved by Council to be rolled forward to Fiscal Year 2020-21 to cover the cost of contracted work. Staff also recommended \$900,000 per year for Fiscal Years 2021-22 through 2024-25 to retain sewer contractors and to replace the failed sewer infrastructure



on an as-needed basis.

- **Sewer System CCTV Inspection (C1736).** \$400,000 was previously approved in Fiscal Year 2019-20. Since not all of this was spent, \$328,779 has already been approved by Council to be rolled forward into Fiscal Year 2020-21 to cover the cost of contracted work. Staff recommended an additional \$400,000 per year in Fiscal Years 2021-22 and 2023-24 to continue the schedule of cleaning and inspection of the City's sewer system.
- **Annual Sewer Lateral Replacement (C1737).** \$300,000 was previously appropriated in Fiscal Year 2019-20. To cover the cost of ongoing contracted work, \$156,170 of this amount has already been approved by Council to be rolled forward to Fiscal Year 2020-21. Staff also recommended \$300,000 per year for Fiscal Years 2021-22 through 2024-25 to continue to conduct annual sewer lateral replacements.
- **Sewer System Root Foaming (C1752).** \$171,650 has already been appropriated by Council for Fiscal Year 2020-21 to hire a contractor to remove roots from sewer lines using a non-toxic chemical root control method. Staff also recommended \$175,000 each year for Fiscal Years 2021-22 through 2024-25 to continue with this work, thereby reducing and preventing root defects until each sewer pipe is scheduled for complete repair or replacement.

Gas Tax Fund 16:

The Gas Tax Fund is used to account for revenue received and expended under the State of California, Street and Highways Code Sections 2106, 2107 and 2107.5. Revenues received must be expended for maintenance and construction related to streets.

SB 1. In April 2017, the Governor signed into law the Road Repair and Accountability Act of 2017 (Senate Bill "SB" 1). SB 1 provides \$5.2 billion annually statewide and is a significant investment in California's transportation infrastructure. The law provides approximately \$500,000 for the City's local streets and roads. This revenue has been incorporated into the five-year capital project proposal. However, due to the COVID-19 pandemic causing a reduction in fuel consumption and vehicle sales, Local Streets and Roads (LSR) revenues allocated to cities and counties by the state are lower than originally expected but is largely being offset by tax rate increases stipulated in SB 1. In Fiscal Year 2020-21, projected LSR revenues are \$1.2 million.

Measure A. Measure A was passed originally in 1988 and then extended by voters in 2004 (to 2033) to improve transit and relieve traffic congestion and includes funds for local community shuttle services, railroad/street grade separations, and a major infusion of tax dollars for pedestrian and bicycle projects and some operating funds that can be channeled to Caltrans.

Measure W. Measure W was passed in 2018, and went into effect in July 2019, approving a half-cent sales tax to provide the County with additional resources to improve transit and relieve traffic congestion. This tax measure is generating funds for a period of 30 years, from July 2019 to June 30, 2048. Measure W contains the Congestion Relief Plan, which establishes five Investment Categories for these funds: Highway/Interchange; Local Safety/Pothole; Bicycle/Pedestrian; Regional Connections; and Public Transit.

Due to COVID-19, many local agencies, including San Carlos, have seen a decrease in sales tax and thus a decrease in revenue from Measure A and Measure W. However, the transfer from Fund 14 (Measure A and Measure W Traffic Congestion Fund) into Fund 16 (Gas Tax Fund) is



recommended to be \$1.4 million in Fiscal Year 2020-21 mainly due to the passage of the Measure A and Measure W sales tax measures and is projected to be approximately \$1.1 million in Fiscal Year 2021-22 through Fiscal Year 2024-25.

To offset some of the potential revenue losses and also to raise the Pavement Condition Index for our streets, the budget includes additional funding for the City's Street Resurfacing Program (C9416) through a \$4 million transfer from the Facility/Infrastructure Improvement reserve. Staff also recommended a \$500,000 transfer from the General Fund from the most recent PG&E settlement in Fiscal Year 2020-21 which will be spent on street resurfacing in Fiscal Year 2022-23. Also included in the budget is a transfer of \$125,000 from the General Capital Fund 25 to help offset the increasing costs for the street rehabilitation and sidewalk maintenance programs.

Staff proposed continued and additional funding where applicable for the following previously approved projects:

- **Annual Street Resurfacing Project (C9416).** \$1.8 million was previously requested for this project for Fiscal Year 2019-20. For Fiscal Year 2020-21, \$4 million in funding was proposed, which includes a \$4 million transfer from the Facility/Infrastructure reserve. \$4 million in funding was also recommended for Fiscal Year 2021-22, \$2.1 million for Fiscal Year 2022-23 (which includes the \$500,000 in PG&E settlement funds transferred in fiscal Year 2020-21), and \$1.5 million for both Fiscal Years 2023-24 and 2024-25. Staff expects receipt of a \$575,000 Transportation for Livable Communities grant in Fiscal Year 2021-22. Timely and regular maintenance and rehabilitation will prevent costly reconstruction, and spending at this level will raise the Pavement Condition Index from its current level of 60 to 62.
- **Annual Traffic Markings and Striping Project (C9417).** \$75,000 of annual funding was previously approved for Fiscal Year 2019-20. An increase to \$175,000 was proposed by staff for Fiscal Year 2020-21, the same amount recommended for Fiscal Years 2021-22 through 2023-24, and \$75,000 in Fiscal Year 2024-25 to address an increased need for striping improvements throughout the city.
- **Sidewalk Repair/Reconstruction Project (C9465).** \$600,000 was originally appropriated for Fiscal Year 2019-20, with \$270,000 to be reimbursed by property owners for sidewalk repair costs. \$239,760 of this has already been rolled over by Council to Fiscal Year 2020-21 in conjunction with an additional appropriation of \$600,000 to cover the cost of contracted work. Staff also recommended \$180,000 for Fiscal Year 2021-22, with \$60,000 to be reimbursed, and \$120,000 per year for Fiscal Years 2022-23 through 2024-25, with \$40,000 being reimbursed each year.

General Fund Capital Projects Fund 25:

The General Fund Capital Projects Fund accounts for general capital improvements and replacements, including building construction, technology and other infrastructure improvements.

The main source of revenue for this fund is the Educational Revenue Augmentation Fund ("ERAF") rebate, which reflects property taxes previously taken from the City by the State, estimated at \$800,000 per year, and the franchise fee revenue received from the Shoreway Transfer Station, estimated at approximately \$2.3 million per year.

The budget includes a transfer of \$1 million from the General Fund in Fiscal Year 2020-21 to fund



infrastructure projects, including pedestrian safety improvements, park enhancements and the Fire Station 16 replacement. This transfer will also help to fund essential maintenance and asset replacement projects.

Staff also proposed a transfer of \$125,000 in Fiscal Year 2020-21 from the General Capital Fund to the Gas Tax Fund to help offset the increasing street rehabilitation and sidewalk maintenance costs.

Completed projects in Fiscal Year 2019-20:

- Chilton Park Master Plan (C9319)
- Wheeler Plaza Project – former Redevelopment Agency (“RDA”) project (C9751)
- City Website Design, Content Management System and Hosting (C1708)
- Environmental Impact Report for Additional Lighting at Burton/Highlands Parks (C1710)
- Fuel Station Upgrade (C1742)
- Mobile Automatic License Plate Reader (C1819)

Previously approved projects moved back to the unfunded list due to limited resources and other higher priority projects:

- Downtown Plan (C1901)

Staff proposed continued and additional funding where applicable for the following previously approved projects:

- **Annual Storm Drainage Improvements (C9531).** \$1 million was previously appropriated in Fiscal Year 2019-20 for this ongoing project. Staff also previously requested \$500,000 per year for Fiscal Years 2020-21 through 2022-23 and proposed maintaining it at this level. For Fiscal Years 2023-24 and 2024-25, staff recommended continuation of funding at \$500,000 per year to implement the prioritized improvement projects identified in the Citywide Storm Drain Master Plan.
- **Belmont Creek Watershed Improvement (C9806).** \$100,000 was previously approved for this project. Staff proposed an additional \$400,000 in Fiscal Year 2020-21 for the construction of an upstream detention facility to be located in the City of Belmont to reduce downstream flooding of Belmont Creek. San Carlos is partnering with Belmont and San Mateo County on this joint project since a portion of the creek is the responsibility of the City of San Carlos.
- **Fire Station #16 Replacement Project (C9823).** \$900,000 was previously approved for this project. \$1 million was proposed by staff for Fiscal Year 2020-21, with \$5 million recommended for Fiscal Years 2021-22 and 2022-23. This level of funding is required due to the challenging nature of the station’s lot size and shape and the potential need to level the site to allow for the construction of a modern fire station.
- **Annual Storm Drain Maintenance (C9828).** \$570,000 for Fiscal Year 2020-21 and \$150,000 for Fiscal Years 2021-22 and 2022-23 were previously requested. Staff recommended continuing the annual funding of \$150,000 per year for Fiscal Years 2023-24 and 2024-25 for storm drain maintenance.
- **Four Corners Traffic Improvements (C9838).** \$2 million was originally requested in



Fiscal Year 2020-21 for the construction phase of this project, but this request has now been moved to Fiscal Year 2024-25.

- **South Laurel Employee Parking Lot on El Camino Real (C1706).** This project was previously listed as having been completed, but due to regulatory requirements, the City needs to construct bioretention basins to treat stormwater runoff from the parking lot. As a result, staff recommended \$300,000 in funding for Fiscal Year 2021-22.
- **North Crestview Park Improvement (C1716).** \$350,000 for Fiscal Year 2022-23 had previously been recommended for park improvements. Staff recommended moving this funding back to Fiscal Year 2024-25.
- **Citywide Way-Finding Program (C1719).** This project originally had \$100,000 previously approved for appropriation for Phase 1 – design and construction drawings – to improve the flow of traffic throughout San Carlos. Phase 1 was completed and staff proposed \$350,000 in funding for Fiscal Year 2020-21 for Phase 2 – fabrication and installation.
- **Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway (C1743).** \$730,000 was previously appropriated for this project. A grant in the amount of \$500,000 is also expected to be received. Staff recommended funding of \$494,000 in Fiscal Year 2020-21 to make additional pedestrian enhancements to improve safety for children walking and biking to school.
- **Guardrail Installation at 7 Winding Way (C1744).** \$80,000 was previously appropriated to install a guardrail at 7 Winding Way to improve the safety along Torino Drive in advance of the Winding Way intersection. Staff recommended \$13,500 in additional funds for Fiscal Year 2021-22 to complete this project.
- **Brittan Ave and Alameda de las Pulgas Widening (C1803).** \$250,000 was previously approved for this project for design work. Staff proposed \$850,000 in Fiscal Year 2020-21 to proceed with the construction phase to widen Alameda de las Pulgas to provide a separate northbound right turn lane at the intersection with Brittan Avenue to reduce the bottleneck.
- **San Carlos Ave Pedestrian Safety Improvements (C1806).** \$3.8 million was previously appropriated for this project to complete Phases 1 and 2 between Wellington Drive and Sycamore Street. Staff proposed \$300,000 in Fiscal Year 2020-21 and recommended \$1.2 million in Fiscal Year 2021-22 to carry out Phase 3, which would improve the remaining section of San Carlos Avenue between Beverly Drive and Wellington Drive.
- **Traffic Calming Improvements (C1807).** \$100,000 was previously approved for design work on this project. Staff proposed \$1.5 million for Fiscal Year 2020-21 and recommended \$150,000 for Fiscal Year 2021-22 to move forward with improvements to existing crosswalks in four locations.
- **Existing Highlands Park Synthetic Turf Replacement (C1817).** \$200,000 was previously requested for Fiscal Year 2020-21 and \$1.5 million for Fiscal Year 2021-22 to replace the turf at Highlands Park. Staff proposed bringing forward the full \$1.7 million of funding to Fiscal Year 2020-21 to allow construction to begin over the winter season when the field is in less demand. A significant portion of the replacement costs will be covered by funds from the Turf Replacement reserve (approximately \$960,000), which



accumulates over time from the field use fees collected from youth sport organizations each year.

- **Eastside Planning Initiative (C1907).** \$800,000 was previously approved for this project to create an “Innovation District Vision Plan”, in line with the City Council’s strategic objectives, to achieve the desired outcome for this area of the city. The cost of the work is now estimated at \$500,000, so the remaining funds will return to the fund balance. To cover the cost of this project, staff proposed a one-time transfer of \$500,000 from the General Fund from the PG&E settlement in Fiscal Year 2020-21.
- **1201 San Carlos Ave Property Acquisition (C1908).** \$500,000 was originally approved for appropriation in the General Fund in November 2018 to purchase a 15 by 99-foot strip of land adjacent to the planned Wheeler Plaza redevelopment site. A portion of the land will be developed as a mixed-use commercial building and a portion as a public plaza. In Fiscal Year 2019-20, the budget was transferred to Fund 25. The purchase of the property is expected to be completed in Fiscal Year 2020-21.

The following new and future General Fund capital projects were proposed. Detailed descriptions can be found in the attachments that follow.

- **Burton Park Batting Cages (C2001).** Staff proposed \$215,000 for funding in Fiscal Year 2020-21 to renovate the batting cages at Burton Park that are currently rundown and in need of replacement. The full cost of the project will be funded by the Parks and Recreation Foundation.
- **Crestview Track Replacement (C2002).** \$125,000 in funding was proposed in Fiscal Year 2020-21 to replace the walking and jogging track at Crestview Park, which is wearing out and lifting in some areas, creating tripping hazards.
- **Wheeler Plaza Parking Garage Wayfinding Signage Installation (C2003).** Staff proposed \$50,000 in funding for Fiscal Year 2020-21 to allow signage, which has already been designed, to be fabricated and installed within the Wheeler Plaza parking garage to improve the flow of traffic through the garage and increase its use by the community.
- **Corp Yard Cameras (C2004).** Staff proposed \$100,000 in funding in Fiscal Year 2020-21 to install cameras throughout the City’s Corporation Yard to deter theft, vandalism and other criminal activities, and to foster a sense of safety for the staff and the general public.
- **Business Registration and Cashier System Replacement (C2005).** \$150,000 was proposed for Fiscal Year 2020-21 to replace the City’s existing Business Registration and Point of Sale applications, which are owned and maintained by Progressive Solutions, Inc. (“PSI”). PSI filed for Chapter 11 Bankruptcy, putting at risk the City’s ability to take payments at the Community Development, Finance and Engineering counters or online.
- **Bicycle and Pedestrian Master Plan Implementation (C2006).** Staff recommended \$300,000 in funding for Fiscal Years 2021-22 through 2024-25 for this project, which aligns with the Council’s strategic goals of improving traffic safety and encouraging alternative modes of transportation.
- **Traffic Signal System Analysis (C2007).** Staff recommended \$350,000 for Fiscal Year 2021-22 to analyze and inspect the existing traffic signal systems and components to



identify upgrades needed to the existing infrastructure, adopt and implement new technology, establish battery back-up for traffic signals, video detection systems, wireless communication and connectivity to enhance safety and mobility.

Park in Lieu Fund 27:

The Park in Lieu Fund accounts for development fees collected and used to finance land acquisition, construction and major improvement of City parks. No new projects were recommended.

Staff proposed continued and additional funding where applicable for the following previously approved projects:

- **Chilton Park Improvements (C1905).** \$500,000 was previously approved for park improvements following development of a master plan for Chilton Park through a community input process that began in June 2018. Specific areas of focus for the project are improved pathways, accessible trails, a defined park entrance, infant play area, drinking fountain, new plantings and signs. Staff now expects \$178,000 of Prop 68 funding to be received in Fiscal Year 2020-21, which will help to offset the costs of the project.

Parking in Lieu Fund 28:

The Parking in Lieu fund accounts for parking fees collected and used to finance improvements related to parking in San Carlos. There were no new projects or changes proposed for Fiscal Year 2020-21.

Housing Funds 29 and 31:

The Housing in Lieu Fund (Fund 29) accounts for development fees and the Low and Moderate Income ("LMI") Housing Fund (Fund 31) accounts for LMI assets transferred from the dissolved San Carlos Redevelopment Agency. Both funds must be used to increase and improve the supply of housing affordable to moderate-, low-, very low-, and extremely low-income households. Monies may also be used to cover reasonable administrative or related expenses associated with the administration of this function.

Staff proposed continued and additional funding where applicable for the following previously approved project:

- **Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work (C9754).** \$2.875 million was originally appropriated to fund the redevelopment of a site on Cherry Street to create a new affordable housing project. To make the project financially feasible, staff determined that a financial contribution from the City of \$4 million will be required – and recommended funding of \$1 million in Fiscal Year 2020-21 and \$3 million in Fiscal Year 2021-22.

Library Improvement Fund 95:

The Library Improvement Fund accounts for rents and other tenant activities in the San Carlos Library. Revenues are used to offset building improvements and/or large maintenance projects in the library building.



The following new capital project was recommended. A detailed description can be found in the attachment that follows.

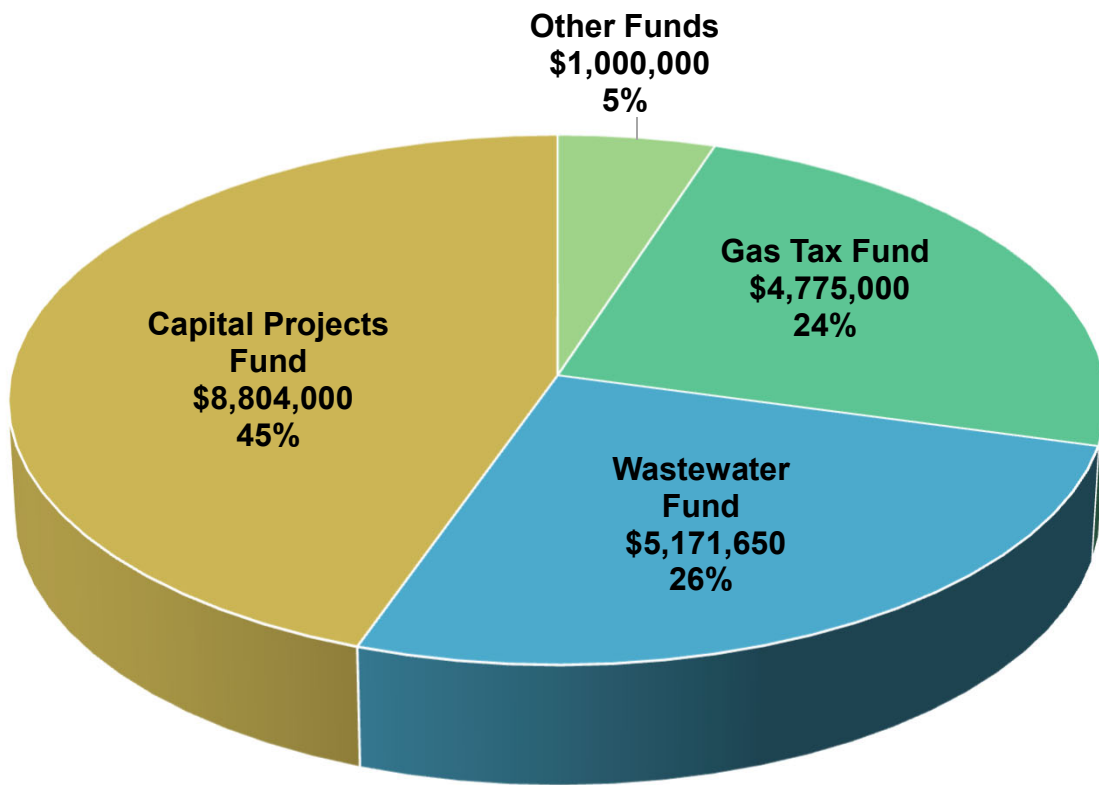
- **Library Building Emergency Backup Power (C2008).** Staff recommended \$1 million in Fiscal Year 2021-22 to design and install a diesel generator to provide emergency backup power for the library building. Providing backup power will allow the building to be functional during an emergency, particularly for an evacuation event or PG&E Public Safety Power Shutoff (PSPS).

Unfunded List:

The unfunded list represents projects totaling \$174.4 million that have been requested but have not been recommended for funding at this time. At the end of the fiscal year, if there are savings from Fiscal Year 2019-20, the City Manager will bring forward a recommendation to possibly fund some of these projects.



CAPITAL IMPROVEMENT PROGRAM FY 2020-21 Adopted Budget





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**CAPITAL IMPROVEMENT FUND (25251000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	30,188,040	886,535	30,220,203	29,389,919	500,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	30,188,040	886,535	30,220,203	29,389,919	500,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	10,062,726	2,662,185	15,930,247	15,930,247	8,304,000
CAPITAL OUTLAY TOTAL ---->	10,062,726	2,662,185	15,930,247	15,930,247	8,304,000
EXPENDITURES TOTAL ---->	40,250,766	3,548,720	46,150,450	45,320,166	8,804,000
TRANSFERS OUT	-	-	451,000	451,000	125,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	451,000	451,000	125,000
EXPENDITURES & TRANSFERS TOTAL ---->	40,250,766	3,548,720	46,601,450	45,771,166	8,929,000
REVENUE SUMMARY	Revised 2018-19	Audited 2018-19	Revised 2019-20	Projected 2019-20	Adopted 2020-21
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	70,000	143,768	70,000	142,500	61,800
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	6,301,474	-	7,301,474	7,301,474	215,000
LICENSES & PERMITS	1,850,000	79,532	50,000	234,000	51,500
OTHER REVENUE	1,778,500	773,844	1,786,340	1,781,340	30,000
OTHER TAX	1,942,600	2,206,790	2,200,000	2,178,000	2,250,000
PROPERTY TAX	700,000	1,972,165	700,000	2,095,800	800,000
SALES TAX	14,440,000	-	14,440,000	14,440,000	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	76,880	-	60,000	57,200
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	27,082,574	5,252,979	26,547,814	28,233,114	3,465,500
GENERAL TRANSFERS IN	1,750,000	1,750,000	1,000,000	1,000,000	1,515,000
TRANSFER IN FROM POLICE GRANT	50,000	50,000	-	-	-
TRANSFER IN FROM PARK IN-LIEU FUND	-	-	1,200,000	1,200,000	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,800,000	1,800,000	2,200,000	2,200,000	1,515,000
REVENUE & TRANSFERS TOTAL ---->	28,882,574	7,052,979	28,747,814	30,433,114	4,980,500
CAPITAL FUND NET EXPENSE (REVENUE) ---->	11,368,192	(3,504,259)	17,853,636	15,338,052	3,948,500

CAPITAL IMPROVEMENT PROGRAM
FUND SUMMARY

	FY18-19 Audited	FY 19-20 Revised	FY 19-20 Projected	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested
Wastewater Fund - Fund 0006 Restricted								
Restricted Fund Balance	\$ 10,573,791	\$ 15,775,512	\$ 15,775,512	\$ 19,805,413	\$ 21,163,563	\$ 20,490,694	\$ 20,705,114	\$ 19,929,683
SVCW Investment	6,466,725	6,145,323	6,145,323	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628
Total Restricted Fund Balance	17,040,516	21,920,835	21,920,835	27,371,041	28,729,191	28,056,322	28,270,742	27,495,311
Projected Sewer Rate Increase		4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Operating Revenues *	18,829,097	19,502,000	20,360,300	20,318,200	21,150,000	22,108,000	23,110,100	24,157,300
General Operating Expenses	(3,064,663)	(3,036,800)	(2,170,605)	(3,097,100)	(3,190,000)	(3,285,700)	(3,384,300)	(3,485,800)
Capital Projects **	(455,972)	(6,658,207)	(3,834,994)	(5,171,650)	(6,775,000)	(6,455,000)	(6,775,000)	(6,375,000)
SVCW Operating Expenses	(3,441,888)	(3,200,000)	(3,346,000)	(3,602,300)	(3,710,369)	(3,821,680)	(3,936,330)	(4,054,420)
Existing SVCW Bonds	(3,279,895)	(3,157,000)	(3,128,400)	(2,994,200)	(2,990,000)	(2,993,000)	(3,000,000)	(2,998,000)
SVCW Future Bonds	-	-	-	-	(862,000)	(862,000)	(862,000)	(1,016,000)
SVCW Future SRF Loans	-	-	-	-	-	-	(1,174,000)	(1,174,000)
State Revolving Loan & Reserve Requirement	(410,004)	(410,000)	(410,000)	(410,000)	(410,000)	(410,000)	(514,000)	(514,000)
SVCW Capital Contributions	-	(424,000)	(414,000)	(427,000)	(530,000)	(610,000)	(680,000)	(760,000)
Net Transfers & Allocations to other funds	(2,669,625)	(3,026,400)	(3,026,400)	(3,257,800)	(3,355,500)	(3,456,200)	(3,559,900)	(3,666,700)
Investment in SVCW	(321,402)	-	1,420,305	-	-	-	-	-
Net change in current year	5,185,649	(410,407)	5,450,206	1,358,150	(672,869)	214,420	(775,430)	113,380
Adj GASB68/75 and Capitalized	(305,330)	-	-	-	-	-	-	-
SVCW Investment	6,145,323	6,145,323	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628
Wastewater Fund - Est. Restricted Ending Balance	\$ 15,775,512	\$ 15,365,105	\$ 19,805,413	\$ 21,163,563	\$ 20,490,694	\$ 20,705,114	\$ 19,929,683	\$ 20,043,063
* Note: Sewer Projected Revenues include Fee Increases that will need to be approved by Council and will be subject to Prop 218 hearings								
** Amount of \$1,366,988 capital project expenses were capitalized at FY18-19.								
Gas Tax Fund - Fund 0016								
Beginning Fund Balance	\$ 507,920	\$ 1,377,078	\$ 1,377,078	\$ 1,061,726	\$ 3,015,376	\$ 873,276	\$ 104,176	\$ 93,276
Other Operating Revenues	332,625	26,700	36,600	49,200	50,200	51,200	52,200	53,200
Gas Tax Revenues	1,134,334	1,255,000	1,212,530	1,237,500	1,262,300	1,287,500	1,313,300	1,339,600
Measure M	73,498	65,000	75,000	73,000	74,500	76,000	77,500	79,100
Outside Funding for Capital Projects	59,165	820,000	270,000	270,000	635,000	40,000	40,000	40,000
Capital Projects	(1,079,864)	(3,489,762)	(2,378,282)	(4,775,000)	(4,355,000)	(2,395,000)	(1,795,000)	(1,695,000)
Transfer from GF - Facility/Infrastructure Reserve	-	-	-	4,000,000	-	-	-	-
Transfer from GF - PG&E Settlement	-	-	-	500,000	-	-	-	-
Transfer from General Capital Fund 25	-	125,000	125,000	125,000	125,000	125,000	275,000	275,000
Transfer from Measure A Tax Fund	800,000	850,000	850,000	1,438,750	1,050,000	1,050,000	1,050,000	1,050,000
Net Transfers & Allocations from/to other funds*	(450,600)	(506,200)	(506,200)	(964,800)	(984,100)	(1,003,800)	(1,023,900)	(1,044,400)
Net Change in Fund Balance	869,158	(854,262)	(315,352)	1,953,650	(2,142,100)	(769,100)	(10,900)	97,500
Gas Tax Fund - Estimated Ending Balance	\$ 1,377,078	\$ 522,816	\$ 1,061,726	\$ 3,015,376	\$ 873,276	\$ 104,176	\$ 93,276	\$ 190,776
Capital Projects Fund - Fund 0025								
Unrestricted Fund Balance	\$ 21,694,699	\$ 25,078,559	\$ 25,078,559	\$ 9,808,006	\$ 7,526,206	\$ 3,394,906	\$ 2,392,106	\$ 6,524,306
Restricted	3,952,621	4,073,020	4,073,020	4,005,520	2,338,820	2,618,220	2,902,620	3,192,020
Total Beginning Fund Balance	25,647,320	29,151,579	29,151,579	13,813,526	9,865,026	6,013,126	5,294,726	9,716,326
Operating Revenues	4,255,835	2,900,000	4,354,800	3,107,200	3,157,200	3,257,200	3,357,200	3,457,200
Restricted Revenues	413,644	278,000	508,500	143,300	279,400	284,400	289,400	294,700
Outside Funding for Capital Projects	583,500	23,369,814	23,369,814	215,000	-	-	-	-
Capital Projects	(3,548,720)	(46,150,451)	(45,320,167)	(8,804,000)	(8,363,500)	(8,035,000)	(950,000)	(3,300,000)
Transfer from GF - PG&E Settlement	-	-	-	500,000	-	-	-	-
Transfer from General Fund	1,500,000	500,000	500,000	1,015,000	1,000,000	2,500,000	2,000,000	2,000,000
Transfer to Gas Tax Fund	-	(451,000)	(451,000)	(125,000)	(125,000)	(125,000)	(275,000)	(275,000)
Transfer from Park-In-Lieu fund (fund 27)	-	-	-	200,000	1,400,000	-	-	-
Net Transfers & Allocations from/to other funds	300,000	1,700,000	1,700,000	-	-	-	-	-
Net Change in Fund Balance	3,504,259	(17,853,637)	(15,338,053)	(3,948,500)	(3,851,900)	(718,400)	4,421,800	2,176,900
Restricted Fund (Bldg. Maintenance/Imp)	79,500	79,500	79,500	79,500	79,500	79,500	79,500	79,500
Turf Replacement Reserve	861,907	991,907	961,907	1,907	135,807	272,407	411,707	553,807
Technology Fee Reserve	178,394	218,394	273,394	304,294	335,794	367,894	400,594	433,994
Traffic Mitigation Fee Reserve	2,528,116	2,328,116	2,512,116	1,713,616	1,766,116	1,819,116	1,874,116	1,930,216
General Plan Update Reserve	288,910	318,910	10,410	41,310	72,810	104,910	137,610	171,010
Levee Assessment Reserve	47,532	75,532	79,532	109,532	139,532	169,532	199,532	229,532
PEG Fund Reserve	88,661	88,661	88,661	88,661	88,661	88,661	88,661	88,661
Total Restricted Fund	4,073,020	4,101,020	4,005,520	2,338,820	2,618,220	2,902,620	3,192,020	3,486,720
Capital Fund - Est Unrestricted Ending Balance	\$ 25,078,559	\$ 7,196,922	\$ 9,808,006	\$ 7,526,206	\$ 3,394,906	\$ 2,392,106	\$ 6,524,306	\$ 8,406,506
Park In Lieu Fund - Fund 27								
Beginning Fund Balance	\$ 2,486,942	\$ 3,167,105	\$ 3,167,105	\$ 1,047,177	\$ 1,499,577	\$ 1,579,477	\$ 464,977	\$ 756,177
Operating Revenues	680,163	328,600	304,000	274,400	279,900	285,500	291,200	297,000
Operating Expenses	-	-	-	-	-	-	-	-
Outside Funding for Capital Projects	-	-	-	178,000	-	-	-	-
Capital Projects	-	(1,223,928)	(1,223,928)	-	-	-	-	-
Net Transfers & Allocations to other funds	-	(1,200,000)	(1,200,000)	-	(200,000)	(1,400,000)	-	-
Net Change in Fund Balance	680,163	(2,095,328)	(2,119,928)	452,400	79,900	(1,114,500)	291,200	297,000
Park In Lieu Fund - Est Ending Balance	\$ 3,167,105	\$ 1,071,777	\$ 1,047,177	\$ 1,499,577	\$ 1,579,477	\$ 464,977	\$ 756,177	\$ 1,053,177
Parking In Lieu Fund - Fund 0028								
Beginning Fund Balance	\$ 148,051	\$ 172,713	\$ 172,713	\$ 254,413	\$ 260,713	\$ 267,113	\$ 273,613	\$ 280,213
Operating Revenues	24,662	4,100	151,700	6,300	6,400	6,500	6,600	6,700
Operating Expenses	-	(4,800)	-	-	-	-	-	-
Capital Projects	-	(70,000)	(70,000)	-	-	-	-	-
Net Transfers & Allocations to other funds	-	-	-	-	-	-	-	-
Net Change in Fund Balance	24,662	(70,700)	81,700	6,300	6,400	6,500	6,600	6,700
Parking In Lieu Est Ending Balance	\$ 172,713	\$ 102,013	\$ 254,413	\$ 260,713	\$ 267,113	\$ 273,613	\$ 280,213	\$ 286,913
Housing Fund - Fund 0029 and 0031								
Beginning Fund Balance	\$ 12,446,987	\$ 15,039,440	\$ 15,039,440	\$ 9,819,051	\$ 8,622,751	\$ 5,422,551	\$ 5,218,351	\$ 5,010,051
Operating Revenues	2,898,795	3,864,600	4,437,800	615,500	627,800	640,400	653,200	666,300
Successor Agency Bond Proceeds (one-time)	-	-	1,138,400	-	-	-	-	-
Operating Expenses	(172,622)	(698,400)	(285,200)	(611,800)	(624,000)	(636,500)	(649,200)	(662,200)
Capital Projects	(85,719)	(10,788,389)	(10,788,389)	(1,000,000)	(3,000,000)	-	-	-
Net Transfers & Allocations to other funds	(48,000)	277,000	277,000	(200,000)	(204,000)	(208,100)	(212,300)	(216,500)
Net Change in Fund Balance	2,592,453	(7,345,189)	(5,220,389)	(1,196,300)	(3,200,200)	(204,200)	(208,300)	(212,400)
Housing in Lieu Est Ending Balance	\$ 15,039,440	\$ 7,694,251	\$ 9,819,051	\$ 8,622,751	\$ 5,422,551	\$ 5,218,351	\$ 5,010,051	\$ 4,797,651
Library Improvements Fund 0095								
Beginning Fund Balance	\$ 1,714,077	\$ 1,745,124	\$ 1,745,124	\$ 1,563,268	\$ 1,526,468	\$ 488,968	\$ 450,768	\$ 411,868
Operating Revenues	330,132	291,500	316,000	252,700	257,800	263,000	268,300	273,700
Operating Expenses	(255,277)	(281,100)	(248,500)	(289,500)	(295,300)	(301,200)	(307,200)	(313,300)
Outside Funding for Capital Projects	-	-	-	-	-	-	-	-
Capital Projects	(43,808)	(249,356)	(249,356)	-	(1,000,000)	-	-	-
Net Change in Fund Balance	31,047	(238,956)	(181,856)	(36,800)	(1,037,500)	(38,200)	(38,900)	(39,600)
Library Improvements Est Ending Balance	\$ 1,745,124	\$ 1,506,168	\$ 1,563,268	\$ 1,526,468	\$ 488,968	\$ 450,768	\$ 411,868	\$ 372,268



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0006 Wastewater (Sewer) Fund												
<i><u>Previously Approved/ongoing Projects</u></i>												
C9609	1	Core Values	Total Capital	Wastewater Financial Plan & Rate Study	-	-	-	-	80,000	-	-	80,000
C9610	1	Infrastructure/Public Safety	Total Capital	Shelford Drive Landslide Investigation	214,793	273,000	-	-	-	-	-	273,000
C9617	1	Core Values	Total Capital	Annual Sewer System Rehabilitation Program	2,447,464	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000
C1702	1	Core Values	Total Capital	Annual On-Call Sewer Contracts	341,398	900,000	-	900,000	900,000	900,000	900,000	4,500,000
C1736	2	Core Values	Total Capital	Sewer System CCTV Inspection	268,700	668,700	-	400,000	-	400,000	-	1,468,700
C1737	1	Core Values	Total Capital	Annual Sewer Lateral Replacement	114,879	300,000	-	300,000	300,000	300,000	300,000	1,500,000
C1752	1	Core Values	Total Capital	Sewer System Root Foaming	-	-	171,650	175,000	175,000	175,000	175,000	871,650
<i>Total Outside Funding</i>					-	-	-	-	-	-	-	-
<i>Total Capital</i>					3,387,234	7,141,700	5,171,650	6,775,000	6,455,000	6,775,000	6,375,000	38,693,350
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Wastewater Fund 0006					3,387,234	7,141,700	5,171,650	6,775,000	6,455,000	6,775,000	6,375,000	38,693,350
<i>Ending Fund Balance Wastewater Fund 0006</i>							<i>21,163,563</i>	<i>20,490,694</i>	<i>20,705,114</i>	<i>19,929,683</i>	<i>20,043,063</i>	



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**C9609: Wastewater Financial Plan & Rate Study - AMENDED**

Fund Number: Sewer Fund - 0006
 Department: Public Works
 Project Manager: Grace Le
 Category: Sewer

Location: Citywide
 Strategic Plan: Yes
 Priorities: Safety
 Priority Rating: 1

Description

A Financial Plan/Rate Study is used to evaluate the current operating costs, take into account upcoming capital cost impacts, and develop recommendations to ensure long-term financial sustainability. A rate study was performed in 2019 for the four-year rate setting. The next anticipated need for a rate study is in early 2023.

Justification

The Wastewater Enterprise Fund is facing unprecedented cost increases, including urgently needed rehabilitation of the collection system, capital renewal of Silicon Valley Clean Water (SVCW)'s wastewater treatment and conveyance systems, preventive maintenance of the collection system, and additional capacity to relieve flow constraints in the collection system. Accurate cost accounting and recommendations for rate setting are critical to the City's credibility with ratepayers.

Duration

July 2022 to June 2023.

Status

Next anticipated rate study in early 2022.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 40,000		\$ -	\$ -	\$ -	\$ 40,000
New request	-	-	(40,000)		80,000	-	-	40,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9617: Annual Sewer System Rehabilitation Program - AMENDED**

Fund Number: Sewer Fund - 0006
 Department: Public Works
 Project Manager: Grace Le
 Category: Sewer

Location: Citywide
 Strategic Plan: Yes
 Priorities: Master Plan, Safety, Previously Funded
 Priority Rating: 1

Description

The Sewer Master Plan was approved by Council in March 2013. The estimated cost of repair, rehabilitation or replacement cited in the Sewer Master Plan will range between \$60 and \$72 million for a comprehensive repair approach that would include manhole-to-manhole pipe rehabilitation and replacement targeted at restoring the sewers to a better overall condition to maximize their remaining service lives. The upgrades are funded by sewer rate fee increases over the next few years as approved by Council at the May 28, 2013 Council meeting.

Justification

Sewer System rehabilitation is necessary to maintain the City's aging sewer collection system. Based on the condition assessment from the Sewer Master Plan, it is estimated that over 40 percent of the pipes in the collection system are in need of repair, rehabilitation or replacement to address significant structural deficiencies. Programmed funding is based on the San Carlos Wastewater Cash Flow projections of the Sewer Financial Plan & Rate Study prepared by Bartle Wells Associates in 2019.

Duration

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 5,000,000	\$ 2,447,464	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 30,000,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 5,000,000</u>	<u>\$ 2,447,464</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 30,000,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 5,000,000</u>	<u>\$ 2,447,464</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 30,000,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1702: Annual On-Call Sewer Contracts - AMENDED**

Fund Number: Sewer Fund - 0006
 Department: Public Works
 Project Manager: Vatsal Patel
 Category: Sewer

Location: Citywide
 Strategic Plan: Yes
 Priorities: Sewer Fund, Master Plan, Safety, Cost of Deferred Maintenance
 Priority Rating: 1

Description

The City is responsible for maintenance and rehabilitation of the sewer collection system, which consists of 106 miles of sewer mains, one mile of force main, and over 8,000 lower laterals. As the sanitary sewer collection system continues to age and deteriorate, there is a high risk of the system failing and sewage spilling into the environment causing sanitary sewer overflows (SSOs). Once a sewer main overflows or fails, it is necessary to have a contractor mobilize and make immediate repairs to prevent sewage from further spilling into the environment. Being proactive to prevent main failures or recurring overflows enables the City to reduce SSOs within sanitary sewer collection system and continue the positive progress made by the City.

Justification

Retaining a sewer contractor through the Annual On-Call Sewer Contracts project to replace and rehabilitate failed sewer infrastructure on an as-needed basis allows the City to reduce SSOs for sanitary sewer collection system.

Duration

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget (FY20)	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 483,430	\$ 341,398	\$ 416,570	\$ 900,000	\$ 900,000	\$ -	\$ -	\$ 2,700,000
New request	-	-	-	-	-	900,000	\$ 900,000	1,800,000
Total	<u>\$ 483,430</u>	<u>\$ 341,398</u>	<u>\$ 416,570</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 4,500,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 483,430</u>	<u>\$ 341,398</u>	<u>\$ 416,570</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 4,500,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1736: Sewer System CCTV Inspection - AMENDED**

Fund Number: Sewer Fund - 0006
 Department: Public Works
 Project Manager: Vatsal Patel
 Category: Sewer

Location: Citywide
 Strategic Plan: Yes
 Priorities: Master Plan, Safety, Previously Funded
 Priority Rating: 2

Description

Sewer Closed Circuit Television (CCTV) Inspection Program.

Justification

The last city-wide sewer cleaning and inspection project was completed in 2012 and included video inspection and condition ratings for all pipes in the City's sewer system (approximately 106 miles of pipeline). Staff uses the closed circuit television footage and defect data from the past project to prioritize lines for repair, rehabilitation or replacement in upcoming sewer rehabilitation projects. Over time, sewer pipe conditions change due to deterioration, tree roots intrusion, grease or other causes, so it is crucial to regularly monitor and record the condition of the sewer pipes to identify potential issues before sanitary sewer overflows (SSOs) or backups occur in the system. The City plans to conduct sewer cleaning and inspection projects consisting of three to five sewer basins each. The result will be that the City will have inspected the entire collection system every four to five years and will coordinate the schedule of inspection with anticipated future sewer rehabilitation projects. Video recordings and inspection data are archived on the City's server and Computerized Maintenance Management System (CMMS), and are used jointly by Engineering and Maintenance staff to monitor the system. The estimated cost of cleaning and inspection will range from \$200,000 - \$400,000 every other year, depending upon the number, size and accessibility of sewer lines to be cleaned and inspected.

Duration

Continuous.

Status

On-going.

Programmed Funding

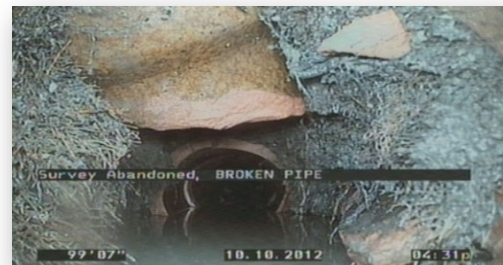
	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 339,921	\$ 268,700	\$ 328,779	\$ 400,000	\$ -	\$ -	\$ -	\$ 1,068,700
New request	-	-	-	-	-	400,000	-	400,000
Total	<u>\$ 339,921</u>	<u>\$ 268,700</u>	<u>\$ 328,779</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 1,468,700</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 339,921</u>	<u>\$ 268,700</u>	<u>\$ 328,779</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 1,468,700</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1737: Annual Sewer Lateral Replacement - AMENDED**

Fund Number: Sewer Fund - 0006
 Department: Public Works
 Project Manager: Vatsal Patel
 Category: Sewer

Location: Citywide
 Strategic Plan: Yes
 Priorities: Safety, Previously Funded,
 Legal Requirement and Mandate
 Priority Rating: 1

Description

Annual Sewer Lateral Replacement Program.

Justification

The typical sanitary sewer lateral is broken into two parts: the upper lateral extending from the house to the City right-of-way line; and the lower lateral extending from the City right-of-way line to the sewer main in the street. Typically, the private property owner is responsible for the upper lateral, and when a clean-out either exists or is provided in conjunction with needed repairs to the lower lateral, the City will accept future maintenance responsibility for the lower lateral. This maintenance involves as-needed cleaning to resolve blockages, such as roots, or repair and replacement if the integrity of the pipe is compromised and there have been repeated calls for service. City Maintenance staff generates a list of approximately 100 laterals per year that require replacement but are not connected to a planned main rehabilitation or replacement project. In addition, the City has a backlog of approximately 180 laterals that require replacement as identified in previous years. Aging laterals are prone to root intrusion, structural deficiencies, and grease build-up, and contribute to sewer backups and blockages and rainwater intrusion into the sewer. In August 2013, the Sewer Lateral Replacement Program (Program) was created to reduce sanitary sewer overflows (SSOs) caused by defective laterals and reduce recurring maintenance costs. To date, the Program has replaced over 400 lower laterals, which helped limit the number of SSOs. Sewer Lateral Replacement projects are conducted annually.

Duration

Continuous.

Status

On-going.

Programmed Funding

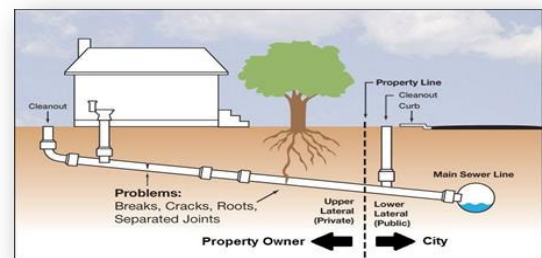
	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 143,830	\$ 114,879	\$ 156,170	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 900,000
New request	-	-	-	-	-	300,000	300,000	600,000
Total	<u>\$ 143,830</u>	<u>\$ 114,879</u>	<u>\$ 156,170</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 1,500,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 143,830</u>	<u>\$ 114,879</u>	<u>\$ 156,170</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 1,500,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1752: Sewer System Root Foaming - AMENDED**

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, Legal Requirement and Mandate, Previously Funded
Category:	Sewer	Priority Rating:	1

Description

Annual Sewer Root Foaming Program.

Justification

Tree root growth inside sewer pipes is a significant cause of sanitary sewer overflows (SSOs) in San Carlos. Root intrusions cause approximately 30% of SSOs. Though sewer line rehabilitation and replacement are still the City's primary means of repairing sewer line defects, the use of chemical root control can be an effective means of reducing and preventing root defects until a pipe is scheduled for complete repair or replacement. Over the past eight years, root control has been managed by the City's Maintenance staff, but to address the large number of lines with root defects and to coordinate the work with planned rehabilitation projects, the City's Engineering staff will take over the root control program. The chemical used is approved by the Environmental Protection Agency for root control, is non-toxic, is approved for use by Silicon Valley Clean Water sewer treatment plant, and does not impair the health of trees. The City plans to hire a contractor to conduct annual sewer root foaming to chemically control root growth within sewer pipelines. Sewer lines will be prioritized by sewer basin and number of root defects as identified by Closed Circuit Television (CCTV) inspections, as well as by maintenance history, such as the number of blockages caused by roots. Chemical root control kills roots on contact inside pipe walls and the foam penetrates through wye connections to kill roots in lateral lines. Trees and other above-ground vegetation are not harmed. Six months after root foaming, when the roots have decayed, the City will use a separate contractor to clean the sewer lines to knock off any decayed roots. The herbicidal treatment will prevent root re-growth for two to three years, reducing or preventing sewer line blockages caused by roots.

Duration

September 2020 through June 2025.

Status

New project in Fiscal Year 2020-21.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 171,650	\$ -	\$ -	\$ -	\$ -	\$ 171,650
New request	-	-	-	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	700,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 171,650</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 871,650</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 171,650</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 871,650</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0016		Gas Tax Fund										
				<u>Previously Approved/Ongoing Projects</u>								
C9416	1	Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Annual Street Resurfacing	1,792,155	2,814,762	4,000,000	4,000,000	2,100,000	1,500,000	1,500,000	15,914,762
C9416	1		Total Transfers (Inter-project)	Facility/Infrastructure Reserve			(4,000,000)					(4,000,000)
C9416	1		Total Transfers (Inter-project)	PG&E Settlement					(500,000)			(500,000)
C9416	1		Total Outside Funding	Transportation for Livable Communities (TLC) Grant				(575,000)				(575,000)
C9417	1	Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Annual Traffic Markings & Striping	71,793	75,000	175,000	175,000	175,000	175,000	75,000	850,000
C9465	1		Total Capital	Annual Sidewalk Repair/Reconstruction	360,240	600,000	600,000	180,000	120,000	120,000	120,000	1,740,000
C9465	1		Total Outside Funding	Property Owners Contribution	(155,676)	(270,000)	(270,000)	(60,000)	(40,000)	(40,000)	(40,000)	(720,000)
				Total Outside Funding	(155,676)	(270,000)	(270,000)	(635,000)	(40,000)	(40,000)	(40,000)	(1,295,000)
				Total Capital	2,224,188	3,489,762	4,775,000	4,355,000	2,395,000	1,795,000	1,695,000	18,504,762
				Total Transfers (Inter-project)	-	-	(4,000,000)	-	(500,000)	-	-	(4,500,000)
				Total Gas Tax Fund 0016	2,068,512	3,219,762	505,000	3,720,000	1,855,000	1,755,000	1,655,000	12,709,762
				Ending Fund Balance Gas Tax Fund 0016			3,015,376	873,276	104,176	93,276	190,776	



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**C9416: Annual Street Resurfacing - AMENDED**

Fund Number: Gas Tax Fund - 0016
 Department: Public Works
 Project Manager: Vatsal Patel
 Category: Streets

Location: Citywide
 Strategic Plan: Yes
 Priorities: Council's Strategic Plan, Safety
 Priority Rating: 1

Description

Pavement resurfacing and rehabilitation work will be performed to improve the condition of City streets. The work to be performed will be based on the Pavement Management Program decision tree, which includes optional strategies such as: dig out and patch; crack seal; micro surfacing; cape seal; slurry seal; thin grind and overlay; thick grind and overlay; or reconstruction. Staff has identified a funding need of approximately \$4 million per year to increase the City's current Pavement Condition Index (PCI) from 60 to 65, which is considered "good" by the Pavement Management software and near the San Francisco Bay Area average PCI. Funding from federal grant funds, gas tax funds and other grant funding sources alone is insufficient to cover the annual funding needs, so General Funds must be used to supplement the project each year. \$70 million would be needed in the next five years to bring the streets to a PCI near the County standard, which is considered to be "excellent" condition if that is the Council's desire.

Justification

According to the Pavement Management Report, many of the City streets are in need of rehabilitation. The Pavement Management Program's most recent Budget Operations Report indicated that there is a deferred maintenance backlog of \$42 million. Given the current Pavement Condition Index (PCI) of the entire street network at 60 out of 100, it would cost approximately \$70 million to bring the pavement condition of the streets to an "excellent" level with a PCI of 83. If funding for street repairs remains at current levels, the current PCI will decrease to 58 (-2 points) or lower. To maintain the PCI at its current level of 60, an investment of \$8-9.0 million is needed in the next five years (approximately \$1.5-1.8 million per year). To increase the PCI by 5 points to 65, an investment of \$17.5 million is needed for the next five years (approximately \$3.5-4 million per year). The recommended five-year funding level will increase the PCI to 62.

Duration

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 2,814,762	\$ 1,792,155	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ 8,214,762
New request	-	-	2,200,000	2,200,000	300,000	1,500,000	1,500,000	7,700,000
Total	<u>\$ 2,814,762</u>	<u>\$ 1,792,155</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 2,100,000</u>	<u>\$ 1,500,000</u>	<u>\$ 1,500,000</u>	<u>\$ 15,914,762</u>
Fund Financing Sources								
Facility/Infrastructure Reserve	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
PG&E Settlement	-	-	-	-	500,000	-	-	500,000
TLC Grant	-	-	-	575,000	-	-	-	575,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,000,000</u>	<u>\$ 575,000</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,075,000</u>
Total Capital Project	<u>\$ 2,814,762</u>	<u>\$ 1,792,155</u>	<u>\$ -</u>	<u>\$ 3,425,000</u>	<u>\$ 1,600,000</u>	<u>\$ 1,500,000</u>	<u>\$ 1,500,000</u>	<u>\$ 10,839,762</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9417: Annual Traffic Markings & Striping - AMENDED**

Fund Number:	Gas Tax Fund - 0016	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, Legal requirements
Category:	Traffic & Transportation	Priority Rating:	1

Description

Each year, the City repaints traffic striping and installs new markings. This work is done in conjunction with the annual resurfacing project and/or as a standalone project. This project includes striping, signage and/or marking changes initiated by staff, suggested by the public or approved by the Transportation and Circulation Commission. Additionally, there are needs to repaint the traffic striping and marking for City owned parking lots, garages, and facilities.

Justification

Legible traffic striping and markings are necessary to maintain public safety and minimize liability. Staff is recommending a slight increase in the annual funding amount in response to an increased need for striping improvements throughout the city.

Duration

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 75,000	\$ 71,793	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 300,000
New request	-	-	100,000	100,000	100,000	175,000	75,000	550,000
Total	<u>\$ 75,000</u>	<u>\$ 71,793</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 75,000</u>	<u>\$ 850,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 75,000</u>	<u>\$ 71,793</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 75,000</u>	<u>\$ 850,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9465: Annual Sidewalk Replacement/Reconstruction - AMENDED**

Fund Number: Gas Tax Fund - 0016

Location: Citywide

Department: Public Works

Strategic Plan: Yes

Project Manager: Vatsal Patel

Priorities: Safety, Sidewalk Program,
Previously Funded, Council's Strategic Plan

Category: Traffic & Transportation

Priority Rating: 1

Description

In San Carlos, property owners are responsible for the maintenance and repair of the curb, gutter and sidewalk across the frontage of their properties. The City's Sidewalk Maintenance Program is intended to reduce tripping hazards and improve drainage. The City performs sidewalk repair project(s) annually, and then bills property owners for their cost of the repair work. As of June 2020, over 400 properties have had tripping hazards within the sidewalk, driveway approach, and curb and gutter repaired along the property frontage.

Justification

On March 13, 2017, the City Council adopted a resolution to share 50% of the sidewalk repair cost with property owners. The Sidewalk Repair Program continues grow as more property owners are participating.

Duration

Continuous.

Status

Annual Project. Per Council direction, any unused budget shall roll over to the next year.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 360,240	\$ 360,240	\$ 839,760	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ 1,560,000
New request	-	-	-	-	(60,000)	120,000	120,000	180,000
Total	<u>\$ 360,240</u>	<u>\$ 360,240</u>	<u>\$ 839,760</u>	<u>\$ 180,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 1,740,000</u>
Fund Financing Sources								
Property Owner								
Contribution	\$ 162,000	\$ 155,676	\$ 378,000	\$ 60,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 720,000
Total	<u>\$ 162,000</u>	<u>\$ 155,676</u>	<u>\$ 378,000</u>	<u>\$ 60,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 720,000</u>
Total Capital Project								
	<u>\$ 198,240</u>	<u>\$ 204,564</u>	<u>\$ 461,760</u>	<u>\$ 120,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 1,020,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





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CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0025 General Fund Capital Projects Fund												
<u>Projects Nearing Completion</u>												
C1718	2	Infrastructure	Total Capital	Park Restroom Replacement	1,812,743	2,274,000	-	-	-	-	-	2,274,000
C1739	2	Mission / Vision / Core Values	Total Capital	Cashier System Replacement	44,716	75,000	-	-	-	-	-	75,000
<u>Previously Approved/Ongoing Projects</u>												
C9459	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Holly St/US 101 Interchange and Pedestrian Overcrossing	7,866,369	34,929,000	-	-	-	-	-	34,929,000
C9459	1		Total Transfers (Inter-project)	Traffic Mitigation Fee	(1,116,746)	(1,116,746)	-	-	-	-	-	(1,116,746)
C9459	1		Total Outside Funding	Measure A - Highway	(2,818,710)	(17,258,710)	-	-	-	-	-	(17,258,710)
C9459	1		Total Outside Funding	Bike Path Program Funding	(100,000)	(1,100,000)	-	-	-	-	-	(1,100,000)
C9459	1		Total Outside Funding	Bicycle Pedestrian Imp (BPIP)	-	(1,000,000)	-	-	-	-	-	(1,000,000)
C9459	1		Total Outside Funding	TDA Article 3	(400,000)	(400,000)	-	-	-	-	-	(400,000)
C9459	1		Total Outside Funding	Active Transportation Program (ATP)	-	(4,200,000)	-	-	-	-	-	(4,200,000)
C9459	1		Total Transfers (Inter-project)	Transfer from Measure A Fund	(350,000)	(350,000)	-	-	-	-	-	(350,000)
C9459	1		Total Transfers (Inter-project)	Facility Infrastructure Imp Reserve	(7,000,000)	(7,000,000)	-	-	-	-	-	(7,000,000)
C9459	1		Total Outside Funding	PAMF Contribution/Donations	(523,000)	(523,000)	-	-	-	-	-	(523,000)
C9459	1		Total Outside Funding	Bay Area Air Quality Grant (Bike/Ped)	-	(120,000)	-	-	-	-	-	(120,000)
C9459	1		Total Outside Funding	Successor Agency Bond Proceeds	(1,368,742)	(1,368,742)	-	-	-	-	-	(1,368,742)
C9461	5	Mobility, Traffic and Transportation Infrastructure	Total Capital	Brittan Ave Widening at Industrial Road	349,083	846,000	-	-	-	-	-	846,000
C9461	5		Total Outside Funding	PAMF Mitigation Fee	-	(300,000)	-	-	-	-	-	(300,000)
C9531	1	Mission / Vision / Core Values	Total Capital	Annual Storm Drainage Improvements	164,790	1,000,000	500,000	500,000	500,000	500,000	500,000	3,500,000
C9806	5	Infrastructure/Public Safety	Total Capital	Belmont Creek Watershed Improvement	81,516	100,000	400,000	-	-	-	-	500,000
C9812	2	Infrastructure/Public Safety	Total Capital	Study of City Hall Foundation	5,000	75,000	-	-	-	-	-	75,000
C9823	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Fire Station 16 Replacement	211,763	900,000	1,000,000	5,000,000	5,000,000	-	-	11,900,000
C9828	2	Mission / Vision / Core Values	Total Capital	Annual Storm Drain Maintenance	-	-	570,000	150,000	150,000	150,000	150,000	1,170,000
C9838	1	Infrastructure/Public Safety	Total Capital	Four Corners Traffic Improvements	11,786	250,000	-	-	-	-	2,000,000	2,250,000
C1706	2	Climate Change	Total Capital	South Laurel Employee Parking Lot on El Camino Real	430,190	448,000	-	300,000	-	-	-	748,000
C1711	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Fire Stations Repair	37,277	130,775	-	-	-	-	-	130,775
C1711	1		Total Transfers (Inter-project)	Tsf Fm Facility Infrastructure Improvement Reserve	(158,500)	(158,500)	-	-	-	-	-	(158,500)
C1712	2	Infrastructure/Public Safety	Total Capital	Illuminated St Name Sign Replacement	1,596	105,000	-	-	-	-	-	105,000
C1715	1	Infrastructure/Public Safety	Total Capital	Network Security and Monitoring	19,893	100,000	-	-	-	-	-	100,000
C1716	3	Mission / Vision / Core Values	Total Capital	North Crestview Park Improvement	11,305	11,305	-	-	-	-	350,000	361,305
C1719	2	Mobility, Traffic and Transportation Infrastructure	Total Capital	Citywide Way-finding Program	47,579	100,000	350,000	-	-	-	-	450,000
C1720	1	Mission / Vision / Core Values	Total Capital	Purchase and Implement a New Agenda and Record Management System	193,583	240,000	-	-	-	-	-	240,000
C1721	1	Infrastructure/Public Safety	Total Capital	Roof Repairs at Various Buildings	199,603	250,000	-	-	-	-	-	250,000
C1722	1	Infrastructure/Public Safety	Total Capital	San Carlos Ave Pathway & Eucalyptus Tree Removal	782,280	1,109,644	-	-	-	-	-	1,109,644
C1725	3	Infrastructure/Public Safety	Total Capital	Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals	-	-	-	200,000	-	-	-	200,000
C1727	2	Mission / Vision / Core Values	Total Capital	GIS Upgrade	2,100	100,000	-	-	-	-	-	100,000
C1728	3	Infrastructure/Public Safety	Total Capital	5KV Streetlight Conversion	-	-	-	-	335,000	-	-	335,000
C1729	2	Parking/Public Safety	Total Capital	Arguello Park Parking Lot Asphalt Repair	72,173	200,000	-	-	-	-	-	200,000
C1743	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway	92,484	730,000	494,000	-	-	-	-	1,224,000
C1743	1		Total Outside Funding	TLC Grant	-	(500,000)	-	-	-	-	-	(500,000)
C1744	2	Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Guardrail Installation at 7 Winding Way	22,288	80,000	-	13,500	-	-	-	93,500
C1745	1	Mission / Vision / Core Values	Total Capital	Permit Management and Inspection Coordination Application (TrakIt) Upgrade	38,945	60,000	-	-	-	-	-	60,000
C1745	1		Total Transfers (Inter-project)	Technology Fee Reserve	(60,000)	(60,000)	-	-	-	-	-	(60,000)



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
C1746	3	Mission / Vision / Core Values	Total Capital	ECR/Rail Corridor Tree Planting and Irrigation Installation	25,829	150,000	-	-	350,000	-	-	500,000
C1746	3		Total Outside Funding	Transit Village	(150,000)	(150,000)	-	-	-	-	-	(150,000)
C1747	3	Mobility, Traffic and Transportation Infrastructure	Total Capital	Traffic Study -General Plan Environmental Impact Traffic Update	40,119	110,100	-	-	-	-	-	110,100
C1749	1	Mission / Vision / Core Values	Total Capital	City Hall EOC Furniture & Equipment Updates	583	90,000	-	-	-	-	-	90,000
C1749	1		Total Outside Funding	Sheriff Trust Account	(40,000)	(40,000)	-	-	-	-	-	(40,000)
C1749	1		Total Outside Funding	SLEF Fund	(50,000)	(50,000)	-	-	-	-	-	(50,000)
C1751	1	Infrastructure/Public Safety	Total Capital	Alameda de las Pulgas Landslide Repair	43,187	300,000	-	-	-	-	-	300,000
C1751	1		Total Outside Funding	FEMA Program	-	(225,000)	-	-	-	-	-	(225,000)
C1753	1	Parking Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Wheeler Plaza Garage Parking Management System Expansion & Extension	-	40,478	-	-	-	-	-	40,478
C1802	1		Total Capital	Bicycle and Pedestrian Master Plan	148,776	200,000	-	-	-	-	-	200,000
C1802	1		Total Outside Funding	TDA Article 3 Grant	(100,000)	(100,000)	-	-	-	-	-	(100,000)
C1803	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Brittan Ave & Alameda de las Pulgas Widening	-	250,000	850,000	-	-	-	-	1,100,000
C1803	1		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve	-	(250,000)	(850,000)	-	-	-	-	(1,100,000)
C1804	1	Infrastructure/Public Safety	Total Capital	Existing Highlands Park Synthetic Turf Infill	95,620	100,000	-	-	-	-	-	100,000
C1804	1		Total Transfers (Inter-project)	Turf Replacement Reserve	(100,000)	(100,000)	-	-	-	-	-	(100,000)
C1805	1	Infrastructure	Total Capital	Fire Station #13 HVAC Replacement	202,693	202,725	-	-	-	-	-	202,725
C1805	1		Total Transfers (Inter-project)	Restricted Fund (Bldg. Maintenance/Imp)	(175,000)	(175,000)	-	-	-	-	-	(175,000)
C1806	1	Mission/ Vision/ Mobility, Traffic & Transportation Infrastructure	Total Capital	San Carlos Ave Pedestrian Safety Improvements	3,083,433	3,800,000	300,000	1,200,000	-	-	-	5,300,000
C1806	1		Total Outside Funding	Developer Donation	(8,000)	(8,000)	-	-	-	-	-	(8,000)
C1806	1		Total Outside Funding	Measure A Bike/Ped	(767,045)	(1,000,000)	-	-	-	-	-	(1,000,000)
C1807	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Traffic Calming Improvements	67,072	100,000	1,500,000	150,000	-	-	-	1,750,000
C1808	2	Mission / Vision / Core Values	Total Capital	GIS Sign Inventory	-	125,000	-	-	-	-	-	125,000
C1809	2	Infrastructure/Public Safety	Total Capital	Upgrade of Existing Sports Field Lighting (Burton/Highlands Parks)	1,835,308	2,900,000	-	-	-	-	-	2,900,000
C1810	2	Infrastructure	Total Capital	Park Water Feature Modifications	-	225,000	-	-	-	-	-	225,000
C1811	2	Infrastructure/Public Safety	Total Capital	Repave Asphalt Walking Path at Highlands Park	-	150,000	-	-	-	-	-	150,000
C1812	2	Mobility, Traffic and Transportation Infrastructure	Total Capital	Traffic Impact Fee Update	50,000	50,000	-	-	-	-	-	50,000
C1812	2		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve	(50,000)	(50,000)	-	-	-	-	-	(50,000)
C1813	2	Public Safety	Total Capital	Transfer Switches for Portable Generators	-	250,000	-	-	-	-	-	250,000
C1814	2	Climate Change	Total Capital	Climate Action Plan	47,103	250,000	-	-	-	-	-	250,000
C1815	3	Infrastructure/Public Safety	Total Capital	City Tree Consultant	-	100,000	-	-	-	-	-	100,000
C1817	3	Mission/ Vision/ Core Values/ Children & Youth Programming	Total Capital	Existing Highlands Park Synthetic Turf Replacement	-	-	1,700,000	-	-	-	-	1,700,000
C1817	3		Total Transfers (Inter-project)	Turf Replacement Reserve	-	-	(960,000)	-	-	-	-	(960,000)
C1818	2	Mission/ Vision/ Core Values/ Children & Youth Programming	Total Capital	Installation of New Sports Field Lighting at Flanagan and Stadium Fields	-	-	-	200,000	1,400,000	-	-	1,600,000
C1820	3	Infrastructure	Total Capital	Basketball Arcade Game & Ping Pong Table for Youth Center	9,549	20,000	-	-	-	-	-	20,000
C1820	3		Total Outside Funding	Youth Center Foundation	-	(20,000)	-	-	-	-	-	(20,000)
C1821	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Fuels Mitigation at City Parks	29,441	525,000	-	-	-	-	-	525,000
C1821	1		Total Outside Funding	FEMA Reimbursable Grant	-	(381,474)	-	-	-	-	-	(381,474)
C1902	1	Public Safety	Total Capital	Wheeler Plaza Garage Cameras Design Study	-	100,000	-	-	-	-	-	100,000
C1903	1	Mission / Vision / Core Values	Total Capital	Street Tree/Neighborhood Improvement	-	83,340	-	-	-	-	-	83,340
C1903	1		Total Outside Funding	Developer Contributions	(83,340)	(83,340)	-	-	-	-	-	(83,340)
C1904	1	Public Safety	Total Capital	Wheeler Plaza Garage Extra Lighting, Painting and EV Stations	-	195,000	-	-	-	-	-	195,000
C1907	1	Mission/ Vision/ Core Values/ Eastside Planning Initiative	Total Capital	Eastside Planning Initiative	-	800,000	-	-	-	-	-	800,000
C1907	1		Total Capital	Eastside Planning Initiative	-	(800,000)	500,000	-	-	-	-	(300,000)
C1907	1		Total Transfers (Inter-project)	PG&E Settlement	-	-	(500,000)	-	-	-	-	(500,000)
C1908	1	Core Values/ Mobility, Traffic and Transportation Infrastructure	Total Capital	1201 San Carlos Ave Property Acquisition	-	500,000	-	-	-	-	-	500,000
<u>New Requests</u>												
C2001	2	Mission/ Vision/ Core Values/ Wildfire, Public Safety & Emergency Planning	Total Capital	Burton Park Batting Cages	-	-	215,000	-	-	-	-	215,000



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
C2001			Total Outside Funding	Parks & Recreation Foundation	-	-	(215,000)	-	-	-	-	(215,000)
C2002	3	Mission/ Vision/ Core Values/ Wildfire, Public Safety & Emergency Planning	Total Capital	Crestview Track Replacement	-	-	125,000	-	-	-	-	125,000
C2003	1	Mobility, Traffic & Transportation Infrastructure	Total Capital	Wheeler Plaza Garage Wayfinding Signage Installation	-	-	50,000	-	-	-	-	50,000
C2004	1	Wildfire, Public Safety & Emergency Planning	Total Capital	Corp Yard Cameras	-	-	100,000	-	-	-	-	100,000
C2005	1	Mission / Vision / Core Values	Total Capital	Business Registration and Cashier System Replacement	-	-	150,000	-	-	-	-	150,000
C2006	1	Mission/ Vision/ Eastside Planning Initiative/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Bicycle and Pedestrian Master Plan Implementation	-	-	-	300,000	300,000	300,000	300,000	1,200,000
C2007	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Traffic Signal System Analysis	-	-	-	350,000	-	-	-	350,000
Total Outside Funding					(6,408,837)	(28,828,266)	(215,000)	-	-	-	-	(29,043,266)
Total Capital					18,177,775	54,930,367	8,804,000	8,363,500	8,035,000	950,000	3,300,000	84,382,867
Total Transfers (Inter-project)					(9,010,246)	(9,260,246)	(2,310,000)	-	-	-	-	(11,570,246)
Total General Capital Fund 0025					2,758,692	16,841,855	6,279,000	8,363,500	8,035,000	950,000	3,300,000	43,769,355
Ending Fund Balance General Capital Fund 0025							7,526,206	3,394,906	2,392,106	6,524,306	8,406,506	



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**C9531: Annual Storm Drain Improvements - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Master Plan, Safety, Previously Funded
Category:	Storm	Priority Rating:	1

Description

During major storm events, many areas of the city experience flooding. \$53 million has been estimated in latest study to fully address drainage issues in San Carlos. This Annual Storm Drain Improvements project will fund the recommended improvements as well as address any new deficiencies within the storm drain infrastructure throughout the city.

Justification

In January 2016, the City completed a Citywide Storm Drain System Master Plan that identifies storm drainage deficiencies throughout the city. The Master Plan identified \$53 million in improvement work to upsize existing storm infrastructure. The top priority project was constructed Fiscal Year 2017-18. Additional funding is needed to fund the recommended improvements, continue address storm drain deficiencies, and improve the storm drain infrastructure throughout the city.

Duration

Continuous.

Status

Increased funding is needed to implement and complete the prioritized improvement projects and continue to address deficiencies within the storm drain infrastructure throughout the city.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 1,000,000	\$ 164,790	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 1,000,000</u>	<u>\$ 164,790</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 3,500,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 1,000,000</u>	<u>\$ 164,790</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 3,500,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9806: Belmont Creek Watershed Improvement - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Belmont Creek
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety; Response to Nature or Emergency
Category:	Storm	Priority Rating:	5

Description

Construction of upstream detention facility to be located in the City of Belmont to reduce downstream flooding of Belmont Creek. San Carlos is partnering with Belmont and San Mateo County on this joint project.

Justification

Historically, during major storm events, Belmont Creek floods out of its channel into surrounding properties. A portion of the creek is the responsibility of the City of San Carlos. City staff would continue to work cooperatively with Belmont, San Mateo County and private property owners to study and develop the solutions to minimize flooding.

Duration

July 2020 through June 2022.

Status

The County is currently leading the design effort.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ 81,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	400,000	-	-	-	-	400,000
Total	<u>\$ 100,000</u>	<u>\$ 81,516</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
Fund Financing Sources								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 100,000</u>	<u>\$ 81,516</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9828: Annual Storm Drain Maintenance - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Industrial Road Area
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel/Lou Duran	Priorities:	Master Plan, Safety, Previously Funded
Category:	Storm	Priority Rating:	2

Description

The purpose of this project is to remove accumulated sediment in channels under and adjacent to Industrial Road and remove sediment from Belmont Creek and Cordilleras Creek within the next five years as recommended in the Industrial Road Drainage Master Plan. Additionally, the project would address the ponding issues at Bransten Road and Bing Street by implementing minor improvements.

Justification

The Industrial Road area experiences frequent flooding, which has a detrimental effect on the economic viability of the area and sediment removal imposes significant cleanup costs for the City and for private property owners.

Duration

Continuous.

Status

Project rollover to next year.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 570,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,170,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 570,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 1,170,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 570,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 1,170,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9838: Four Corners Traffic Improvements - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	San Carlos Avenue and Alameda de las Pulgas
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	1

Description

The geographically named Four Corners Working Group was convened as a multi-jurisdictional committee to recommend solutions to various traffic concerns involving pedestrian, bicycle and vehicular circulation issues through the Alameda de las Pulgas/San Carlos Avenue corridor in the vicinity of Carlmont High School and Tierra Linda Middle School. The working group includes staff and elected members of the Cities of Belmont and San Carlos, the Sequoia Union High School District and the San Carlos School District. The preferred alternative from the Corridor Plan was approved by the respective agencies. Belmont and San Carlos have entered into a Memorandum of Understanding to begin design of the preferred alternative.

Justification

During the school year, the corridor is heavily congested in the area due to traffic accessing Carlmont High School, Immaculate Heart of Mary School, Charles Armstrong School and Tierra Linda Middle School. In the AM peak hour, southbound queues on Alameda de las Pulgas extend from Carlmont Drive to 500 feet east of Dartmouth Avenue, while northbound queues extend from Dartmouth Avenue to nearly Carlmont Drive.

Duration

July 2024 through June 2027.

Status

In progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 250,000	\$ 11,786	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000
New request	-	-	(2,000,000)	-	-	-	2,000,000	-
Total	<u>\$ 250,000</u>	<u>\$ 11,786</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ 2,250,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 250,000</u>	<u>\$ 11,786</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ 2,250,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1706: South Laurel Employee Parking Lot on El Camino Real - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Eastside El Camino Real, So. of Howard
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Regulatory requirement
Category:	Traffic & Transportation	Priority Rating:	2

Description

A paved parking lot was constructed on the east side of El Camino Real south of Howard Avenue to improve parking conditions downtown and in the South Walnut neighborhood. The City is leasing the property from SamTrans. Due to regulatory requirements, the City will need to construct bioretention basins to treat stormwater runoff from the parking lot.

Justification

Construction of the paved parking lot increases the impervious surface, which triggers the need to construct stormwater treatment measures to satisfy Regional Water Quality Control Board requirements.

Duration

September 2020 to December 2020.

Status

Bioretention design is complete. Construction anticipated in the fall of 2020.

Programmed Funding

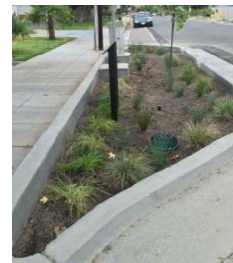
	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 448,000	\$ 430,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 448,000
New request	-	-	-	300,000	-	-	-	300,000
Total	<u>\$ 448,000</u>	<u>\$ 430,190</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 748,000</u>
Fund Financing Sources								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 448,000</u>	<u>\$ 430,190</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 748,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
X	Climate Change



**C1716: North Crestview Park Improvement - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	North Crestview Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Master Plan
Category:	Parks	Priority Rating:	3

Description

This project will involve the implementation of the North Crestview Park Master Plan. The passive use concept shall include a variety of trails that allow for users of all abilities. A service road that uses an abandoned roadbed allows emergency, law enforcement and park maintenance vehicles to surmount the steep front slope. The service road terminates at an overlook that would feature a Service Dog memorial. A separate accessible path of travel to this location would be provided from Crestview Drive. Trails emanate from the memorial location and invite visitors to circulate through the site. Benches are spaced at intervals along the trail to allow for rest and contemplation and a meadow is proposed as a provision of a broad open area where larger groups might congregate for informal play, picnics and other casual uses. Some minor tree plantings are proposed to provide shade. Fences between the park and the adjacent homes will minimize the potential of trespass and help preserve the privacy of the property owners. Project funding will cover design and construction costs.

Justification

The Master Plan for North Crestview Park was completed in February 2017. Through the public process, community input was overwhelming in support of a very passive park concept with little disruption to the natural environment. After the year-long community input process, City Council approved the passive concept Master Plan for North Crestview Park. The improvements recommended would be in line with feedback received from the public and City Council.

Duration

Fiscal Year 2016-17 to Fiscal Year 2024-25.

Status

Existing project.

Programmed Funding

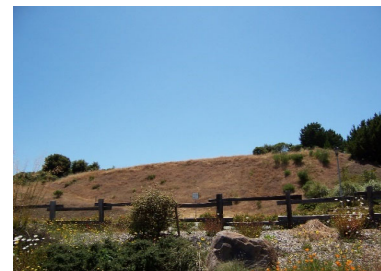
	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 11,305	\$ 11,305	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 361,305
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 11,305</u>	<u>\$ 11,305</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ 361,305</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 11,305</u>	<u>\$ 11,305</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ 361,305</u>

Future Impact on Operating Budget

After completion, the annual maintenance costs for North Crestview Park will increase the operating budget by \$15,000.

Current Strategic Plan Objective

- | | |
|----------|---|
| X | Mission |
| X | Vision |
| X | Core Values |
| | Eastside Planning Initiative |
| | Housing |
| | Mobility, Traffic and Transportation Infrastructure |
| | Children and Youth Programming |
| | Wildfire, Public Safety and Emergency Planning |
| | Climate Change |



**C1719: Citywide Wayfinding Program - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Adam Aronson	Priorities:	Previously funded
Category:	Streets, Facilities	Priority Rating:	2

Description

The Citywide Wayfinding Program was initiated to develop a consistent signage program for the City of San Carlos. Under Phase 1 of the program the City engaged Hunt Design to develop a branded and coherent signage plan for the City that incorporated the following areas and elements:

- Gateway/monument elements
- Vehicular directional signage
- Pedestrian directional signage
- Parking directional signage
- Map kiosks
- District signage elements
- Historical areas signage
- Bicycle signage
- Banners and other environmental enhancement media

As the designs and construction drawings for these elements are now complete, the City is ready to move into Phase 2, fabrication and installation. Under Phase 2, the City intends to hire a sign manufacturer to fabricate and install this signage throughout San Carlos. During Phase 2, some aspects of Phase 1 will continue as Hunt Design may be called upon to provide construction management assistance and/or revisions to previously completed designs. Phase 1 has an approved budget of \$100,000 while an additional \$350,000 is being requested for Phase 2.

Justification

This project will improve the flow of traffic throughout San Carlos while making the City a more inviting place to visit, live, and work. Additionally, the Council-adopted 2016-2019 Economic Development Plan under which this project began, included an initiative to develop a Citywide Way-Finding Program.

Duration

July 2016 to July 2021.

Status

Continuing project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ 47,579	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	350,000	-	-	-	-	350,000
Total	<u>\$ 100,000</u>	<u>\$ 47,579</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 450,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 100,000</u>	<u>\$ 47,579</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 450,000</u>

Future Impact on Operating Budget

Additional maintenance may be required if, as currently planned, signs are added in areas where none currently exist.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1743: Pedestrian Enhancement at Arroyo/Cedar and Hemlock/Orange Pathway - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Cedar/Arroyo-Hemlock/Orange
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, Grant funding
Category:	Traffic & Transportation	Priority Rating:	1

Description

To improve the intersection of Arroyo Avenue and Cedar Street, intersection of Hemlock Street and Orange Avenue, and the Postman Pathway connecting Hemlock Street and Elizabeth Avenue, thereby addressing safety of children walking and biking to school.

Justification

This project was created in response to residents' safety concerns for children walking and biking to school. The project is considered a high priority for the San Carlos School District's Safe Routes to School Program. The purpose of the project is to improve the existing intersection of Arroyo Avenue and Cedar Street, intersection of Hemlock Street and Orange Avenue, and the Postman Pathway connecting to Hemlock Street and Elizabeth Avenue. The City has received \$500,000 from the Transportation for Livable Communities (TLC) Grant Program to fund construction, which is a component of One Bay Area Grant Program Phase 2.

Duration

July 2017 through June 22.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 730,000	\$ 92,484	-	\$ -	\$ -	\$ -	\$ -	\$ 730,000
New request	-	-	494,000	-	-	-	-	494,000
Total	<u>\$ 730,000</u>	<u>\$ 92,484</u>	<u>\$ 494,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,224,000</u>
Fund Financing Sources								
TLC Grant	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Total	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
Total Capital Project								
	<u>\$ 230,000</u>	<u>\$ 92,484</u>	<u>\$ 494,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 724,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1744: Guardrail Installation at 7 Winding Way - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Winding Way and Torino Intersection
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	2

Description

Install guardrail at the Winding Way intersection to improve the safety along Torino Drive.

Justification

The residents at 7 Winding Way expressed concerns about an accident that happened at the intersection of Winding Way and Torino Drive involving a large truck that could not stop on the steep downhill grade. Staff investigated the situation and after evaluating warrants, recommends that a guardrail be installed along the edge of the roadway on Torino Drive. The intersection is located outside of the City of San Carlos jurisdiction; however, Torino Drive is located in San Carlos.

Duration

July 2017 to June 2021.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 80,000	\$ 22,288	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
New request	-	-	-	13,500	-	-	-	13,500
Total	<u>\$ 80,000</u>	<u>\$ 22,288</u>	<u>\$ -</u>	<u>\$ 13,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 93,500</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 80,000</u>	<u>\$ 22,288</u>	<u>\$ -</u>	<u>\$ 13,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 93,500</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1806: San Carlos Avenue Pedestrian Safety Improvements Phase III - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	San Carlos Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Master Plan, Council Approved, Safety, Grant Funded
Category:	Traffic & Transportation	Priority Rating:	1

Description

Phase III of the San Carlos Avenue Pedestrian Safety Improvements will include the installation of sidewalk, curb, and gutter along the north side San Carlos Avenue between Wellington Drive and Beverly Drive. The improvements will also include the installation of green infrastructure and/or landscaping, signage and striping, utility improvements, and intersection improvements.

Justification

The project aligns with the Council's strategic goal of improving public safety along San Carlos Avenue. Staff completed Phase I and II of the project in Fiscal Year 2019-20, which included similar improvements along San Carlos Avenue between Wellington Drive and Sycamore Street. Phase III would improve the remaining section of San Carlos Avenue between Beverly Drive and Wellington Drive that currently does not have sidewalk along the northside. Additionally, the project would provide complete connectivity along the northside of San Carlos Avenue for pedestrians traveling from Dartmouth Avenue to downtown.

Duration

September 2020 through June 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 3,800,000	\$ 3,083,433	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,800,000
New request	-	-	300,000	1,200,000	-	-	-	1,500,000
Total	<u>\$ 3,800,000</u>	<u>\$ 3,083,433</u>	<u>\$ 300,000</u>	<u>\$ 1,200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,300,000</u>
Fund Financing Sources								
Developer								
Donation	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
Measure A								
Bike/Ped	\$ 1,000,000	\$ 767,045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Total	<u>\$ 1,008,000</u>	<u>\$ 775,045</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,008,000</u>
Total Capital Project								
	<u>\$ 2,792,000</u>	<u>\$ 2,308,388</u>	<u>\$ 300,000</u>	<u>\$ 1,200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,292,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

X	Mission
X	Vision
	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1807: Traffic Calming Improvements - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, Plan-based
Category:	Traffic & Transportation	Priority Rating:	1

Description

This project will fund various traffic calming improvements throughout the city to address community safety concerns.

Justification

In 2018, Council approved a Neighborhood Traffic Management Program (NTMP) to help meet the needs of San Carlos community members. The NTMP was based on past efforts by the City, guidance provided by the City's General Plan, policies and lessons learned from other jurisdictions, practices published by the transportation industry and community input regarding traffic concerns and ideas for improvement. The traffic calming measures were categorized as Level 1 or Level 2. Level 1 measures focus on easily implementable and relatively low cost features such as enhancing the visibility of crosswalks, striping narrow lanes, providing speed limit signs, installing high visibility crosswalks, providing additional informational signs and installing new regulatory signs, which is mainly funded by our striping and marking project. Level 2 measures focus on a combination of Level 1 as well as vertical or horizontal deflections such as speed humps, speed bumps, speed cushions, speed tables, pedestrian refuges or islands, median diverters, chicanes, or barriers. Since Level 2 measures impact many people in a neighborhood and the measures tend to be more costly, it is necessary to dedicate a separate funding source to fund the Level 2 traffic calming improvements. Staff has identified four (4) existing crosswalk locations for improvement, which are at the intersections of Brittan Avenue and Woodland Avenue, Brittan Avenue and Tamarack Avenue, Crestview Drive at Crestview Park, and El Camino Real and Belmont Avenue.

Duration

September 2020 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ 67,072		\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	1,500,000	150,000				1,650,000
Total	<u>\$ 100,000</u>	<u>\$ 67,072</u>	<u>\$ 1,500,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,750,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 100,000</u>	<u>\$ 67,072</u>	<u>\$ 1,500,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,750,000</u>

Future Impact on Operating Budget

After implementation, the annual maintenance costs will increase from what was originally budgeted. The cost can not be estimated at this time as it depends on the type of improvement.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1817 - Existing Highlands Park Synthetic Turf Replacement - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Cost of Deferred Maintenance, Restricted Use Funding, Parks Master Plan
Category:	Parks	Priority Rating:	1

Description

This project would involve the replacement of the synthetic turf at Highlands Park. The replacement would include new turf and new organic infill.

Justification

The installation of synthetic turf at Highlands Park was completed in 2011 and is approaching the end of its life expectancy. The standard lifespan of a synthetic turf field is 8-10 years. Highlands Park synthetic field was a first-generation organic infill and loss of infill material for a field such as this is typical. Additionally, the older the synthetic turf gets, the less safe the surface becomes. The synthetic turf industry has continued to evolve in recent years, and the quality and performance of newer generation organic infill has improved.

Beginning in 2011, the City collected a field use fee from youth sport organizations each year. The funds collected have been reserved for when the field at Highlands Park needed to be replaced. The estimated account balance in Fiscal Year 2020-21 is approximately \$960,000. Additional funds will be needed to cover the replacement costs and turf replacement fund balance.

Moving up the funding for construction would allow for staff to aim for construction to begin over the winter season when the field is in less demand from youth sports organizations. Staff is also recommending not disrupting the fall sports season, as those leagues were affected by the field lighting project in 2019.

Duration

September 2020 through June 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 200,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,700,000
New request	-	-	1,500,000	(1,500,000)	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,700,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,700,000</u>
Fund Financing Sources								
Turf Replacement								
Fund C9346	\$ -	\$ -	\$ 960,000	\$ -	\$ -	\$ -	\$ -	\$ 960,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 960,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 960,000</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 740,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 740,000</u>

Future Impact on Operating Budget

No impact on future operating budget.

Current Strategic Plan Objective

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Eastside Planning Initiative
<input type="checkbox"/>	Housing
<input type="checkbox"/>	Mobility, Traffic and Transportation Infrastructure
<input checked="" type="checkbox"/>	Children and Youth Programming
<input type="checkbox"/>	Wildfire, Public Safety and Emergency Planning
<input type="checkbox"/>	Climate Change



**C1907: Eastside Planning Initiative - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Eastside Planning Initiative
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Lisa Porras	Priorities:	Strategic Plan
Category:	Community Enhancement	Priority Rating:	1

Description

The City Council, through its Strategic Plan for 2020, directed staff to prioritize the Eastside Planning Initiative. One approach towards this objective is to prepare a "Innovation District Vision Plan." This option would establish policies and guidelines for new construction, mobility and circulation, urban design, streetscape amenities, and prioritize requirements for community benefits and fiscal contributions from new construction to achieve the desired outcome for this area of the city. A fiscal impact analysis would be included, as well as community engagement. The estimated cost for this plan is \$500,000 and would take approximately nine months to complete.

Justification

The City Council, through its Strategic Plan for 2020, directed staff to prioritize the Eastside Planning Initiative. Council directed staff to prepare a plan to address changes in development patterns and the influx of jobs in the industrial/commercial areas with biotechnology and life science development project activity. Significant change is expected in the industrial and commercial areas as new uses, such as biotechnology, life sciences, and office development, are added. One approach towards this objective is to prepare a "Innovation District Vision Plan" through community discussion and review of options that would result in a shared vision for this area of the city.

Duration

This option will take six to nine months to complete.

Status

New objective.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
New request	(800,000)	-	500,000	-	-	-	-	(300,000)
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
Fund Financing Sources								
PG&E Settlement	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input checked="" type="checkbox"/>	Eastside Planning Initiative
<input type="checkbox"/>	Housing
<input type="checkbox"/>	Mobility, Traffic and Transportation Infrastructure
<input type="checkbox"/>	Children and Youth Programming
<input type="checkbox"/>	Wildfire, Public Safety and Emergency Planning
<input type="checkbox"/>	Climate Change



**C1908: 1201 San Carlos Ave Property Acquisition**

Fund Number:	0025	Location:	1201 San Carlos Ave
Department:	Community Development Department	Strategic Plan:	Yes
Project Manager:	Adam Aronson	Priorities:	Previously funded
Category:	Mobility, Traffic and Transportation Infrastructure	Priority Rating:	1

Description

The 1201 San Carlos Property Acquisition is intended to acquire a 15 foot by 99 foot strip of land adjacent to the planned Wheeler Plaza Redevelopment site. The City acquired the Foodville property at 616 Laurel Street, now the Wheeler Plaza parking lot, to develop a portion with mixed-use commercial building and a portion of the site as a public plaza. The use of the site as a public plaza will necessitate the closing of the existing curb cut on Laurel Street.

Justification

While the City owns the property at 616 Laurel Street, the neighboring property at 1201 San Carlos Avenue is privately owned. This property includes a 15' strip of land made up of a drive aisle, parking spaces, and trash enclosures. In order to round out a future redevelopment of the Wheeler Plaza parking lot the acquisition of this property is necessary as the drive aisle straddles both properties. In conjunction with the purchase of this property, the City has negotiated the following details with the Property Owner to be included in the Purchase and Sale Agreement:

1. Purchase price in the amount of \$500,000.
2. Grant owner an easement to allow access to rear building doors and to allow external openings to remain on the new property line.
3. Construct a trash enclosure for tenants of the 1201 San Carlos Avenue building with the future commercial development at 616 Laurel Street.
4. License agreement for 1201 San Carlos Avenue tenant to allow outdoor seating in the new public plaza.
5. Credit the property five public parking spaces for any future development of the building at 1201 San Carlos Avenue.
6. If the City fails to use the acquired property as a park or public plaza, the owner has right to purchase back the property.
7. City will prepare all closing documents and pay all associated transaction fees.

Duration

November 2018 to June 2021. \$500,000 was approved by the City Council in November of 2018 to purchase the site. Pending final negotiations, the property is expected to be acquired within the next year.

Status

New Project.

Programmed Funding

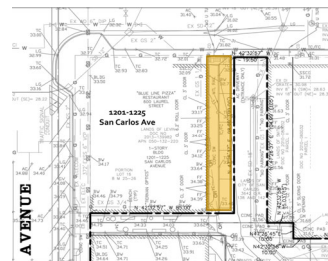
Appropriations	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Expenses	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Fund Financing Sources								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Project	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Future Impact on Operating Budget

Subsequent to acquisition of this property, the City intends to enter into a joint venture with a developer for the redevelopment of the existing parking lot. The future impact on the operating budget will be unknown until there is a development agreement executed.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Childcare and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2001: Burton Park Batting Cages**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park
Department:	Parks & Recreation	Strategic Plan:	No
Project Manager:	Amy Newby	Priorities:	Public Safety, Community Access, Infrastructure
Category:	Parks	Priority Rating:	2

Description

This project involves the renovation of the Burton Park batting cages. The scope of project includes demolition of the existing structure and concrete pad, re-grading the area, and installing new compacted grounding material, concrete pad, turf, fencing, and netting.

Justification

The batting cages at Burton Park are rundown and are in need of replacement. The concrete slab is cracked and uneven in some areas. The turf and netting is worn and needs to be replaced. The batting cages are used by Little League and with the improvements, will also be used for Girls Softball. In addition, the batting cages are open for general community use when youth leagues are not using them. The updated batting cages will provide a safer play space for these youth leagues and the community. The Parks and Recreation Foundation has committed to fund the total project cost, with funds donated by developer Premia Capital.

Duration

September 2020 through June 2021.

Status

New project.

Programmed Funding

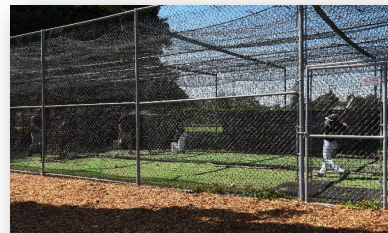
	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	215,000	-	-	-	-	215,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 215,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 215,000</u>
Fund Financing Sources								
PR Foundation	\$ -	\$ -	\$ 215,000	\$ -	-	-	\$ -	\$ 215,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 215,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 215,000</u>
Total Capital Project	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

No impact on future operating budget.

Current Strategic Plan Objective

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Eastside Planning Initiative
<input type="checkbox"/>	Housing
<input type="checkbox"/>	Mobility, Traffic and Transportation Infrastructure
<input type="checkbox"/>	Children and Youth Programming
<input type="checkbox"/>	Wildfire, Public Safety and Emergency Planning
<input type="checkbox"/>	Climate Change



**C2002: Crestview Track Replacement**

Fund Number:	General Fund Capital Project - 0025	Location:	Crestview Park
Department:	Parks & Recreation	Strategic Plan:	No
Project Manager:	Amy Newby	Priorities:	Safety, Maintenance
Category:	Parks	Priority Rating:	3

Description

The walking and jogging track at Crestview Park is lifting in some areas and is in need of replacement. This project will include the demolition of existing track surface and replacement with a more suitable material that will withstand weather and use.

Justification

The current track surface material is lifting from the sub-surface, creating a tripping hazard. Staff has coordinated the repairs of several spots along the track, however, the issue continues. It is recommended the entire track be demolished and reinstalled. Appropriate material will be selected that will withstand weather and use.

Duration

September 2020 through June 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request			125,000	-	-	-	-	125,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Eastside Planning Initiative
<input type="checkbox"/>	Housing
<input type="checkbox"/>	Mobility, Traffic and Transportation Infrastructure
<input type="checkbox"/>	Children and Youth Programming
<input type="checkbox"/>	Wildfire, Public Safety and Emergency Planning
<input type="checkbox"/>	Climate Change



**C2003: Wheeler Plaza Garage Wayfinding Signage Installation**

Fund Number:	0025	Location:	Wheeler Plaza
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Adam Aronson	Priorities:	Council's Strategic Plan
Category:	Traffic & Transit	Priority Rating:	1

Description

Recently the City engaged consultant Hunt Design to develop wayfinding signage for the Wheeler Plaza Garage. This project included the development of the following elements:

1. Branding Scheme for Two Levels within the Parking Structure
2. Directional Signage for Motorists
3. Directional Signage for Pedestrians
4. Level or Zone Identification within the Parking Structure
5. Identification and Wayfinding to Bicycle Parking Areas
6. Regulatory and/or Parking Information Signs

These designs have since been completed and are now ready for fabrication and installation. Through this new project the City intends to hire a sign manufacturer to fabricate and install this signage within the garage.

Justification

This project will improve the flow of vehicle, bicycle, and pedestrian traffic through the garage while making the garage a more inviting place to park, highlighting the garage's availability and increasing it's usage by the community.

Duration

September 2020 to April 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	50,000	-	-	-	-	50,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>

Future Impact on Operating Budget

No additional regular maintenance beyond existing maintenance of the Wheeler Plaza Garage.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2004: Corp Yard Cameras**

Fund Number:	General Fund Capital Project - 0025	Location:	Corporation Yard
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Public Safety
Category:	Facilities	Priority Rating:	1

Description

This project would involve installing cameras throughout the Corporation Yard to monitor access points to buildings, main entrances, gates, hallways, etc. for security purposes.

Justification

Strategically placing security cameras throughout the Corporation Yard can help deter and reduce theft, vandalism and other criminal activities. Cameras will help to foster a sense of safety for the staff and public, can provide video evidence for police investigations and emergency call stations can be used to alert public safety personnel of a crime in progress, hazards and medical emergencies.

Duration

September 2020 through June 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	100,000	-	-	-	-	100,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

Future Impact on Operating Budget

Should this project be implemented, there will be an ongoing utility cost for monitoring, licensing and support. Expenses are estimated to be \$15,000 annually.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2005: Business Registration and Cashier System Replacement**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	IT	Strategic Plan:	Yes
Project Manager:	Will Hoch/Carrie Tam	Priorities:	Necessary upgrade, Core Value
Category:	Information Technology	Priority Rating:	1

Description

Currently, the City is using Progressive Solution Inc.'s (PSI) LicenseTrack and CashierCentral as the City's Business Registration and Point of Sale applications, with primary users in Community Development, Engineering, and Finance. The application is used to accept credit card, cash, and check payments for the departments' transactions. Public Works, Planning, and Building currently use TrakIt Permitting software, which is integrated with PSI to accept all forms of payment. Online Permits use the TrakIt webpage, integrated with PSI to receive payments from contractors, homeowners, and citizens. Finance uses PSI to take business registration and invoice payments received at the Finance counter and also uses the online functionalities for new businesses and business registration renewals.

Justification

A couple years ago, the City was informed that PSI has filed for Chapter 11 bankruptcy and therefore as a preventative measure, the City would like to replace both systems. The current application has been in place since 2015 for the business registration software and 2018 for the cashiering software. If we do not migrate to a new solution, the City may not be able to take in payments at the Community Development, Finance, and Engineering counters or online anymore and therefore this is a necessary upgrade.

Duration

Fiscal Year 2020-21.

Status

As a part of the Fiscal Year 2018-20 budget, Project #C1739 - Cashier System Replacement was created, however, after several years of implementation, PSI and TrakIt have not been fully integrated and have been experiencing a lot of issues. After the City was informed of PSI's bankruptcy, staff feels that it is in the City's best interest to issue a Request-for-Proposal (RFP) and choose another software to replacing the existing software.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	150,000	-	-	-	-	150,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>

Future Impact on Operating Budget

After implementation, there will be ongoing maintenance and licensing fees associated with this project. However, the costs are unknown until a vendor is chosen through the RFP process.

Current Strategic Plan Objective

	Mission
	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2006: Bicycle Pedestrian Master Plan Implementation**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Master Plan, Traffic, Mobility, Safety
Category:	Traffic & Transportation	Priority Rating:	1

Description

The Bicycle and Pedestrian Master Plan established a long-term vision for improving walking and bicycling in San Carlos and provides a strategy to develop a comprehensive bicycling and walking network that provides access to transit, schools, and downtown. Projects and programs are prioritized and phased to ensure they are manageable and fundable. The Plan prioritizes building over nine miles of bikeways and 15 pedestrian safety improvement locations.

Justification

The project aligns with the Council's strategic goal of improving traffic safety and encouraging alternative modes of transportation. The Council approved the Master Plan and staff is requesting funding to implement the Plan's projects.

Duration

Ongoing - design for priority projects from the Master Plan will begin September 2020 with construction anticipated in July 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	300,000	300,000	300,000	300,000	1,200,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 1,200,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 1,200,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

X	Mission
X	Vision
	Core Values
X	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2007: Traffic Signal System Analysis**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, Plan-based
Category:	Traffic & Transportation	Priority Rating:	1

Description

This project will analyze and inspect the existing traffic signal systems and components to identify upgrades needed to the existing infrastructure, adopt and implement new technology, establish battery back-up for traffic signals, video detection systems, wireless communication and connectivity, bicycle detection, and inclusion to the Smart Corridor.

Justification

Traffic and Transportation has been identified as part of the Council's Strategic Plan. The project will identify and implement the use of new technology and infrastructure to enhance safety and mobility.

Duration

September 2020 through June 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	350,000	-	-	-	350,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





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CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0027 Park in Lieu Fund												
<i>Previously Approved/Ongoing Projects</i>												
C1730	1	Infrastructure/Public Safety	Total Capital	Shade Structure Installation - Various Parks	71,098	150,000	-	-	-	-	-	150,000
C1730	1		Total Outside Funding	P & R Foundation	(22,000)	(22,000)	-	-	-	-	-	(22,000)
C1732	1	Infrastructure/Public Safety	Total Capital	Laureola Park Improvements	-	600,000	-	-	-	-	-	600,000
C1732	1		Total Outside Funding	Park in Lieu Transit Village Project	(600,000)	(600,000)	-	-	-	-	-	(600,000)
C1905	4	Mission / Vision / Core Values	Total Capital	Chilton Park Improvements	44,781	500,000	-	-	-	-	-	500,000
C1905	4		Total Outside Funding	Prop 68 Per Capita Funds	-	-	(178,000)	-	-	-	-	(178,000)
<i>Total Outside Funding</i>					(622,000)	(622,000)	(178,000)	-	-	-	-	(800,000)
<i>Total Capital</i>					115,879	1,250,000	-	-	-	-	-	1,250,000
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Park in Lieu Fund 0027					(506,121)	628,000	(178,000)	-	-	-	-	450,000
Ending Fund Balance Park in Lieu Fund 0027							1,499,577	1,579,477	464,977	756,177	1,053,177	



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**C1905: Chilton Park Improvements - AMENDED**

Fund Number:	Park In Lieu Fund - 027	Location:	Chilton Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Mission, Value, Core Values
Category:	Parks	Priority Rating:	4

Description

This project would consist of improvements to Chilton Park including improved pathways, accessible upland trail, defined entrance to park, tot play area, gathering space adjacent to "the Rock", hillside steps from Bayview Drive, drinking fountain, new plantings and an interpretive sign.

Justification

A community input process began in July 2018 to develop a Master Plan for Chilton Park. Two community meetings, each with approximately 30 residents in attendance, resulted in recommended improvements to Chilton Park. These improvements were presented to the Parks, Recreation and Culture Commission. The Commission recommended the plan with additional suggestions including a more robust tot play area, drinking fountain and an interpretive educational panel. Fiscal Year 2019-20 funding will cover cost of architect for construction design and documents. Fiscal Year 2020-21 funding will cover the cost of construction.

Duration

July 2019 through June 2021.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 500,000	\$ 44,781	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 500,000</u>	<u>\$ 44,781</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
Fund Financing Sources								
Prop 68 Per Capita Funds	\$ -	\$ -	\$ 178,000	\$ -	\$ -	\$ -	\$ -	\$ 178,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 178,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 178,000</u>
Total Capital Project	<u>\$ 500,000</u>	<u>\$ 44,781</u>	<u>\$ (178,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 322,000</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan Objective

X	Mission
X	Vision
X	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





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CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0028 Parking in Lieu Fund												
<u>Previously Approved/Ongoing Projects</u>												
C1750	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Reconfiguration Public Parking Plazas	2,990	60,000	-	-	-	-	-	60,000
C1816	3	Mobility, Traffic and Transportation Infrastructure	Total Capital	Parking Occupancy Study	-	10,000	-	-	-	-	-	10,000
<i>Total Outside Funding</i>					-	-	-	-	-	-	-	-
<i>Total Capital</i>					2,990	70,000	-	-	-	-	-	70,000
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Parking in Lieu Fund 0028					2,990	70,000	-	-	-	-	-	70,000
Ending Fund Balance Parking in Lieu Fund 0028							260,713	267,113	273,613	280,213	286,913	



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CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0029 Housing In Lieu												
<u>Previously Approved/Ongoing Projects</u>												
C9754	1	Housing	Total Capital	Cherry Street Below Market Rate Housing	2,851,676	2,875,000	1,000,000	3,000,000	-	-	-	6,875,000
C1906	1	Housing	Total Capital	Study Land Use and Regulatory Options	6,715	800,000	-	-	-	-	-	800,000
Total Outside Funding					-	-	-	-	-	-	-	-
Total Capital					2,858,391	3,675,000	1,000,000	3,000,000	-	-	-	7,675,000
Total Transfers (Inter-project)					-	-	-	-	-	-	-	-
Total Housing In Lieu Fund 0029					2,858,391	3,675,000	1,000,000	3,000,000	-	-	-	7,675,000
0031 Low and Moderate Income Housing Fund												
<u>Previously Approved/Ongoing Projects</u>												
C1733	1	Housing	Total Capital	817 Walnut Street Redevelopment	4,126,824	7,300,000	-	-	-	-	-	7,300,000
Total Outside Funding					-	-	-	-	-	-	-	-
Total Capital					4,126,824	7,300,000	-	-	-	-	-	7,300,000
Total Transfers (Inter-project)					-	-	-	-	-	-	-	-
Total LMI Housing Fund 0031					4,126,824	7,300,000	-	-	-	-	-	7,300,000
Total Housing Fund 0029 & 0031					6,985,215	10,975,000	1,000,000	3,000,000	-	-	-	14,975,000
Ending Fund Balance Housing Fund							8,622,751	5,422,551	5,218,351	5,010,051	4,797,651	



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**C9754: Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work - AMENDED**

Fund Number:	Housing-in-Lieu Fund - 0029	Location:	Cherry Street between Walnut and Laurel
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Martin Romo	Priorities:	Housing, Previously Funded, Own Funding Source
Category:	Housing	Priority Rating:	1

Description

This project will fund the redevelopment of a site on Cherry Street to create a new affordable housing project. The project includes acquisition of property at 1232 Cherry Street for assemblage with the adjacent property to create a viable site that can be used for a new, higher-density project. Additionally, the project allocates a sum that will be a financial contribution to the project.

Justification

This project will add severely needed affordable housing in the downtown, which is accessible to transit and employment areas. The redevelopment of this site would increase the number of affordable housing units by at least 25 units.

Duration

July 2011 to June 2024.

Status

The City is in the process of acquiring the property at 1232 Cherry Street to be assembled with the adjacent property, owned by affordable housing developer HIP Housing. The City has entered into a partnership with HIP Housing to redevelop the site into a higher density project. The project is in predevelopment stage, where the team is determining the optimal unit mix to be competitive for State Tax Credits. The project will likely require a City financial contribution to make the redevelopment financially feasible. The developer is requesting \$1 million in predevelopment funds and an estimated future request of about \$3 million.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ 2,875,000	\$ 2,851,676	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,875,000
New request	-	-	1,000,000	3,000,000	-	-	-	4,000,000
Total	<u>\$ 2,875,000</u>	<u>\$ 2,851,676</u>	<u>\$ 1,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,875,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ 2,875,000</u>	<u>\$ 2,851,676</u>	<u>\$ 1,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,875,000</u>

Future Impact on Operating Budget

The City intends to acquire real property to enter into a development agreement with a non-profit affordable housing developer to provide additional affordable housing units. The impact on the operating budget is unknown at this time.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
	Eastside Planning Initiative
X	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





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CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 6/30/2020	Total Approved Budget (to 6/30/20)	FY 20-21 Adopted	FY 21-22 Requested	FY 22-23 Requested	FY 23-24 Requested	FY 24-25 Requested	Total Project Funding
0095 Library Improvements Fund												
<u>Previously Approved/Ongoing Projects</u>												
C1734	2	Infrastructure	Total Capital	Library Maintenance and Repairs	292,798	458,568	-	-	-	-	-	458,568
<u>New Requests</u>												
C2008	1	Mission/ Vision/ Wildfire, Public Safety & Emergency Planning	Total Capital	Library Building Emergency Backup Power	-	-	-	1,000,000	-	-	-	1,000,000
<i>Total Outside Funding</i>					-	-	-	-	-	-	-	-
<i>Total Capital</i>					292,798	458,568	-	1,000,000	-	-	-	1,458,568
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Library Improvements Fund 0095					292,798	458,568	-	1,000,000	-	-	-	1,458,568
Ending Fund Balance Library Improvements Fund 0095							1,526,468	488,968	450,768	411,868	372,268	

* Total Approved Budget amounts include previously approved budget and unspent budget amounts



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**C2008: Library Building Emergency Backup Power**

Fund Number:	Library Improvements Fund - 0095	Location:	San Carlos Library
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Public Safety, Emergency Planning
Category:	Facilities	Priority Rating:	1

Description

The San Carlos Library building does not have emergency backup power. The project will design and install a diesel generator to provide emergency backup power for the building. As an alternative, staff will research the power wall concept and evaluate the best option to provide emergency backup power.

Justification

The project aligns with the Council's core values concerning public safety. Providing backup power will allow the building to be functional during an emergency, particularly for an evacuation event or PG&E Public Safety Power Shutoff (PSPS).

Duration

September 2021 to July 2022.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2020-21	Requested 2021-22	Requested 2022-23	Requested 2023-24	Requested 2024-25	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	1,000,000				1,000,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

X	Mission
X	Vision
	Core Values
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Children and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





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**CITY OF SAN CARLOS
FISCAL YEAR 2020-21 CAPITAL IMPROVEMENT PROGRAM
UNFUNDED PROJECT LIST**

Fund / Project	Category	Project Description	Est. Project Total
Wastewater Fund 006			
Ongoing	Improve Infrastructure	Annual Sewer System Rehabilitation Program	33,000,000
Total Unfunded Wastewater Fund			33,000,000
Gas Tax Fund 0016			
C9416	Maintenance	Annual Street Resurfacing	53,000,000
C9417	Mandated	Annual Traffic Markings & Striping	1,000,000
C9465	Mandated	Annual Sidewalk Repair/Reconstruction III	18,000,000
Total Unfunded Gas Tax Fund			72,000,000
General Fund Capital Projects Fund 0025			
New	Enhance Public Safety	ADA Facilities	2,500,000
New	Enhance Public Safety	ADA Right of Way Improvements (Intersections)	3,000,000
New	Enhance Public Safety	ADA Right of Way Improvements (Pedestrian Signals)	600,000
New	Community Enhancement	Alameda De Las Pulgas/Howard Ave improvements	35,000
New	Community Enhancement	Alameda De Las Pulgas/San Carlos Ave improvements	700,000
New	Community Enhancement	Alameda De Las Pulgas/San Carlos Ave to Edgewood Road	163,000
C9327	Maintenance	Arguello Park Plan Improvement Phase 2	3,875,000
C9806	Infrastructure/Public Safety	Belmont Creek Watershed Improvement	198,000
C9807	Community Enhancement	Big Canyon Park Trail Enhancements	500,000
New	Community Enhancement	Brittan Ave & Laurel St Improvements	350,000
C9461	Infrastructure/Public Safety	Brittan Ave Widening at Industrial Road	4,500,000
New	Infrastructure	Burton Park Improvements	400,000
C9335	Maintenance	Cedar Park Renovations	3,000,000
New	Maintenance	City Hall - Remove & Replace 2nd Floor Roll Up Windows	126,000
New	Improve Infrastructure	City Hall - Repair Window Frames on 1st & 2nd Floor	175,000
New	Infrastructure/Public Safety	City Hall Emergency Operations Center Structural Upgrade Improvements	900,000
New	Infrastructure/Public Safety	City Hall Emergency Operations Center Structural Upgrade Study	200,000
New	Infrastructure	City Hall Public Art	60,000
C9309	Community Enhancement	Citywide Drainage Improvements	35,000,000
New	Public Safety	Civic Center Cameras	100,000
C9834	Community Enhancement	Community Garden	75,000
New	Community Enhancement	Cordilleras Ave.: San Carlos Ave. to Brittan Improvements	1,000,000
New	Infrastructure	Door Access Control System	150,000
C1901	Community Enhancement	Downtown Plan	800,000
C9341	Community Enhancement	Eaton Park Trail Construction - Phase 2 and 3	150,000
C9819	Community Enhancement	Eaton Park-Expand Trails Phase I	75,000
New	Public Safety	Emergency Notification Alarm System	40,000
New	Improve Infrastructure	Enterprise Resource Planning (ERP) Replacement	250,000
C9782	Community Enhancement	Façade Improvement Program	400,000
New	Public Safety	Graffiti Coating	40,000
New	Community Enhancement	Heather Dog Exercise Area-ADA Ramp	45,000
New	Community Enhancement	Heather Dog Exercise Area-Stairway Replacement	35,000
New	Community Enhancement	Highlands Park-Picnic Area Enhancements	50,000
New	Community Enhancement	Highlands Park-Tennis Court Resurfacing	220,000
New	Infrastructure	Information Technology Master Plan	100,000
C1713	Infrastructure	Install Stream and Rain Gauges	40,000
C9318	Maintenance	Kiwanis Bldg. Improvements	650,000
New	Maintenance	Kiwanis Bldg.-HVAC	120,000
New	Maintenance	Kiwanis Bldg.-Interior Lighting - Demolish Multi-Contact Rotary Switch and Install Lighting Switches	80,000
New	Infrastructure/Public Safety	Major Intersections Assessment	200,000
New	Community Enhancement	Museum of San Carlos History ADA Compliance Project	250,000
New	Infrastructure	Parks Master Plan Consultant	200,000
C9803	Improve Infrastructure	Police Gym Expansion Phase II	80,000
New	Community Enhancement	Public Art Procurement	50,000
C9314	Maintenance	Reconstruct Laureola Park Bldg.	4,000,000
New	Improve Infrastructure	Replace Roof at Corp Yard	175,000
New	Traffic & Transit	San Carlos Ave & Laurel St Construction of Pedestrian Scrambled Phase	100,000
C9315	Community Enhancement	San Carlos Ave Park Renovation	1,500,000
New	Community Enhancement	Shared Micromobility Policy	100,000
C9827	Community Enhancement	Skate Park	625,000
C9302	Reduction in Operation costs	Solar Electric Panels of City Facilities	900,000
New	Infrastructure	Synthetic Turf Installation at Harrington & Burton Parks	350,000
New	Community Enhancement	Trails Plan Implementation	200,000
Total Unfunded General Fund Capital Projects			69,432,000
Total Unfunded list			174,432,000



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CITY OF SAN CARLOS

DEBT MANAGEMENT POLICY

Adopted by Council: January 22, 2018
Resolution No. 2018-010

This Debt Management Policy (this "Policy") establishes the parameters within which debt may be issued and administered by the City of San Carlos, the San Carlos Housing Authority and each other entity for which the City Council of the City serves as the governing body, other than the Successor Agency to the San Carlos Redevelopment Agency. The Successor Agency to the San Carlos Redevelopment Agency has adopted a separate debt management policy.

A. PURPOSE

The purpose of this Policy is to establish guidelines and parameters for the effective governance, management and administration of debt and other financing obligations issued by the City.

As used in this Policy, "City" shall mean the City of San Carlos and/or its related entities, as the context may require. As used in this Policy, "debt" shall be interpreted broadly to mean bonds, notes, certificates of participation, financing leases, or other financing obligations, but the use of such term in this Policy shall be solely for convenience and shall not be interpreted to characterize any such obligation as an indebtedness or debt within the meaning of any constitutional debt limitation where the substance and terms of the obligation comport with exceptions thereto. This Policy shall apply to all debt issued or sold to third party lenders or investors and does not pertain to City internal inter-fund borrowings or any employee benefit obligations.

B. BACKGROUND

The City and its related entities are committed to fiscal sustainability by employing long-term financial planning efforts, maintaining appropriate reserves levels and employing prudent practices in governance, management, budget administration and financial reporting.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. A disciplined thoughtful approach to debt management includes policies that provide guidelines for the City and its related entities to manage their collective debt program in line with those resources. Therefore, the objective of this policy is to



provide written guidelines and restrictions concerning the amount and type of debt and other financing obligations issued by the City and its related entities and the ongoing management of the debt portfolio.

This Policy is intended to improve the quality of decisions, assist with the determination of the structure of debt issuance, identify policy goals, and demonstrate a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a local debt policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

C. CONDITIONS AND PURPOSES OF DEBT ISSUANCE

1. Acceptable Conditions for the Use of Debt

The City believes that prudent amounts of debt can be an equitable and cost-effective means of financing major infrastructure and capital asset and project needs of the City. Debt will be considered to finance such projects if:

- a) The project has been, or will be, included in the City's capital improvement plan or has otherwise been coordinated with the City's planning goals and objectives.
- b) The project can be financed with debt not exceeding the term specified in Section E.1 of this Policy, to assure that long-term debt is not issued to finance projects with a short useful life.
- c) It is the most cost-effective funding means available to the City, taking into account cash flow needs and other funding alternatives.
- d) It is fiscally prudent and meets the guidelines of this Policy. Any consideration of debt financing shall consider financial alternatives, including pay-as-you-go funding, proceeds derived from development or redevelopment of existing land and capital assets owned by the City, and use of existing or future cash reserves, or combinations thereof.

2. Acceptable Uses of Debt and Proceeds of Debt

The primary purpose of debt is to finance one of the following:

- a) The City will consider long-term financing for the acquisition, substantial refurbishment, replacement, or expansion of capital assets (including but not limited to land improvements, infrastructure projects, equipment and water rights) for the following purposes:
 - i. Acquisition and or improvement of land, right-of-way or long-term easements.
 - ii. Acquisition of a capital asset with a useful life of three or more years.
 - iii. Construction or reconstruction of a facility.



- iv. Although not the primary purpose of the financing effort, project reimbursables that include project planning design, engineering and other preconstruction efforts; project-associated furniture fixtures and equipment; capitalized interest, original issue discount, underwriter's discount, and other costs of issuance.
- b) Refunding, refinancing, or restructuring debt (including without limitation the refinancing or advance funding of City pension obligations), subject to refunding objectives and parameters discussed in Section G.

3. Short-Term Debt

- a) In the event of temporary shortfalls in cash flow for City operation costs due to timing of receipt of revenues and the lack of cash on hand to cover the temporary deficit, the City may consider interim or cash flow financing, such as anticipation notes. In compliance with applicable state law, any such notes shall be payable either (i) not later than the last day of the fiscal year in which it is issued, or (ii) during the fiscal year succeeding the fiscal year in which issued, but in no event later than 15 months after the date of issue, and only if such note is payable only from revenue received or accrued during the fiscal year in which it was issued.
- b) Short-term debt may be used to finance short-lived capital projects, such as lease purchase financing or equipment.
- c) Prior to issuance of any short-term debt, a reliable revenue source shall be identified for repayment of the debt.

4. Internal Control Procedures Concerning Use of Proceeds of Debt

One of the City's priorities in the management of debt is to assure that the proceeds of the debt will be directed to the intended use for which the debt has been issued. In furtherance of this priority, the following procedures shall apply:

- a) The Administrative Services Department – Finance Division (Finance Division) shall retain, for the applicable period specified in Section H.4. of this Policy, a copy of each annual report filed with the California Debt and Investment Advisory Commission ("CDIAC") pursuant to Section 8855(k) of the California Government Code concerning (1) debt authorized during the applicable reporting period (whether issued or not), (2) debt outstanding during the reporting period, and (3) the use during the reporting period of proceeds of issued debt.
- b) In connection with the preparation of each annual report to be filed with CDIAC pursuant to Section 8855(k) of the California Government Code, the Finance Division shall keep a record of the original intended use for which the debt has been issued, and indicate whether the proceeds spent during the applicable one-year reporting period for such annual report comport with the intended use (at the time of original issuance or as modified pursuant to the following sentence). If a change in intended use has been authorized subsequent to the original issuance of the debt, the



Finance Division shall indicate in the record when the change in use was authorized and whether the City Council, City Manager, or another City official has authorized the change in intended use. The Administrative Services Director or his or her designee shall report apparent deviations from the intended use in debt proceeds to the City Manager for further discussion, and if the City Manager determines appropriate in consultation with legal counsel (which may be bond counsel, if applicable, or the City Attorney), to the City Council.

- c) If the debt has been issued to finance a capital project and the project timeline or scope of project has changed in a way that all or a portion of the debt proceeds cannot be expended on the original project, the Administrative Services Director shall consult with the City Manager and legal counsel (which may be bond counsel, if applicable, or the City Attorney) as to available alternatives for the expenditure of the remaining debt proceeds (including prepayment of the debt).

D. TYPE OF FINANCING INSTRUMENTS; AFFORDABILITY AND PLANNING POLICIES

The City recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources are reviewed by management within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with the City's objectives. Regardless of what financing structure(s) is utilized, due diligence review must be performed for each transaction, including the quantification of potential risks and benefits, and analysis of the impact on City creditworthiness and debt affordability and capacity.

Prior to the issuance of debt or other financing obligations to finance a project, the City will carefully consider the overall long-term affordability of the proposed debt issuance. The City shall not assume more debt or other financing obligations without conducting an objective analysis of the City's ability to assume and support additional debt service payments. The City will consider its long-term revenue and expenditure trends, the impact on operational flexibility and the overall debt burden on the taxpayers. The evaluation process shall include a review of generally accepted measures of affordability and will strive to achieve and or maintain debt levels consistent with its current operating and capital needs.

1. **General Fund-Supported Debt** – General Fund Supported Debt generally include Certificates of Participation ("COPs") and Lease Revenue Bonds ("LRBs") which are lease obligations that are secured by an installment sale or by a lease-back arrangement between the City and another public entity. Typically, the City appropriates available General Fund moneys to pay the lease payments to the other public entity and, in turn, the public entity uses such lease payments received to pay debt service on the bonds or Certificates of Participation.

General Fund Supported Debt may also include bonds issued to refund obligations imposed by law, such as judgments (judgment obligation bonds ("JOBs")) or unfunded accrued actuarial liabilities for pension plans (pension obligation bonds ("POBs")).

These obligations do not constitute indebtedness under the state constitutional debt limitation and, therefore, are not subject to voter approval.



Payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated. Lease financing requires the fair market rental value of the leased property to be equal to or greater than the required debt service or lease payment schedule. The lessee (the City) is obligated to include in its Annual Budget and appropriate the rental payments that are due and payable during each fiscal year the lessee has use of the leased property.

The City should strive to maintain its net General Fund-backed annual debt service at or less than [8%] of available annually budgeted revenue. This ratio is defined as the City's annual debt service requirements on General Fund Supported Debt (including, but not limited to, COPs, LRBs, JOBs, and POBs) compared to total annual General Fund Revenues net of inter-fund transfers out.

2. **Revenue Bonds** – Long-term obligations payable solely from specific special fund sources, in general, are not subject to a debt limitation. Examples of such long-term obligations include those which are payable from a special fund consisting of restricted revenues or user fees (Enterprise Revenues) and revenues derived from the system of which the project being funded is a part.

In determining the affordability of proposed revenue bonds, the City will perform an analysis comparing projected annual net revenues (exclusive of depreciation which is a non-cash related expense) to estimated annual debt service. The City should strive to maintain a coverage ratio of 110% (or such higher coverage ratio included in the City's existing financing documents), using historical and/or projected net revenues to cover annual debt service for bonds. To the extent necessary, the City shall undertake proceedings for a rate increase to cover both operations and debt service costs, and create debt service reserve funds to maintain the required coverage ratio.

The City may enter into agreements and other long-term obligations supporting revenue bonds issued by joint powers authorities of whom the City is a member, including, for example, Silicon Valley Clean Water (SVCW) and South Bayside Waste Management Authority (SBWMA).

3. **Special Districts Financing** – Special districts primarily consist of Community Facilities Districts ("CFDs") and 1913/1915 Act Assessment Districts ("Assessment Districts"). The City will consider requests for special district formation and debt issuance when such requests address a public need or provide a public benefit. Each application will be considered on a case by case basis, and the Finance Department may not recommend a financing if it is determined that the financing could be detrimental to the debt position or the best interests of the City.
4. **General Obligation Bonds** – Notwithstanding their name, General Obligation Bonds are not general obligations of the City, but instead they are payable from and secured by a dedicated, voter-approved property tax override rate (*i.e.*, a property tax in excess of the 1% basic *ad valorem* property tax rate which has received the approving two-thirds vote of the City's electorate). While the dedicated revenue stream to repay the debt makes General Obligation Bonds an attractive option, additional considerations for this financing mechanism include the time and expense of an election, the possibility that the electorate will not approve the ballot measure, and the legal bonding capacity limit of the assessed value of all taxable property within the City. (At the time of the adoption of this



Policy, the legal bonding capacity limit for a California general law city is 3.75% of the assessed value of all taxable property within the City.)

5. **Tax Increment Financing** – Tax increment financing is a financing method whereby a portion of *ad valorem* property taxes (commonly called the “tax increment”) that are allocated to an entity, such as a successor agency to redevelopment agency (Successor Agency), an enhanced infrastructure financing district (“EIFD”), a community revitalization and investment authority (CRIA) or an infrastructure and revitalization financing district (“IRFD”), and the entity is permitted to incur debt payable from and secured by the tax increment revenues. While tax increment debt for redevelopment agencies and Successor Agencies is entitled to the benefits of Article XVI, Section 16, of the California Constitution, no similar provision exists for EIFDs, CRIAs and IRFDs at the time of adoption of this Policy. Therefore, when considering EIFD, CRIA or IRFD financing, or other types of tax increment financing which may be permitted by law in the future, debt limit concerns should be analyzed with respect to the proposed structure and taken into account in determining the practical viability of the proposed financing.
6. **Conduit Debt** – Conduit financing provides for the issuance of securities by a government agency to finance a project of a third party, such as a non-profit organization or other private entity. The City may sponsor conduit financings for those activities that have a general public purpose and are consistent with the City’s overall service and policy objectives. Unless a compelling public policy rationale exists, such conduit financings will not in any way pledge the City’s faith and credit.

E. STRUCTURE OF DEBT

1. **Term of Debt** – In keeping with Internal Revenue Service regulations for tax-exempt financing obligations, the weighted average maturity of the debt should not exceed 120 percent of the weighted average economic life of the facilities or projects to be financed, unless specific circumstances exist that would mitigate the extension of time to repay the debt and it would not cause the City to violate any covenants to maintain the tax-exempt status of such debt, if applicable.
2. **Rapidity of Debt Payment; Level Payment** – To the extent practical, bonds will be amortized on a level repayment basis, and revenue bonds will be amortized on a level repayment basis considering the forecasted available pledged revenues to achieve the lowest rates possible. Bond repayments should not increase on an annual basis in excess of 2% without a dedicated and supporting revenue funding stream.

Accelerated repayment schedules reduce debt burden faster and reduce total borrowing costs. The Administrative Services Department will amortize debt through the most financially advantageous debt structure and to the extent possible, match the City’s projected cash flow to the anticipated debt service payments. “Backloading” of debt service will be considered only when one or more of the following occur:

- a) Natural disasters or extraordinary or unanticipated external factors make payments on the debt in early years prohibitive.



- b) The benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present.
 - c) Such structuring is beneficial to the aggregate overall debt payment schedule or achieves measurable interest savings.
 - d) Such structuring will allow debt service to more closely match projected revenues, whether due to lower project revenues during the early years of the project's operation, inflation escalators in the enterprise user rates, or other quantifiable reasons.
- 3. **Serial Bonds, Term Bonds, and Capital Appreciation Bonds** – For each issuance, the City will select serial bonds or term bonds, or both. On the occasions where circumstances warrant, Capital Appreciation Bonds (CABs) may be used. The decision to use term, serial, or CAB bonds is driven based on market conditions.
- 4. **Reserve Funds** – To the extent that the use of available City moneys to fund a reserve fund provides an economic benefit that offsets the cost of financing the reserve fund from bond proceeds (as determined by the Administrative Services Director in consultation with the City's municipal advisor and, if applicable, the underwriter for the bonds), the City may use legally permitted moneys to fund a reserve fund (in cash or through the purchase of a debt service reserve surety bond or insurance policy) for the proposed bonds, up to the maximum amount permitted by applicable law or regulation. Typically, this amount is equal to the least of: (i) maximum annual debt service on the bonds, (ii) 10% of the principal amount of the bonds (or 10% of the sale proceeds of the bonds, within the meaning of Section 148 of the federal Internal Revenue Code), or (iii) 125% of average annual debt service on the bonds.

F. USE OF ALTERNATIVE DEBT INSTRUMENTS

Alternative debt instruments and financing structures sometimes can provide a lower cost of borrowing in the short run, but may involve greater medium-term or long-term risk. Due diligence review must be performed for each transaction, including the quantification of potential risks and benefits, analysis of the impact on City creditworthiness and debt affordability and capacity, and an evaluation of the ability of the City to withstand the medium-term or long-term risk attendant to alternative debt instruments, including the feasibility of exit strategies.

1. Variable Rate Debt

Variable rate debt affords the City the potential to achieve a lower cost debt depending on market conditions. However, the City will not seek the use of variable-rate debt due to the potential risks of such instruments.

2. Derivatives

The City will not use derivative products for any transaction, nor will the City allow any financing structure to create current or future exposure to the risks of derivatives.

G. REFUNDING GUIDELINES



The Administrative Services Director shall monitor all outstanding City debt obligations for potential refinancing opportunities. The City will consider refinancing of outstanding debt to achieve annual savings or to refinance a bullet payment or spike in debt service. Except for instances in which a bullet payment or spike in debt service is being refinanced, absent a compelling reason or financial benefit to the City, any refinancing should not result in an increase to the weighted average life of the refinanced debt.

Except for instances in which a bullet payment or spike in debt service is being refinanced, the City will generally seek to achieve debt service savings which, on a net present value basis, are at least 3% of the debt being refinanced. The net present value assessment shall factor in all costs, including issuance, escrow, and foregone interest earnings of any contributed funds on hand. Any potential refinancing shall additionally consider whether an alternative refinancing opportunity with higher savings is reasonably expected in the future. Refundings which produce a net present value savings of less than 3% will be considered on a case-by-case basis.

H. MARKET COMMUNICATION, ADMINISTRATION, AND REPORTING

1. **Rating Agency Relations and Annual or Ongoing Surveillance** – The Administrative Services Director shall be responsible for maintaining the City's relationships with S&P Global Ratings, Fitch Ratings and Moody's Investors Service, as applicable. These agencies' rating criteria often change and the City cannot control the decisions made by any rating agency. However, for each debt issue that the City will seek a rating assignment, the City will strive to obtain and maintain the highest possible underlying, uninsured rating. In addition to general communication, the Administrative Services Director shall:
 - a) Ensure the rating agencies are provided updated financial statements of the City as they become publicly available.
 - b) Communicate with credit analysts at each agency as may be requested by the agencies.
 - c) Prior to each proposed new debt issuance, schedule meetings or conference calls with agency analysts and provide a thorough update on the City's financial position, including the impacts of the proposed debt issuance.
2. **Council Communication** – The Administrative Services Director should report feedback from rating agencies, when and if available, regarding the City's financial strengths and weaknesses and areas of concern relating to weaknesses as they pertain to maintaining the City's existing credit ratings.
3. **Continuing Disclosure Compliance** – The City shall remain in compliance with Rule 15c2-12, promulgated by the Securities and Exchange Commission under the Securities Exchange Act of 1934, by filing (to the extent required by the applicable continuing disclosure undertaking) its annual financial statements and other financial and operating data for the benefit of its bondholders within 270 days of the close of the fiscal year, or by such other annual deadline required in any continuing disclosure agreement or certificate for any debt issue. The City shall maintain a log or file evidencing that all continuing disclosure filings have been made promptly.



4. **Debt Issue Record-Keeping** – A copy of all debt-related records shall be retained at the City's offices. At minimum, these records shall include all official statements, bond legal documents/transcripts, resolutions, trustee statements, leases, and title reports for each City financing (to the extent available).

Such records shall be retained while any bonds of an issue are outstanding and during the three-year period following the final maturity or redemption of the bond issue or, if later, while any bonds that refund bonds of that original issue are outstanding and for the three year period following the final maturity or redemption date of the latest refunding bond issue.

5. **Arbitrage Rebate** – The use of bond proceeds and their investments must be monitored to ensure compliance with all arbitrage rebate requirements of the Internal Revenue Code and related Internal Revenue Service regulations, in keeping with the covenants of the City and/or related entity in the tax certificate for any federally tax-exempt financing. The Administrative Services Director shall ensure that all bond proceeds and investments are tracked in a manner which facilitates accurate calculation; and, if a rebate payment is due, such payment is made in a timely manner.

I. CREDIT RATINGS

The City will consider published ratings agency guidelines regarding best financial practices and guidelines for structuring its capital funding and debt strategies to maintain the highest possible credit ratings consistent with its current operating and capital needs.

J. SB 1029 COMPLIANCE

Senate Bill 1029, signed by Governor Brown on September 12, 2016, and enacted as Chapter 307, Statutes of 2016, requires issuers to adopt debt policies addressing each of the five items below:

- i. *The purposes for which the debt proceeds may be used.*

Section C.2 (Acceptable Uses of Debt and Proceeds of Debt) and Section C.3 (Prohibited Use of Debt and Proceeds of Debt) address the purposes for which debt proceeds may be used.

- ii. *The types of debt that may be issued.*

Section C.3 (Short-Term Debt), Section D (Types of Financing Instruments; Affordable and Planning Policies), Section E (Structure of Debt) and Section F (Use of Alternative Debt Instruments) are among the provisions that provide information regarding the types of debt that may be issued.

- iii. *The relationship of the debt to, and integration with, the issuer's capital improvement program or budget, if applicable.*

Section C.1 (Acceptable Conditions for the Use of Debt) provides information regarding the relationship between the City's debt and Capital Improvement Program.

- iv. *Policy goals related to the issuer's planning goals and objectives.*



As described in Section B (BACKGROUND), Section D (TYPES OF FINANCING; AFFORDABILITY AND PLANNING POLICIES) and other sections, this Policy has been adopted to assist with the City's goal of maintaining fiscal sustainability and financial prudence.

- v. *The internal control procedures that the issuer has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.*

Section 4 (Internal Control Procedures Concerning Use of Proceeds of Debt) provides information regarding the City's internal control procedures designed to ensure that the proceeds of its debt issues are spent as intended.

GLOSSARY

Ad Valorem Tax: A tax calculated "according to the value" of property. Such a tax is based on the assessed valuation of real property and a valuation of tangible personal property.

Amortization: The gradual reduction in principal of an outstanding debt based upon a specific repayment schedule, which details specific dates and repayment amounts on those dates.

Arbitrage: The gain that may be obtained by borrowing funds at a lower (often tax-exempt) rate and investing the proceeds at higher (often taxable) rates. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Internal Revenue Code of 1986, as amended.

Assessed Valuation: The appraised worth of property as set by a taxing authority through assessments for purposes of ad valorem taxation

Bond: A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic interest payments.

Bond Anticipation Notes: Short-term notes issued usually for capital projects and paid from the proceeds of the issuance of long-term bonds. Provide interim financing in anticipation of bond issuance.

Bond Counsel: A specialized, qualified attorney retained by the issuer to give a legal opinion concerning the validity of securities. The bond counsel's opinion usually addresses the subject of tax exemption. Bond counsel typically prepares and/or advises the issuer regarding legal structure, authorizing resolutions, trust indentures and the like.

Bond Insurance: A type of credit enhancement whereby an insurance company indemnifies an investor against default by the issuer. In the event of failure by the issuer to pay principal and interest in full and on time, investors may call upon the insurance company to do so. Once issued, the municipal bond insurance policy is generally irrevocable. The insurance company receives its premium when the policy is issued and this premium is typically paid out of the bond issue.

Call Option: The right to redeem a bond prior to its stated maturity, either on a given date or continuously. The call option is also referred to as the optional redemption provision. Often a call premium is added to the call option as compensation to the holders of the earliest bonds called.



Capital Appreciation Bond: A municipal security on which the investment return on an initial principal amount is reinvested at a stated compounded rate until maturity, at which time the investor receives a single payment representing both the initial principal amount and the total investment return.

CDIAC: California Debt and Advisory Commission ("CDIAC")

Certificates of Participation: A financial instrument representing a proportionate interest in payments such as lease payments by one party (such as a city acting as a lessee) to another party (often a JPA or non-profit).

Competitive Sale: A sale of bonds in which an underwriter or syndicate of underwriters submit sealed bids to purchase the bonds. Bids are awarded on a true interest cost basis (TIC), providing that other bidding requirements are satisfied. Competitive sales are recommended for simple financings with a strong underlying credit rating. This type of sale is in contrast to a Negotiated Sale

Continuing Disclosure: The requirement by the Securities and Exchange Commission for most issuers of municipal debt to post current financial information and notices of enumerated events on the MSRB's EMMA website for access by the general marketplace.

Credit Rating Agency: A company that rates the relative credit quality of a bond issue and assigns a letter rating. These rating agencies include Moody's Investors Service, Standard & Poor's, and Fitch Ratings.

Debt Limit: The maximum amount of debt that is legally permitted by applicable charter, constitution, or statutes.

Debt Service: The amount necessary to pay principal and interest requirements on outstanding bonds for a given year or series of years.

Default: The failure to pay principal or interest in full or on time and, in some cases, the failure to comply with non-payment obligations after notice and the opportunity to cure.

Derivative: A financial instrument which derives its own value from the value of another instrument, usually an underlying asset such as a stock, bond, or an underlying reference such as an interest rate index.

Disclosure Counsel: A specialized, qualified attorney retained to provide advice on issuer disclosure obligations, to prepare the official statement and to prepare the continuing disclosure undertaking.

Discount: The difference between a bond's par value and the price for which it is sold when the latter is less than par. Also known as "underwriter discount," this is the fee paid to the underwriter its banking and bond marketing services.

Enterprise Activity: revenue generating project or business. The project often provides funds necessary to pay debt service on securities issued to finance the facility. Common examples include water, wastewater and solid waste enterprises

Financing Team: The working group of City staff and outside consultants necessary to complete a debt issuance.



General Obligation (GO) Bond: A bond secured by an unlimited property tax pledge. Requires a two-thirds vote by the electorate. GO bonds usually achieve lower rates of interest than other financing instruments since they are considered to be a lower risk.

Indenture: A contract between the issuer and the trustee stipulating the characteristics of the financial instrument, the issuer's obligation to pay debt service, and the remedies available to the trustee in the event of default.

Issuance Costs: The costs incurred by the bond issuer during the planning and sale of securities. These costs include but are not limited to municipal advisory, bond counsel, disclosure counsel, printing, advertising costs, credit enhancement, rating agencies fees, and other expenses incurred in the marketing of an issue.

Lease: An obligation wherein a lessee agrees to make payments to a lessor in exchange for the use of certain property. The term may refer to a capital lease or to an operating lease.

Lease Revenue Bonds: Bonds that are secured by an obligation of one party to make annual lease payments to another.

Maturity Date: The date upon which a specified amount of debt principal or bonds matures, or becomes due and payable by the issuer of the debt.

Municipal Advisor: A consultant who provides the issuer with advice on the structure of the bond issue, timing, terms and related matters for a new bond issue.

Municipal Securities Rulemaking Board (MSRB): A self-regulating organization established on September 5, 1975 upon the appointment of a 15-member board by the Securities and Exchange Agreement. The MSRB, comprised of representatives from investment banking firms, dealer bank representatives, and public representatives, is entrusted with the responsibility of writing rules of conduct for the municipal securities market. The MSRB hosts the EMMA website, which hosts information posted by issuers under their continuing disclosure undertakings.

Negotiated Sale: A sale of securities in which the terms of the sale are determined through negotiation between the issuer and the purchaser, typically an underwriter, without competitive bidding. The negotiated sales process provides control over the financing structure and issuance timing. Negotiated sales are recommended for unusual financing terms, period of market volatility and weaker credit quality. A thorough evaluation, usually with the assistance of the City's Municipal Advisor, of the proposed bond's credit characteristics in conjunction with market conditions will be performed to ensure reasonable final pricing and underwriting spread.

Net Present Value (NPV): A financial measurement whereby savings of a transaction are discounted back to money into a "today's" dollars equivalent. Often the discount rate used is the true interest cost (TIC—see definition below) rate on the proposed new bond issuance. Typically, in the municipal market place it is common to then divide the NPV value by the outstanding par amount of the bonds that are to be refunded to develop a percentage value.

Official Statement (Prospectus): A document published by the issuer in connection with a primary offering of securities that discloses material information on a new security issue including the purposes of the issue, how the securities will be repaid, and the financial, economic and social characteristics of the security for the bonds. Investors may use this information to evaluate the credit quality of the securities.



Par Value: The face value or principal amount of a security.

Pension Obligation Bonds: Financing instruments used to pay some or all of the unfunded pension liability of a pension plan. POBs are issued as taxable instruments over a 10-40 year term or by matching the term with the amortization period of the outstanding unfunded actuarial accrued liability.

Premium: The excess of the price at which a bond is sold over its face value.

Present Value: The value of a future amount or stream of revenues or expenditures.

Pricing Consultant: The Pricing Consultant provides a fairness letter to the City or its agent regarding the pricing of a new issue of municipal securities.

Private Placement: A bond issue that is structured specifically for one purchaser. Private placements are typically carried out when extraneous circumstances preclude public offerings. A private placement is considered to be a negotiated sale.

Redemption: Depending on an issue's call provisions, an issuer may on certain dates and at certain premiums, redeem or call specific outstanding maturities. When a bond or certificate is redeemed, the issuer is required to pay the maturities' par value, the accrued interest to the call date, plus any premium required by the issue's call provisions.

Refunding: A procedure whereby an issuer refinances an outstanding debt issue by issuing a new debt issue.

Rule 15c2-12: Rule adopted by the Securities and Exchange Commission setting forth certain obligations of (i) underwriters to receive, review and disseminate official statements prepared by issuers of most primary offering of municipal securities, (ii) underwriters to obtain continuing disclosure agreements from issuers and other obligated persons to provide ongoing annual financial information on a continuing basis, and (iii) broker-dealers to have access to such continuing disclosure in order to make recommendations of municipal securities in the secondary market.

Reserve Fund: A fund established by the indenture of a bond issue into which money is deposited for payment of debt service in case of a shortfall in current revenues.

Revenue Bond: A bond which is payable from a specific source of revenue and to which the full faith and credit of an issuer is not pledged. Revenue bonds are payable from identified sources of revenue, and do not permit the bondholders to compel a jurisdiction to pay debt service from any other source. Pledged revenues often are derived from the operation of an enterprise.

Secondary Market: The market in which bonds are sold after their initial sale in the new issue market.

Serial Bonds: Bonds of an issue that mature in consecutive years or other intervals and are not subject to mandatory sinking fund provisions.

Special Tax Bonds: Bonds issued to fund eligible improvements and paid with special taxes levied in a community facilities district formed under the Mello-Roos Community Facilities Act of 1982, as amended, or other applicable law.



State Revolving Funds: The State Revolving Fund (SRF) loan is a low interest loan program for the construction of water infrastructure projects.

Tax Allocation Bonds: Historically, tax allocation bonds referred to bonds issued under the Community Redevelopment Law to fund eligible capital facilities located within a redevelopment project area. However, as a result of the passage of AB X1 26, the San Carlos Redevelopment Agency has been dissolved and the successor agency's obligations are limited to performing certain enforceable obligations. The California Legislature has enacted a number of laws that establish alternative tax increment financing mechanisms, and tax allocation bonds may be issued by the City under these laws in the future.

Tax and Revenue Anticipation Notes (TRANS): Short term notes issued in anticipation of receiving tax receipts and revenues within a fiscal year. TRANS allow the municipality to manage the period of cash shortfalls resulting from a mismatch between timing of revenues and timing of expenditures.

Term Bonds: Bonds that come due in a single maturity but where the issuer may agree to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity and for payment at maturity.

True Interest Cost (TIC): Under this method of computing the interest expense to the issuer of bonds, true interest cost is defined as the rate necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue of bonds. Interest is assumed to be compounded semi-annually. TIC computations produce a figure slightly different from the net interest cost (NIC) method because TIC considers the time value of money while NIC does not.

Trustee: A bank retained by the issuer as custodian of bond proceeds and official representative of bondholders. The trustee ensures compliance with the indenture. In many cases, the trustee also acts as paying agent and is responsible for transmitting payments of interest and principal to the bondholders.

Underwriter: A broker-dealer that purchases a new issue of municipal securities from the issuer for resale in a primary offering. The bonds may be purchased either through a negotiated sale with the issuer or through a competitive sale.

Yield: The net rate of return, as a percentage, received by an investor on an investment. Yield calculations on a fixed income investment, such as a bond issue, take purchase price and coupon into account when calculating yield to maturity.



CITY OF SAN CARLOS AND THE SAN CARLOS SUCCESSOR AGENCY
Debt Disclosure Procedure Policy
Effective: May 28, 2019

Resolution No.: 2019-037

APPLICABLE CODES AND REGULATIONS:

Section 17 of the Securities Act of 1933 and Section 10(b) of the Securities and Exchange Act of 1934, and regulations adopted by the Securities and Exchange Commission ("SEC") under those acts, particularly "Rule 10b-5" under the 1934 Act.

PURPOSE:

These Debt Disclosure Procedures (the "Procedures") memorialize and communicate procedures in connection with obligations, including notes, bonds, loans and other debt obligations, issued by or on behalf of the City of San Carlos and the San Carlos Successor Agency (the "City"), or for which the City supplies material information to potential purchasers of the obligations (such as bonds for Silicon Valley Clean Water), so as to ensure that the City continues to comply with all applicable disclosure obligations and requirements under the federal securities laws.

BACKGROUND:

The City may from time to time issue revenue bonds, notes, loans or other debt obligations or supply material information to potential purchasers of bonds, notes, loans or other debt obligations issued by other entities (such as Silicon Valley Clean Water) (collectively, "Obligations") in order to fund or refund capital investments, other long-term programs and working capital needs. In offering Obligations to the public, and at other times when the City makes certain reports, the City must comply with the "anti-fraud rules" of federal securities laws. ("Anti-fraud rules" refers to Section 17 of the Securities Act of 1933 and Section 10(b) of the Securities and Exchange Act of 1934, and regulations adopted by the Securities and Exchange Commission under those acts, particularly "Rule 10b-5" under the 1934 Act.)

The core requirement of these rules is that potential investors in Obligations must be provided with all "material" information relating to the offered Obligations. The information provided to investors must not contain any material misstatements, and or omit material information that would be necessary to provide to investors a complete and transparent description of the Obligations and the City's financial condition. In the context of the sale of securities, a fact is generally considered to be "material" if there is a substantial likelihood that a reasonable investor would consider it to be important in determining whether or not to purchase the securities being offered.

When Obligations are issued to the public, the two central disclosure documents that are prepared are a preliminary official statement ("POS") and a final official statement ("OS", and collectively with the POS, "Official Statement"). The Official Statement generally consists of: (i) the forepart that describes the specific transaction including maturity dates, interest rates, redemption provisions, the specific type of financing, the project and other matters particular to the financing; (ii) a section that provides information on the City (the "City Section"); and (iii) various other appendices, including the City's audited financial report, form of the proposed legal opinion and forms of continuing disclosure undertakings of the City. Investors use the Official Statement as one of their primary resources for making informed investment decisions regarding the Obligations.

**DISCLOSURE PROCEDURE:**

When the City determines to issue Obligations (or participate in an offering of Obligations being undertaken by another entity), the City Manager requests the involved departments to commence preparation of the portions of the Official Statement (including particularly the City Section) for which they are responsible. While the general format and content of the Official Statement may not normally change substantially from offering to offering, except as necessary to reflect major events, the City Manager and other relevant City staff are responsible for reviewing and preparing or updating the portion of the Official Statement that is within their particular areas of knowledge. Once the draft POS has been substantially updated, the entire draft POS is shared with the City Council for review and input before approval.

Members of the financing team, including Bond and Disclosure Counsel and a municipal advisor (the "Municipal Advisor"), assist staff in determining the materiality of any particular item and in the development of specific language in the City Section. Members of the financing team also assist the City in the development of a "big picture" overview of the City's financial condition, included in the City Section. This overview highlights particular areas of interest. Bond and Disclosure Counsel has a confidential, attorney-client relationship with officials and staff of the City.

The City Manager, Administrative Services Director, or a member of the financing team at the direction thereof, schedules one or more meetings or conference calls with the financing team (which may include City officials, City Attorney, Bond and Disclosure Counsel, the City's Municipal Advisor (and the underwriters of the Obligations, and the underwriters' counsel, if the proposed financing is being undertaken as a negotiated transaction)). New drafts of the forepart of the draft POS and the City Section are then circulated and discussed. Such communications may occur via electronic means rather than by meetings or conference calls. During this part of the process, there is substantial contact among City staff and other members of the financing team to discuss issues that may arise, determine the materiality of particular items and ascertain the prominence in which the items should be disclosed.

Prior to distributing a POS to potential investors, there is typically a formal conference call with City officials involved in the preparation of the POS and members of the financing team (and the underwriters and the underwriters' counsel, if the financing is a negotiated transaction) during which the POS is reviewed in its entirety to obtain final comments and to allow the underwriters (if the proposed financing is being undertaken as a negotiated transaction), to ask questions of the City's senior officials. This is referred to as a "due diligence" meeting.

A substantially final form of the POS is provided to the members of the City Council in advance of approval to afford such members an opportunity to review the POS, ask questions and make comments. The substantially final form of the POS is approved by the City Council, which generally authorizes certain senior staff to make additional corrections, changes and updates to the POS in consultation with the City Attorney and Bond and Disclosure Counsel.

At the time the POS is posted for review by potential investors, senior City officials execute certificates deeming certain portions of the POS complete (except for certain pricing terms) as required by SEC Rule 15c2-12.

Between the posting of the POS for review by potential investors and delivery of the final OS to the underwriter for redelivery to actual investors in the Obligations, any changes and developments will have been incorporated into the POS, including particularly the City Section, if



required. If necessary, to reflect developments following publication of the POS or OS, as applicable, supplements will be prepared and published.

In connection with the closing of the transaction, one or more senior City officials execute certificates stating that certain portions of the OS, as of the date of each OS and as of the date of closing, do not contain any untrue statement of material fact or omit to state any material fact necessary to ensure the statements contained in the OS, in light of the circumstances under which they were made, are not misleading. The City Attorney also provides an opinion letter (generally addressed to the underwriters) advising that information contained in the City Section, as applicable (or specified portions thereof) as of its date did not, and as of the date of the closing, does not contain any untrue statement of a material fact or omitted or omits to state any material fact necessary to ensure the statements therein, in light of the circumstances under which they were made, are not misleading. The City Attorney does not opine to the underwriters or to other third parties as to any financial, statistical, economic or demographic data or forecasts, charts, tables, graphs, estimates, projections, assumptions or expressions of opinion and certain other matters that are customarily excluded. Bond and Disclosure Counsel also provides a negative assurance letter (addressed to the underwriters) with respect to the City Section. Bond and Disclosure Counsel does not give negative assurances to the underwriters or to other third parties as to any financial, statistical, economic or demographic data or forecasts, charts, tables, graphs, estimates, projections, assumptions or expressions of opinion, or information contained in appendices to the OS and certain other matters that are customarily excluded.

CITY SECTION:

The information contained in the City Section is developed by personnel under the direction of the City Manager, with the assistance of the financing team. In certain circumstances, additional officials will be involved, as necessary. The following principles govern the work of the respective staff that contribute information to the City Section:

- City staff members involved in the disclosure process are responsible for being familiar with their responsibilities under federal securities laws as described above.
- City staff involved in the disclosure process should err on the side of raising issues when preparing or reviewing information for disclosure. Officials and staff are encouraged to consult the City Attorney and Bond and Disclosure Counsel if there are questions regarding whether an issue is material or not.
- Care should be taken not to shortcut or eliminate any steps outlined in the Procedures on an ad hoc basis. However, the Procedures are not necessarily intended to be a rigid list of procedural requirements, but instead to provide guidelines for disclosure review. If warranted, based on experience during financings or because of additional SEC pronouncements or other reasons, the City should consider revisions to the Procedures.
- The process of updating the City Section from transaction to transaction should not be viewed as being limited to updating tables and numerical information. While it is not anticipated that there will be major changes in the form and content of the City Section at the time of each update, everyone involved in the process should consider the need for revisions in the form, content and tone of the sections for which they are responsible at the time of each update.
- The City must make sure that the staff involved in the disclosure process is of sufficient seniority such that it is reasonable to believe that, collectively, they are in possession of material information relating to the City, its operations and its finances.

**TRAINING:**

Periodic training for City staff involved in the preparation of the Official Statement (including the City Section) is coordinated by the finance team and/or the Administrative Services Director. These training sessions are provided to assist staff members involved in identifying relevant disclosure information to be included in the City Section. The training sessions also provide an overview of federal laws relating to disclosure, situations in which disclosure rules apply, the purpose of the Official Statement and the City Section, a description of previous SEC enforcement actions and a discussion of recent developments in the area of municipal disclosure. Attendees at the training sessions are provided the opportunity to ask questions of finance team members, including the City Attorney, concerning disclosure obligations and are encouraged to contact members of the finance team at any time if they have questions.

CONTINUING DISCLOSURE REQUIREMENTS:

In connection with the issuance or execution and delivery of Obligations, the City has entered into (and may in the future enter into) contractual agreements ("Continuing Disclosure Certificates") to provide its audited financial statements and notice of certain events relating to the Obligations specified in the Continuing Disclosure Certificates. The City must comply with the specific requirements of each Continuing Disclosure Certificate. The City's Continuing Disclosure Certificates generally require that the annual reports be filed no later than nine months after the end of the City's fiscal year (currently March 31 of each year, based on a fiscal year ending on June 30), and listed event notices are generally required to be filed within 10 business days of their occurrence.

Specific events that require "listed event" notices are set forth in each particular Continuing Disclosure Certificate. The SEC adopted amendments to SEC Rule 15c2-12, effective February 27, 2019, adding two new listed events, as detailed in **Exhibit A** attached hereto. *Importantly, these new events apply only to Continuing Disclosure Certificates entered into by the City after the February 27, 2019 effective date of the amendments.*

The City shall be responsible for preparing and filing the annual reports and listed event notices required pursuant to the Continuing Disclosure Certificates. Particular care shall be paid to the timely filing of any changes in credit ratings on Obligations (including changes in the credit ratings of insurers of particular Obligations).

In addition, the City Attorney, City Manager, or other City staff will provide written notice to the Administrative Services Director of any default, event of acceleration, termination event, modification of terms (only if material or may reflect financial difficulties), or other similar events (collectively, a "Potentially Reportable Event") under any agreement or obligation to which the City is a party and that may be a "financial obligation" as discussed below. Such written notice should be provided by the City Attorney to the Administrative Services Director as soon as the City Attorney receives written notice by staff, consultants, or external parties of such event or receives written notice of such event so that the Administrative Services Director can determine, with the assistance of Disclosure Counsel, whether notice of such Potentially Reportable Event is required to be filed on the Electronic Municipal Market Access (EMMA) portal pursuant to the disclosure requirements of SEC Rule 15c2-12. If filing on EMMA is required, the filing is due within 10 business days of such Potentially Reportable Event to comply with the continuing disclosure undertaking for the various debt obligations of the City. *As noted above, the new reporting*



obligations apply only to Continuing Disclosure Certificates entered into by the City after the February 27, 2019 effective date of the amendments to SEC Rule 15c2-12.

For the City's obligations and for those that the City partakes, the City Attorney, City Manager, or other City staff will report to the Administrative Services Director the execution by the City of any agreement or other obligation that might constitute a "financial obligation" for purposes of SEC Rule 15c2-12 and that is entered into after February 27, 2019. Amendments to existing agreements or obligations with "financial obligation" that relate to covenants, events of default, remedies, priority rights, or other similar terms should be reported to the Administrative Services Director as soon as the City Attorney or such other senior staff is receives written notice by City staff, consultants, or external parties of such event or receives a written notice of such amendment requests. Notice to the Administrative Services Director is necessary so that the Administrative Services Director can determine, with the assistance of Disclosure Counsel, whether such agreement or other obligation constitutes a material "financial obligation" for purposes of SEC Rule 15c2-12. If such agreement or other obligation is determined to be a material "financial obligation" or a material amendment to a "financial obligation" described above, notice thereof would be required to be filed on EMMA within 10 business days of execution or incurrence. *As noted above, the new reporting obligations apply only to Continuing Disclosure Certificates entered into by the City after the February 27, 2019 effective date of the amendments to SEC Rule 15c2-12.*

The types of agreements or other obligations that could constitute "financial obligations" and that could need to be reported on EMMA are discussed in the memorandum from Jones Hall, which serves as Bond and disclosure Counsel to the City and the San Carlos Successor Agency, as well as Silicon Valley Clean Water, which is attached hereto as **Exhibit B**.



Exhibit A

Listed Events in SEC Rule 15c2-12

The Administrative Services Director or his or her delegate should review this list routinely to determine whether any event has occurred that may require a filing with EMMA.

For securities subject to SEC Rule 15c2-12, the following events require notice in a timely manner not in excess of ten (10) business days after the occurrence of the event with respect to the applicable securities:

1. Principal and interest payment delinquencies;
2. Non-payment related defaults, if material;
3. Unscheduled draws on debt service reserves reflecting financial difficulties;
4. Unscheduled draws on credit enhancements reflecting financial difficulties;
5. Substitution of credit or liquidity providers, or their failure to perform;
6. Adverse tax opinions, the issuance by the Internal Revenue Service (I.R.S). of proposed or final determinations of taxability, Notices of Proposed Issue or other material notices or determinations with respect to the tax status of the security, or other material events affecting the tax status of the security;
7. Modifications to rights of security holders, if material;
8. Bond calls, if material, and tender offers;
9. Defeasances;
10. Release, substitution, or sale of property securing repayment of the securities, if material
11. Rating changes;
12. Bankruptcy, insolvency, receivership or similar event of the obligated person;
13. Consummation of a merger, consolidation, or acquisition involving an obligated person or the sale of all or substantially all of the assets of the obligated person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
14. Appointment of a successor or additional trustee or the change of name of a trustee, if material.

For continuing disclosure undertakings entered into on or after February 27, 2019, the following events require notice in a timely manner not in excess of ten (10) business days after the occurrence of the event with respect to the applicable securities:

1. Incurrence of a financial obligation of the obligated person, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a financial obligation of the obligated person, any of which affect security holders, if material; and



2. Default, event of acceleration, termination event, modification of terms, or other similar event under the terms of a financial obligation of the obligated person, any of which reflect financial difficulties.



Exhibit B

Memorandum Regarding SEC Rule 15c2-12 Amendments from Jones Hall, A Professional Law Corporation Bond Counsel and Disclosure Counsel to the City and Successor Agency

See attached.



Exhibit B

475 Sansome Street
Suite 1700
San Francisco, CA 94111
t. 415.391.5780
f. 415.276.2088

RECOMMENDATIONS FOR ISSUERS REGARDING THE 2019 AMENDMENTS TO RULE 15C2-12

February 2019

BACKGROUND

Rule 15c2-12 (the “Rule”) of the U.S. Securities and Exchange Commission (the “SEC”), promulgated under the Securities Exchange Act of 1934, requires that before the issuance of municipal securities to investors in a public sale, underwriters must reasonably determine that the issuer and other obligated persons have undertaken to provide certain disclosure information to the Municipal Securities Rulemaking Board (the “MSRB”) through its internet based EMMA system.

This information generally consists of financial and operating data and audited financial statements, which must be filed at least annually, and notices of certain listed events, notice of which must be filed within 10 business days after they occur. The issuer’s undertaking to provide this information is detailed in a continuing disclosure certificate or agreement signed in connection with the issuance of municipal securities.

AMENDMENTS TO THE RULE

In response to concerns that municipal bond investors were not receiving material information regarding private placements or bank loan transactions, the SEC has added two new listed events to the existing 14 listed events:

- (15) incurrence of a financial obligation of the obligated person, if material, or agreement to covenants, events of default, remedies, priority rights or other similar terms of a financial obligation, any of which affect security holders, if material; and
- (16) default, event of acceleration, termination event, modification of terms or other similar events under a financial obligation of an issuer, if any such event reflects financial difficulties.

These new listed events must be included in all continuing disclosure undertakings for transactions closing on or after February 27, 2019 (the “Compliance Date”).

As used in new listed events 15 and 16, a “financial obligation” is (i) a debt obligation; (ii) a derivative instrument entered into in connection with, or pledged as security or a source of payment for, an existing or planned debt obligation; or (iii) a guarantee of (i) or (ii).



Notably, financial obligations are ***not*** (i) municipal securities for which a final official statement is provided to the MSRB, regardless of whether such filing is required under the Rule, provided that a continuing disclosure undertaking is also entered into, or (ii) ordinary financial and operating liabilities incurred in the normal course of business by an issuer.

Therefore, a “financial obligation” is generally the incurrence of debt in a private transaction, without a public offering of securities that would trigger its own continuing disclosure obligations. A “financial obligation” can include short-term and long-term obligations, regardless of whether such obligations are identified as securities, loans, leases or otherwise. Leases that may be considered financial obligations include privately placed certificates of participation and lease financings, but would likely not include operating leases of the issuer.

New listed event 15 applies only applies to financial obligations or covenants entered into after the Compliance Date. Importantly for issuers, there is no requirement to retroactively disclose private placement or bank loan transactions that closed before Compliance Date.

New listed event 16, however, requires the reporting of defaults, events of acceleration, termination events, modification of terms, or other similar events for any financial obligations outstanding, whether entered into before or after a continuing disclosure undertaking entered into on or after Compliance Date. The SEC has noted that it believes that holding an issuer responsible for any of its financial obligations for purposes of new listed event 16, regardless of when it was incurred, should not be overly burdensome since such events are significant in nature, issuers should be aware that such events have occurred, without the need for additional monitoring.

RECOMMENDATIONS FOR ISSUERS

New Continuing Disclosure Undertakings. All continuing disclosure undertakings entered into for transactions closing on or after the Compliance Date need to include new listed event 15 and new listed event 16 in order to comply with the Rule.

Reporting New Financial Obligations. In order to be in a position to file a listed event notice with respect to new listed event 15, issuers should be ready to determine whether or not a future borrowing or other transaction constitutes a “financial obligation,” and if so, determine whether the financial obligation would be material to investors in the issuer’s bonds issued on or after the Compliance Date. If a new financial obligation is determined to be material, a notice must be filed on EMMA within 10 business days of the incurrence of the financial obligation.

Issuers should consider whether they will, as a matter of course, be posting entire transaction documents to EMMA, summaries of the material terms of the documents, or evaluate and decide on a case-by-case basis.

Reporting Events With Respect to Existing Financial Obligations. In order to be in a position to file a listed event notice with respect new listed event 16, issuers should begin examining all of their existing financial obligations, whether or not considered material, and creating a database of such financial obligations. Issuers may also want to identify covenants, events of defaults, remedies, priority rights and other similar terms in an effort to be prepared to easily identify events that may constitute a default, event of acceleration, termination event, modification of terms or other similar event reflecting financial difficulty pursuant to new listed



event 16. If the issuer determines that such an event has taken place, a notice must be filed on EMMA within 10 business days.

Issuers of municipal securities must be ready to comply with the amendments to the Rule on the Compliance Date, **February 27, 2019**. The attorneys at Jones Hall can assist with any questions related to the amendments to the Rule, or the implementation of policies and procedures to ensure compliance.

Sincerely,

/s/ David T. Fama & James A. Wawrzyniak Jr.
Jones Hall, A Professional Law Corporation

Tel: 415-391-5780

Email: dfama@joneshall.com; jwawrzyniak@joneshall.com



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Principal and Interest Expense						
City of San Carlos	Outstanding Debt (Principal) as of 6/30/2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
General Fund						
2015 GO Refunding Bond	3,065,000	428,375	442,050	457,050	468,550	484,600
sub-total	3,065,000	428,375	442,050	457,050	468,550	484,600
Sewer Fund						
2014 Financing Agreement	9,005,416	646,146	645,979	646,146	645,770	645,686
2015 Financing Agreement	11,865,000	924,750	922,375	924,125	929,750	929,250
2018 Financing Agreement	24,780,000	1,423,138	1,421,138	1,423,013	1,423,638	1,423,013
2019 Financing Agreement	38,193,457	-	-	-	-	-
sub-total	83,843,873	2,994,034	2,989,492	2,993,284	2,999,158	2,997,949
Grand Total	86,908,873	3,422,409	3,431,542	3,450,334	3,467,708	3,482,549



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**Legal Debt Margin**

Under State law, the City has a legal debt limitation not to exceed 3.75% of the total assessed valuation of taxable property within the City's boundaries. In accordance with California Government Code Section 43605 only the City's general obligation bonds are subject to the legal limit. With outstanding debt of \$3,065,000 subject to the legal debt limit and a legal debt limit of \$443,298,897, the City is not at risk of exceeding its legal debt limit.

Computation of Legal Debt Margin as of June 30, 2020

Certified Assessed Valuation	<u>\$ 11,821,303,926</u>
Debt Limit: 3.75% of assessed value	\$ 443,298,897
Less: Outstanding Debt (Subject to Legal Debt Limited)	<u>3,065,000</u>
Legal Debt Margin	<u>\$ 440,233,897</u>

Source: San Mateo County Assessor Office

2019/20 combined Tax Rolls

Compliance with Debt Policy

The City of San Carlos' Debt Management Policy adopted by the City Council on January 22, 2018 requires the debt guaranteed by General Fund be limited to a debt ratio of 10% of General Fund revenue. With Fiscal Year 2020-21 General Fund supported debt service of \$429,100 and a debt ratio of 1.05% calculated by the relationship between the debt and the General Fund Revenue, the debt policy limit has not been exceeded. The City is in compliance with this policy.

Computation of Compliance with Debt Service Limit

Total General Fund Revenue	\$ 41,015,550
General Fund Supported Debt Service	429,100
Ratio of General Fund Supported Debt to General Fund	1.05%
Revenue Policy Debt Ratio	10.00%



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Outstanding Bond Issuances Purpose and Background

City of San Carlos General Obligation Refunding Bonds Series 2015 \$4,600,000, Terms Due August 1, 2026. Interest Rate Range from 2% to 3%.

The 2015 Refunding Bonds are being issued under a Resolution adopted by the City Council on February 9, 2015 to refinance the City of San Carlos 2005 General Obligation Refunding Bonds, which were issued on December 20, 2005 in the aggregate principal amount of \$8,115,000. The 2005 General Obligation (GO) Bonds were refunded with issuance of the 2015 General Obligation Bonds. The 2015 Refunding Bonds are general obligations of the City payable solely from ad valorem property taxes levied by the City and collected by the County. The refunding resulted in a \$19 savings for the average residential homeowner in the GO Bond tax from \$47 to \$28.

2015 GO REFUNDING BOND				
Fiscal Year	Principal	Interest	Total	
2021	\$ 365,000	\$ 63,375	\$	428,375
2022	390,000	52,050		442,050
2023	415,000	42,050		457,050
2024	435,000	33,550		468,550
2025	460,000	24,600		484,600
2026	1,000,000	20,300		1,020,300
Total	\$ 3,065,000	\$ 235,925	\$	3,300,925

2014 Financing Agreement, \$60,000,000 – Silicon Valley Clean Water (formerly known as South Bayside System Authority) 2014 Wastewater Revenue Bonds. Terms Due February 1, 2044. Interest Rate 4.40281%.

In March 2014, Silicon Valley Clean Water (SVCW) issued \$60,000,000 of revenue bonds to finance the acquisition and construction of capital improvements to SVCW's wastewater system; fund a debt service reserve fund, and pay issuance costs. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2014 Bonds.

In January 2014, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the 2014 Bonds in the amount of \$10,032,027 and to provide adequate security for the 2014 Bonds. The Financing Agreement is secured by a pledge of the City's Sewer Enterprise Fund Net Revenue as defined under the agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on February 1, 2044.

**2014 FINANCING AGREEMENT**

Fiscal Year	Principal	Interest	Total
2021	\$ 203,985	\$ 442,162	\$ 646,146
2022	214,017	431,962	645,979
2023	224,885	421,262	646,146
2024	235,753	410,017	645,770
2025	247,457	398,230	645,686
2026-2030	1,437,088	1,792,556	3,229,644
2031-2035	1,834,189	1,395,497	3,229,686
2036-2040	2,318,234	911,075	3,229,309
2041-2044	2,289,810	293,270	2,583,080
Total	\$ 9,005,416	\$ 6,496,030	\$ 15,501,446

2015 Financing Agreement, \$70,200,000 – Silicon Valley Clean Water (formerly known as South Bayside System Authority) 2015 Wastewater Revenue Bonds. Terms Due August 1, 2045. Interest Rate Range from 2% to 5%.

On October 29, 2015, Silicon Valley Clean Water (SVCW) issued the 2015 Wastewater Revenue Bonds in the amount of \$70,200,000 to advance refund 2008 and 2009 bonds as well as to generate \$30 million in new money to finance the acquisition and construction of capital improvements to SVCW's wastewater system. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2015 Bonds.

On November 1, 2015, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the 2015 Bonds in the amount of \$12,465,000 and to provide adequate security for the 2015 Bonds. The Financing Agreement is secured by a pledge of the City's Sewer Enterprise Fund Net Revenue as defined under the agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on August 1, 2045.

**2015 FINANCING AGREEMENT**

Fiscal Year	Principal	Interest	Total
2021	\$ 340,000	\$ 584,750	\$ 924,750
2022	355,000	567,375	922,375
2023	375,000	549,125	924,125
2024	400,000	529,750	929,750
2025	420,000	509,250	929,250
2026-2030	2,380,000	2,208,250	4,588,250
2031-2035	2,505,000	1,597,875	4,102,875
2036-2040	3,180,000	889,500	4,069,500
2041-2045	1,550,000	291,250	1,841,250
2046	360,000	9,000	369,000
Total	\$ 11,865,000	\$ 7,736,125	\$ 19,601,125

2018 Financing Agreement, \$140,955,000 – Silicon Valley Clean Water (formerly named the South Bayside System Authority) 2018 Wastewater Revenue Bonds. Terms Due August 1, 2048. Interest Rate 3.5%.

On February 1, 2018, Silicon Valley Clean Water (SVCW) issued the 2018 Wastewater Revenue Bonds in the amount of \$140,955,000 to finance the acquisition and construction of capital improvements to SVCW's wastewater system. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2018 Bonds.

On February 1, 2018, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the 2018 Bonds in the amount of \$25,635,000 and to provide adequate security for the 2018 Bonds. The Financing Agreement is secured by a pledge of the City's Sewer Enterprise Fund Net Revenue as defined under the agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on August 1, 2048.

2018 FINANCING AGREEMENT

Fiscal Year	Principal	Interest	Total
2021	\$ 430,000	\$ 993,138	\$ 1,423,138
2022	450,000	971,138	1,421,138
2023	475,000	948,013	1,423,013
2024	500,000	923,638	1,423,638
2025	525,000	898,013	1,423,013
2026-2030	3,050,000	4,058,188	7,108,188
2031-2035	3,855,000	3,253,844	7,108,844
2036-2040	4,635,000	2,474,950	7,109,950
2041-2045	5,565,000	1,544,063	7,109,063
2046-2049	5,295,000	392,013	5,687,013
Total	\$ 24,780,000	\$ 16,456,994	\$ 41,236,994



2019 Financing Agreement, \$209,300,000 – Silicon Valley Clean Water Wastewater Revenue Notes Series 2019A and Water Infrastructure and Innovation Act (WIFIA), collectively the WIFIA Financing Program, Terms Due March 1, 2058. 2019 Notes Interest Rate Yield of 1.05%, WIFIA Interest Rate of 2.40%.

On August 14, 2019, Silicon Valley Clean Water (SVCW) issued the 2019A Wastewater Revenue Notes (2019A Notes) in the amount of \$209,300,000 to finance the construction of improvements to wastewater treatment plant and facilities, specifically its Regional Environment Sewer Conveyance Upgrade Program. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the WIFIA Financing Program.

The interest on the 2019A Notes is capitalized through final maturity on March 1, 2024. Prior to maturity the principal amount on the 2019A Notes is expected to be paid from proceeds drawn from a WIFIA Loan with the Environmental Protection Agency. The WIFIA Loan was executed on July 11, 2019 for an amount of up to \$218,000,000 at an interest rate of 2.40%. Repayment of the WIFIA Loan is scheduled to begin September 1, 2027 through final maturity on March 1, 2058.

On May 28, 2019, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the WIFIA Financing Program in the amount of \$33,725,000 and to provide adequate security for the 2019A Notes. The Financing Agreement is secured by a pledge of the City's Sewer Enterprise Fund Net Revenue as defined under the agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on March 1, 2058.

2019 FINANCING AGREEMENT

Fiscal Year	Principal	Interest	Total
2028	\$ 844,113	\$ 916,643	\$ 1,760,756
2029	864,371	896,384	1,760,756
2030	885,116	875,639	1,760,756
2031	906,359	854,397	1,760,756
2032	928,112	832,644	1,760,756
2033-2037	4,985,565	3,818,213	8,803,778
2038-2042	5,613,247	3,190,531	8,803,778
2043-2047	6,319,955	2,483,824	8,803,778
2048-2052	7,115,636	1,688,142	8,803,778
2053-2057	8,011,494	792,284	8,803,778
2058	1,719,488	41,268	1,760,756
Total	\$ 38,193,457	\$ 16,389,969	\$ 54,583,426



City of San Carlos FY 2020-21 Budget Community & Economic Profile

Location

San Carlos, “The City of Good Living,” is located in the center of the San Francisco Bay Area and has everything at its doorstep. San Francisco is 25 miles north and San Jose is 25 miles south. San Carlos boasts an ideal climate, good government, outstanding school system, attractive residential areas, a fine shopping district, excellent restaurants, a modern industrial and commercial area and plenty of open space. As part of the northern end of Silicon Valley, San Carlos hosts several technology companies and is the address of many West Coast biotech and medical instrumentation firms. You’ll find friendly, involved people here and an inviting community atmosphere.

History



The first known inhabitants of San Carlos were the Ohlone Indians. Ohlone is the name that was given to many related groups of Native Americans living along the coast between Monterey and San Francisco. Historians believe that two sub-tribes existed in and near San Carlos, including the Salson to the north of Belmont Creek and Lhamshin in the San Carlos area.

In August 1775, Lt. Juan Manuel de Ayala brought his sailing ship, the San Carlos, into San Francisco Bay and anchored in what is currently known as Ayala cove. His mission was to develop a map of the Bay on which future Spanish ship captains could rely.

San Carlos formally entered the American era in 1854 when Timothy Guy Phelps became the first American to own and occupy land in the city. Another early settler of San Carlos was Nathaniel Brittan. Brittan developed properties between Brittan Avenue and Pulgas Creek in the late 1800s. He helped establish water wells and also granted the Southern Pacific right-of-way for a second set of railroad tracks across his property.



The citizens of San Carlos voted to incorporate in June 1925. Frederick Drake, known as the “Father of San Carlos,” continued to promote the town and coined the motto “The City of Good Living.” Drake also founded the San Carlos Enquirer (now the Independent newspaper). He was a key organizer of nearby Sequoia High School and established the San Carlos Chamber of Commerce in 1926.

In 1940, San Carlos experience its first big spurt in population growing to 3,520 residents. In 1944, Dalmo Victor established the City’s first large electronics plant, followed soon after by Eitel McCullough, a vacuum tubes manufacturing firm.



Establishment of these two firms was a factor in the quadrupling of the San Carlos population in the decade after 1940. In 1950, when the population was 14,371, the City boasted a total of 89 industries, wholesalers, manufacturers and distributors in a variety of commodities from electronics to cosmetics. By 1958, the electronic industry comprised a substantial segment of the city’s industrial area.



Early in its history, the City of San Carlos adopted the motto "City of Good Living." That phrase stuck and is still used daily. With an ideal climate, charming neighborhoods, a thriving business/industrial district and a small airport adjoining a commercial area, San Carlos continually attracts new residents and businesses.

Government Services

The City of San Carlos provides government services to the San Carlos community. The members of the City Council serve as the policy-making body. City voters elect five Council members to staggered four-year terms. The City Council meets regularly on the second and fourth Mondays of each month at 7:00 p.m. in the Council Chambers at 600 Elm Street and may call additional special meetings. These meetings are televised on the City's government access station, Comcast Channel 27 and Uverse Channel 99. **COVID-19 Pandemic Impact.** Due to the novel coronavirus (COVID-19) pandemic, all public meetings are currently being held virtually to adhere to the San Mateo County Health Officer's March 16, 2020 Shelter-in-Place Order. In accordance with Governor Newsom's Executive Order N-29-20, there is no physical location from which the public can attend with the Shelter-in-Place Order and Executive Orders in place. However, the public has access to observe the meetings and address the Council remotely. All meetings of City Council, Planning Commission and other City committees are open to the public except when certain personnel matters and legal items are discussed.

The City Council appoints members to five commissions, one advisory board and one advisory council to advise it on matters of special interest:

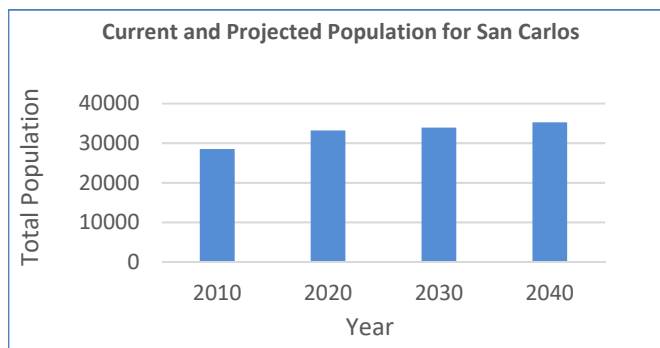
- Parks, Recreation & Culture Commission
- Planning Commission
- Transportation and Circulation Commission
- Residential Design Review Committee
- Economic Advisory Commission
- Youth Advisory Council



For additional information regarding each advisory commission, please refer to the San Carlos City Roster, available at the City Clerk's Office (650) 802-4222 or on the City's website at www.cityofsancarlos.org.

Population

The City of San Carlos has grown at a constant pace since its incorporation in 1925. In the 1950s the City had the reputation as the West's fastest growing town. The population briefly dipped in the 1970s, but rose steadily in subsequent years. The 2020 California Department of Finance estimates that 30,145 people currently reside in San Carlos. The Association of Bay Area Governments (ABAG) projects that the population in San Carlos will grow to 35,245 by 2040, representing an 17% increase from today. As the population increases, it is important that there are enough jobs, housing and public services to support growth.

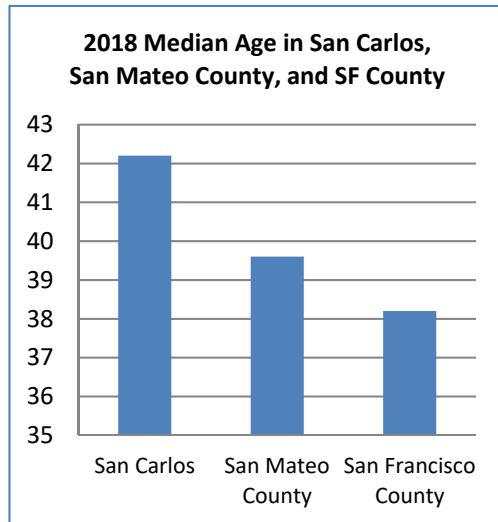


In general, San Carlos residents are older, have a higher household income and a higher chance of being employed than people in other parts of San Mateo County. As of 2018, the median age in San Carlos was 42.2, slightly older than the median age in San Mateo County of 39.6, and is even older than the Bay Area median age of 38.2. ABAG projects that the median age in the Bay Area will increase to 40 by 2040. As the population ages, it is likely that the need for housing and services for seniors will increase.

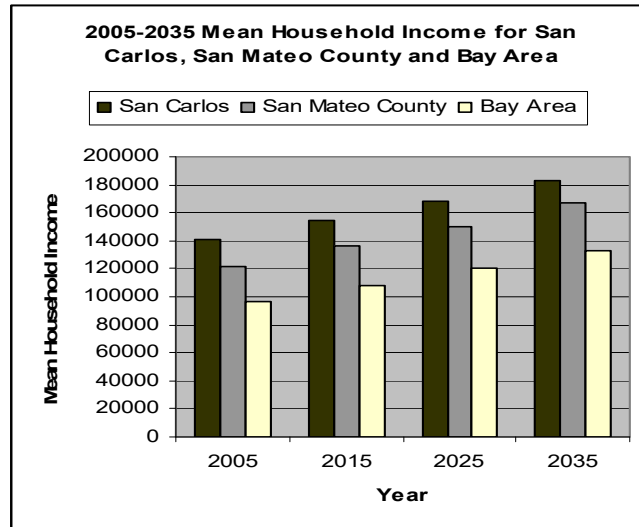


COVID-19 Pandemic Impact. The pandemic has caused record high unemployment. The June 2020 unadjusted unemployment rate for the City was 7.4%, increased from 2.1% from the same period a year ago. The City of San Carlos has lower unemployment rate, this compares with the rate of 14.9% for California and 11.1% for the nation during the same period.

San Carlos residents also have a higher median household income than all of San Mateo County and the Bay Area. In 2018, the median household income was \$169,640. The 2018 median household income for San Mateo County and the County of San Francisco was \$113,776 and \$104,552, respectively. ABAG predicts that household incomes will continue to rise and estimates that the average household income in San Carlos will be \$183,100 by 2035.



Source: U.S. Census Bureau



Source: The Association of Bay Area Governments

Culture & Recreation

In San Carlos there are two museums, 12 churches, a modern library, a youth center, an adult community center, six newspapers, a TV station, a cable TV system, ten channel antenna reception (includes all major TV stations), eight financial institutions, 14 parks and eight playgrounds. San Carlos is a short distance from major golf courses, the Pacific Ocean, state parks, camping and other recreational and cultural destinations.

Other Statistics

Average Temperature		Rainfall	
Period	Min.	Max	Inches
January	40.0	58.0	4.0
April	46.0	69.0	1.2
July	56.0	82.0	0.0
October	50.0	74.0	1.1
Yearly	48.0	70.8	20.5

Source: The Weather Channel

Ethnic Breakdown		
	2018	2016
White	68.50%	71.00%
Asian	16.20%	13.30%
Hispanic	8.60%	10.10%
Black	0.70%	0.90%
Other	6.00%	4.70%

Source: U.S. Census Bureau



2019 Top Ten Employers in San Carlos

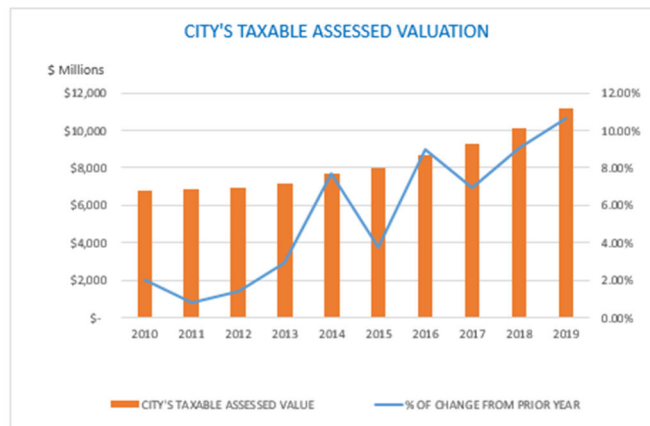
<u>Employer</u>	<u>Number of Employees</u>	<u>Products/Services</u>
Palo Alto Medical Foundation	500	Healthcare Provider
Natera, Inc.	405	Lab Services
Pacific Gas & Electric Co	284	Utilities
Recology San Mateo County	240	Waste Management
Novartis Pharmaceuticals	230	Pharmaceutical
Oportun, Inc	219	Financial Services
Delta Star	216	Manufacturer
The Home Depot	212	Retail
Check Point Software Tech Inc	208	Information Technology
San Carlos Transit Village, Inc	202	Property Management

Source: City Business Registration Data

Assessed Valuation, Tax Rates and Tax Levies

LAST TEN FISCAL YEARS

Real Property							Change from Prior	Total Direct Tax Rate
Fiscal Year	Residential Property	Commercial Property	Industrial Property	Others	Total Real Property	Unsecured Property		
2010	\$5,385,051,647	\$537,954,158	\$510,871,559	\$49,573,684	\$6,483,451,048	\$299,137,744	\$6,782,588,792	2.03%
2011	5,438,326,043	532,479,578	524,446,802	50,382,008	6,545,634,431	289,541,082	6,835,175,513	0.78%
2012	5,532,457,020	530,784,713	530,206,176	57,106,808	6,650,554,717	280,328,376	6,931,483,093	1.41%
2013	5,717,858,710	516,269,311	559,907,761	69,214,632	6,863,250,414	269,345,842	7,132,596,256	2.90%
2014	6,120,011,894	541,914,403	556,804,162	59,050,882	7,277,781,141	401,155,969	7,678,937,110	7.66%
2015	6,489,784,870	561,595,333	563,659,154	50,870,561	7,665,909,918	299,060,205	7,964,970,123	3.72%
2016	6,979,211,977	665,733,132	598,644,941	63,226,293	8,306,816,343	370,528,439	8,677,344,782	8.94%
2017	7,420,946,280	770,190,805	636,526,534	67,885,633	8,895,549,252	381,768,262	9,277,317,514	6.91%
2018	7,974,893,577	932,202,432	719,752,790	93,148,004	9,719,996,863	399,049,241	10,119,046,104	9.07%
2019	8,556,401,938	1,038,848,823	920,844,274	89,053,163	10,605,148,198	590,331,671	11,195,479,869	10.64%



Source: San Mateo County Assessor 2009/10-2018/19 Combined Tax Rolls



Top Ten Property Tax Payers Prior Year and Ten Years Ago

2018-2019				2009-2010			
Taxpayer	Assessed Value	Rank	Percentage of Total City Assessed Value	Taxpayer	Assessed Value	Rank	Percentage of Total City Assessed Value
Novartis Pharmaceuticals Group	\$ 245,752,619	1	2.20%	SPK-Skyway Landing LLC	\$ 65,300,000	1	0.96%
BMR-201 Industrial RD LLC	122,129,076	2	1.09%	Circle Star Center LLC	50,251,320	2	0.74%
Hudson Skyway Landing LLC	110,300,581	3	0.99%	BMR-201 Industrial RD LLC	38,567,909	3	0.57%
Equity One San Carlos LLC	98,940,000	4	0.88%	L-3 Communications Corp	38,513,989	4	0.57%
Are-San Francisco No. 63 LLC	93,691,485	5	0.84%	Novartis Pharmaceuticals Group	36,082,973	5	0.53%
GC Net Lease San Carlos Investors LLC	88,160,130	6	0.79%	301 Industrial LLC	24,710,020	6	0.36%
San Carlos Group	66,708,000	7	0.60%	Kelly-Moore Paint Company	21,458,121	7	0.32%
Are-San Francisco No. 62 LLC	66,258,254	8	0.59%	San Carlos Retail Venture LP	20,863,330	8	0.31%
SC Landmark Hotels LLC	54,743,076	9	0.49%	Berkman Trust	18,782,447	9	0.28%
Are-San Francisco No. 71 Holding LLC	40,055,399	10	0.36%	ECI Two San Carlos LLC	18,571,139	10	0.27%
Total Top 10 Taxpayers' Totals	\$ 986,738,620		8.81%		\$ 333,101,248		4.91%
City's Total Assessed Valuation	\$11,195,479,868		100%		\$ 6,782,588,792		100%

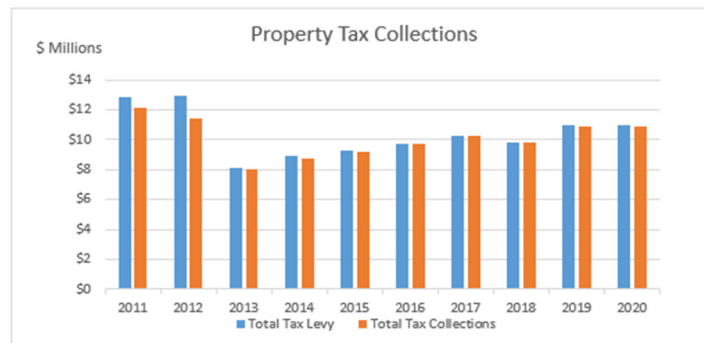
San Mateo County Assessor 2018/19 Combined Tax Rolls and the SBE Non Unitary Tax Roll

Top Property Tax Payers Based on Net Values

Property Tax Levies and Collections

Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collection	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2011	12,829,443	12,155,993	94.75%	-	12,155,993	94.75%
2012	12,955,911	11,398,356	87.98%	-	11,398,356	87.98%
2013	8,138,448	8,027,011	98.63%	-	8,027,011	98.63%
2014	8,879,658	8,757,878	98.63%	-	8,757,878	98.63%
2015	9,229,066	9,208,905	99.78%	-	9,208,905	99.78%
2016	9,744,532	9,693,047	99.47%	-	9,693,047	99.47%
2017	10,273,217	10,231,703	99.60%	-	10,231,703	99.60%
2018	9,804,156	9,807,155	100.00%	-	9,807,155	100.00%
2019	10,934,085	10,913,557	99.81%	-	10,913,557	99.81%
2020	10,934,085	10,913,557	99.81%	-	10,913,557	99.81%



Source:

San Mateo County Assessor 2009/10 - 2018/19 Combined Tax Rolls
2018-19 County of San Mateo Estimated Property Tax Revenue

1. In 1995 the County entered a "Teeter Plan" agreement with the City which allows the City to keep 100% of the secured taxes, and the County to keep all interest and delinquency charges collected.
2. Prior to fiscal year 2012, property tax levies included property tax increment from the former Redevelopment Agency.
3. Beginning fiscal year 2013, the amounts presented include only the City's general secured and unsecured property taxes collections. The tax collection is subjected to adjustment for all increases, decreases and refunds processed throughout the fiscal year.

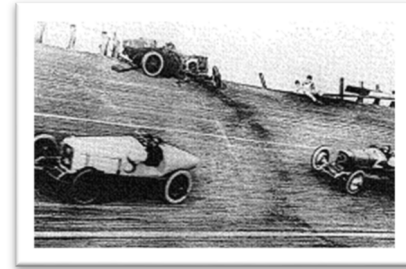


The Top Ten Amazing Facts About the City of San Carlos

1. Famous people from San Carlos include Kathryn Bigelow (Film writer and director, winner of Academy Award Best Director in 2010, *The Hurt Locker*), Dana Carvey (Actor/Comedian, *Saturday Night Live*, *Wayne's World*), Rex J. Walheim (Astronaut on Space Shuttle *Atlantis*), Barry Bonds (San Francisco Giants, All-Time Home Run Record Holder), and Brad Lewis (Producer, winner of Academy Award Best Animated Film in 2007 – *Ratatouille*).



2. From 1921 – 1922, San Carlos was home to car racing. The Greater San Francisco Speedway was a mile-and-one-quarter board track located on 140 acres between McCue Street on the north and Brittan Avenue on the south between Old County and Industrial Roads. The track had a 38-degree bank, and racers could reach death-defying speeds of more than 110 miles per hour. The first race was on December 11, 1921, with a \$25,000 purse.



3. The first school in San Carlos was organized in 1903. By 1916, classes were held in a home on the corner of San Carlos Avenue and Elm Street, and enrollment was approximately 20 students. Subsequently, the city's first schoolhouse was built in 1918 at 650 Elm Street and accommodated eight grades. In 1930, this building became City Hall.

4. From 1942 – 1944, the U.S. Army came to San Carlos. H and H Ranch (at the top of today's Club and Crestview Drives) was used as the U.S. Army War Dog Reception and Training Center. Approximately 4,500 dogs were trained at the facility and 1,200 could be accommodated at any one time.



5. The Chicken's Ball of San Carlos was first performed in 1940 and raised \$325 for the public schools in San Carlos. The Chicken's Ball is a biennial fund-raiser for the school district and was originally designed like the 1900s-era San Francisco Barbary Coast saloon shows. No one, not even reporters, knows what will be in the show prior to opening night.



6. In 1964, the Circle Star Theatre opened at 1800 Industrial Road. Billed as the “Theatre of Tomorrow” the Circle Star was a theater in the round featuring a revolving circular stage with seating no further than 50 feet away from the stage. Many famous artists performed at Circle Star including: Frank Sinatra; Barry Manilow; Dionne Warwick; Sonny and Cher; Al Green; and the Carpenters.
7. Elected in 2002, the first female governor of Michigan, Jennifer Mulhern Granholm, served as Miss San Carlos in 1977.
8. In 1988, a chess match was held over the phone between Neville Arroues, a resident of San Carlos, and a 14-year-old Jamie Galatas, a resident of San Carlos’ sister city Croydon, Australia. The match was the first event of the cities’ cultural exchange program.
9. Concerts in the park actually began in 1939 following construction of the Burton Park Amphitheater. The Amphitheater was removed in the late 1990’s when the San Carlos Youth Center was built.
10. In 1999, the San Carlos Youth Center opened. Many children were involved in the project during construction and signed the building’s beams as a form of time capsule for future generations to find.



Source: *Images of America – San Carlos*; Veronico, Nicholas and Betty



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GLOSSARY OF TERMS

AB1X26: The Dissolution Act signed by Governor Brown to dissolve all redevelopment agencies by February 1st, 2012.

AB1234: The assembly bill that requires cities, counties and special districts in California to provide ethics training to their local officials. Public officials are required to complete the training within one year of taking office and repeat the training every two years.

Accounting System: The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Accrual Basis: A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Adopted Budget: The official budget as approved by the City Council at the start of each fiscal year.

Affordable Housing Impact Fee: Pursuant to City Municipal Code Section 3.34, affordable housing fees fund the construction, acquisition or financing of new or existing multi or single family affordable housing projects within the city for low or very low income residents.

Agency Fund: A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

Amended Budget: Also known as "Revised Budget" This is the official budget as adopted and as amended by the City Council through the course of a fiscal year.

Annual Budget: A budget applicable to a single fiscal year.

Annual Financial Report: The audited financial report otherwise known as the Comprehensive Annual Financial Report (CAFR) applicable to a single fiscal year.

Appropriated Budget: The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation: A legal authorization granted by a legislative body for a given period to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

Assessed Valuation: The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

Assigned Reserves: As per GASB 54 for Fund Balances, assigned fund balances include amounts that are constrained by the government's intent that they be used for specific purposes.

Audit: Prepared by an independent Certified Public Accountant (CPA), the primary objective of an audit is to determine if the City's financial statements present fairly the City's financial position and results of operations in conformity with generally accepted accounting principles.

Authority: A government or public agency created to perform a single function or restricted group of related activities.



Beginning/Ending Fund Balance: Appropriated resources available in a fund from the prior/current years after payment of the prior/current fiscal year's expenses. This is not necessarily cash on hand

Bond: A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Bond Covenant: A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture.

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

Budget Message: Included in the opening section of the Budget, the Budget Message provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager

California Public Employees' Pension Reform Act of 2013 (PEPRA): The law that changes the way CalPERS retirement and health benefits are applied, and places compensation limits on members.

Capital Budget: A plan or proposed capital outlays and the means of financing them.

Capital Improvement Program (CIP): A financial plan for capital improvements with single and multiple-year expenditures to meet capital needs arising from the assessment of long-term needs. It sets forth each project in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Investment Program: A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capital Projects Fund: A fund that accounts for the construction, rehabilitation, and acquisition of capital assets, such as buildings, equipment, and roads.

Capitalized Expenditures: Expenditures resulting in the acquisition and/or construction of fixed assets.

Cohort: With respect to COVID-19, a stable group of no more than 14 children or youth and no more than two supervising adults in a supervised environment in which supervising adults and children stay together for all activities (e.g., meals, recreation, etc.), and avoid contact with people outside of their group in the setting.

Commercial Linkage Fee: Pursuant to Municipal Code Section 8.51, this fee applies to certain commercial development to help pay for construction, acquisition or financing of new or existing multi-family affordable housing projects.

Committed Fund Balance: Funds that have been committed by Council via resolution for a specific purpose. A resolution is required to amend or rescind committed balances.

Contact Tracing Program: Process of identifying persons who may have come into contact with a person infected with a disease, and subsequent collection of further information about these contacts.

Contracted Services: Services rendered in support of City operations and activities by external parties. These may be based upon either formal contracts or ad hoc charges.

Contingency: A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.



Cost Accounting: The method of accounting that provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost of Services Fees: Charges for services levied by the City to recover costs associated with providing a service or permitting an activity. They include such fees as recreational fees, plan checking fees, building permit fees, etc. Components of the full cost of service include direct labor costs, indirect labor costs, specific direct non-labor costs where applicable, allocated non-labor costs, and allocated City-wide overhead

COVID-19: Disease (coronavirus disease 2019) caused by the virus SARS-CoV-2. The virus has spread to many countries around the world, including the United States, prompting the World Health Organization to declare a pandemic. A pandemic occurs when the whole world is experiencing the same disease at the same time.

Debt Service Fund: A fund established for the payment of interest and principal on all debt other than payable exclusively from special assessments.

Department: A major organizational group 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 assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence; (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

Division: An organizational subgroup of a department.

Employee Services: Salaries plus fringe benefits earned by employees of the organization for work performed.

Encumbrance: The commitment of appropriated funds to purchase goods that have not yet been received, or services that have yet to be rendered.

Enterprise Fund: A fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case, the governing body intends that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Entitlement: The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

ERAF: Educational Revenue Augmentation Fund. A shift of property tax revenue from local agencies to the State.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service and capital outlays.

Fiscal Year (FY): A 12-month period (for the City July 1st through June 30th) to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets: Equipment costing \$5,000 or more, including tax, and not qualifying as a capital improvement project.



Full-Time Equivalent (FTE): The conversion of full-time and part-time employee hours to an equivalent of a full-time position. For example: one person working half-time would count as 0.5 FTE. One full-time equivalent equals 2,080 hours of work per year.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The amount of financial resources available for use. Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

Gann Limit: An absolute dollar limit on the amount of funds derived from taxes that the City can legally appropriate and expend each fiscal year, as specified by Article 13-B of the State Constitution. Any tax revenues in excess of the Gann Limit must be returned to taxpayers.

GASB 34: The Government Accounting Standards Board (GASB), which defines the criteria that auditors use to judge the adequacy of local and state government financial statements, has changed long-standing practices by requiring that government entities include reporting of their capital assets in their annual balance sheet and income statement. GASB Statement No. 34, adopted in June 1999, for the first time highlights the costs of acquiring, owning, operating and maintaining public works infrastructure for government-bond holders and the public at large.

GASB 45: GASB Statement No. 45, new accounting standards for Other Post-Employment Benefits (OPEB) addresses how state and local governments account for and report post-employment healthcare and other non-pension benefits. The statement generally requires that the state and local governments account for and report the annual cost of OPEB and the outstanding obligations and commitments related to OPEB in essentially the same manner as they currently do for pensions.

GASB 68: GASB Statement No. 68, Accounting and Financial Reporting for Pensions—an amendment of GASB Statement No. 27, improves accounting and financial reporting by state and local governments for pensions. This Statement establishes standards for measuring and recognizing liabilities and expenditures and identifies the methods and assumptions that should be used to calculate those liabilities and expenditures.

General Fund: The primary operating fund used to account for most day-to-day activities.

General Obligation Bond: A municipal bond backed solely by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards of/and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

Governmental Funds: The group of funds that are composed of the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds.

Grants: Contributions of cash or other assets from another governmental agency (usually) to be expended or used for a specified purpose, activity or facility.

Housing Authority: Responsible for handling Housing assets and operations of the former RDA.



Infrastructure: All City-owned facilities supporting the operation of the governmental unit. It includes: streets, roads, bridges, curbs and gutters, parks, water and sewer lines, storm drains, water pump stations and reservoirs, water wells, sewer lift stations, all government buildings and related facilities.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Lease Purchase: Contractual agreements which are termed leases, but whose lease amount is applied to the purchase (as with a COP debt).

Line Item: The description of an object of expenditure, i.e. salaries, benefits, professional services, etc.

Long Term Debt: Debt with a maturity of more than one year after the date of the issue.

Major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.

Materials & Services: Expenses that are charged directly as a part of the cost of a service.

Maturities: The dates on which the principal or state values of investments or debt obligations mature and may be reclaimed.

Modified Accrual Basis: The accrual basis of accounting where revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. All governmental funds and agency funds are accounted for using the modified accrual basis of accounting.

Net Income (Loss): Proprietary fund excess (deficit) of operating revenues and operating transfers-in over operating expenses, non-operating expenses and operating transfers-out.

Non-Major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are smaller or less significant funds.

Non-Operating Expenses: Proprietary fund expenses not directly related to the fund's primary activities (e.g. interest).

Non-Operating Revenues: Proprietary fund revenues incidental to, or by-products of, the fund's primary activities.

Operating Expenses: Proprietary fund expenses related directly to the fund's primary activities.

Operating Income: The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues: Proprietary funds revenues directly related to the fund's primary activities. They consist primarily of user charges for goods and services.

Operating Transfers: Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended, such as transfers from the General Fund to a Special Revenue or Capital Projects Fund.



Ordinance: A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the City.

Other Public Employment Benefits: Benefits that an employee will begin to receive at the start of retirement that does not include pension benefits paid to the retired employees. These benefits vary depending on bargaining groups and employee's date of hire.

Oversight Board: Composed of seven members to direct the staff of the successor agency to perform work in furtherance of the oversight board's duties and responsibilities. The board shall have fiduciary responsibilities to holders of enforceable obligations and the taxing entities that benefit from distribution of property tax and other revenues.

Park Facility Development Fee: Pursuant to Municipal code Section 3.34, the Park Facility Development Fee is imposed on all new development since new development in the City generates a need for added facilities and an increased demand on existing facilities.

Park in Lieu Fee: Pursuant to Municipal Code 17.32.030, the Park in Lieu fee funds the acquisition, construction and major improvement of City parks.

Performance Measures: A series of indicators that measures levels of services and results.

Permanent Fund: A fund that accounts for resources that cannot be expended, but must be held in perpetuity. Generally, these resources are invested and a government may spend the earnings, often for a purpose specified by the provider of the resources.

Preliminary Budget: A budget in its preliminary preparation stage prior to review and formulation by the City Council. In the preliminary stage, a budget forecasts current costs into the future and new or modified spending proposals for the future.

Program: Group activities, operations, or organization units directed to attaining specific purposes or objectives.

Program Purpose: A general statement explaining the reason a particular program or division exists.

Property Tax: An ad valorem tax imposed on real property, based upon the value of the property.

Proprietary Fund: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds.

Public Safety Power Shutoff (PSPS): Action determined to be necessary by PG&E to turn off electricity in the interest of public safety when severe weather threatens a portion of the electricity system. High temperatures, extreme dryness and record-high winds could create conditions in our state where any spark at the wrong time and place can lead to a major wildfire.

Recognized Obligation Payment Schedule: A permanent schedule of obligations that replaces the Existing Obligation Payment schedule once it is approved by the Oversight Board to the Successor Agency to the Former Redevelopment Agency.

Reserved Fund Balance: Those portions of fund balance that have not been appropriated for expenditure or that are legally segregated for a specific future use.

Resolution: A special or temporary order of the City Council requiring less formality than an ordinance.



Restricted Fund Balance: Non-spendable or restricted fund balances are amounts restricted by external parties or contracts.

Restrictive Covenant: A document recorded against a property that describes any land use limitations or conditions associated with that property.

Revenues: (1) Increases in net current assets of a governmental fund type from other than expenditure refunds and residual equity transfer. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

Revised Budget: Also known as "Amended Budget" this is the official budget as adopted and as amended by the City Council through the course of a fiscal year.

Risk Management: All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

Sales Tax: A tax on sales or on the receipts from sales.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses. Because no insurance is involved, the term self-insurance is a misnomer.

Service Level Measure: A statement describing an activity conducted or performed by the program/division. A program will usually have many Service Level Measures. Service Level Measures provide quantifiable and qualifiable information as to the level of service to be provided in relation to the level of fund indicated in the budget.

Service Reimbursements: Transactions that constitute reimbursements to a department/division for expenditures or expenses initially made from it but that properly apply to another department/division.

Sewer Capacity Charges: Pursuant to Municipal Code 13.04.025, the sewer capacity charge is imposed on all new development. The charge is to recover costs for the City's sewer system infrastructure and assets that provide benefit to a) new connections to the sanitary sewer system and b) existing sanitary sewer connections that increase wastewater discharge.

Social Distancing: Also called "physical distancing", a practice in which a safe space is maintained between two or more people not from the same household. Stay at least 6 feet (about 2 arms' length) from other people not from the same household in both indoor and outdoor spaces.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Specific Program Objectives: An "action" statement indicating the new or special activities proposed for a program.

State Revolving Fund Loan: A loan administered by a U.S. state for the purpose of providing low-interest loans for investments in water and sanitation infrastructure.

Successor Agency: Agency established to comply with State law AB1X26 regarding the dissolution of the former RDA and liquidation of assets in a manner that maximizes value for local taxing entities.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, user charges.



Traffic Impact Fee: Per Municipal Code Section 8.50, the Traffic Impact Fee is assessed based upon evidence that a new development generates additional residents, employees and structures, which in turn place an additional cumulative burden upon the local transportation system.

Transfers: Payments from one fund to another ideally for work or services provided, or to cover operating expense shortfalls.

Transient Occupancy Tax (TOT): Tax levied by cities on persons staying 30 days or less in room(s) in a hotel, inn, tourist home or house, motel, studio hotel, bachelor hotel, lodginghouse, roominghouse, apartment house, dormitory, public or private club, mobile home or house trailer at a fixed location ,or other similar structure.

Trust Fund: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or funds.

Unassigned Fund Balance: The portion of fund balance that is immediately available for use.

Water Infrastructure and Innovation Act: The Water Infrastructure Finance and Innovation Act of 2014 (WIFIA) established the WIFIA program, a federal credit program administered by EPA for eligible water and wastewater infrastructure projects.

Way-Finding: Refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space.

Wildfire Mitigation Plan (WMP): Provides details on PG&E's comprehensive Community Wildfire Safety Program (CWSP) and, incorporating lessons learned from the 2019 wildfire season, outlines the additional programs planned from 2020 to 2022 to prevent catastrophic wildfires. On February 7, 2020, PG&E submitted its 2020 plan in compliance with California SB 901, AB 1054 and with direction from the California Public Utilities Commission's (CPUC) Wildfire Safety Division.

Yield: The rate earned on an investment based on the price paid.



Commonly Used Acronyms in the City of San Carlos

ABAG	Association of Bay Area Governments
ACC	Adult Community Center
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AED	Automatic External Defibrillator
AFSCME	American Federation of State, County and Municipal Employees
ALPR	Automated License Plate Reader
ALUC	Airport Land Use Commission
ARC	Annual Required Contribution
ASAC	Athletic Sites Advisory Committee
AV	Audio Visual
AYSO	American Youth Soccer Organization
BAAQMD	Bay Area Air Quality Management District
BMPs	Best Management Practices
BMR	Below Market Rate
BSCFD	Belmont San Carlos Fire Department
C/CAG	City/County Association of Governments
CAD	Computer-Aided Dispatch system (Police)
CAFR	Comprehensive Annual Financial Report
CALOES	California Office of Emergency Services
CAP	Climate Action Plan
CCTV	Closed Circuit Television
CDAA	California Disaster Assistance Act
CDC	Centers for Disease Control and Prevention
CDF	California Department of Forestry
CDPH	California Department of Public Health
CEQA	California Environmental Quality Act
CERBT	California Employers' Retiree Benefit Trust
CERT	Community Emergency Response Team
CIP	Capital Improvement Program
CMAF	Climate Mitigation and Adaptation Plan
CMAQ	Congestion Management & Air Quality (subcommittee of C/CAG)
CMO	City Manager's Office
CMTA	California Municipal Treasurers Association
COOP	Continuity of Operations Plan
CPI	Consumer Price Index



CPS	Countdown Pedestrian Signal
CPUC	California Public Utilities Commission
CPR	Cardiopulmonary Resuscitation
CSAC	California State Association of Counties
CSC	City of San Carlos
CSMFO	California Society of Municipal Finance Officers
CSO	Community Services Officer
CWSP	Community Wildfire Safety Program
CYSA	California Youth Soccer Association
DARE	Drug & Alcohol Resistance Education
DBE	Disadvantaged Business Enterprise Program or Goal
DEIR	Draft Environmental Impact Statement
EAP	Employee Assistance Program
ECMS	Electronic Content Management System
EDAC	Economic Development Advisory Commission
EDP	Economic Development Partnership
EIR	Environmental Impact Statement
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERAF	Education Revenue Augmentation Fund
ERP	Enterprise Resource Planning
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FPPC	Fair Political Practices Commission
FSA	Flexible Spending Account
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GCI	General Commercial Industrial
GESC	Greater East San Carlos
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GO	General Obligation
HEART	Housing Endowment and Regional Trust of San Mateo County JPA
HHS	Department of Health and Human Services
HIA	Harbor Industrial Association
HIP	(or HIP Housing) – Human Investment Project
HLC	Housing Leadership Council



HVAC	Heating Ventilation and Air Conditioning
IAP	Incident Action Plan
ICSC	International Council of Shopping Centers
IEDA	Industrial Employers Distributors Association
ILP	Intelligence Lead Policing
IPM	Integrated Pest Management
JPA	Joint Powers Authority
LEAP	Local Early Action Planning
LHJ	Local Health Jurisdiction
LTD	Long-Term Disability
MFA	Multi-Factor Authentication
MOU	Memorandum of Understanding
MRP	Municipal Regional Stormwater Permit
MTC	Metropolitan Transportation Commission
N2N	Neighbor to Neighbor Campaign
NPDES	National Pollutant Discharge Elimination System
NWS	National Weather Service
OES	Office of Emergency Services
OIG	Office of Inspector General
OPEB	Other Post-Employment Benefits
PAL	Police Activities League
PAMF	Palo Alto Medical Foundation
PARS	Public Agency Retirement Services
PC	Planning Commission
PCJPB	Peninsula Corridor Joint Powers Board or Caltrain Board
PD	Planned Development
PEMHCA	Public Employees' Medical and Hospital Care Act
PenTV	Peninsula Television, Inc.
PEPRA	California's Public Employees' Pension Reform Act of 2013
PERS	(aka CalPERS) Public Employees' Retirement System
PGE	Pacific Gas and Electric
PIO	Public Information Officer
PLAN	Pooled Liability Assurance Network
PPE	Personal Protective Equipment
PRA	Public Records Application
PSPS	Public Safety Power Shutoff
PTA	Parent Teacher Association
PTCRA	Peninsula Traffic Congestion Relief Agency
RDRC	Residential Design Review Committee



RFP	Request for Proposals
RFQ	Request for Qualifications
RHNA	Regional Housing Needs Allocation
RMS	Records Management System
ROPS	Recognized Obligation Payment Schedule
RPA	Request for Public Assistance
RWQCB	Regional Water Quality Control Board
SA	Successor Agency
SAL	Sheriff's Activity League
SAMCAT	San Mateo County Telecommunications Authority
SAMTRANS	San Mateo County Transit District
SAN	Storage Area Network
SBWMA	South Bayside Waste Management Authority
SCBA	Self-Contained Breathing Apparatus
SCDC	San Carlos Development Corporation
SCLL	San Carlos Little League
SCMC	San Carlos Municipal Code
SCU	San Carlos United
SCYC	San Carlos Youth Center
SCYSA	San Carlos Youth Softball Association
SMC	San Mateo County
SOP	Standard Operating Procedure
SPUR	San Francisco Planning and Urban Research
SRF	State Revolving Fund
SSO	Sanitary Sewer Overflow / Single Sign-On
SST	Sustainable Solution Turnkey
STOPP	Stormwater Pollution Prevention Program
SVCW	Silicon Valley Clean Water
SVEDA	Silicon Valley Economic Development Alliance
SVIP	Sheriff's Volunteers in Policing
T & C	Transportation & Circulation Commission
TA	Transportation Authority or San Mateo County Transportation Authority
TDM	Transportation Demand Management
TI	Tax Increment
TOT	Transient Occupancy Tax
UBC	Uniform Building Code
ULI	Urban Land Institute
VMT	Vehicle Miles Travelled
VSP	Vision Service Plan



WHO	World Health Organization
WIFIA	Water Infrastructure and Innovation Act
WMP	Wildfire Mitigation Plan
YAC	Youth Advisory Commission
YC	Youth Center



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