

FISCAL YEARS 2021 - 2023

CITY OF SAN CARLOS

ADOPTED BUDGET

SAN CARLOS, CALIFORNIA

This Page Intentionally Left Blank



MAYOR



LAURA PARMER-LOHAN

MEMBERS OF THE CITY COUNCIL



SARA MCDOWELL,
VICE MAYOR



RON COLLINS,
COUNCIL MEMBER



JOHN DUGAN,
COUNCIL MEMBER



ADAM RAK,
COUNCIL MEMBER

CITY TREASURER

INGE TIEGEL

CITY STAFF

JEFF MALTBIE
City Manager

REBECCA MENDENHALL
Administrative Services
Director

CARRIE TAM
Financial Services Manager

CITY STAFF

AMY NEWBY
Parks & Recreation
Director

RAY IVERSON
Fire Chief

CRYSTAL MUI
City Clerk/Director of Community
Relations

DAVE PUCCI
Deputy Fire Chief

TARA PETERSON
Assistant City Manager

KRISTINA BELL
Police Captain

GREG RUBENS
City Attorney

AL SAVAY
Community Development Director

STEVEN MACHIDA
Public Works Director

ACKNOWLEDGEMENTS

Cover Design:

Brian Cary

Cover Photographs:

Brian Cary

Budget Book Preparation:

City of San Carlos' Finance & Administrative Services Division

Rebecca Mendenhall, Director of Administrative Services
Carrie Tam, Financial Services Manager
Tammy Mak, Senior Accountant
Marco Lao, Senior Accountant
Jenny Liu, Senior Management Analyst
Cheryl Hong, Administrative Assistant

TABLE OF CONTENTS

BUDGET OVERVIEW

Budget Message	1
Resolution Adopting the Biennial Budget for Fiscal Years (FYs) 2021-22 and 2022-23	23
Impact of State Budget, Legislation, and Regulations	25
Basis of Budget Preparation and Major Fund Summaries	33
Top Ten Budget Frequently Asked Questions (FAQs)	41
Gann Annual Appropriation Limit FY 2021-22	45
<i>Gann Appropriation Limit Calculations</i>	46
<i>Chart of Funds Subject to Appropriation</i>	47
<i>Resolution Adopting Prop 4 Gann Appropriation (FY 2021-22)</i>	48
Financial Policies	49
<i>Resolution Adopting Financial Policies</i>	55
Strategic Plan and Objectives	57
Government Finance Officers Association (GFOA) Award	82
Community & Economic Profile	83
Community Survey Summary	91

FINANCIAL SUMMARIES

Fund Structure	93
Fund Balances: Operating Capital and Other Budgets	97
Fund Balance Status (5-Year Trend)	103
Summary of Sources and Uses by Fund Type FY 2021-22 and FY 2022-23	104
General Fund Summary	108
General Fund Long Term Forecast	109
General Fund Department Summaries	110
General Fund Operating Budget Revenues and Expenditures FYs 2021-22 and 2022-23	113
Allocation and Transfer Summary	114

REVENUES

Revenue Budget Assumptions	117
Citywide Operating Revenue by Major Category and Source	118
Description of Major General Fund Revenue Sources	119
Revenues by Major Category and Source	123
Citywide Revenue Adopted Biennial Budget for Fiscal Years (FYs) 2021-22 and 2022-23 ...	124
General Fund Operating Revenues by Type FYs 2021-22 and 2022-23	125
General Fund Operating Revenues Multi-Year Comparison	126
Property Tax Dollar Breakdown	127
Property Tax Dollar Allocation – San Mateo County	128
Sales Tax by Major Industry Group	129
Sales Tax by Revenues per Capita	130
Sales Tax Revenue by Geographic Area	131
Revenue Detail by Fund	133

EXPENDITURES

Expenditures by Major Category and Source	139
Citywide Expenditure Adopted Biennial Budget for Fiscal Years (FYs) 2021-22 and 2022-23	142
General Fund Operating Expenditures FYs 2021-22 and 2022-23	143
Operating Expenditures Multi-Year Comparison	144

ORGANIZATION CHARTS

Citywide Organization Chart	145
Boards, Commissions, Committees, and Regional Joint Power Authorities (JPA)	146
Major Municipal Service Lines and Operating Programs	147

TABLE OF CONTENTS

GENERAL GOVERNMENT

City Council.....	149
City Manager.....	155
City Attorney.....	163
City Clerk.....	169
City Treasurer	177
Administrative Services Department.....	183
<i>Administration / Risk Management.....</i>	187
<i>Leadership & Management</i>	189
<i>General Liability/Risk Management.....</i>	190
<i>Workers' Compensation Fund.....</i>	191
<i>Post-Employment Benefits Fund.....</i>	192
<i>General Fund – Non-Departmental.....</i>	193
<i>Equipment Replacement Fund.....</i>	194
<i>Technology Replacement Fund</i>	195
<i>San Carlos Library Bond Service Fund.....</i>	196
<i>Financial Services</i>	197
<i>Human Resources.....</i>	201
<i>Information Technology.....</i>	205

COMMUNITY DEVELOPMENT DEPARTMENT

Community Development Department.....	209
<i>Leadership and Management.....</i>	213
<i>Development and Permitting Services</i>	218
<i>Code Enforcement.....</i>	219
<i>Key Development Project Facilitation</i>	220
<i>Long Range Planning.....</i>	220
<i>Economic Development.....</i>	223
<i>Housing Compliance and Assistance.....</i>	227
<i>Housing In Lieu.....</i>	229

PARKS AND RECREATION DEPARTMENT

Parks and Recreation Department	231
<i>Leadership and Management.....</i>	235
<i>Park In Lieu.....</i>	237
<i>Athletics</i>	239
<i>Adult Services.....</i>	241
<i>Youth Services</i>	243
<i>Personal and Family Development</i>	247
<i>Special Community Events.....</i>	249

PUBLIC SAFETY

Police Bureau.....	251
Fire Department	259

PUBLIC WORKS DEPARTMENT

Public Works Department	265
<i>Administration and Engineering.....</i>	269
<i>Facilities and Maintenance</i>	275
<i>San Carlos Library Tenant Fund</i>	277
<i>Fleet Maintenance</i>	279

TABLE OF CONTENTS

<i>Parks Maintenance</i>	281
<i>Wastewater</i>	285
<i>Stormwater</i>	287
<i>Street Maintenance</i>	289
<i>Measure A Traffic Congestion Fund</i>	292
<i>Measure W Traffic Congestion Fund</i>	293
<i>Gas Tax</i>	294
<i>Parking In Lieu</i>	295

PERSONNEL SUMMARY

Summary of Employee Compensation and Benefits	297
CalPERS Pension Plan Analysis	299
Summary of Full-Time Positions	301
<i>Summary of Elected and Appointed Officials</i>	302
Summary by Department	303

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Budget	307
<i>Capital Improvement Expenditures FYs 2021-22 and 2022-23</i>	319
Capital Program Budget Summary	320
Capital Program Fund Summary	321
Fund 6 Wastewater (Sewer) Fund	323
Fund 16 Gas Tax Fund	333
Fund 25 General Fund Capital Projects Fund	339
Fund 27 Park in-Lieu Fund	397
Fund 28 Parking in-Lieu Fund	403
Fund 29 Housing in-Lieu Fund	407
Fund 31 Low and Moderate Income Housing Fund	407
Fund 95 Library Improvement Fund	413
Unfunded Projects List	417

DEBT SERVICE

Debt Management Policy	419
Debt Disclosure Procedure Policy	433
Debt Schedule	445
Legal Debt Margin	447
Compliance with Debt Policy	447
Outstanding Bond Issuances and Assessment Districts Purpose and Background	448

GLOSSARY

Glossary	453
Acronyms	461

This Page Intentionally Left Blank



June 14, 2021

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

Honorable Mayor and Members of Council:

On behalf of the entire San Carlos staff, I am pleased to present the City of San Carlos Biennial Budget for Fiscal Years 2021-22 and 2022-23, including the Operating Budget along with the Five-Year Capital Improvement Program Budget.

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 70% 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.

Those of us in City Hall are especially proud of how we manage our limited financial resources each year as we work to find new ways to do more than many cities, with less. Being efficient and effective with our precious tax revenue is a topic planned for and discussed by staff and Council on a daily basis and features prominently in every decision made by our community representatives. Each year, San Carlos receives multiple awards and is recognized for innovative programs and projects and outstanding financial management and long range planning.

Several years ago, we began the process to transition from annual departmental budgeting to a full program and performance-based biennial budget. Program and performance-based budgeting: focuses decisions around results and services versus organizational units; emphasizes performance over line items; shows the cost (budget) of services and the level of service available for the cost; provides a structure to consider programs as they contribute to City goals and outcomes; and serves as an investment perspective with dialog about the right service for the right price.

The City uses several different tools to accumulate performance data, including employee surveys, resident satisfaction surveys, and internal performance measurement activities. Included in this budget document are the results of a resident satisfaction survey that was completed in February 2021.

The Biennial Budget for Fiscal Years 2021-23, including Operating and Capital Budgets, is the result of an inclusive and interactive staff budget development process, input received from the Fiscal Year 2020-21 projections, the City Council Budget Study Sessions held on April 26, 2021 and May 1, 2021, as well as Council direction given throughout the year.



This budget document contains the following:

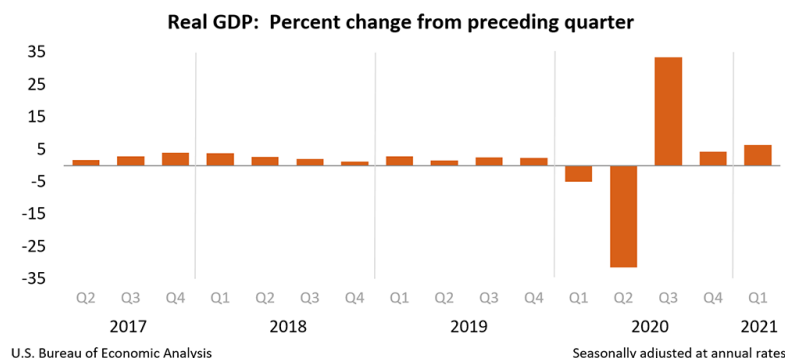
1. An economic update as it relates to local and regional unemployment rates and real estate markets;
2. An update on the impact of state budget, legislation, and regulation changes;
3. An update to the beginning fund balance projections based on actual audited results from the 2019-20 fiscal year;
4. A status report on the current 2020-21 fiscal year;
5. The proposed Operating Budget for Fiscal Years 2021-22 and 2022-23;
6. The proposed changes and updates to the Five-Year Capital Improvement Program Budget; and
7. An update on the performance measures, achievements, and goals for each department.

ECONOMIC UPDATE

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 from a passenger ship that had been exposed to COVID-19. In response, the City Manager immediately 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.

The COVID-19 pandemic impacted every section of the state and local economy and caused record high unemployment. The mandated stay-at-home orders, closures of restaurants, event spaces, and tourist sites drastically impacted the economy. However, businesses found creative ways to modify their service delivery models to continue to serve their customers. Even with those changes, it is still anticipated that it will take time before consumer activity returns to normal.

In April 2021, it was reported that the real gross domestic product (GDP) increased at an annual rate of 6.4% in the first quarter of 2021, according to the “advance” estimate released by the Bureau of Economic Analysis. In the fourth quarter of 2020, real GDP increased at 4.3%.



The increase in first quarter GDP reflected the continued economic recovery, reopening of establishments, and continued government response related to the COVID-19 pandemic. In the first quarter, government assistance payments, such as direct economic impact payments,



expanded unemployment benefits, and Paycheck Protection Program loans, were distributed to households and businesses through the Coronavirus Response and Relief Supplemental Appropriations Act and the American Rescue Plan Act.

Retail sales surged in March 2021 as federal stimulus checks bolstered wallets and the rollout of COVID-19 vaccines boosted spending at stores. The Commerce Department said that retail sales soared a seasonally adjusted 9.8% in March compared with the month prior. It was the steepest increase since May last year, when the retail sector started to rebound from the early spring shutdowns across the nation.

According to the April 2021 report from the California Employment Development Department (EDD), California's unemployment rate decreased 0.2 percentage points to 8.3% in March 2021 as the state's employers gained 119,600 jobs. California's month-over unemployment rate improved from 8.5% in February to 8.3% in March, down from the 16% peak in April 2020. All but one of California's 11 industry sectors gained jobs last month. Leisure & Hospitality (+42,400) continued to have the state's largest month-over increase thanks to Full-Service Restaurants. Trade, Transportation, and Utilities (+32,200) also had large gains thanks to strength in Clothing Stores, Transportation, and Warehousing. Strong gains were also posted in Professional and Business Services (+22,000) led by accounting, tax preparation, and bookkeeping firms.

As of March 2021, there were an estimated 404,900 jobs in the county, an increase of 10,700 jobs from June 2020. The unemployment rate in San Mateo County has decreased from 10.8 % in June 2020 to 5% in March 2021. The San Carlos unemployment rate has decreased from 7.4% in June 2020 to 4.2% % in March 2021. This compares with an unadjusted unemployment rate of 8.2% for California and 6.2% for the nation during the same period. As of March 2021, there were 961,300 jobs reported in Santa Clara County, an area to which our economic fortunes are closely linked. This represents an increase of 32,200 jobs from one year earlier. Santa Clara County's unemployment rate has decreased from 10.7% in June 2020 to 5.1% in March 2021.

The National Association of Realtors (NAR) released a report in May 2021 stating that following the quickest recovery in the nation's history in the wake of the COVID-19 pandemic, the U.S. economy is expected to grow at a high rate in 2021. Despite high unemployment, the economic recovery – propelled by favorable monetary and fiscal policies – has created the hottest housing market in nearly 50 years. The marketplace has surpassed pre-pandemic levels in terms of sales, but the fast-paced recovery has contributed to historic home price growth. In fact, an NAR report found that 89% of metros saw prices climb at double-digit rates on a year-over-year basis during the first quarter of 2021. The low supply of housing combined with low mortgage rates have created home price surges.

In April, San Mateo County was the first county in California where the median sales price for single-family homes exceeded \$2 million. According to data from the California Association of Realtors, the median price of a single-family home in San Mateo County increased slightly from \$1.985 million in March 2021 to \$2 million in April 2021. It is also an increase of 22% as compared with the median sales prices of \$1.64 million from the same period a year ago. San Mateo's neighboring counties, San Francisco (\$1.8 million) and Santa Clara (\$1.65 million) will likely top \$2 million in the near future. A single person living in San Mateo County making up to \$102,450 per year would qualify for low-income housing.

For more information about the City of San Carlos, please refer to the "[Community & Economic Profile](#)" document on pages 83-89 in the Budget Overview section of the budget document.



IMPACT OF STATE BUDGET, LEGISLATION & REGULATIONS

State Budget Overview and Highlights

On May 14, 2021, Governor Newsom announced a record-breaking \$267.8 billion revised May budget proposal – a budget \$40 billion higher than the one he had proposed four months earlier.

Repeatedly touting the budget as "historic" and "without precedent," Newsom noted, "We are trying to do things the State has talked about but never been able to accomplish because we've never had the resources to do it." The revised budget proposal included a number of one-time investments thanks to a record \$75 billion state surplus, as well as an additional \$26 billion in federal relief from the American Rescue Plan. The historic state budget surplus is driven by robust personal income, and corporation and capital gains tax revenues. State sales tax revenues remain strong.

The revised budget plan includes stimulus checks for most Californians, an expansion of small business grants and tax credits, \$20 billion in public education investments, \$11 billion in transportation systems, \$7 billion for broadband deployment, and \$5.1 billion in drought support.

Perhaps most notably, the Governor announced that the revised budget would include \$12 billion for additional services and support for Californians experiencing homelessness. While these proposals are at the State level, it is anticipated that the proposed changes will have a positive impact at the local level as well.

State Legislation

Our State Legislators continue to focus much of their energy in alignment with the Governor: recovery from the pandemic; housing and homelessness; and wildfire and climate change impacts. Over 3,000 bills were introduced in January and are making their way through the annual legislative process. Those that make it all the way to the Governor's desk will be reviewed by him and possibly signed in September. City staff will continue to track those bills that can impact San Carlos and work with the City Council to request that our community's interests be considered during this process.

A comprehensive discussion of the State's budget and proposed changes can be found in the ["Impact of State Budget, Legislation, and Regulations"](#) document on pages 25-31 in the Budget Overview section of the budget document.

BALANCING EXPENDITURES WITH FUTURE OPPORTUNITIES

To operate efficiently and ensure the economic challenges and opportunities of the future can be met with an appropriate response, the City looks beyond the current budget cycle to prepare a financial plan. It is anticipated that the local economy will continue to grow as the world recovers from the COVID-19 pandemic.

Because of cost reduction strategies implemented last year, the City is now in a position to begin to re-establish programs and restore certain positions that were eliminated. In addition, this budget will focus on many public improvement projects to maintain our infrastructure.



PREPARATION OF THE BIENNIAL BUDGET FOR FISCAL YEAR 2021-22 & 2022-23

The philosophy employed in creating this budget has been to focus the City's efforts in continuing to provide quality "core" municipal services in the most efficient way possible.

In developing the base budgets for this budget, staff has made a number of revenue and expenditure assumptions. All of these assumptions were based on the projections and economic conditions known between January and March 2021, and reflect the adjustments approved by the City Council during the current fiscal year.

THE OPERATING BUDGET PROCESS

City departments were provided with a base budget for FYs 2021-23 that included estimated increases in personnel costs, increases related to existing professional services contracts, and inflationary increases for operational expenditures. The current year revised budget and projections were also provided.

The City Manager, Administrative Services Director, Assistant City Manager, and 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.

At the March 8, 2021 City Council meeting, City Manager Jeff Maltbie spoke on the different processes prior Councils have taken to commence the budget process and responded to Council questions. Based on the Council discussion, Mr. Maltbie indicated that staff planned to hold two ½ day study sessions:

- Monday, April 26, 2021. Study Session #1 focused on department responsibilities and accomplishments, and provided a general overview of the budget and current year fiscal year financials.
- Saturday, May 1, 2021. Study Session #2 focused on the proposed operating and capital budgets for the next two fiscal years.

RECOMMENDED CHANGES TO THE FISCAL YEAR 2020-21 OPERATING BUDGET

General Fund

Given the uncertain financial situation with the COVID-19 pandemic last fiscal year, the City Council made a number of reductions to the budget, including the elimination of seven full time positions. With the anticipation of the roll out of vaccines and the reopening of the economy, staff is recommending that some of these reductions be restored to the budget. There are also some new programs and/or funding requests that have been incorporated into the recommended budget.

A summary of these recommendations by department follows.

**City Manager's budget:**

	FY 2021-22	FY 2022-23
Funding for contract Emergency Management Services	\$ 200,000	\$ 200,000
Less funding from Redwood City (shared cost)	(100,000)	(100,000)
Restore Professional Video Production	-	15,000
Reinstate Summer Intern Position (2022)	4,000	7,500
Restore conference/meetings, dues/memberships	-	10,000
Restore Citizens Academy Program	-	30,000
Total City Manager Requests	\$ 104,000	\$ 162,500

City Clerk's budget:

	FY 2021-22	FY 2022-23
Restore funding for scanning project	\$ -	\$ 55,000
Restore training	3,000	3,000
Total City Clerk Requests	\$ 3,000	\$ 58,000

Administrative Services Department budget:

	FY 2021-22	FY 2022-23
Outsource Business Registration function (savings)	(\$ 6,000)	(\$ 6,300)
Restore employee events	2,500	5,000
Restore conference and meeting budgets	2,600	13,100
Restore training and professional development	20,100	23,650
Restore office supplies	-	11,900
Restore capital outlay/furniture	-	8,000
Restore professional services	-	17,000
Total Administrative Services Requests	\$ 19,200	\$ 72,350

Community Development Department budget:

	FY 2021-22	FY 2022-23
Increase Building Plan Check services	\$ 979,000	\$ 410,800
Offset by developer fees	(979,000)	(410,800)
Increase Planning Key Development services	315,000	225,000
Offset by developer fees	(315,000)	(225,000)
Reinstate Senior Planner, Senior Admin Clerk	163,000	339,200
Re-class Building Inspector II to Senior Inspector	21,700	22,600
Total Community Development Requests	\$ 184,700	\$ 361,800

Parks and Recreation Department budget:

	FY 2021-22	FY 2022-23
Reinstate Senior Admin Clerk	\$125,700	\$ 131,000
Reinstate Senior Facility Attendant	107,100	111,700
Reinstate Youth Center Programming	80,000	96,300
Add funding for public art	-	30,000
Restore ACC Trips/Tours Program	5,000	78,500
Offset by program revenue	-	(75,000)



Restore administrative program budget	-	12,300
Total Parks and Recreation Requests	\$ 317,800	\$ 384,800

Fire and Emergency Services budget:

	FY 2021-22	FY 2022-23
Add recruitment and explorer program	\$ -	\$ 28,300
Total Fire and Emergency Services	\$ -	\$ 28,300

Public Works Department budget:

	FY 2021-22	FY 2022-23
Reinstate Civil Engineering Assistant position	\$ 209,000	\$ 216,900
Increase Park Maintenance Fuel Mitigation program	75,000	76,500
Add funding for change management/outreach	50,000	50,000
Total Public Works Requests	\$ 334,000	\$ 343,400

Staff recommended additions to the base budget total \$962,700 in FY 2021-22 and \$1,411,150 in FY 2022-23.

FISCAL YEAR 2020-21 FINANCIAL PERFORMANCE

Before we discuss the recommendations for FY 2021-23 budget, it is helpful to review the projections for the current year. The City's financial performance in FY 2020-21 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.

GENERAL FUND (In Millions)				
	FY 2021 REVISED*	FY 2021 PROJECTED	Variance	
Operating Revenue				
Business Registration	\$ 0.87	\$ 0.96	\$	0.09
Charges for Current Services	3.29	3.40		0.11
Fines & Forfeitures	0.29	0.30		0.01
From Other Agencies	0.01	0.30		0.29
Licenses & Permits	1.78	2.49		0.71
Other Revenues	0.51	0.53		0.02
Other Tax (Franchise Taxes)	1.92	1.91		(0.01)
Property Tax	15.23	14.60		(0.63)
Sales Tax	9.62	10.32		0.70
Transient Occupancy Tax	0.63	1.31		0.68
Other Uses of Money & Property	2.96	2.23		(0.73)
PAMF Target Revenue	0.81	0.81		-
Vehicle in Lieu	3.10	2.32		(0.78)
Total Revenues	\$ 41.02	\$ 41.46	\$	0.44
General Fund Expenses:				
Salaries and Benefits	17.04	16.43		(0.61)
Operating Expense	28.35	27.82		(0.53)
Capital Outlay	0.16	0.16		-
Total Operating Expenses	\$ 45.55	\$ 44.41	\$	(1.14)
Net Allocations and Transfers	2.52	2.52		-
Use of Reserves to Balance Budget	2.00	2.00		-
Net Change in Operating Funds	(0.01)	1.57		1.58

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



FY 2020-21 revenues are projected to be higher by approximately \$0.44 million. In some cases, revenue losses originally anticipated were not realized to the same extent expected. Below are some of the larger variance explanations:

From Other Agencies. The revenue projected of \$0.3 million, or \$0.3 million, over budget includes one-time funding received from the Federal Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to reimburse the City for expenses associated with the pandemic assistance.

Licenses and Permits. The revenue projected of \$2.49 million represents an increase of \$0.71 million over budget. These fees include 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. However, during the stay-at-home orders, some residents took the opportunity to make improvements to their homes while working remotely, which increased this particular revenue stream.

Property Tax. The revenue projected of \$14.6 million represents a decrease of \$0.63 million. This revenue is estimated based on information from the County and our third party consultants. The primary reason for this decrease is due to the tax increment revenue. After redevelopment agencies were dissolved in 2011, tax increment revenue that would have gone to redevelopment agencies was required to be deposited into the Redevelopment Property Tax Trust Fund (RPTTF) per Health and Safety Code (HSC) 34183. These funds are administered and distributed to local taxing agencies by the County. In May 2020, the California Court of Appeals changed the calculations for distributing former Redevelopment Agency (RDA) residual dollars, which negatively impacted the amount of RDA pass through and residual property tax revenue the City will receive. Therefore, although the City is entitled to receive an annual increase on its assessed property, the amount of pass through revenues from the former redevelopment agencies has decreased.

Sales Tax. The revenue projected of \$10.32 million represents an increase of \$0.7 million over budget. This revenue is based on information from our third party consultants and includes the economic recovery following the COVID-19 pandemic. The large decreases in sales tax revenue projected at the start of the pandemic did not materialize, as businesses were able to modify their delivery of products and services to continue to serve their customers. The building-construction sector, with 1) increased price of goods – like lumber, 2) continued home improvement projects, and 3) advantageous fall/winter weather conditions, saw strong gains that remained consistent throughout the calendar year. Exponential growth from countywide use tax pools further helped offset the declines. The Governor's announcement on April 6, 2021, indicates that the state of California will be able to reopen its economy in June, which will further support greater consumer spending.

Transient Occupancy Tax. The revenue projected of \$1.31 million represents an increase of \$0.68 million over budget. Although the FY 2020-21 revised budget projected large declines in occupancy rates and revenues, this did not materialize to the extent originally thought. Although the stay-at-home orders were in effect over the winter months, hotels were still renting rooms to essential workers, resulting in increases over budget.

Other Uses of Money and Property. This includes rentals and investment income. The revenue projected of \$2.23 million represents a decrease of \$0.73 million from budget.



The reasons for the decrease are a larger than expected drop in interest rates and less revenue expected from our rental properties and digital billboards as a result of the pandemic.

Vehicle In-Lieu. The revenue projected of \$2.32 million represents a decrease of \$0.78 million from the revised budget. This estimate is based on the information from the County Controller's Office. In FY 2004-05, Senate Bill 1096 was enacted, which redirected Motor Vehicle License Fees (VLF) collected by the Department of Motor Vehicles from the cities and counties to the state. To make the cities and counties whole, the legislation specified cities would be "backfilled" this revenue by the County as a "property tax in-lieu" payment rather than paid directly by the State. The County has told us that if the "backfilled" amount exceeds a certain limit, there will not be enough money to fully cover the amount owed. In April 2021, San Mateo County notified the City that it was experiencing a county-wide shortfall in FY 2020-21 in the amount of \$96 million due to a reduction in the number of non-basic aid school districts in the County, which in turn resulted in less available property tax revenues to fund the FY 2020-21 VLF. The County is working with the State on recovery, but the soonest this year's shortfall will be repaid is FY 2022-23.

Expenditures are projected to be \$1.14 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.

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 were incorporated into the FY 2020-21 budget. Even following those difficult decisions, the Council further reduced the budget by cutting an additional \$2.2 million of expenditures to offset the projected reductions in revenue.

As discussed during the adoption of the FY 2020-21 Budget, the Council approved the one-time use of reserves to balance the operating budget. If there are additional revenues received or additional expenditure savings, any unused reserve amounts will be returned to the General Fund. As was done in prior years, once FY 2020-21 is officially closed and the audit finalized, the City Manager will bring forward a recommendation on how to best use any final realized savings, if applicable.

PROPOSED BIENNIAL BUDGET FOR FISCAL YEARS 2021-23

The Biennial Budget includes 18 different funds. Rather than discuss the status of each of these funds in this report, the budget summary is grouped into five components: General Fund; Wastewater (Sewer); Other 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 2021-22 total \$98.86 million and for FY 2022-23 total \$83.77 million.



CITYWIDE BUDGET – ALL FUNDS (in millions)				
	2020-21 Revised	2020-21 Projected	2021-22 Proposed	2022-23 Proposed
Expenditures				
General Fund	\$ 45.55	\$ 44.41	\$ 49.03	\$ 51.32
Wastewater (Sewer) Fund	16.84	16.44	17.92	17.68
Other Revenue Funds	0.72	0.72	1.57	0.59
Total Operating Funds	63.11	61.57	68.52	69.59
Other Program Funds	2.93	2.33	3.00	3.15
Capital Improvement Funds	30.04	30.04	27.34	11.03
Total Citywide Budget	\$ 96.08	\$ 93.94	\$ 98.86	\$ 83.77

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 current fiscal year budget and projections to the FYs 2021-23 proposed budgets. The assumptions and recommendations are included in each of the sections following the table.

Recommended Budget Revenue

GENERAL FUND REVENUES (in millions)				
	2020-21 Revised	2020-21 Projected	2021-22 Proposed	2022-23 Proposed
Business Registration	\$ 0.87	\$ 0.96	\$ 1.00	\$ 1.04
Charges For Current Services	3.29	3.40	4.68	4.74
Fines & Forfeitures	0.29	0.30	0.30	0.31
From Other Agencies	0.01	0.30	0.01	0.01
Licenses & Permits	1.78	2.49	1.90	1.95
Other Revenue	0.51	0.53	0.77	0.88
Other Taxes	1.92	1.91	1.91	1.91
Property Taxes	15.23	14.59	15.24	15.83
Sales Tax	9.62	10.31	11.43	12.04
Transient Occupancy Tax	0.63	1.31	1.96	3.80
Use Of Money & Property	2.96	2.23	3.09	3.26
PAMF Project	0.81	0.81	0.82	0.85
Vehicle In Lieu	3.10	2.32	2.91	3.04
Total Revenue	\$ 41.02	\$ 41.46	\$ 46.02	\$ 49.66



Fiscal Year 2021-22 Revenue Assumptions

Total General Fund revenue is budgeted at \$46.02 million, an increase of 12.2% from the FY 2020-21 revised budget. The majority of the increases are related to assumptions following the return to normal activity levels following the COVID-19 pandemic.

- **Business Registration.** The revenue amount is budgeted to increase by 14.3%, or \$0.13 million, from the FY 2020-21 revised budget. Although this is a large increase over the FY 2020-21 revised budget, it is only an increase of 4.3% over FY 2020-21 projected amount, which is in line with the increase specified in the City's Municipal Code.
- **Charges for Current Services.** The increase of \$1.39 million, or 42.4%, is primarily due to the return of Parks and Recreation programming revenues and the timing of plan check services related to development. The FY 2021-22 budget assumes fees from large scale development projects such as Alexandria Properties and other large scale life science and multi-residential projects expected to be submitted for review. These fees are typically pass through revenues and have a corresponding expense for professional consulting and technical experience necessary to facilitate these projects.
- **Fines and Forfeitures.** Budget at \$0.3 million, which is approximately the same level as the FY 2020-21 revised budget.
- **From Other Agencies.** Budget at \$0.01 million, which is approximately the same level as the FY 2020-21 revised budget.
- **Licenses and Permits.** The increase of \$0.12 million, or 6.5%, 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 license and permit revenue for large projects typically lags several months or even years from the timing of plan check, as it takes longer to review these projects.
- **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, sponsorships, and other miscellaneous receipts. Revenue is budgeted to increase by \$0.26 million, or 52.4%, primarily due to sponsorships related to special events that were previously managed by the San Carlos Chamber of Commerce.
- **Other Tax (Franchise Tax).** Budget at \$1.91 million, which is approximately the same level as the FY 2020-21 revised budget.
- **Property Tax.** The budget of \$15.24 million is based on the general assessment rolls and information provided by our third party consultants. After redevelopment agencies were dissolved in 2011, tax increment revenue that would have gone to redevelopment agencies was required to be deposited into the Redevelopment Property Tax Trust Fund (RPTTF) per Health and Safety Code (HSC) 34183. These funds are administered and distributed to local taxing agencies by the County. In May 2020, the California Court of Appeals changed the calculations for distributing former Redevelopment Agency (RDA) residual dollars, which negatively impacted the amount of RDA pass through and residual property tax revenue the City will receive. Therefore, although the City is entitled to receive



an annual increase on its assessed property, the amount of pass through revenues from the former redevelopment agencies has decreased an estimated \$0.4 million as compared to prior years.

- **Sales Tax.** The increase of \$1.8 million, or 18.8%, is based on information from our third party consultants and includes the economic recovery following the COVID-19 pandemic. The large decreases in sales tax revenue projected at the start of the pandemic didn't materialize as businesses were able to modify their delivery of products and services to continue to serve their customers. The building-construction sector, with 1) increased price of goods – like lumber, 2) continued home improvement projects, and 3) advantageous fall/winter weather conditions, saw strong gains that remained consistent throughout the calendar year. Exponential growth from countywide use tax pools further helped offset the declines. The Governor's announcement on April 6, 2021 indicates that the state of California will be able to reopen its economy, which will further support greater consumer spending.
- **Transient Occupancy Tax.** The increase of \$1.3 million, or 213.3%, like sales tax is based on information from our third party consultants and includes the economic recovery following the COVID-19 pandemic. Although the FY 2020-21 revised budget projected large declines in occupancy rates and revenues, those declines did not materialize to the extent originally thought. Although the stay-at-home orders were in effect over the winter months, hotels were still renting rooms to essential workers. In addition, pent up demand for travel is likely and therefore, it is anticipated that there will be a gradual return to historical revenue rates for this category.
- **Other Uses of Money and Property.** This includes rentals and investment income. The increase of \$0.13 million, or 4.4%, includes lease income from three digital billboards.
- **PAMF Target Revenue.** The increase is based on the terms of the Development Agreement.
- **Vehicle in-Lieu.** The revenue decrease of \$0.19 million, or 6.2%, is based on the information from the County Controller's Office and our third party consultants. In FY 2004-05, Senate Bill 1096 was enacted which redirected Motor Vehicle License Fees (VLF) collected by the Department of Motor Vehicles from the cities and counties to the State. To make the cities and counties whole, the legislation specified cities would be "backfilled" with this revenue by the County as a "property tax in-lieu" payment rather than paid directly by the State. The County has told us that if the "backfilled" amount exceeds a certain limit, there will not be enough money to fully cover the amount owed. As a result, 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.

Fiscal Year 2022-23 Revenue Assumptions

Total General Fund revenue is budgeted at \$49.66 million, an increase of 7.9% from the FY 2021-22 proposed budget.

- **Business Registration.** The revenue is budgeted to increase in year two of the budget by 4.3%, or \$0.04 million, from the FY 2021-22 proposed budget. The increase is based on the annual percentage increase specified in the City's Municipal Code.



- **Charges for Current Services.** Revenues are projected to increase by \$0.06 million, or 1.4%, due to the timing of large development plan check activities. As noted above, the timing of large scale development projects can cause this category to fluctuate from year to year.
- **Fines and Forfeitures.** The revenue is proposed at \$0.31 million, which is approximately the same level as the proposed FY 2021-22 budget.
- **From Other Agencies.** Revenues are projected to be at the same levels as the proposed FY 2021-22 budget.
- **Licenses & Permits.** Revenue is projected to increase by \$0.05 million, or 2.8%. Similar to the current charges for services, this revenue stream is largely impacted by the timing of large scale development projects.
- **Other Revenue.** Revenue is projected to increase by \$0.1 million, or 12.3%, mostly due to increases in sponsorships related to special events that were previously managed by the San Carlos Chamber of Commerce.
- **Other Tax (Franchise Tax).** The revenue is primarily based on trend data from the past fiscal years.
- **Property Tax.** The revenue is projected to increase \$0.59 million, or 3.9%, from the FY 2021-22 projected budget. Although there are a number of development projects underway on the east side of the city, the timing of when these large projects will be added to the assessment rolls is unknown and therefore will be added to the budget once the revenue has been realized. Staff continues to work closely with our consultants to project and monitor this revenue.
- **Sales Tax.** The revenue is projected to increase by \$0.61 million, or 5.4%, as a result of the continued recovery in the economy.
- **Transient Occupancy Tax.** The revenue is expected to grow by \$1.84 million, or 94.1%, as a result of the anticipated rise in occupancy rates following the pandemic.
- **Other Uses of Money and Property.** The revenue increase of \$0.17 million, or 5.7%, includes lease revenue from three digital billboards.
- **The PAMF Target Revenue.** The budget is based on the terms of the Development Agreement.
- **Vehicle in-Lieu.** Revenue is budgeted to increase by \$0.13 million, or 4.4%, based on information received from the County Controller's Office and our third party consultants.

**Recommended Budget Expenditure Assumptions**

GENERAL FUND EXPENDITURES (In Millions)				
	2020-21 Revised	2020-21 Projected	2021-22 Proposed	2022-23 Proposed
Operating Budget Expenditures				
Salaries & Benefits	\$ 13.18	\$ 12.60	\$ 14.33	\$ 15.16
Legacy Obligations	3.86	3.83	4.02	4.20
Operating Expenditures	28.35	27.82	30.51	31.78
Capital Outlay	0.16	0.16	0.16	0.18
Total Operating Expenditures	\$ 45.55	\$ 44.41	\$ 49.02	\$ 51.32

Fiscal Year 2021-22 Expenditure Assumptions

The total General Fund expenditure amount is budgeted at \$49.02 million, an increase of 7.6% from the FY 2020-21 revised budget expenditures of \$45.55 million. As discussed above, the increase in expense includes the restoration of certain expenditures that were cut or eliminated from the FY 2020-21 budget as a result of the COVID-19 pandemic.

- **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.
 - **The FY 2021-22 CalPERS normal pension retirement rates.** Miscellaneous employees Tier 1 (2.7% @ 55) 14.33%, Tier 2 (2.5% @ 55) 12.51%, and Tier 3 (2% @ 55) 10.65%. The PEPRA Tier 4 rate (2% @ 62) is at 7.65%. The City's annual obligation for unfunded liabilities totals \$978,400 for our Miscellaneous employees.
 - **CalPERS medical rates.** Assumes the rates will continue to increase by approximately 10% per year.
 - **Other Post-Employment Benefits (OPEB).** These have been funded at approximately \$885,000 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 contributions.
- **Legacy Obligations.** These obligations represent CalPERS unfunded obligations associated with the former Belmont-San Carlos Fire Joint Powers Authority (JPA) and the former police department. The budget associated with the former JPA represents our 52.9% share of the annual unfunded liability, or approximately \$1.97 million. The annual unfunded obligation associated with the former police department is approximately \$2.04 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.** Increased by 7.6%, with overall professional services increasing for known contract arrangements and anticipated needs. In addition to professional services, the operating expenditures include utilities, office and field program supplies, equipment leases, maintenance, and training.
- **Capital Outlay.** Increased by 2.4% for the restoration of certain line items and an inflationary factor.

***Fiscal Year 2022-23 Expenditure Assumptions***

The total General Fund expenditures amount is budgeted at \$51.32 million for ongoing expenditures, an increase of 4.7% from the FY 2021-22 proposed budget.

- **Salaries and Benefits.** Expenditures for the FY 2022-23 are proposed to be 5.8% higher than the proposed FY 2021-22 budget, taking into account the projected increases in CalPERS retirement rates, medical rates, and OPEB contributions.
- **Legacy Obligations.** These proposed expenses are budgeted to increase by \$0.18, or 4.6%, over the FY 2021-22 proposed budget based on the remaining legacy obligations with CalPERS.
- **Operating Expenditures.** Increase by 4.2%, with overall professional services increasing for known contract arrangements and anticipated needs. In addition to professional services, the operating expenditures include utilities, office and field program supplies, equipment leases, maintenance, and training.
- **Capital Outlay.** Increased by for the restoration of certain line items and a 3% inflationary factor.

General Fund Recommended Budget Summary

The table to follow summarizes the current fiscal year revised budget and projections and the inclusion of all staff recommended additions for the FY 2021-23 General Fund budget.



GENERAL FUND BUDGET (In Millions)								
	2020-21		2020-21		2021-22	2022-23		
	Revised		Projected		Proposed	Proposed		
Est Beginning Fund Balance								
Unrestricted	\$	2.89	\$	2.89	\$	2.23	\$	1.55
Restricted		33.55		33.55		28.29		28.07
Est Beginning Fund Balance	\$	36.44	\$	36.44	\$	30.52	\$	29.62
Revenues	\$	41.02	\$	41.46	\$	46.02	\$	49.66
Salaries & Benefits		17.04		16.43		18.35		19.36
Operating Expenses		28.35		27.82		30.51		31.78
Capital Outlay		0.16		0.16		0.16		0.18
Net Allocations/Transfers In (Out)		2.52		2.52		3.11		3.15
Use of Reserves to balance		2.00		2.00		-		-
Total Change in Operating Funds		(0.01)		1.57		0.10		1.49
Net Transfers to Capital Fund 25		(5.50)		(5.50)		(1.00)		(2.50)
One-time use of Reserves		(2.00)		(2.00)		-		-
Net Change in Fund Balance	\$	(7.51)	\$	(5.93)	\$	(0.90)	\$	(1.01)
Est Ending Fund Balance								
Unrestricted	\$	2.88	\$	2.23	\$	1.55	\$	1.65
Restricted		26.05		28.29		28.07		26.96
Est Ending Fund Balance	\$	28.93	\$	30.52	\$	29.62	\$	28.61

The fully funded staff and Council recommended budget results in unrestricted fund balances for FY 2021-22 and 2022-23 at approximately \$1.55 million and \$1.65 million respectively.

As done in prior years, included in the FY 2021-22 and 2022-23 budgets are recommendations to transfer capital reserves from the General Fund to the Capital Projects Fund (Fund 25). The recommended transfer amount for the FY 2021-22 is \$1.00 million and for the FY 2022-23 is \$2.50 million. These transfers are 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 FYs 2021-23 proposed budgets for the Wastewater Fund (Fund 0006).



WASTEWATER (SEWER) FUND BUDGET (In Millions)								
	2020-21		2020-21		2021-22		2022-23	
	Revised		Projected		Proposed		Proposed	
Est Beginning Fund Balance								
Unrestricted	\$	21.92	\$	21.92	\$	23.23	\$	23.31
Restricted		7.56		7.56		7.56		7.56
Est Beginning Fund Balance	\$	29.48	\$	29.48	\$	30.79	\$	30.87
Revenues	\$	20.32	\$	21.00	\$	21.27	\$	22.27
Salaries & Benefits		2.29		1.88		2.34		2.44
SVCW Treatment Plant Operations		3.60		3.60		3.71		3.82
Other Operating Expenses		0.81		0.81		0.82		0.85
Bond Payments/Required Reserve		3.83		3.83		4.03		4.11
Capital Project Expenditures		6.31		6.31		7.03		6.46
Net Allocations/Transfers In (Out)		(3.26)		(3.26)		(3.26)		(3.36)
Net Change in Fund Balance	\$	0.22	\$	1.31	\$	0.08	\$	1.23
Est Ending Fund Balance								
Unrestricted	\$	22.14	\$	23.23	\$	23.31	\$	24.54
Restricted		7.56		7.56		7.56		7.56
Est Ending Fund Balance	\$	29.70	\$	30.79	\$	30.87	\$	32.10

Below are the highlights of the assumptions used in developing the FYs 2021-23 Proposed Wastewater budget.

- **Revenues.** Budgeted at \$21.27 million, this represents an increase of \$0.95 million, or 4.7%, over the revised FY 2020-21 budget. The budget amount includes a rate increase of 4.5% approved by Council at the May 28, 2019 Council meeting. The additional revenues are used to fund the 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 improvements to wastewater treatment infrastructure. The proposed amount for FY 2022-23 is projected to be the same increase rate of 4.7% over the FY 2021-22.
- **Salaries and Benefits.** Budgeted amounts are based on all current known MOU provisions and the additional funding for the post-employment benefits.
- **Silicon Valley Clean Water (SVCW).** Plant operations are budgeted at \$0.11 million, or 3%, higher than the prior year. The budget is based on a Long Range Financial Plan provided by SVCW in January 2021 and the SVCW Adopted Budget that was approved by the SVCW Board in April 2021. FYs 2021-23 expenditures are proposed to be \$0.11 million, or 3%, higher than the proposed FY 2021-22 amount to adjust for inflation.
- **Other Operating Expenditures.** Budgeted at \$0.82 million, relatively the same level as the FY 2021-22 revised budget. This expenditure category also includes utilities, field program supplies, office supplies, equipment maintenance, and training. The proposed amount for FY 2022-23 is projected to be \$0.03 million, or 3%, higher than the proposed FY 2021-22 amount to adjust for inflation.



- **Bond Payments.** Budgeted at \$4.03 million, or \$0.2 million, higher than the prior year. This category includes the debt service payments and the estimated State Revolving Fund (SRF) loans. The debt service payments are directly tied to the timing of the bond issuance and the payments on the SRF loans used for capital infrastructure at the sewer treatment facility. The proposed amount for FY 2022-23 is \$0.08 million, or 2.1%, higher than the proposed FY 2021-22.
- **Capital Projects.** Budgeted at \$7.03 million and \$6.46 million for FY 2021-22 and FY 2022-23, respectively. Additional detail on the capital projects has been included in the staff report for the [Capital Improvement Program Budget](#) recommendations on pages 323-332

OTHER REVENUE FUNDS BUDGET

The Other Revenue Funds are used to account for revenue sources for which expenditures are restricted by law or administrative action to specific purposes. The Other 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 2021-23 proposed budget for the Other Revenue Funds.

OTHER REVENUE FUNDS BUDGET (In Millions)					
	2020-21 Revised	2020-21 Projected	2021-22 Proposed	2022-23 Proposed	
Est Beginning Fund Balance	\$ 2.65	\$ 2.65	\$ 2.59	\$ 1.62	
Revenues	\$ 1.10	\$ 1.12	\$ 1.14	\$ 1.17	
Operating Expenses	0.55	0.55	0.56	0.58	
Capital Expenditures	0.17	0.17	1.00	-	
Net Allocations In (Out)	(0.46)	(0.46)	(0.54)	(0.56)	
Net Change in Fund Balance	\$ (0.08)	\$ (0.06)	\$ (0.96)	\$ 0.03	
Est Ending Fund Balance	\$ 2.57	\$ 2.59	\$ 1.62	\$ 1.65	

Below are the highlights of the assumptions used in developing the proposed FY 2021-23 Other Revenue budgets.

- **Revenues.** Budgeted to increase by \$0.04 million, or 3.9%, in FY 2021-22 and then \$0.03 million, or 2.6%, in FY 2022-23. 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 current tenants: South Bayside Waste Management Authority; and Star Vista.
- **Operating Expenditures.** These 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 \$0.01 million, or 2.3%, in FY 2021-22. The proposed expenditures for FY 2022-23 are projected to increase by \$0.02 million, or 3.5%, to adjust for inflation.



- **Capital Outlay.** This includes capital projects associated with the library building. There is a project with proposed funding of \$1 million for the library building emergency backup power in FY 2021-22.

OTHER PROGRAM FUNDS

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 the FYs 2021-23 proposed budgets for the Other Program Funds.

OTHER PROGRAM FUNDS (In Millions)					
	2020-21 Revised	2020-21 Projected	2021-22 Proposed	2022-23 Proposed	
Est Beginning Fund Balance	\$ 2.42	\$ 2.42	\$ 2.96	\$ 2.58	
Revenues	\$ 1.40	\$ 1.33	\$ 1.05	\$ 1.16	
Operating Expenses	2.93	2.34	3.01	3.15	
Capital Outlay Expenditures	-	-	-	-	
Net Allocations In (Out)	1.55	1.55	1.58	1.62	
Net Change in Fund Balance	\$ 0.02	\$ 0.54	\$ (0.38)	\$ (0.37)	
Est Ending Fund Balance	\$ 2.44	\$ 2.96	\$ 2.58	\$ 2.21	

Below are the highlights of the assumptions used in developing the FY 2021-22 and 2022-23 Other Program Funds proposed budgets.

- **Revenues.** Budgeted to decrease by \$0.35 million, or 24.7%, in FY 2021-22 to reflect the contribution adjustment for the reduction in positions in previous years. The proposed amount for FY 2022-23 is projected to increase by \$0.11 million, or 10.1%, over the FY 2021-22 to account for the proposed reinstatement of positions.
- **Operating Expenditures.** The expenditure budgets for FY 2021-22 and 2022-23 include a contribution of approximately \$0.89 million for the post-employment benefits 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 \$0.71 million annually.

CAPITAL PROJECT FUNDS BUDGETS

The Capital Project Funds include: Equipment Replacement (Fund 0010); Measure A (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). This year, we added the Measure W (Fund 0018) to this category due to the need to keep its activity separate from other revenue sources.

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)					
	2020-21 Revised	2020-21 Projected	2021-22 Proposed	2022-23 Proposed	
Est Beginning Fund Balance	\$ 50.24	\$ 50.24	\$ 39.29	\$ 20.01	
Revenues	\$ 9.13	\$ 13.94	\$ 7.96	\$ 12.85	
Operating Expenses	0.77	0.77	0.72	0.80	
Capital Project Expenditures	29.27	29.27	26.63	10.23	
Net Allocations In (Out)	5.15	5.15	0.11	1.65	
Net Change in Fund Balance	\$ (15.76)	\$ (10.95)	\$ (19.28)	\$ 3.47	
Est Ending Fund Balance	\$ 34.48	\$ 39.29	\$ 20.01	\$ 23.48	

Capital Improvement Program Budget for FY 2021-22 through FY 2022-23

The Council was presented with a Five-Year Capital Improvement Program Budget as part of the Budget Study Session held on May 1, 2021. As there are many approved projects, a detailed listing of the proposed changes in funding for these projects can be found in the [Capital Improvement Program](#) section of this budget document on pages 307-417.

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 in an approximate amount of \$201 million. A complete list of Unfunded Capital Projects may be found in the [Capital Improvement Program](#) section on page 417.

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, 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)							
	Revised FY 20-21	% of FY 21 Exp	Proposed FY 21-22	% of FY 22 Approp	Proposed FY 22-23	% of FY 23 Approp	
Committed Fund Balances:							
Economic Uncertainty	\$ 7.32	16.1%	\$ 8.33	17.0%	\$ 8.72	17.0%	
Strategic Property Acquisition	7.19		7.19		7.19		
Assigned Fund Balances:							
Facility/Infrastructure	11.34		12.34		10.84		
Ending Reserve Balances	\$ 25.85	56.8%	\$ 27.87	56.9%	\$ 26.76	52.1%	
Unassigned Fund Balance	2.88		1.55		1.65		
Nonspendable Fund Balances	0.20		0.20		0.20		
Total Ending Fund Balance	\$ 28.93		\$ 29.62		\$ 28.61		
Total Operating Expenditures	\$ 45.55		\$ 49.02		\$ 51.32		

- **Economic Uncertainties Reserve.** The City established an Economic Uncertainties Reserve that is equivalent to at least 12.5% of the City's General Fund expenditures, with a funding goal closer to 20% being highly desirable. In FY 2020-21, it was budgeted to use \$2 million of this reserve to balance the budget during the pandemic.
- **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 by the City.
- **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. As per Council direction, the City Manager is authorized to assign amounts for a specific purpose. After the annual audit is complete, staff reviews the prior year savings and recommends transfers into these funds. The current assigned fund balance is for Facilities and Infrastructure Improvements.

The Facility and Infrastructure Reserve was created as a way to use savings generated through 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 2021-23 budget document. A special thank you is extended to Carrie Tam, Financial Services Manager; Tammy Mak, Senior Accountant; Marco Lao, Senior Accountant; Jenny Liu, Senior Management Analyst; and Cheryl Hong, Administrative Assistant, for their efforts in bringing this document forward.



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:

- 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 COVID-19 and the reinstatement of operations and economic recovery;
- Significant increases in street resurfacing needs and our ability to keep up with street repairs;
- Rising public safety costs;
- 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;
- Increased costs related to Stormwater; and
- As noted above, uncertainties with Vehicle In-Lieu funding from the County of San Mateo.

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" or "Jeff Maltbie".

Jeff Maltbie,
City Manager

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

Rebecca Mendenhall,
Administrative Services Director

**RESOLUTION NO. 2021- 050****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS
ADOPTING THE BIENNIAL BUDGET FOR FISCAL YEARS 2021-23, INCLUDING THE TWO-
YEAR OPERATING AND CAPITAL BUDGETS, FOR THE CITY OF SAN CARLOS, AND THE
ESTABLISHMENT OF THE MEASURE W TRAFFIC CONGESTION FUND.**

WHEREAS, the City Council reviewed and discussed the proposed Biennial Budget for Fiscal Years ("FY") 2021-23 during the Budget Study Sessions held on April 26, 2021 and May 1, 2021 and provided general direction to staff on the recommendations contained therein during these public meetings; 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 FYs 2021-23; and

WHEREAS, the City Council wishes to establish the Measure W Traffic Congestion Fund.

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 \$98,865,425 in FY 2021-22 and \$83,769,975 in FY 2022-23, is adopted as the budget of the City for said fiscal years;
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; and
3. That the City Council approves the establishment of the new Measure W Traffic Congestion Fund.

* * * * *

I, City Clerk 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 14th day of June, 2021, by the following vote:

AYES, COUNCILMEMBERS:	COLLINS, DUGAN, MCDOWELL, RAK, PARMER-LOHAN
NOES, COUNCILMEMBERS:	NONE
ABSENT, COUNCILMEMBERS:	NONE

APPROVED:


MAYOR of the City of San Carlos


CITY CLERK of the City of San Carlos



This Page Intentionally Left Blank



IMPACT OF STATE BUDGET, LEGISLATION & REGULATIONS

State Budget and Legislative Impacts on the City

State Budget Overview and Highlights

On January 8, 2021, the Governor issued his proposed budget that included a \$164.5 billion General Fund and a projection of \$34 billion in total reserves and surplus. The budget would significantly restore the state's rainy day fund, and economic support reserves that were diminished last year. A surplus of \$15 billion, largely in one-time funds, were proposed for spending to address COVID-19 and support resilience and recovery. During his press conference, the Governor said his budget proposal focused on the "most urgent needs" of Californians, including vaccinations, the safe reopening of schools, support for small businesses, money in the pockets of Californians, and wildfire preparedness.

The January budget featured the highest investment ever in public schools, \$4.5 billion to accelerate recovery and job creation in the state, and \$370 million to expedite the delivery of COVID-19 vaccinations. The budget also included \$1 billion to reduce wildfire risk and improve forest health, signaling continued focus on managing the state's growing wildfire threats amid the coronavirus pandemic and its economic fallout. As part of his budget, the Governor asked lawmakers to approve a roughly \$5 billion "early action" proposal, which included \$2.4 billion to send \$600 payments to low-income families, \$2 billion to reopen schools, and nearly \$650 million in grants for businesses impacted by the pandemic.

On May 14, 2021, the Governor announced a record-breaking \$267.8 billion revised May budget proposal – a budget \$40 billion higher than the one he had proposed four months earlier.

Repeatedly touting the budget as "historic" and "without precedent," Newsom noted, "We are trying to do things the State has talked about but never been able to accomplish because we've never had the resources to do it." The revised budget proposal included a number of one-time investments thanks to a record \$75 billion state surplus, as well as an additional \$26 billion in federal relief from the American Rescue Plan. The historic state budget surplus is driven by robust personal income, and corporation and capital gains tax revenues. State sales tax revenues remain strong.

The revised budget plan includes stimulus checks for most Californians, an expansion of small business grants and tax credits, \$20 billion in public education investments, \$11 billion in transportation systems, \$7 billion for broadband deployment, and \$5.1 billion in drought support.

Perhaps most notably, the Governor announced that the revised budget would include \$12 billion for additional services and support for Californians experiencing homelessness.

Housing and Homelessness

The Governor's May Revise contains historic levels of funding to address the housing and homelessness crisis gripping many regions of the state. He has also established a goal of ending family homelessness over the next five years. While these investments are significant and badly needed, as of May 14, 2021, the allocation and implementation information is not yet available. These critical details will be released in the coming weeks, in the form of budget trailer bills. Below is a breakdown of the major allocations.



Housing

- **Rent Relief Program.** \$5.2 billion in federal rental relief aid from the American Rescue Plan Act of 2021 ("ARPA") for both state and local entitlement jurisdictions.
- **Expanded Homeowner and Renter Legal Assistance.** \$20 million in ARPA over the next three years (\$60 million total) to the Judicial Council to continue providing legal assistance grants to over 100 legal service and self-help organizations.
- **California Department of Housing and Community Development ("HCD").** \$1.75 billion one-time federal ARPA funds to support HCD affordable housing projects. It is estimated that this will help more than 6,300 units of shovel-ready affordable housing move forward in an expedited manner.
- **Accessory Dwelling Unit Financing.** \$81 million one-time federal ARPA funds to expand California Housing Finance Agency's ("CalHFA") accessory dwelling unit ("ADU") program; this will inject a total of \$100 million in available financing for ADUs.
- **Housing Development on State Excess Sites.** \$45 million in one-time federal ARPA funds that would assist excess state land development by providing funding for vital infrastructure.
- **Promoting Homeownership.** \$100 million one-time federal ARPA funds to CalHFA to expand its First Time Homebuyer Assistance Program, which helps first-time homebuyers with making a down payment, securing a loan, and paying closing costs on a home.
- **Regional Early Action Planning Program ("REAP").** \$500 million one-time federal ARPA funds for HCD to provide additional planning and implementation grants to regional entities for infill developments, targeted towards the state's climate goals and reducing vehicle miles traveled.
- **Housing Preservation.** \$300 million one-time federal ARPA funds to sustain HCD legacy projects affordability requirements.
- **Construction Apprenticeships.** \$20 million one-time General Funds to connect job seekers to housing apprenticeship opportunities, in partnership with the University of California, California Conservation Corps, state and local workforce development boards, philanthropic organizations, and the building industry.
- **Repairing and Maintaining Seasonal Farmworker Rental Housing.** \$20 million one-time General Fund for critical deferred maintenance needs and improved habitability at the Office of Migrant Services ("OMS") centers.

Homelessness

- **Homekey.** \$7 billion over two years to further expand the portfolio of housing, including behavioral health continuum infrastructure and housing for low-income seniors. Of this amount, \$1 billion would specifically target families experiencing homelessness or at risk for being homeless.
- **Challenge Grants and Technical Assistance.** \$40 million one-time General Funds available over five years for the Homeless Coordinating Financing Council to provide grants and technical assistance to local jurisdictions to develop action plans to address family homelessness.
- **Department of Development Services Homelessness Supports.** \$475 million of General Funds in both 2021-22 and 2022-23 to expand the existing CalWORKs Housing Support program. This program assists CalWORKs families experiencing homelessness to secure and maintain permanent housing; services include financial assistance and housing-related wrap-around supportive service.
- **Bringing Families Home Program.** \$280 million of General Funds in both 2021-22 and 2022-23 to expand the existing Bringing Families Home program. This program provides housing-related supports to eligible families experiencing homelessness in the child welfare system.



- **Project Roomkey.** \$150 million one-time General Funds to support transitioning participants into permanent housing.
- **Regional Center Mobile Crisis Teams.** \$8 million of General Funds in 2021-22, increasing to \$11 million in General Funds ongoing in 2022-23, for Systemic, Therapeutic, Assessment, Resources, and Treatment ("START") teams. The teams provide 24-hour crisis prevention and response services to individuals with intellectual or developmental disabilities.
- **Housing and Disability Advocacy Program.** \$175 million General Fund annually through 2023-24 to assist disabled individuals who are experiencing homelessness.
- **Non-Congregate Shelters.** \$150 million in one-time General Funds to support the stability of the state's Federal Emergency Management Agency-funded non-congregate shelter population and transition of individuals from Project Roomkey into permanent housing following the September 2021 sunset of the federal reimbursement availability from the pandemic.
- **Housing and Disability Advocacy Program.** \$175 million in General Funds annually through 2023-24 to better reach and house individuals who are eligible for but not currently receiving Supplemental Security Income/State Supplementary Payment through benefits advocacy and housing assistance.
- **Home Safe.** \$100 million in General Funds annually through 2022-23 for the Home Safe program to provide access to health, safety, and housing support for individuals involved in or at risk of involvement in Adult Protective Services.
- **Supportive Services for Formerly Homeless Veterans.** \$25 million in one-time General Funds for the California Department of Veterans Affairs to administer a competitive grant program to support aging veterans and veterans with disabilities who have experienced chronic homelessness.
- **Encampment Resolution Grants.** \$50 million in one-time General Funds for the Homeless Coordinating and Financing Council ("HCFC") to partner with local governments and assist them with resolving critical encampments and transitioning individuals into permanent housing.
- **Caltrans Encampment Coordinators.** \$2.7 million in one-time General Funds for Caltrans Encampment Coordinators to mitigate safety risks at encampments on state property and to connect these individuals to services and housing, in coordination with HCFC and local partners.
- **Accountability: Homeless Coordinating and Financing Council.** \$5.6 million in one-time General Funds for HCFC to conduct an assessment of local homelessness service providers and state-funded homelessness programs. The assessment will provide a detailed view of the range of services and strategies utilized at the local level and help determine if state investments are aligned with local homelessness response systems.

Environmental Quality

Overall, the May Revision includes \$11.8 billion in investments over multiple years to address and reduce the state's multi-faceted climate risks, ranging from water supplies, wildfires, heat, and sea level rise. Of these funds:

- \$5.1 billion for water infrastructure and drought response spread over multiple years, with \$3.475 billion being allocated in 2021-22.
- \$2 billion to pay down unpaid utility debt, including water and electricity that has accumulated during the pandemic.
- Building on the \$536 million already appropriated earlier this year, an additional \$708 million for a total of \$1.24 billion will go to wildfire and emergency response services over two years.



- \$1.3 billion in targeted investments for communities that are facing the impacts of climate change today.
- \$130 million to support a circular economy by funding the development of infrastructure required to process recyclables and manufacture products from recyclable material.

Revenue and Taxation

State Replenishes Reserves

The May Revision includes \$24.4 billion in reserves, including:

- \$15.9 billion in the Proposition 2 Budget Stabilization Account (Rainy Day Fund) for fiscal emergencies.
- \$450 million in the Safety Net Reserve.
- \$4.6 billion in the Public School System Stabilization Account.
- An estimated \$3.4 billion in the state's operating reserve.

The May Revision continues to pay down the state's long-term retirement liabilities and reflects \$3.4 billion in additional payments required by Proposition 2 in 2021-22, as well as \$7.9 billion in additional payments over the next three years. The improved revenue forecast also allows for the elimination of \$2 billion in proposed program suspensions that were delayed during the State's current budget.

Gann Limit — State Appropriations Limit Requires Rebates and Education Investments

The State Appropriations Limit, or "Gann Limit," caps the amount of revenues from proceeds of taxes that can be appropriated by the state. This constrains state spending and requires revenues over the two-year limit to be allocated evenly between schools and taxpayer refunds. The May Revision projects that the limit for the 2020-21 and 2021-22 fiscal years will be exceeded by \$16.2 billion.

The May Revision allocates \$16.2 billion to comply with the limit, including tax refunds through a Golden State Stimulus, and allocates half of the funds to K-14 schools in 2022-23. Given the uncertainty around the calculation of the limit in future years, the multi-year projections do not assume additional payments.

\$12 Billion for Golden State Stimulus Checks

- \$600 payments to all taxpayers who make up to \$75,000 a year and did not receive the first payment.
- Additional \$500 in direct payments to families with dependents.
- Additional \$500 in direct payments to undocumented families.

Transportation, Communications, and Public Works

The Governor's May Revise budget proposal makes unprecedented investments in broadband deployment to build out the backbone for statewide broadband. These investments will allow local governments to provide service and make broadband more accessible to all Californians. These budget allocations are consistent with CalCities' policy and strategic priorities, which seek to close the digital divide by protecting and modernizing critical infrastructure. The May Revision also bolsters the Governor's commitment to reaching zero-emission targets.

**Broadband**

- \$7 billion over three years to expand broadband infrastructure, increase affordability, and enhance access to broadband for all Californians.
 - \$500 million Loan Loss Reserve Account to assist local governments, tribes, and non-profits to secure private financing for new municipal fiber networks.
 - \$500 million of one-time federal ARPA funds to expand broadband and to promote access to affordable telephone services in rural areas that are costlier to serve.
 - One-time federal ARPA funds within the California Advanced Services Fund to incentivize existing and new providers to fund infrastructure for "last mile" service to the state's remaining unserved households.
 - An increase of \$35 million available to expand broadband access to isolated and under-served communities through a collaborative partnership of local education agencies, regional libraries, and telehealth providers, as well as leverage available federal funds through the E-Rate Program.
 - An increase of \$6 million to support the Broadband Connectivity Initiative through California libraries.

Transportation

- \$11 billion of state investment in the transportation system and related zero-emission vehicle ("ZEV") efforts.
 - \$500 million for active transportation to advance projects that increase the proportion of trips accomplished by walking and biking, increase the safety and mobility of non-motorized users, advance efforts of regional agencies to achieve greenhouse gas reduction goals, enhance public health, and benefit many types of users, especially those in disadvantaged communities.
 - \$1 billion of General Funds for transit and rail projects statewide that improve rail and transit connectivity between state and regional local services.
 - \$2 billion to support the advancement of priority State Highway Operation and Protection Program ("SHOPP") projects, Interregional Transportation Improvement Program ("ITIP") projects, and local road and bridge investments.
 - \$407 million to purchase or lease clean bus and rail equipment and infrastructure that eliminate fossil fuel emissions and increase intercity rail and intercity bus frequencies.
 - \$4.2 billion of Proposition 1A to complete high-speed rail construction in the Central Valley.
 - \$500 million to support high priority grade separations and grade crossing improvements.
 - \$1.5 billion for a three-year effort to clean up garbage statewide, beautify the state's transportation network, educate the public about the harms of litter, and create long-lasting litter deterrents.

Zero-Emission Vehicles (ZEV)

- \$3.2 billion to build upon the state's zero-emission vehicle goals. This includes funding for clean transportation programs that will improve air quality by expanding zero-emission short-haul trucks, transit buses, and school buses. Funding also supports additional charging and fueling infrastructure to support more clean vehicles.
 - \$1.7 billion for trucks, buses, and supporting infrastructure:
 - 1,150 trucks
 - 1,000 transit buses
 - 1,000 school buses
 - \$800 million Clean Cars for All and ZEV rebates.
 - \$500 million infrastructure.
 - \$250 million ZEV manufacturing grants.



Governance, Transparency, and Labor Relations

- \$550 million increase above the amount included in the Governor's January State Budget proposal for the state's contributions to CalPERS for approximately \$6 billion in total contributions.
- \$1.9 billion in supplemental Proposition 2 debt repayments to reduce the unfunded liabilities of the state CalPERS plans.
- There is no proposal or funding proposed to assist public agencies with their pension or retiree health care costs.

Public Safety

- \$140 million, and \$70 million ongoing, to expand pretrial pilot programs.
- \$13.7 million, and \$3 million ongoing, to expand efforts for a pilot for re-envisioning and transforming the state's correctional system, with the goal of achieving greater success in rehabilitating incarcerated individuals and preparing them for life outside of the institution.
- \$34.8 million additional funding to establish a Youth Rehabilitative Offender Community that focuses on providing enhanced rehabilitative services to youth.
- \$9.6 million to facilitate the realignment of youth offenders from the state to counties. Annual appropriations to be allocated to counties to serve realigned youth, including \$45.7 million in 2021-22, growing to \$211.9 million in 2024-25, and annually thereafter.
- \$3 million over three years to provide support for alternative campus public safety programs.
- \$2.3 million, and \$2.1 million ongoing, to provide supportive services to survivors of those killed in officer-involved shootings.

Disaster Preparedness/Prevention

- \$100 million for the Governor's Office of Emergency Services ("Cal OES") to strengthen the state's emergency capacity and capabilities.
- \$250 million for Cal OES to implement an equitable all hazards grant program focused on building resiliency in disadvantaged communities.
- \$133.9 million General Fund for Cal OES for investments to enhance state and local emergency preparedness and response.

Cannabis

- \$100 million to establish a local jurisdiction assistance grant program for cannabis.
- \$9 million for the new Sustainable California Grown Cannabis pilot program.
- \$629.1 million in Cannabis Tax Fund revenue to be allocated accordingly:
 - 60 percent (\$377.5 million) to education, prevention, and treatment of youth substance use disorders and school retention.
 - 20 percent (\$125.8 million) for clean-up, remediation, and enforcement of environmental impacts created by illegal cannabis cultivation.
 - 20 percent (\$125.8 million) to public safety-related activities.
- The consolidation of the functions and positions to the Department of Cannabis Control will include:
 - Creating a Deputy Director of Equity and Inclusion to further the Department's mission to implement progressive cannabis policies, as well as to license and regulate commercial cannabis activity in a way that best protects public health, safety, the environment, and local communities throughout the state.



- Extending the Department's ability to issue new provisional cannabis licenses by six months, to July 1, 2022, and require the Department to promulgate regulations identifying steps that must be taken for provisional licensees to show progress toward achieving annual licensure.
- Consideration for long-term licensing and regulations will be negotiated in additional trailer bill language to follow.

Community Services

- \$900 million in 2022-23, ramping up to \$2.7 billion by 2024-25, for the creation of a "14th grade" of Universal Transitional Kindergarten for all school children.
- \$106 million over three years to strengthen older adults' recovery and resilience from isolation and health impacts caused by the pandemic.
- \$3.3 million in ongoing funds to implement the Department of Aging's Master Plan for Aging.
- Adding an additional \$256.2 million to support the 'Parks for All' initiative.
- \$507.3 million for the enhancement and restoration of state park facilities statewide.
- \$91 million to the State Library to fund an equity-focused matching grant program that supports local library infrastructure, expands broadband access to isolated and under-served communities, and supports broadband capacity and equipment grants.

STATE LEGISLATION

Our State Legislators continue to focus much of their energy in alignment with the Governor – recovery from the pandemic; housing and homelessness; and wildfire and climate change impacts. Over 3,000 bills were introduced in January and are making their way through the annual legislative process. Those that make it all the way to the Governor's desk will be reviewed by him and possibly signed in September. City staff will continue to track those bills that can impact San Carlos and work with the City Council to request that our community's interests be considered during this process.



This Page Intentionally Left Blank



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 and Timeline

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 with a return to the biennial process for FY 2021-23.

Budget Preparation for FYs 2021-23 Commences. In developing the base budget for FYs 2021-23, 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 March 2021 and reflect the adjustments approved by the City Council.

In January 2021, City departments were provided with base budgets for FYs 2021-23 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.

Budget Study Session Held. On April 26, 2021 and May 1, 2021, the City Council held a study session to discuss the general overview of the budget process, department responsibilities, accomplishments, goals, and the recommendations for both the operating and capital budgets for FYs 2021-23. Based on direction from the Council, the proposed changes from those study sessions have been incorporated into the proposed budget document.

Budget Adoption. On June 14, 2021, the City Council adopted the City of San Carlos Biennial Budget for Fiscal Years 2021-23, including both Operating and Capital Budgets, via Resolution 2021-050.

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 FYs 2021-23 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](#) on pages 50-51.

FUND BALANCES - GENERAL FUND						
	Revised FY 2020-21	% of FY21 Approp	Adopted FY 2021-22	% of FY22 Approp	Adopted FY 2022-23	% of FY23 Approp
Committed fund balances:						
Economic Uncertainty	\$ 7,317,932	16.1%	\$ 8,334,280	17.0%	\$ 8,724,770	17.0%
Strategic Property Acquisitions	7,191,795		7,191,795		7,191,795	
Assigned fund balances:						
Facility/Infrastructure	11,341,500		12,341,500		10,841,500	
Estimated Ending Reserves	\$ 25,851,227	56.8%	\$ 27,867,575	56.8%	\$ 26,758,065	52.1%
Projected Unassigned Fund Balance	2,879,014		1,554,825		1,649,760	
Nonspendable Fund Balances	203,543		200,000		200,000	
Total Ending Fund Balances	\$ 28,933,784		\$ 29,622,400		\$ 28,607,825	
Total Operating Expenditures	\$ 45,549,765		\$ 49,025,175		\$ 51,322,175	

Establishing Budgets and Budgetary Control

In January 2021, 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, and Core Values and the establishment of Goals and Objectives. Many objectives from this [Strategic Planning](#) process have been funded in this budget. The City Council appropriates the funds necessary to meet operating and capital activities and the adopted strategic goals and objectives, which can be found on pages 57-81. 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 are 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 budget Study Sessions on April 26, 2021 and May 1, 2021. During these meetings, 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 Biennial Budget for Fiscal Years 2021-23 Proposed Operating and Capital Budget. Staff received direction from City Council to make changes to the budget during the June 14, 2021 public meeting, which were also incorporated into the adopted biennial budget.



MAJOR FUND SUMMARIES

General Fund (Fund 0001)

General Fund revenues for FY 2021-22 are budgeted to be \$46,016,100, representing an increase of 12.2% over the revised budgeted revenues for FY 2020-21 and an 11.0% increase over the projected revenues for FY 2020-21. For FY 2022-23, operating revenues are budgeted to be \$49,659,400, representing an increase of 7.9% over the budgeted revenues for FY 2021-22. The increase in both years reflects the economic recovery projected following the COVID-19 pandemic. Property tax is expected to increase at approximately 4% per year. Sales tax is projected to grow at 10.8% in FY 2021-22 and 5.4% in FY 2022-23. Transient Occupancy Taxes are projected to grow 49.2% in FY 2021-22 and 94.1% in FY 2022-23 with the expectation that pent up demand for travel will bring occupancy rates back up. Current Charges for Services are projected to grow 37.8% in FY 2021-22 with the return of recreation programming and special event sponsorships.

General Fund expenditures for FY 2021-22 are budgeted to be \$49,025,175, representing a 10.4% increase over the estimated expenditures for FY 2020-21. The increase is attributable to the reinstatement of eliminated positions and programs during the COVID-19 pandemic in addition to anticipated increases associated with retirement rates, employee medical benefits, post-employment benefits, and professional services associated with plan check reviews, economic development, recreational activities, and fire services. The FY 2022-23 total expenditure budget is \$51,322,175, a 4.7% increase over the FY 2021-22 expenditure budget.

General Fund allocations and transfers in for FY 2021-22 are budgeted to be \$3,856,600, representing a 2.3% increase over the estimated allocations and transfers in for FY 2020-21. Allocations and transfers in funding are budgeted in FY 2022-23 at \$3,978,900, representing a 3.2% increase. 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 \$745,400 for FY 2021-22, representing a 40.2% decrease from the estimates for FY 2020-21 and \$830,700 for FY 2022-23, representing an 11.4% increase from the FY 2021-22 budget. The increases are mainly associated with the transfers to the Equipment Replacement Fund. The budget amounts for both years are based on the annual replacement needs.

The Other Sources/Uses of Funds category for FY 2021-22 has decreased by \$4.5 million from the FY 2020-21 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 budget for FY 2021-22 includes a \$1.0 million contribution to the General Fund Capital Projects Fund for infrastructure improvements. The FY 2022-23 budget includes a \$2.5 million contribution to the General Fund Capital Projects Fund.

The FY 2021-22 budget reflects a total **fund balance** projection of \$29,622,400, including both restricted and unrestricted balances, and represents a decrease of 2.9% compared to the FY 2020-21 estimated ending fund balance. This drop in fund balance is mainly due to the \$1.0 million contribution to the General Fund Capital Projects Fund for infrastructure improvements. The FY 2022-23 estimated ending fund balance for the General Fund of \$28,607,825 decreases by 3.4%, or \$1,014,575.

**GENERAL FUND (RESTRICTED & UNRESTRICTED)**

	Projected FY2020-21	Adopted FY2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 36,445,299	\$ 30,520,275	\$ (5,925,024)	-16.3%	\$ 29,622,400	\$ (897,875)	-2.9%
Revenues	41,462,200	46,016,100	4,553,900	11.0%	49,659,400	3,643,300	7.9%
Expenditures	(44,409,924)	(49,025,175)	(4,615,251)	10.4%	(51,322,175)	(2,297,000)	4.7%
Allocations & Transfers in	3,768,500	3,856,600	88,100	2.3%	3,978,900	122,300	3.2%
Allocations & Transfers out	(1,245,800)	(745,400)	500,400	-40.2%	(830,700)	(85,300)	11.4%
Other Source/Uses of Funds	(5,500,000)	(1,000,000)	4,500,000	-81.8%	(2,500,000)	(1,500,000)	150.0%
Est. Ending Fund Balance	\$ 30,520,275	\$ 29,622,400	\$ (897,875)	-2.9%	\$ 28,607,825	\$ (1,014,575)	-3.4%

Wastewater Fund (Fund 0006)

The Wastewater Fund revenues for FY 2021-22 are budgeted to be \$21,267,200, representing an increase of 1.3% over the projected revenues for FY 2020-21. The increase is primarily due to the 4.5% rate annual rate increase offset by one-time sewer connection fees received from a large development on Industrial Road in FY 2020-21. The FY 2022-23 revenue budget of \$22,266,800 is a 4.7% increase over the FY 2021-22 estimates. 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 ("SVCW") improvements to the wastewater treatment infrastructure.

Wastewater Fund expenses for FY 2021-22 are budgeted to be \$17,923,200, reflecting a 9.0% increase from estimated expenses for FY 2020-21. Expenses in FY 2022-23 are budgeted to be \$17,676,500, a 1.4% decrease over the FY 2021-22 budget. The expense budgets reflect the timing of planned capital improvement project spending and the debt service requirements in the corresponding year. More detail on the capital projects can be found in the [Capital Project Section](#) of the budget on pages 323-332.

Net allocations and transfers budgeted for FY 2021-22 of \$3,260,500 are flat as compared to FY 2020-21 projections. Net allocations and transfers out for FY 2022-23 of \$3,362,200 are expected to increase by 3.1% over the FY 2021-22 estimates. These increases reflect the estimated annual cost of living adjustments.

The ending fund balance, excluding those funds invested in capital assets and invested in SVCW, at the end of FY 2021-22 is estimated to be \$23,308,382. The fund balance is 0.4% higher than the fund balance estimate of \$23,224,882 at the end of FY 2020-21. The increase is mainly due to the timing of capital project spending. The estimated fund balance is projected to increase to \$24,536,482 in FY 2022-23. The increase is mainly due to the timing of debt issuance for capital project spending at the SVCW Treatment Plant.

WASTEWATER FUND (SEWER ENTERPRISE FUND)

	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance*	\$ 21,916,249	\$ 23,224,882	\$ 1,308,633	6.0%	\$ 23,308,382	\$ 83,500	0.4%
Revenues	21,003,200	21,267,200	264,000	1.3%	22,266,800	999,600	4.7%
Expenditures	(16,436,767)	(17,923,200)	(1,486,433)	9.0%	(17,676,500)	246,700	-1.4%
Net Transfers	(3,257,800)	(3,260,500)	(2,700)	0.1%	(3,362,200)	(101,700)	3.1%
Est. Ending Fund Balance*	\$ 23,224,882	\$ 23,308,382	\$ 83,500	0.4%	\$ 24,536,482	\$ 1,228,100	5.3%

*Fund Balance Excludes Investments in Capital Assets and Investment in SVCW

**Equipment and Technology Replacement Fund (Fund 0010)**

The FY 2021-22 **expenditures** are budgeted to be \$949,000, or a 203.2% increase over the FY 2020-21 projections, primarily due to the projected replacement of one backhoe, three pickup trucks, and thirty-one portable radios. The FY 2022-23 expenditures are budgeted to be \$563,000. This represents the technology replacement of servers, virtual machines, display smartboards, and other technology needs for the year, and the estimated replacement cost of equipment and vehicles including one pickup truck and two hybrid automobiles that are past or near the end of their useful lives.

To ensure that the **fund balance** is sufficient to meet the annual and unanticipated needs, a net transfer of \$300,900 and \$373,000 have been proposed in FY 2021-22 and FY 2022-23 from the General Fund, respectively.

EQUIPMENT REPLACEMENT FUND							
	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 3,497,305	\$ 3,479,305	\$ (18,000)	-0.5%	\$ 2,831,205	\$ (648,100)	-18.6%
Revenues	-	-	-	0.0%	-	-	0.0%
Expenditures	(313,000)	(949,000)	(636,000)	203.2%	(563,000)	386,000	-40.7%
Net Transfers	295,000	300,900	5,900	2.0%	373,000	72,100	24.0%
Est. Ending Fund Balance	\$ 3,479,305	\$ 2,831,205	\$ (648,100)	-18.6%	\$ 2,641,205	\$ (190,000)	-6.7%

Gas Tax Fund (Fund 0016)

Revenues for FY 2021-22 for the Gas Tax Fund are estimated to be \$2,114,000, representing an 18.8% increase from the estimated revenues for FY 2020-21. The increase is primarily from one-time funding from the Transportation for Livable Communities (TLC) Grant that will be used to help fund the street improvement program. Revenues for FY 2022-23 are budgeted at \$1,571,200, representing a decrease of 25.7% from FY 2021-22 since the grant is not expected in the second year.

The expenditures for FY 2021-22 are budgeted to be \$5,355,000 and for FY 2022-23 are budgeted to be \$5,595,000, representing a significant increase in funding for street and sidewalk maintenance. The estimated expenditures are to invest additional funds to raise the Pavement Condition Index (PCI) from its current level of 60, which is considered “fair” to 65, which is considered “good” by the year 2023. More detail on the capital projects can be found in the [Capital Project Section](#) of the budget on pages 333-338.

Net allocations and transfers are budgeted to be \$1,190,900 for FY 2021-22 and \$3,161,400 in FY 2022-23. The additional funding for the City’s streets includes a \$1 million transfer from the General Capital Fund 0025 in FY 2021-22 and \$3 million from that same fund in FY 2022-23.

The ending fund balance is estimated to be \$935,203 at the end of FY 2021-22 and \$72,803 at the end of FY 2022-23.

GAS TAX FUND							
	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 1,122,313	\$ 2,985,303	\$ 1,862,990	166.0%	\$ 935,203	\$ (2,050,100)	-68.7%
Revenues	1,778,800	2,114,000	335,200	18.8%	1,571,200	(542,800)	-25.7%
Expenditures	(5,014,760)	(5,355,000)	(340,240)	6.8%	(5,595,000)	(240,000)	4.5%
Net Allocations & Transfers	5,098,950	1,190,900	(3,908,050)	-76.6%	3,161,400	1,970,500	165.5%
Est. Ending Fund Balance	\$ 2,985,303	\$ 935,203	\$ (2,050,100)	-68.7%	\$ 72,803	\$ (862,400)	-92.2%

**Police Grants (Fund 0017)**

Revenue for the Police Grants Fund is expected to be \$168,100 for FY 2021-22 and \$173,700 for FY 2022-23. The revenue estimates are based on the trend over the past two years.

Expenditures are budgeted to be \$150,000 in FY 2021-22 and \$157,600 in FY 2022-23, representing the continued funding for public safety augmentation.

Ending fund balances are anticipated to be \$374,429 for FY 2021-22 and \$390,529 for FY 2022-23.

POLICE GRANTS FUND							
	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 342,929	\$ 356,329	\$ 13,400	3.9%	\$ 374,429	\$ 18,100	5.1%
Revenues	163,400	168,100	4,700	2.9%	173,700	5,600	3.3%
Expenditures	(150,000)	(150,000)	-	0.0%	(157,600)	(7,600)	5.1%
Net Transfers	-	-	-	0.0%	-	-	0.0%
Est. Ending Fund Balance	\$ 356,329	\$ 374,429	\$ 18,100	5.1%	\$ 390,529	\$ 16,100	4.3%

Capital Improvement Fund (Fund 0025)

Revenues for FY 2021-22 in the Capital Improvement Fund, both restricted and unrestricted, are \$3,724,400, representing a 51.4% decrease from the estimated revenues for FY 2020-21. The majority of this decrease is related to one-time grants and cost reimbursements received from the San Carlos Park and Recreation Foundation for certain projects. Revenues for FY 2022-23 are estimated to be \$4,148,100, an increase of 11.4% from FY 2021-22 due to the timing of grant projects.

Expenditures for FY 2021-22 are \$17,282,950 and in FY 2022-23 are estimated to be \$4,075,000 due to the timing of capital project spending. More detail on the capital projects can be found in the [Capital Project Section](#) of the budget on pages 339-396.

The fund balance at the end of FY 2021-22 for both unrestricted and restricted balances is estimated at \$6,363,000 and at the end of FY 2022-23 is \$7,211,100.

CAPITAL IMPROVEMENT FUND (RESTRICTED & UNRESTRICTED)							
	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 28,160,434	\$ 19,846,550	\$ (8,313,883)	-29.5%	\$ 6,363,000	\$ (13,483,550)	-67.9%
Revenues	7,665,655	3,724,400	(3,941,255)	-51.4%	4,148,100	423,700	11.4%
Expenditures	(17,369,538)	(17,282,950)	86,588	-0.5%	(4,075,000)	13,207,950	-76.4%
Net Transfers	1,390,000	75,000	(1,315,000)	-94.6%	775,000	700,000	933.3%
Est. Ending Fund Balance	\$ 19,846,550	\$ 6,363,000	\$ (13,483,550)	-67.9%	\$ 7,211,100	\$ 848,100	13.3%

Park In-Lieu Fund (Fund 0027)

Revenues for FY 2021-22 for the Park In-Lieu Fund are budgeted to be \$284,300, a decrease of 35.2% over the FY 2020-21 projections. FY 2020-21 revenues include one-time grant funding from Proposition 68 which was related to the Chilton Park Improvement Project. The FY 2022-23 revenues are estimated to be \$297,800, or 4.7% higher than FY 2021-22. Capital projects in FY 2021-22 include the resurfacing of the tennis courts and in-lieu of direct expenditures, there are transfers of \$200,000 and \$1,400,000 in the next two budget years to help offset the costs of the sports field lighting projects



in Capital Fund 0025. More detail on the capital projects can be found in the [Capital Project Section](#) of the budget on pages 397-401.

The fund balance at the end of FY 2021-22 is estimated to be \$1,607,508 and is expected to decrease to \$505,308 in FY 2022-23 as a result of the transfers out.

PARK IN LIEU (RESTRICTED & UNRESTRICTED)							
	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 2,206,124	\$ 1,563,208	\$ (642,916)	-29.1%	\$ 1,607,508	\$ 44,300	2.8%
Revenues	438,800	284,300	(154,500)	-35.2%	297,800	13,500	4.7%
Expenditures	(1,081,716)	(40,000)	1,041,716	-96%	-	40,000	-100%
Net Transfers	-	(200,000)	(200,000)	0.0%	(1,400,000)	(1,200,000)	600%
Est. Ending Fund Balance	\$ 1,563,208	\$ 1,607,508	\$ 44,300	2.8%	\$ 505,308	\$ (1,102,200)	-68.6%

Housing Funds (Fund 0029 and Fund 0031)

Revenues for FY 2021-22 for the Housing Funds are budgeted to be \$592,900, a decrease of 79.4% over the FY 2020-21 projections. FY 2020-21 revenues include one-time commercial linkage fees received from a new commercial building on Industrial Road. The FY 2022-23 revenues are estimated to be \$5,527,400 to include commercial linkage fees from two more large developments on the east side of the city.

The FY 2021-22 **expenditures** include capital project spending for a below market housing project on Cherry Street. More detail on the capital projects can be found in the [Capital Project Section](#) of the budget on pages 407-411.

The fund balance at the end of FY 2021-22 is estimated to be \$7,256,462 and is expected to increase to \$11,930,862 in FY 2022-23.

HOUSING FUNDS (RESTRICTED & UNRESTRICTED)							
	Projected FY 2020-21	Adopted FY 2021-22	Variance	% Change	Adopted FY 2022-23	Variance	% Change
Est. Beginning Fund Balance	\$ 13,917,447	\$ 10,491,662	\$ (3,425,785)	-24.6%	\$ 7,256,462	\$ (3,235,200)	-30.8%
Revenues	2,875,800	592,900	(2,282,900)	-79.4%	5,527,400	4,934,500	832.3%
Expenditures	(6,101,585)	(3,624,100)	2,477,485	-41%	(642,800)	2,981,300	-82%
Net Transfers	(200,000)	(204,000)	(4,000)	2%	(210,200)	(6,200)	3%
Est. Ending Fund Balance	\$ 10,491,662	\$ 7,256,462	\$ (3,235,200)	-30.8%	\$ 11,930,862	\$ 4,674,400	64.4%

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 on pages 49-55 in the Budget Overview section of this budget document.



This Page Intentionally Left Blank



TOP 10 FREQUENTLY ASKED BUDGET QUESTIONS

1) How much of my property tax payment goes to the City?

Approximately 13.3% of your property tax bill goes to the City of San Carlos. For example, if you have property assessment of \$2,000,000, even though your property tax bill is \$20,000, only \$2,655 goes to the City. This is due to the limits that were established by Proposition 13 in the late 1970's. Please see table below for a breakdown of property tax dollar:

Taxing Entities	Percentage of Distribution
ERAF Share of San Mateo County	11.955%
San Mateo County	15.200%
San Carlos Elementary General Purpose	21.270%
Sequoia High General Purpose	17.890%
ERAF Share of San Carlos General Fund	2.473%
San Carlos General Fund	10.800%
San Mateo Junior College General Purpose	7.770%
County Education Tax	4.040%
County Library	3.960%
Mid-Peninsula Regional Open Space	2.100%
Sequoia Hospital District	1.677%
County Harbor District	0.404%
Bay Area, Air Pollution	0.239%
Mosquito Abatement	0.220%
Total	100.000%

2) What are the major categories of property tax?

The major categories of property tax include residential, commercial, industrial, unsecured, and other. Please see the chart for parcel and taxable value information.

FISCAL YEAR 2020-21			
Category	# Parcels	Net Taxable Value	% of Total
Residential	10,004	\$ 10,058,881,929	78.3%
Commercial	459	1,207,502,590	9.4%
Industrial	387	1,101,271,014	8.6%
Unsecured		388,462,296	3.0%
Other	284	97,747,547	0.8%
Totals	11,134	\$ 12,853,865,376	100.0%

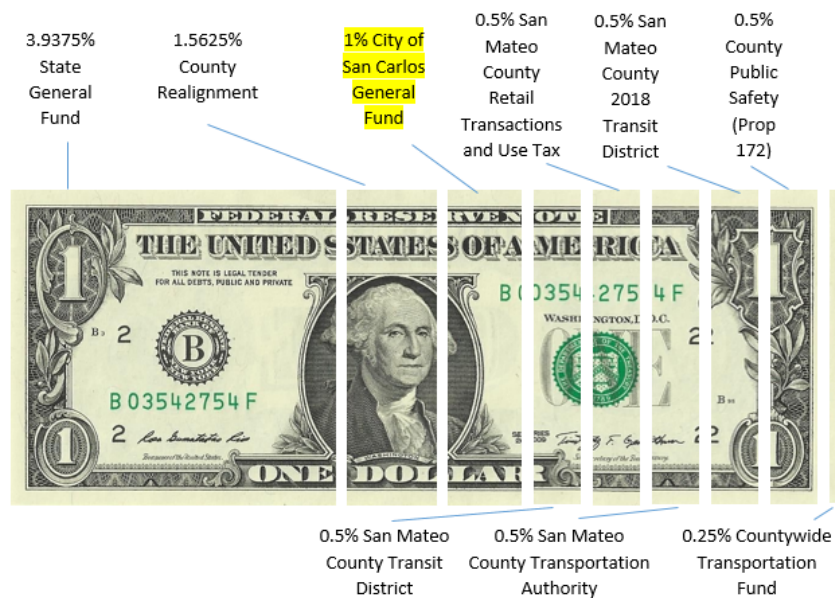
Although there are more residential parcels than commercial, the top 10 property owners are comprised of mostly commercial and industrial properties.

TOP 10 PROPERTY OWNERS FISCAL YEAR 2020-21				
	Owner	Use Type	Net Taxable Value	% of Total
1	SC Transit Village LLC Lessee	Residential	\$ 138,701,683	1.1%
2	BMR-201 Industrial Rd LLC	Industrial	126,458,488	1.0%
3	Trea GM Industrial Road Owner LLC	Industrial	124,000,000	1.0%
4	Hudson Skyway Landing LLC	Commercial	114,756,721	0.9%
5	Are-San Francisco No 63 LLC	Industrial	110,477,043	0.9%
6	Wheeler Plaza LLC	Residential	104,389,662	0.8%
7	Equity One San Carlos LLC	Commercial	102,937,174	0.8%
8	GC Net Lease San Carlos Investors LLC	Commercial	91,721,797	0.7%
9	SC Landmark Hotels LLC	Commercial	75,473,815	0.6%
10	Are-San Francisco No 71 Holding LLC	Commercial	74,664,000	0.6%
Top 10 Total			\$ 1,063,580,383	8.3%



3) What is the City's sales tax rate and how much goes back to the City?

The City's sales tax rate is 9.25%, out of which 1% goes back to the City. For example, if you make a purchase in the amount of \$100, even though you pay sales tax of \$9.25, only \$1 goes to the City. The rest of the sales tax goes to various entities. Please see the graphic below for a breakdown of where your sales tax dollars go:



4) What are the major sources of sales tax?

Major sources of sales tax include the following industry groups:

- Autos & Transportation
- Building & Construction
- Business & Industry
- Food & Drugs
- Fuel & Service Stations
- General Consumer Goods
- Restaurants & Hotels

Please see the [Sales Tax By Major Industry Groups](#) bar chart on page 129.

5) What are the different type of funds?

The City has several different funds including the following:

- General Fund. The General Fund is the primary operating fund of the City and is used to account for most day to day activities.
- Enterprise (Sewer) Fund. The Enterprise Fund or Wastewater (Sewer) Fund is used to account for City operations that are financed and operated like a private business.



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

Please see the City of San Carlos [Fund Structure](#) on pages 93-95 for additional information on all the budgetary funds.

6) What are the other sources of revenue?

Sales and property tax are two of the biggest sources of revenue. Aside from sales and property tax, there are other sources of revenue:

- Transient Occupancy Tax is tax paid by the hotels guests and remitted by the hotels to the City.
- Licenses & Permits is revenue generated by construction permits.
- Use of Money & Property is revenue generated from property rentals, lease income, three digital billboards, and investment income.
- Vehicle in-Lieu is revenue generated by vehicle registration fees.
- Capital Projects Funding includes solid waste franchise fee, Education Revenue Augmentation Fund, Measure A and W, Measure M, gas tax, user fees, grants, developer fees, traffic impact fee, housing in-lieu fee, and the commercial linkage fee.
- Fines & Forfeitures/PAMF Revenue includes vehicle code fines, building permit violations, parking fines, non-sufficient funds charge, and revenue based on the terms of the Development with the Palo Alto Medical Foundation.
- Business Registration/Other Tax is generated by a registration fee paid by all businesses operating within the city and franchise fees.
- Other Revenue Categories include cost reimbursements from other agencies.
- Charges for Services include development plan check fees and recreation programs and reservations.
- Enterprise Revenue includes fees related to sewer service assessment and connection.

Please see the [Revenues](#) section of the budget book on pages 117-137 for the adopted revenue.



7) What has the City done to reduce costs to the taxpayers?

For over a decade, the City has been a strong advocate for shared services. Our shared services model has proven very successful in reducing our costs while increasing or maintaining the same level of service to the community. Contracting with larger agencies for public safety maximizes the response times since larger agencies have more resources to pull from. In addition, the City can help offset the administrative costs of the other agency by sharing these resources. The City has the following shared service agreements:

- Law Enforcement Services (Police Services) contracted with the County of San Mateo Sheriff's Office since 2010.
- Dispatch Services contracted with the County of San Mateo since 2012.
- Fire and Emergency Services contracted with the City of Redwood City since 2013.

In addition to shared service arrangements, the City implemented pension reforms and/or tiers prior to the passage of the State Public Employees' Pension Reform Act of 2013 ("PEPRA"). The reforms included reduction of pension benefits and the elimination of employer paid retiree health benefits for employees hired after 2009. These reforms reduced the long-term obligations of the City. Along with these reforms, the City has used prior year savings to pay down the remaining outstanding obligations, which will save the City over \$895,000 annually for the next eight years (2021-2028) and \$451,000 over the following eight years (2029-2036).

8) How many employees work for the City?

There are 82 budgeted positions for the City for Fiscal Year 2021-22. Please see the [Personnel Summary](#) section of the budget on pages 301-306 for position changes and positions by department.

9) What are the Five-Year Capital Improvement Projects?

There is a number of Capital Improvement Projects. For information on these projects, please see the [Capital Improvement Program](#) section on pages 307-417 of the budget book.

10) What is the total budget of the City?

The total budget of the City for Fiscal Year 2021-22 is \$98,865,425. The total General Fund budget is \$49,025,175. The Fiscal Year 2021-22 appropriations can be found in the [Financial Summaries](#) section on pages 104-105 of the budget book.

The total budget of the City for Fiscal Year 2022-23 is \$83,769,975. The total General Fund budget is \$51,322,175. The Fiscal Year 2022-23 appropriations can be found in the [Financial Summaries](#) section on page 106-107 of the budget book.



GANN ANNUAL APPROPRIATION LIMIT FISCAL YEAR 2021-2022

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 2013 to 2022

Fiscal Year	Price Adjustment Population Adjustment Total Adjustment					Appropriations Limit	% of City Appropriations Subject to the GANN Limit
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%
2022	1.0573	x	0.9925	=	1.0494	\$101,565,385	55.38%

(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 2021-2022

Step 1	Total all appropriations (2021-22 operating and capital from general and special funds)	\$ 98,865,425
Step 2	Deduct:	
	1. Non-Tax Proceeds	\$ (42,180,300)
	2. Debt Service Payments	\$ (442,800)
	Add:	
	1. Excess user fees which exceed actual costs	\$ -
Step 3	Equals appropriations subject to limit (Step 1 - Step 2)	\$ 56,242,325
Step 4	Compare against 2021-22 Appropriations Limit (from below)	\$ 101,565,385
	Dollar Amount Under Limit (Step 4 - Step 3)	\$ 45,323,060
	Percentage of Limit (Step 3/Step 4)	55.38%
Step 5	Fiscal Year 2020-21 Appropriation Limit	\$ 96,786,987
Step 6	Fiscal year 2021-22 Growth Factor based on California Per Capita Income 1.0573 --- and the County Population Change 1.0494 (1.0573*0.9925)	104.94%
Step 7	FY 2021-22 Appropriations Limit (Step 5 x Step 6)	\$ 101,565,385
Step 8	FY 2021-22 Appropriations Subject to Limit (from above)	\$ 56,242,325
Step 9	Dollar Amount Under Limit (Step 7 - Step 8)	\$ 45,323,060
Step 10	Percentage of Limit (Step 8/Step 7)	55.38%

**CHART OF FUNDS SUBJECT TO APPROPRIATION****2021-22 Appropriation from Operating, Capital Improvement and Other**

General Fund	\$49,025,175
Capital Improvement	27,342,050
Other Programs	4,575,000
Enterprise Sewer System	17,923,200
	\$98,865,425

Non-Tax Proceeds and Debt Services

Licenses & Permits	\$1,899,400
Business Registration	996,000
Fines & Forfeitures	297,900
Use of Money & Property	3,151,000
From Other Agencies	4,355,800
Charges for Services	4,678,200
Other Revenue	2,439,500
Sewer Operation & Maint.	21,267,200
NPDES	630,700
Capital Improvement Fund 25	624,400
In-Lieu Park Fund 27	284,300
Parking In-Lieu Fund 28	6,900
Housing In-Lieu Fund 29	466,400
LMI Housing Fund 31	126,500
Post-Employment Benefits Fund 35	684,700
Library Rent & Concessions	271,400
	\$42,180,300
Debt Services	\$442,800
	\$42,623,100

**RESOLUTION NO. 2021 - 051**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS
ELECTING THE POPULATION AND PRICE ADJUSTMENT FACTORS AND
ESTABLISHING THE 2021-22 APPROPRIATIONS LIMIT OF THE CITY OF SAN CARLOS,
PURSUANT TO CALIFORNIA CONSTITUTION ARTICLE XIIIB AND SECTION 7900 ET SEQ.
OF THE CALIFORNIA GOVERNMENT CODE.**

WHEREAS, pursuant to Article XIIIB 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 2021-22 Fiscal Year; and

WHEREAS, pursuant to amendments to Article XIIIB 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, that the City Council of the City of San Carlos hereby approves:

SECTION 1. For the calculation of the appropriations limit for Fiscal Year 2021-22, 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 San Mateo County's population growth.

SECTION 2. It is hereby determined that the appropriations limit for Fiscal Year 2021-22 for the City of San Carlos is One Hundred and One Million Five Hundred Sixty-Five Thousand Three Hundred Eighty Five Dollars (\$101,565,385). Appropriations subject to the limit, total \$56,242,325, or 55.38%, of the Appropriations Limit. Therefore, the City is substantially below the maximum allowable appropriation limit and in compliance with the state law.

I, City Clerk 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 14th day of June, 2021, by the following vote:

AYES, COUNCILMEMBERS: COLLINS, DUGAN, MCDOWELL, RAK, FARMER-LOHAN

NOES, COUNCILMEMBERS: NONE

ABSENT, COUNCILMEMBERS: NONE


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. 2021 - 052****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 September 28, 2020 as part of the adoption of the Fiscal Year 2020-21 Annual Budget; and

WHEREAS, there are no recommended changes at this time. Staff is recommending review of the financial policies as part of the adoption of the Fiscal Years 2021-23 Biennial Budget.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of San Carlos hereby approves the updated Financial Policies, attached hereto as Exhibit A.

I, City Clerk 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 14th day of June, 2021, by the following vote:

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

NOES, COUNCILMEMBERS: NONE

ABSENT, COUNCILMEMBERS: NONE


CITY CLERK of the City of San Carlos

APPROVED:


MAYOR of the City of San Carlos

Exhibit A: Update Financial Policies



This Page Intentionally Left Blank



CITY OF SAN CARLOS STRATEGIC PLAN February 2021

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 an equitable, sustainable, transparent, responsive, and friendly manner to foster an inclusive, safe, and healthy community now and in the future.

VISION

The City of San Carlos will continue to lead with confidence into the future as a desirable, vibrant, equitable, 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 that recognizes the importance of social equity*
- *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*
- *Leading and managing effectively by engaging the community, 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*

2021 STRATEGIC GOALS AND OBJECTIVES

Not in priority order

- **Downtown:** *The City of San Carlos will work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure that the downtown meets the needs of the community and businesses now and into the future.*

Objective #1: Create a framework and inform the community.



Objective #2: Determine staff resources and budget needed to develop the plan.

Objective #3: Develop a scope of work to create a downtown plan.

- **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.

- **Housing:** *The City of San Carlos will actively encourage and support the creation of housing to provide a safe, inclusive, 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: Continue to develop and prepare a focused general plan update that includes the Housing Element, the Safety Element, and the Land Use Element to meet Council direction and State mandates.

Objective #3: Facilitate completion of projects currently underway.

- **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 using change management principles and practices.

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

Objective #5: Facilitate completion of projects currently underway.



- **Child Care and Youth Programming:** *The City of San Carlos will encourage and support the creation of child care facilities and promote access to youth programming.*

Objective #1: Increase access to child care by reducing barriers to creation and expansion of facilities and creating community resources.

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

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

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

Objective #2: Update emergency plans and policies.

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

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

Objective #2: Plan and implement measures approved by Council in the Climate Mitigation and Adaptation Plan.

Objective #3: Consider adopting the County's Disposable Food Service Ware Ordinance.



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Downtown

The City of San Carlos will work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure that the downtown meets the needs of the community and businesses now and into the future.

Objective: #1 – Create a framework and inform the community.

Highlights: Create an inclusive process with a holistic approach to ensure maximum participation so that everyone can benefit from decisions that will shape the downtown.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Develop a process that outlines preparation of the plan	<ol style="list-style-type: none"> 1. Present draft process to the Downtown subcommittee for review and input 2. Present draft process to the City Council for review and input 	CD Director (L) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. Complete 2. 2/22/21 	Considerations: Parking; Land Use; Urban Design; Infrastructure; Street Closure; Business Ordinance; Height; Façade; Events; Maintenance; Emergency Access; Traffic Circulation; Walkability; Outdoor Dining; Parklets; Plazas; Private Development; Housing Over Retail; Funding; Businesses; Chamber of Commerce; Downtown BID.	
Inform the community	<ol style="list-style-type: none"> 1. Issue a Spotlight Newsletter 2. Perform outreach as appropriate 	CD Director (L) Planning Mgr. (S) ED/Housing Mgr. (S) MA-CD (S)	<ol style="list-style-type: none"> 1. 8/31/21 2. Ongoing 		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Downtown

The City of San Carlos will work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure that the downtown meets the needs of the community and businesses now and into the future.

Objective: #2 – Determine staff resources and budget needed to develop the plan.

Highlights: Request necessary resource allocations to ensure the plan can be successfully managed and carried to fruition through adequate staffing and funding for professional consultants.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Determine staffing resources and funding required to create the plan	1. Determine staffing needs and request approval of new positions 2. Determine consultant services required and request funding as part of the budget	CD Director (L) Planning Mgr. (S)	1. 6/30/21 2. 6/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Downtown

The City of San Carlos will work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure that the downtown meets the needs of the community and businesses now and into the future.

Objective: #3 – Develop a scope of work to create a downtown plan.

Highlights: Collaborate with Council to develop a work plan for the downtown plan that will include inclusive civic engagement and draw upon the community's shared desires and aspirations to transform the downtown.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Develop detailed work scope	1. Present scope to the Downtown subcommittee for review and input 2. Present draft process to the City Council for review and approval	CD Director (L) Planning Mgr. (S) ED/Housing Mgr. (S)	1. 1/30/21 2. 1/31/22		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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.

Highlights: Significant change is expected in the industrial and commercial areas as new uses, such as biotechnology, life sciences, and office development are added. This plan will maximize the City's ability to shape infrastructure, urban design, transportation circulation management and mobility, service provision, open space, community facilities, present and future land uses, economic development, community benefits, zoning changes, and community outreach.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
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	<ol style="list-style-type: none"> 1. Conduct outreach 2. Prepare background conditions 3. Consider community benefits 4. Perform visioning 5. Perform technical studies 6. Draft a Vision Plan 7. Prepare Final Plan for Council review and adoption 	CD Director (L) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. Ongoing 2. 4/30/21 3. 5/31/21 4. 6/30/21 5. 7/31/21 6. 8/31/21 7. 9/30/21 	Schedule may be extended if General Plan or zoning changes are required.	



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Housing

The City of San Carlos will actively encourage and support the creation of housing to provide a safe, inclusive, 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).

Highlights: The City will continue to take a diverse and equitable approach to increase the number of BMR units locally.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Update the BMR Ordinance to increase number of affordable units	<ol style="list-style-type: none"> 1. City Council Subcommittee 2. Council Study Session 3. Planning Commission Study Session 4. Planning Commission hearing 5. City Council hearing 	CD Director (L) Housing Manager (S) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. 3/31/21 2. 3/31/21 3. 4/30/21 4. 5/31/21 5. 6/31/21 		
Explore the acquisition of Market Rate units to convert to BMR and complimentary strategies for leveraging BMR Housing Funds to increase BMR housing supply	<ol style="list-style-type: none"> 1. Policy review before Council Subcommittee 2. City Council Study Session to adopt guiding policies 3. Implement policies as opportunities arise 	CD Director (L) Housing Manager (S) ED Coordinator (S)	<ol style="list-style-type: none"> 1. 3/31/21 2. 4/30/21 3. Ongoing 		
Research opportunities for partnerships, including nonprofits, the School District, and regional partners	<ol style="list-style-type: none"> 1. Engage with the School District to discuss shared opportunities 2. Engage local nonprofits for shared opportunities 3. Partner with County Housing Department 	CD Director (L) Housing Manager (S) ED Coordinator (S)	All ongoing		
Review the City's existing Affordable Housing Organization Grant Program	Request an increased grant budget to meet the level of funding requested in previous years as part of the budget process	CD Director (L) ED Coordinator (S)	6/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Housing

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

Objective: #2 – Continue to develop and prepare a focused general plan update that includes the Housing Element, the Safety Element, and the Land Use Element to meet Council direction and State mandates.

Highlights: The City is working with the community to evaluate General Plan and Zoning to find out where changes in density can occur to meet diverse housing needs.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Evaluate existing development standards to incentivize housing in areas already allowed	<ol style="list-style-type: none"> 1. Explore existing conditions and preliminary options 2. Develop preferred options and analysis 3. Prepare administrative and draft documents 4. Engage the community 5. Prepare final documents for Council adoption 6. Council hearing 	CD Director (L) Planning Mgr. (S) MA-CD (S) Asst. Planner (S)	<ol style="list-style-type: none"> 1. 4/30/21 2. 4/30/21 3. 9/30/21 4. 8/31/22 5. 8/22/22 		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: **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: #3 – Facilitate completion of projects currently underway.

Highlights: The City is facilitating the construction of over 50 net new Below Market Rate (BMR) units and collecting affordable housing fees from large commercial developers.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Complete regulatory agreement of existing, smaller multi-family projects building BMR units	1. 626 Walnut Street 2. 520 El Camino Real 3. 1501 Cherry Street 4. 560 El Camino Real 5. 1525 San Carlos Avenue	CD Director (L) Housing Manager (S) ED Coordinator (S)	Ongoing	BMR plans and sales agreements will be executed as projects come before the Planning Commission and prior to tenancy.	
817 Walnut Street Development Project	1. Construction 2. Lease-up with BMR waitlist households	CD Director (L) Housing Manager (S) ED Coordinator (S)	1. Underway 2. TBD	Leasing will occur before construction complete.	
Cherry Street Affordable Housing Development Project	1. Request Council approval to execute Development Agreement for the project 2. Support project development	CD Director (L) Housing Manager (S)	1. 6/30/21 2. Ongoing		
806 Alameda de las Pulgas BMR Units	Work with developer to ensure that BMR units are built on-site	CD Director (L) Housing Manager (S)	TBD		
Vista Del Grande BMR Units	Work with developer to ensure that BMR units are built on-site	CD Director (L) Housing Manager (S)	TBD		
Large Office Development projects	Work with developers to collect Commercial Linkage Fees as needed	CD Director (L) Housing Manager (S)	TBD		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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.

Highlights: Alternative modes of transportation are those other than single passenger vehicles. They could include bicycles, scooters, ride-share, shuttles, public transit, walking, and emerging technologies.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Implement Bicycle and Pedestrian Master Plan – San Carlos Quick-Build Project	1. Design and outreach 2. Construction	PW Director (L) City Engineer (S)	1. 6/30/21 2. 12/31/21		
Develop a shared micro-mobility (bike share or scooter share) policy/program	1. Identify and request funding for research 2. Research and develop policy 3. T&C Commission input and discussion 4. Council consideration	PW Director (L) City Engineer (S)	1. TBD 2. TBD 3. TBD 4. TBD	Need to ensure safety of shared transportation options in light of COVID-19 before proceeding. Includes addressing hygiene by vendors and interest of the community.	
Identify funding mechanisms and public/private partnership opportunities to support and enhance transportation, traffic, and mobility	1. Negotiate with developers 2. Pursue grant funding as available	CD Director (L) PW Director (S)	Ongoing	Negotiate with developers for community benefits to enhance mobility as opportunities arise.	



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

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

Highlights: Improve traffic flow and parking in the city by planning and implementing initiatives and projects.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Initiate and complete parking study of the South Laurel area	1. T&C Commission 2. Request funding 3. Complete parking study 4. Council consideration	PW Director (L)	1. TBD 2. TBD 3. TBD 4. TBD	Due to COVID-19, this project is pending until normal traffic and parking patterns resume.	
Finalize a citywide policy for the residential parking permit program	1. T&C discussion 2. Council consideration	PW Director (L) MA-PW (S)	1. TBD 2. TBD	Need results from the parking study above to complete and refine the residential parking program policy.	
Perform traffic signal study	1. Engage consultant 2. Data gathering and analysis 3. T&C Commission 4. Council consideration	PW Director (L) City Engineer (S)	1. 9/30/21 2. 6/30/22 3. 8/31/22 4. 10/31/22	Funding for the study should be available 7/1/21 as part of the CIP budget.	
Explore possible new parking opportunities	1. Meet with property owners to negotiate potential private-public partnerships for parking garage 2. Meet with property owners for shared parking agreement opportunities	CD Director (L) Housing Manager (S)	1. Ongoing 2. Ongoing	Review applications for opportunities to enhance public parking.	
Implement Neighborhood Traffic Management Program	Identify and Implement neighborhood traffic management improvements	PW Director (L) Senior Engineer (S) City Engineer (S)	Ongoing	Some projects are in process.	
Annual Pavement Rehabilitation	1. Funding 2. Design 3. Construct	PW Director (L) Senior Engineer (S) City Engineer (S)	1. In place 2. 6/30/21 3. 9/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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: #3 – Develop community education, reporting, outreach, and information tools using change management principles and practices.

Highlights: Ensure the community is better informed about transportation related projects, planned improvements, available services, and programs.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Develop city-wide construction activities webpage	1. Identify needs and request funding 2. Create webpage 3. Update webpage	PW Director (L) Sr. MA-CM (S) MA Comm-CM (S)	1. 6/30/21 2. 10/31/21 3. Ongoing		
Develop additional ways to outreach to the community to ensure understanding changes that will impact them	1. Develop ideas to improve communications 2. Implement new communications tools as appropriate	PW Director (L) Comms Team (S)	1. Ongoing 2. Ongoing	Consider more project site communications methods and simulations.	



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: *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: #4 – Identify and implement enhanced traffic and pedestrian safety opportunities.

Highlights: Improve driver and pedestrian safety through public education, focused enforcement, and infrastructure improvements.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Conduct Safe Routes to School Walk Audits	<ol style="list-style-type: none"> 1. Complete walk audits 2. Develop Routes to School Map 3. Develop improvement plans 	PW Director (L) City Engineer (S)	<ol style="list-style-type: none"> 1. TBD 2. TBD 3. TBD 	Conduct audits as soon as school populations return to normal.	
Enhance Traffic and Pedestrian Safety Through Education and Enforcement	<ol style="list-style-type: none"> 1. Analyze traffic data for focused enforcement 2. School Zone Safety 3. Enhanced DUI enforcement 4. Safety education through NTSB campaigns/advertising 5. Replace Guided Parking Enforcement Program 	Police Chief (L)	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. 9/30/21 	<p>Actions 1-4 will continue as long as funding continues.</p> <p>Action 5 is pending reopening of indoor dining restrictions due to COVID-19.</p>	



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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: #5 – Facilitate completion of projects currently underway.

Highlights: The City currently has numerous projects underway that will improve transportation, traffic and mobility in the community.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Four Corners Traffic Safety near Carlmont High School and Tierra Linda Middle School	1. Reengage Committee 2. Design 3. Funding request/grant funding 4. Construct	PW Director (L) City Engineer (S)	1. In process 2. TBD 3. TBD 4. TBD	The City of Belmont is leading this effort and managing the design.	
Traffic Striping and Marking	1. Annually identify streets needing striping/markings on a fiscal year basis 2. Design 3. Construct	PW Director (L) Senior Engineer (S)	Annually		
Brittan Avenue Widening at Industrial	1. Right-of-way acquisition 2. TIF Funding 3. Design 4. Construct	PW Director (L) City Engineer (S)	1. Pending 2. TBD 3. TBD 4. TBD	Property acquisition is pending opportunity.	
Brittan and Alameda de las Pulgas Widening	1. Right-of-way acquisition 2. TIF Funding 3. Design 4. Construct	PW Director (L) City Engineer (S) Senior Engineer (S)	1. Pending 2. TBD 3. TBD 4. TBD	Activities pending opportunity for right-of-way acquisition.	
Pedestrian Enhancement at Arroyo/Cedar and Hemlock/Orange to make improvements for walking to school	Construction	PW Director (L) City Engineer (S)	6/30/21		
San Carlos Avenue Pedestrian Safety Improvements	1. Phase 3 Design 2. Construction	PW Director (L) City Engineer (S) Senior Engineer (S)	1. 9/30/21 2. 3/31/22		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Child Care and Youth Programming*The City of San Carlos will encourage and support the creation of child care facilities and promote access to youth programming.***Objective: #1 – Increase access to child care by reducing barriers to creation and expansion of facilities and creating community resources.****Highlights: Reviewing regulatory framework to find opportunities where child care spaces may be created.**

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Adopt a Child Care Development Impact Fee and establish a Child Care Facility Trust Fund	1. Bring preliminary findings to Child care subcommittee and/or EDAC 2. Update draft study and recommendations 3. City Council consideration	CD Director (L) Housing Mgr. (S)	1. 4/30/21 2. 4/30/21 3. 5/31/21		
Reduce or waive City-controlled fees for child care projects	1. City Council study session	CD Director (L) Principal Plan. (S)	1. 4/30/21		
Revise Use Standards and Permitted Zoning Districts for child care centers	1. Bring Preliminary Findings to Child Care Subcommittee 2. Planning Commission Consideration 3. City Council Consideration	CD Director (L) Senior Planner (S) Housing Mgr. (S)	1. 4/30/21 2. 4/30/21 3. 5/31/21		
Create resources for stakeholders	1. Create website for child care 2. Produce application process infographic 2. Create informational literature (brochures/handouts) that provide child care information 3. Establish webpage for child care program information on City website	CD Director (L) MA-CD (S)	1. 4/30/21 2. 6/30/21 3. 6/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Child Care and Youth Programming*The City of San Carlos will encourage and support the creation of child care facilities and promote access to youth programming.***Objective: #2 – Address the community's needs for youth programming.*****Highlights: Evaluate community needs and align services and programming accordingly.***

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Assess current after-school enrichment classes for youth offered by Parks and Recreation	<ol style="list-style-type: none"> 1. Create working chart of enrichment classes offered Monday through Friday between 3-6 p.m. 2. Evaluate classes offered during this time 	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	<ol style="list-style-type: none"> 1. 6/30/21 2. 7/31/21 		
Re-brand marketing for after-school enrichment classes for youth	<ol style="list-style-type: none"> 1. Create page in Activity Guide for all classes offered after-school at the Youth Center 2. Add page to the website with after-school enrichment classes offered 	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	<ol style="list-style-type: none"> 1. 8/31/21 2. 8/31/21 		
Survey community to better understand after-school needs and program interests	<ol style="list-style-type: none"> 1. Send survey out through Parks & Recreation contacts 2. Include survey link in Parks & Recreation monthly newsletter 3. Get feedback through Shape San Carlos 	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	<ol style="list-style-type: none"> 1. 8/31/21 2. 8/31/21 3. 8/31/21 		
Provide opportunities for Youth Center members to recommendation new program ideas to offer during SCYC Drop-In program	<ol style="list-style-type: none"> 1. Implement a suggestion box at the Youth Center 2. Create a SCYC member focus group 3. Use social media tools to engage with members 	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	<ol style="list-style-type: none"> 1. 8/31/21 2. 9/30/21 3. 12/31/21 		



What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Examine existing partnerships with School District and evaluate new potential opportunities	Meet with SCSD Superintendent to discuss opportunities	PR Director (L)	4/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Wildfire, Public Safety, and Emergency Planning

The City of San Carlos will continue to prepare for public safety emergencies, such as wildfire, earthquake, flood, and other potential community emergencies by developing and implementing risk mitigation and reduction strategies.

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

Highlights: Implementing improvements in evacuation planning, fuel reduction measures and early public notification systems.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Plan for evacuation drill	1. Form committee 2. Identify date(s) 3. Identify neighborhood 4. Prepare plan 5. Identify resources	Dep. Fire Chief (L) SO Cap./staff (S) Fire/SO staff (S) PW staff (S) CM staff (S)	1. 2/28/21 2. 3/31/21 3. 3/31/21 4. 4/30/21 5. 4/30/21		
Hold evacuation drill	1. Identify participants 2. Notify community and enlist participants 3. Deploy resources 4. Hold drill 5. Evaluate and prepare model for future drills	Dep. Fire Chief (L) SO Cap./staff (S) Fire/SO staff (S) PW staff (S) CM staff (S)	1. 4/30/21 2. 5/31/21 3. 6/30/21 4. 6/30/21 5. 7/31/21		
Obtain fuel reduction funding and plan projects	1. Secure funding 2. Plan project(s) to use funding	Dep. Fire Chief (L) PW Director (S) P&R Director (S)	Annually		
Fuel reduction work	1. Issue RFP for contractor 2. Award contract 3. Perform work	Dep. Fire Chief (L) PW Director (S) P&R Director (S)	4. 6/30/21 5. 7/31/21 6. 10/15/21		
Hold a Wildfire Preparedness Community Meeting	1. Plan meeting 2. Hold meeting	Dep. Fire Chief (L) Comms Team (S)	Annually before fire season		
Update Council	Regularly update Council	Dep. Fire Chief (L)	On-going commencing in April 2021	Will provide periodic updates to the Council and in the Council Newsletter.	
Work in partnership with other agencies surrounding San Carlos	1. Identify partners 2. Hold meetings 3. Develop plans to mitigate risks	Dep. Fire Chief (L)	1. 3/31/21 2. Ongoing 3. 6/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Wildfire, Public Safety, and Emergency Planning

The City of San Carlos will continue to prepare for public safety emergencies, such as wildfire, earthquake, flooding, power outages, school safety and other potential community emergencies by developing and implementing risk mitigation and reduction strategies.

Objective: #2 – Update emergency plans and policies.

Highlights: Ensure the city's emergency plans and policies meet state and federal requirements and industry best practices.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Review and update the Safety Element of the General Plan by 2023	1. Draft the Safety Element 2. Take the Safety Element to Council for approval	CD Director (L) Ad. Plan. Mgr. (S) Dep. Fire Chief (S)	1. 9/30/21 2. 6/30/22	This effort is led by CDD with support from key staff from Fire, Public Works, and Police, and is part of the Focused General Plan Update to address Land Use, Housing, and Safety Elements of the General Plan.	
Update the EOP (Emergency Operations Plan)	1. Finish EOP draft 2. Council adopts new EOP	ACM (L) Sr. MA-CM (S) SO Captain (S) Dep. Fire Chief (S)	1. 9/30/21 2. 10/31/21		
Exercise new EOP	1. Train the training staff 2. Conduct exercises	SO Captain (L) Dep. Fire Chief (S) Sr. MA-CM (S)	1. 11/30/21 2. 2/28/22		
Update Hazard Mitigation Plan	1. Participate in countywide plan development 2. Take Plan to Council for approval	ACM (L) Sr. MA-CM (S) Dep. Fire Chief (S)	1. 8/31/21 2. 9/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Climate Change*The City of San Carlos will support sustainability initiatives and address climate change.***Objective: #1 – Prepare a Climate Mitigation and Adaptation Plan.****Highlights: Evaluate past greenhouse gas reduction achievements and set new goals.**

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Engage the community through workshops, stakeholder meetings, and pop-events to gather input on key components like reduction targets, reach codes, purchasing policies, mitigation measures and adaptation strategies	1. Schedule dates 2. Work with consultant to compile community feedback to incorporate into the CMAP	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	1. 2/28/21 2. 4/30/21	First two workshops occurred in August and October 2020, third workshop scheduled for February 2021.	
Establish Greenhouse Gas Reduction Targets	Establish new greenhouse gas reduction goals for 2030 and 2050 based on the greenhouse gas analysis, community outreach, and requirements of Senate Bill 32 and Executive Order B-30-15	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	4/30/21		
Identify Mitigation Measures	Identify measureable actions the City can take to mitigate greenhouse gas emissions to reach reduction targets while offering co-benefits to climate change adaptation	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	5/31/21		
Identify Adaptation Strategies	Identify strategies the City can incorporate to best adapt to the effects of climate change	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	5/30/21		



What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Draft Climate Mitigation and Adaptation Plan and present plan to City Council for adoption	1. Based on community feedback, produce a clear and easily readable document that will be a guide to achieve climate change mitigation and adaptation goals 2. Present to Council for adoption	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	1. 6/30/21 2. 6/30/21		



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Climate Change*The City of San Carlos will support sustainability initiatives and address climate change.***Objective: #2 – Plan and implement measures approved by Council in the Climate Mitigation and Adaptation Plan.****Highlights: Use the newly adopted CMAP to plan for and implement measures.**

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Plan and prioritize CMAP implementation measures	1. Determine timeframe of implementation 2. Identify funding needs and obtain funding	ACM (L) Sr. MA-CM (S) Sustainability MA- CM (S)	1. 10/31/21 2. TBD		
Implement measures identified in CMAP	Begin implementation	ACM (L) Sr. MA-CM (S) Sustainability MA- CM (S)	TBD	Will be determined once the CMAP is adopted.	



City of San Carlos 2021 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Climate Change*The City of San Carlos will support sustainability initiatives and address climate change.***Objective: #3 – Consider adopting the County's Disposable Food Service Ware Ordinance.****Highlights: Evaluate the County Ordinance for use in San Carlos, outreach to those who will be impacted, and encourage the community to reduce waste while the Ordinance is in process.**

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Perform outreach to the community and food service providers on food service ware waste reduction	Use existing County education resources to engage the community and food service providers	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	3/31/21		
Work with County to research and understand the recommended Disposable Food Service Ware Ordinance and evaluate the ordinance for use in San Carlos	Meet with County to understand the requirements of the ordinance, the resources the County can provide, and how the ordinance may impact the San Carlos food service provider community	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	5/31/21		
Hold City Council Study Session	Present research to Council and receive feedback on Council's vision for City ordinance	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	7/31/21		
Perform outreach to food service providers for feedback for draft ordinance	1. Develop an outreach plan to capture input from food service provider community 2. Compile feedback 3. Prepare draft ordinance	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	1. 7/31/21 2. 8/31/21		
Disposable Food Service Ware Ordinance	Present Disposable Food Service Ware Ordinance to City Council for consideration and adoption	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	9/30/21		
Perform outreach and education to food service provider community	1. Conduct outreach and education 2. Begin enforcement	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	1. 10/31/21 2. 3/31/21	Outreach will occur from ordinance adoption to March 2022.	

**DISTINGUISHED BUDGET AWARD FOR FISCAL YEAR 2020-21**

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 2020-21 Budget.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of San Carlos
California**

For the Fiscal Year Beginning

July 01, 2020*Christopher P. Morill*

Executive Director



City of San Carlos Fiscal Years 2021-23 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.



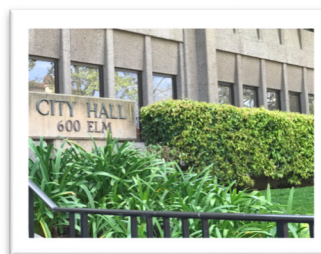
Early in its history, the City of San Carlos adopted the motto "City of Good Living." That phrase stuck and is still used daily. With an ideal climate, charming neighborhoods, good schools, a thriving business/industrial district, and a small airport adjoining a commercial area, San Carlos continually 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. With an expected lifting of these orders on June 15, 2021, Council has elected to return to in a hybrid model of holding its public meetings on August 23, 2021. The hybrid model will allow for both in person and virtual options for the convenience of the community.

The City Council appoints members to five commissions, one advisory board and one advisory council to advise it on matters of special interest:

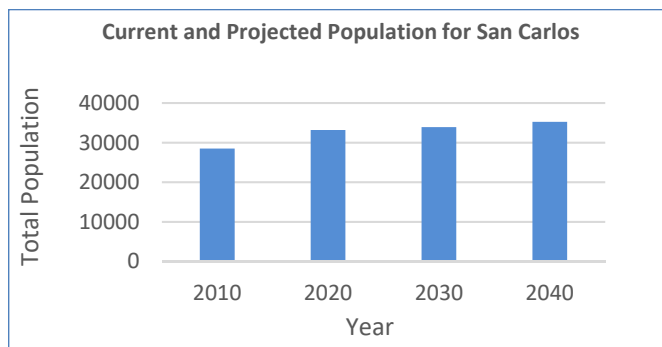
- Parks, Recreation & Culture Commission
- Planning Commission
- Transportation and Circulation Commission
- Residential Design Review Committee
- Economic Advisory Commission
- Youth Advisory Council



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 2021 California Department of Finance estimates that 29,814 people currently reside in San Carlos. The Association of Bay Area Governments (ABAG) projects that the population in San Carlos will grow to 34,940 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.



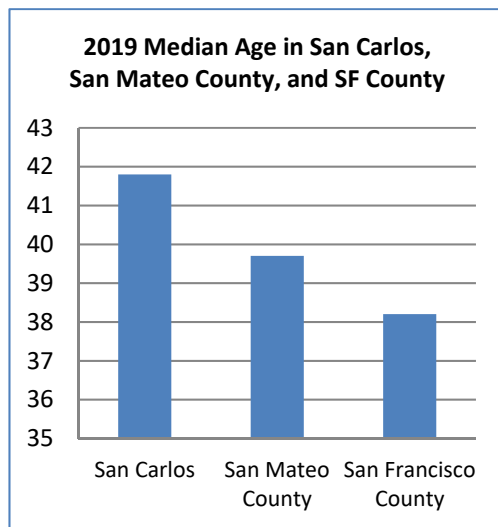
Source: Model estimates from MTC/Association of Bay Area Governments 2040 data

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 2019, the median age in San Carlos was 41.8, slightly older than the median age in San Mateo County of 39.7, 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.

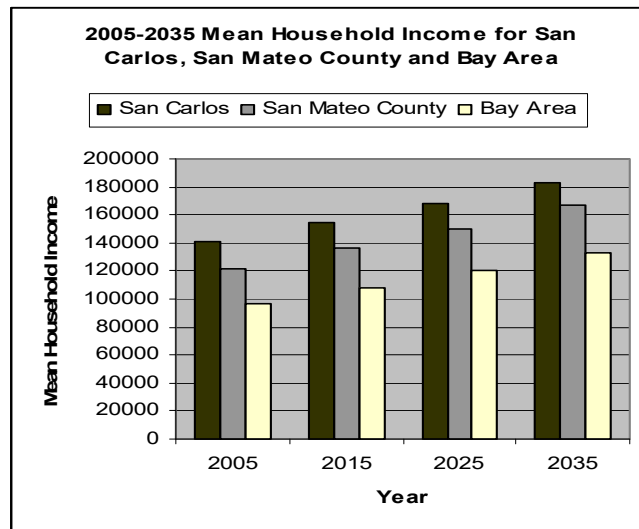


COVID-19 Pandemic Impact. Since the record drop in employment in June 2020, the unadjusted unemployment rate for the City improved from 7.4% in June 2020 to 4.2% in March 2021, which is a decrease of 3.2% from the peak in June of last year. The percent decrease in the employment rate reflects a strong recovery in our local economy. The City of San Carlos' low unemployment rate compares with the rate of 8.2% for California and 6.2% 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 2019, the median household income was \$182,083. The 2019 median household income for San Mateo County and the County of San Francisco was \$122,641 and \$112,449, 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	53.0	64.0	1.18
April	55.0	77.0	1.36
July	58.0	77.0	0.0
October	68.0	92.0	0.0
Yearly	58.5	77.5	4.68
Source: The Weather Channel			

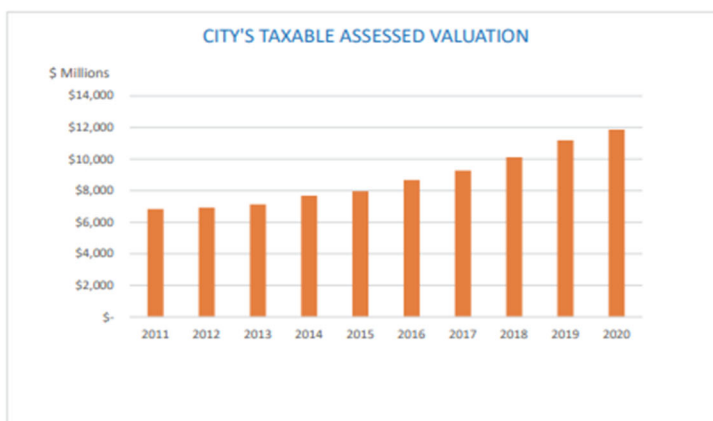
Ethnic Breakdown		
	2019	2018
White	67.90%	68.50%
Asian	16.40%	16.20%
Hispanic	8.90%	8.60%
Black	0.70%	0.70%
Other	6.10%	6.00%
Source: U.S. Census Bureau		

2020 Top Ten Employers in San Carlos		
<u>Employer</u>	<u>Number of Employees</u>	<u>Products/Services</u>
Natera Inc	486	Lab Services
Pacific Gas & Electric Co	284	Utilities
The Home Depot	251	Retail
Check Point Software Tech Inc	244	Information Technology
Recology San Mateo County	240	Waste Management
Delta Star	210	Manufacturer
Thought Stream	128	Software Development
Trader Joe	129	Retail
Mark Logic Corporation	120	Software Sales
Iovance Biotherapeutics Inc	116	Research and Development
Source: City Business Registration Data		



Assessed Valuation, Tax Rates and Tax Levies LAST TEN FISCAL YEARS

Real Property								% Change from Prior Year	Total Direct Tax Rate
Fiscal Year	Residential Property	Commercial Property	Industrial Property	Others	Total Real Property	Unsecured Property	Total Assessed		
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%	0.19600
2012	5,532,457,020	530,784,713	530,206,176	57,106,808	6,650,554,717	280,928,376	6,931,483,093	1.41%	0.19481
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%	0.19504
2014	6,120,011,894	541,914,403	556,804,162	59,050,682	7,277,781,141	401,155,969	7,678,937,110	7.66%	0.11685
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%	0.11840
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%	0.11424
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%	0.11379
2018	7,974,893,577	932,202,492	719,752,790	93,148,004	9,719,996,863	399,049,241	10,119,046,104	9.07%	0.11346
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%	0.11460
2020	9,274,656,525	1,134,157,010	908,575,428	84,410,613	11,401,799,576	465,645,550	11,867,445,126	6.00%	0.11317



Source: San Mateo County Assessor 2010/11-2019/20 Combined Tax Rolls

Top Ten Property Tax Payers Prior Year and Ten Years Ago

2019-2020				2010-2011			
Taxpayer	Assessed Value	Rank	Percentage of Total City Assessed Value	Taxpayer	Assessed Value	Rank	Percentage of Total City Assessed Value
BMR-201 Industrial RD LLC	124,540,589	1	1.05%	SPK-Skyway Landing LLC	\$ 53,500,000	1	0.78%
Hudson Skyway Landing LLC	112,506,590	2	0.95%	County of San Mateo	44,115,939	2	0.65%
Equity One San Carlos LLC	100,918,800	3	0.85%	BMR-201 Industrial RD LLC	39,129,205	3	0.57%
Novartis Pharmaceuticals Group	98,944,590	4	0.83%	Novartis Pharmaceuticals Group	38,741,495	4	0.57%
GC Net Lease San Carlos Investors LLC	89,923,331	5	0.76%	L-3 Communications Corp	38,020,433	5	0.56%
Are-San Francisco No. 63 LLC	83,408,867	6	0.70%	Kelly-Moore Paint Company	24,999,085	6	0.37%
SC Landmark Hotels LLC	73,993,937	7	0.62%	301 Industrial LLC	24,651,456	7	0.36%
San Carlos Group	68,042,160	8	0.57%	Black Mountain Holdings LLC	24,139,482	8	0.35%
Are-San Francisco No. 62 LLC	67,583,418	9	0.57%	San Carlos Retail Venture LP	20,813,881	9	0.30%
SC Transit Village LLC Lessee	52,820,281	10	0.45%	Longs Drug Store Inc	18,872,732	10	0.28%
Total Top 10 Taxpayers' Totals	\$ 872,682,563		7.35%		\$ 326,983,708		4.78%
City's Total Assessed Valuation	\$ 11,867,445,126		100%		\$ 6,835,175,513		100%

San Mateo County Assessor 2019/20 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	11,428,769	11,413,296	99.86%	-	11,413,296	99.86%



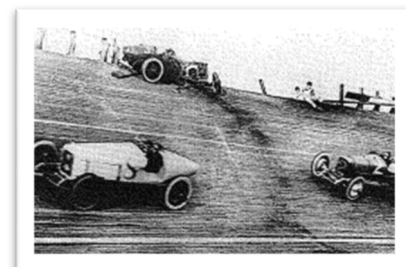
Source

San Mateo County Assessor 2010/11 - 2019/20 Combined Tax Rolls
2019-20 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



This Page Intentionally Left Blank



COMMUNITY SATISFACTION SURVEY – 2021 Results

Providing San Carlos with high-quality services and facilities to its residents in an equitable, sustainable, transparent, responsive, and friendly manner to foster an inclusive, safe, and healthy community now and in the future is the mission statement of the City of San Carlos. To ensure the City is accomplishing this mission, the City conducts a satisfaction survey at least every two years in advance of the budget to gauge how the community feels we are doing to meet needs and expectations. The survey is used both as a community needs assessment and a performance measurement tool that determines how the City is perceived, and provides Council with guidance on how to make sound strategic and budget decisions that best serve our residents and businesses.

The 2021 survey is complete and the results are provided in a comprehensive report that is included as Attachment 1. The survey was conducted by True North Research, an experienced and quality team who has conducted these surveys for the City since 2012. This latest survey was conducted during the month of January 2021 online and by telephone, with 720 respondents. As a quick summary, opinions have not changed much in the past year, but the COVID-19 pandemic has impacted our community in varying ways.

<https://www.cityofsancarlos.org/Home/ShowDocument?id=6501>

Some of the key results of the 2021 survey include:

- 91% of the community believes that the quality of life in San Carlos is good or excellent (compared to 90% in 2020 and 91% in 2018). It is encouraging that the perceived quality of life has remained at a high level, despite the pandemic.
- 82% feel satisfied with the job the City of San Carlos is doing (compared to 83% in 2020, and 86% in 2018).
- Respondents continue to report positive interactions with City staff, rating staff high in terms of professionalism, accessibility, and helpfulness
- Information sources where residents go to find out about San Carlos news and events continues to show that the newsletter is the greatest source, remaining steady at 64%. One quarter (25%) rely on the website, and 21% on e-notify, the latter two up from 2020. As for social media, 28% use Nextdoor, which continues to grow and to far outpace Facebook, Twitter, and Instagram.
- The efforts the City has made in communicating with our community is reflected in our steady satisfaction numbers since 2014 (83%), while many cities have experienced a significant decline during this same period.
- Providing fire protection and emergency management services, police services, and preparing for fire, police, and public works emergencies are considered the most important services tested in 2021.
- There was a drop in concern with the pace of development, with 49% responding that the pace of development is too fast compared with 55% in 2020 and 50% in 2018.

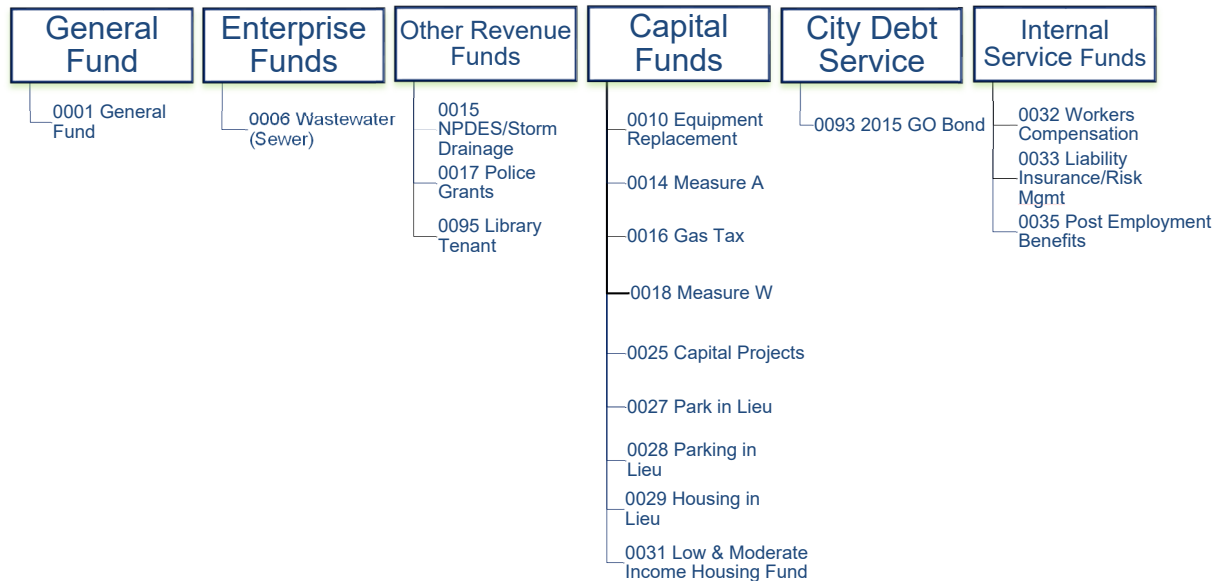


- For housing, the survey results are mixed. Although a majority perceive there to be too little affordable housing in San Carlos and view providing affordable housing to be an important service, and a majority (52%) of those with an opinion are dissatisfied with the City's efforts in this area, the idea that San Carlos needs *additional* housing resonated with less than one-in-five respondents.
- Limiting growth and development (17.8%), reducing traffic congestion (12.6%), and improving/addressing parking (7.6%) were those items most often mentioned when asked what one thing could make San Carlos a better place to live.
- During the pandemic, 64% of respondents indicated that they and/or another member of their household switched from commuting to work to primarily working from home.
- When asked if there was a specific action the City could take that would prompt them to do more shopping in San Carlos, only 3% mentioned keeping Laurel Street permanently closed to vehicle traffic
- The pandemic has resulted in fewer families looking for childcare in San Carlos (22%), but has also made finding suitable childcare more difficult (79% found it difficult).



City of San Carlos Fund Structure

City of San Carlos Budgetary Funds



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.

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 – 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.

0018 Measure W – This fund is used to account for the City's share of half-cent sales tax. The measure W went into effect in July of 2019 for 30 years. The funding is used to improve transit, relieve congestion, repair potholes, maintain streets and improve pedestrian safety.



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.



This Page Intentionally Left Blank

**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****AUDITED 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	46,964,266	(48,696,055)	3,410,700	(1,676,600)	2,311	2,890,529
0001	General - Restricted	1,000,000	(2,495,210)	-	(500,000)	(1,995,210)	33,554,770
0001	General -TOTAL	47,964,266	(51,191,265)	3,410,700	(2,176,600)	(1,992,899)	36,445,299
0006	Wastewater - Unrestricted	20,095,326	(10,928,189)	541,800	(3,568,200)	6,140,737	21,916,248
0006	Wastewater - Inv in SVCW	1,420,305	-	-	-	1,420,305	7,565,628
0006	Wastewater - Inv in Capital Assets	594,511	-	-	-	594,511	32,069,977
0006	Wastewater TOTAL	22,110,142	(10,928,189)	541,800	(3,568,200)	8,155,553	61,551,853
0017	Grants-Police - Restricted	165,263	(100,000)	-	-	65,263	342,928
0010	Equipment Replacement	-	(210,954)	649,300	-	438,346	3,497,307
0014	Measure A Tax - Restricted	1,298,525	(90,327)	-	(850,000)	358,198	1,007,321
0018	Measure W Tax - Restricted	-	-	-	-	-	-
0016	Gas Tax - Restricted	1,500,624	(2,224,188)	975,000	(506,200)	(254,763)	1,122,316
0025	General Fund Capital Improvement	5,859,795	(8,599,940)	2,200,000	(451,000)	(991,145)	28,160,434
0027	Park In Lieu - Restricted	328,827	(89,808)	-	(1,200,000)	(960,981)	2,206,124
0028	Parking In Lieu Fee	155,725	(2,990)	-	-	152,735	325,448
0029	Affordable Housing in Lieu-Restrict.	4,420,838	(3,018,360)	326,000	(49,000)	1,679,478	9,412,178
0031	Low-Mod Housing Asset - Restricted	1,257,636	(4,059,107)	-	-	(2,801,471)	4,505,265
0093	Library - Bond Service	459,165	(394,285)	-	-	64,880	1,020,950
0095	Library - Tenant Imp.	350,229	(333,477)	-	-	16,752	1,761,875
	Library Total	809,394	(727,762)	-	-	81,632	2,782,825
Operating & Capital Improvement Totals		85,871,035	(81,242,890)	8,102,800	(8,801,000)	3,929,945	151,359,297
0015	NPDES - Storm Drain Maint.	711,310	(94,497)	-	(561,800)	55,013	545,016
0032	Work Comp - Unrestricted	15,205	(108,746)	297,200	(94,700)	108,959	288,718
0033	Liability Insurance	91,790	(938,458)	1,188,900	(131,400)	210,833	679,470
0035	Post-employment Benefits	984,784	(920,100)	-	-	64,684	426,419
	Internal Service Funds Total	1,091,779	(1,967,304)	1,486,100	(226,100)	384,475	1,394,606
Other Funds Total		1,803,090	(2,061,801)	1,486,100	(787,900)	439,489	1,939,623
GRAND TOTAL		87,674,125	(83,304,691)	9,588,900	(9,588,900)	4,369,434	153,298,920



FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

REVISED 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	(43,549,765)	3,768,500	(1,245,800)	(11,515)	2,879,014
0001	General - Restricted	-	(2,000,000)	-	(5,500,000)	(7,500,000)	26,054,770
0001	General -TOTAL	41,015,550	(45,549,765)	3,768,500	(6,745,800)	(7,511,515)	28,933,784
0006	Wastewater - Unrestricted	20,318,200	(16,841,967)	449,700	(3,707,500)	218,433	22,134,681
0006	Wastewater - Inv in SVCW						7,565,628
0006	Wastewater - Inv in Capital Assets			-		-	32,069,977
0006	Wastewater TOTAL	20,318,200	(16,841,967)	449,700	(3,707,500)	218,433	61,770,286
0017	Grants-Police - Restricted	144,300	(150,000)	-	-	(5,700)	337,228
0010	Equipment Replacement	-	(313,000)	295,000	-	(18,000)	3,479,307
0014	Measure A Tax - Restricted	1,111,650	(90,300)	-	(1,438,750)	(417,400)	589,921
0018	Measure W Tax - Restricted	-	-	-	-	-	-
0016	Gas Tax - Restricted	1,737,700	(5,014,760)	6,063,750	(964,800)	1,821,890	2,944,206
0025	General Fund Capital Improvement	4,899,929	(17,369,537)	1,515,000	(125,000)	(11,079,608)	17,080,826
0027	Park In Lieu - Restricted	452,400	(1,081,716)	-	-	(629,316)	1,576,809
0028	Parking In Lieu Fee	6,300	(67,010)	-	-	(60,710)	264,738
0029	Affordable Housing in Lieu-Restrict.	810,800	(2,791,409)	-	(100,000)	(2,080,609)	7,331,569
0031	Low-Mod Housing Asset - Restricted	114,700	(3,310,176)	-	(100,000)	(3,295,476)	1,209,789
0093	Library - Bond Service	333,400	(429,100)	-	-	(95,700)	925,250
0095	Library - Tenant Imp.	252,700	(455,270)	-	-	(202,570)	1,559,305
	Library Total	586,100	(884,370)	-	-	(298,270)	2,484,555
Operating & Capital Improvement Totals		71,197,629	(93,464,009)	12,091,950	(13,181,850)	(23,356,280)	128,003,017
0015	NPDES - Storm Drain Maint.	699,600	(113,800)	-	(457,000)	128,800	673,816
0032	Work Comp - Unrestricted	3,000	(182,000)	274,400	(97,500)	(2,100)	286,618
0033	Liability Insurance	43,200	(1,402,900)	1,505,300	(135,300)	10,300	689,770
0035	Post-employment Benefits	1,017,000	(913,000)	-	-	104,000	530,419
	Internal Service Funds Total	1,063,200	(2,497,900)	1,779,700	(232,800)	112,200	1,506,806
Other Funds Total		1,762,800	(2,611,700)	1,779,700	(689,800)	241,000	2,180,623
GRAND TOTAL		72,960,429	(96,075,709)	13,871,650	(13,871,650)	(23,115,280)	130,183,640



FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

PROJECTED FISCAL YEAR 2020-21 BALANCES

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2021 Balance
0001	General - Unappropriated	39,230,445	(42,409,924)	3,768,500	(1,245,800)	(656,779)	2,233,750
0001	General - Restricted	2,231,755	(2,000,000)	-	(5,500,000)	(5,268,245)	28,286,525
0001	General -TOTAL	41,462,200	(44,409,924)	3,768,500	(6,745,800)	(5,925,024)	30,520,275
0006	Wastewater - Unrestricted	21,003,200	(16,436,767)	449,700	(3,707,500)	1,308,633	23,224,881
0006	Wastewater - Inv in SVCW	-	-	-	-	-	7,565,628
0006	Wastewater - Inv in Capital Assets	-	-	-	-	-	32,069,977
0006	Wastewater TOTAL	21,003,200	(16,436,767)	449,700	(3,707,500)	1,308,633	62,860,486
0017	Grants-Police - Restricted	163,400	(150,000)	-	-	13,400	356,328
0010	Equipment Replacement	-	(313,000)	295,000	-	(18,000)	3,479,307
0014	Measure A Tax - Restricted	1,103,250	(90,300)	-	(1,438,750)	(425,800)	581,521
0018	Measure W Tax - Restricted	-	-	-	-	-	-
0016	Gas Tax - Restricted	1,778,800	(5,014,760)	6,063,750	(964,800)	1,862,990	2,985,306
0025	General Fund Capital Improvement	7,665,655	(17,369,537)	1,515,000	(125,000)	(8,313,882)	19,846,552
0027	Park In Lieu - Restricted	438,800	(1,081,716)	-	-	(642,916)	1,563,209
0028	Parking In Lieu Fee	82,600	(67,010)	-	-	15,590	341,038
0029	Affordable Housing in Lieu-Restrict.	2,826,400	(2,791,409)	-	(100,000)	(65,009)	9,347,169
0031	Low-Mod Housing Asset - Restricted	49,400	(3,310,176)	-	(100,000)	(3,360,776)	1,144,489
0093	Library - Bond Service	330,100	(429,100)	-	-	(99,000)	921,950
0095	Library - Tenant Imp.	253,700	(455,270)	-	-	(201,570)	1,560,305
	Library Total	583,800	(884,370)	-	-	(300,570)	2,482,255
Operating & Capital Improvement Totals		77,157,505	(91,918,968)	12,091,950	(13,181,850)	(15,851,363)	135,507,934
0015	NPDES - Storm Drain Maint.	698,300	(113,800)	-	(457,000)	127,500	672,516
0032	Work Comp - Unrestricted	3,300	(147,600)	274,400	(97,500)	32,600	321,318
0033	Liability Insurance	8,200	(862,500)	1,505,300	(135,300)	515,700	1,195,170
0035	Post-employment Benefits	989,500	(900,000)	-	-	89,500	515,919
	Internal Service Funds Total	1,001,000	(1,910,100)	1,779,700	(232,800)	637,800	2,032,406
Other Funds Total		1,699,300	(2,023,900)	1,779,700	(689,800)	765,300	2,704,923
GRAND TOTAL		78,856,805	(93,942,868)	13,871,650	(13,871,650)	(15,086,063)	138,212,857

**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****ADOPTED FISCAL YEAR 2021-22 BALANCES**

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2022 Est Balance
0001	General - Unappropriated	45,235,050	(49,025,175)	3,856,600	(745,400)	(678,925)	1,554,825
0001	General - Restricted	781,050	-	-	(1,000,000)	(218,950)	28,067,575
0001	General -TOTAL	46,016,100	(49,025,175)	3,856,600	(1,745,400)	(897,875)	29,622,400
0006	Wastewater - Unrestricted	21,267,200	(17,923,200)	533,700	(3,794,200)	83,500	23,308,381
0006	Wastewater - Inv in SVCW						7,565,628
0006	Wastewater - Inv in Capital Assets			-		-	32,069,977
0006	Wastewater TOTAL	21,267,200	(17,923,200)	533,700	(3,794,200)	83,500	62,943,986
0017	Grants-Police - Restricted	168,100	(150,000)	-	-	18,100	374,428
0010	Equipment Replacement	-	(949,000)	300,900	-	(648,100)	2,831,207
0014	Measure A Tax - Restricted	869,600	(91,000)	-	(750,000)	28,600	610,121
0018	Measure W Tax - Restricted	363,650	-	-	(300,000)	63,650	63,650
0016	Gas Tax - Restricted	2,114,000	(5,355,000)	2,175,000	(984,100)	(2,050,100)	935,206
0025	General Fund Capital Improvement	3,724,400	(17,282,950)	1,200,000	(1,125,000)	(13,483,550)	6,363,002
0027	Park In Lieu - Restricted	284,300	(40,000)	-	(200,000)	44,300	1,607,509
0028	Parking In Lieu Fee	6,900	-	-	-	6,900	347,938
0029	Affordable Housing in Lieu-Restrict.	466,400	(3,484,300)	-	(102,000)	(3,119,900)	6,227,269
0031	Low-Mod Housing Asset - Restricted	126,500	(139,800)	-	(102,000)	(115,300)	1,029,189
0093	Library - Bond Service	337,900	(442,800)	-	-	(104,900)	817,050
0095	Library - Tenant Imp.	271,400	(1,295,100)	-	-	(1,023,700)	536,605
	Library Total	609,300	(1,737,900)	-	-	(1,128,600)	1,353,655
Operating & Capital Improvement Totals		76,016,450	(96,178,325)	8,066,200	(9,102,700)	(21,198,375)	114,309,559
0015	NPDES - Storm Drain Maint.	700,200	(121,000)	-	(541,200)	38,000	710,516
0032	Work Comp - Unrestricted	5,400	(211,800)	279,800	(99,500)	(26,100)	295,218
0033	Liability Insurance	14,900	(1,469,300)	1,535,400	(138,000)	(57,000)	1,138,170
0035	Post-employment Benefits	693,900	(885,000)	-	-	(191,100)	324,819
	Internal Service Funds Total	714,200	(2,566,100)	1,815,200	(237,500)	(274,200)	1,758,206
Other Funds Total		1,414,400	(2,687,100)	1,815,200	(778,700)	(236,200)	2,468,723
GRAND TOTAL		77,430,850	(98,865,425)	9,881,400	(9,881,400)	(21,434,575)	116,778,282

**FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS****ADOPTED FISCAL YEAR 2022-23 BALANCES**

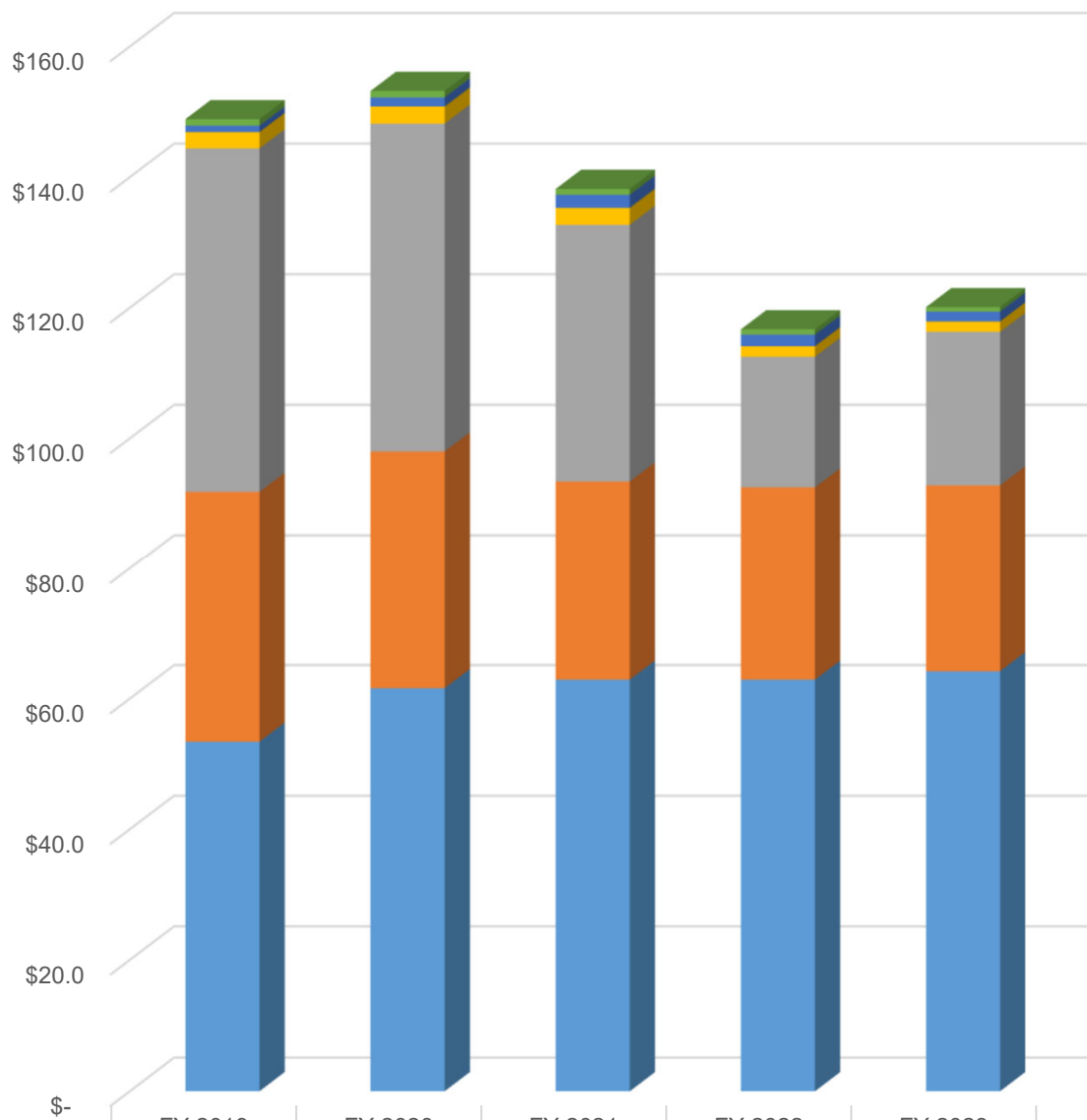
Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2023 Est Balance
0001	General - Unappropriated	48,268,910	(51,322,175)	3,978,900	(830,700)	94,935	1,649,760
0001	General - Restricted	1,390,490	-	-	(2,500,000)	(1,109,510)	26,958,065
0001	General -TOTAL	49,659,400	(51,322,175)	3,978,900	(3,330,700)	(1,014,575)	28,607,825
0006	Wastewater - Unrestricted	22,266,800	(17,676,500)	552,500	(3,914,700)	1,228,100	24,536,481
0006	Wastewater - Inv in SVCW						7,565,628
0006	Wastewater - Inv in Capital Assets			-		-	32,069,977
0006	Wastewater TOTAL	22,266,800	(17,676,500)	552,500	(3,914,700)	1,228,100	64,172,086
0017	Grants-Police - Restricted	173,700	(157,600)	-	-	16,100	390,528
0010	Equipment Replacement	-	(563,000)	373,000	-	(190,000)	2,641,207
0014	Measure A Tax - Restricted	917,700	(93,700)	-	(750,000)	74,000	684,121
0018	Measure W Tax - Restricted	383,350	-	-	(300,000)	83,350	147,000
0016	Gas Tax - Restricted	1,571,200	(5,595,000)	4,175,000	(1,013,600)	(862,400)	72,806
0025	General Fund Capital Improvement	4,148,100	(4,075,000)	3,900,000	(3,125,000)	848,100	7,211,102
0027	Park In Lieu - Restricted	297,800	-	-	(1,400,000)	(1,102,200)	505,309
0028	Parking In Lieu Fee	7,500	(65,000)	-	-	(57,500)	290,438
0029	Affordable Housing in Lieu-Restrict.	5,386,300	(498,700)	-	(105,100)	4,782,500	11,009,769
0031	Low-Mod Housing Asset - Restricted	141,100	(144,100)	-	(105,100)	(108,100)	921,089
0093	Library - Bond Service	339,900	(457,800)	-	-	(117,900)	699,150
0095	Library - Tenant Imp.	282,800	(303,900)	-	-	(21,100)	515,505
	Library Total	622,700	(761,700)	-	-	(139,000)	1,214,655
Operating & Capital Improvement Totals		85,575,650	(80,952,475)	12,979,400	(14,044,200)	3,558,375	117,867,934
0015	NPDES - Storm Drain Maint.	713,400	(124,400)	-	(560,100)	28,900	739,416
0032	Work Comp - Unrestricted	6,200	(271,000)	288,200	(102,500)	(79,100)	216,118
0033	Liability Insurance	17,100	(1,537,100)	1,581,300	(142,100)	(80,800)	1,057,370
0035	Post-employment Benefits	795,400	(885,000)	-	-	(89,600)	235,219
	Internal Service Funds Total	818,700	(2,693,100)	1,869,500	(244,600)	(249,500)	1,508,706
Other Funds Total		1,532,100	(2,817,500)	1,869,500	(804,700)	(220,600)	2,248,123
GRAND TOTAL		87,107,750	(83,769,975)	14,848,900	(14,848,900)	3,337,775	120,116,057



This Page Intentionally Left Blank



FUND BALANCE STATUS 5-YEAR TREND (IN MILLIONS)



	FY 2019 Audited	FY 2020 Audited	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
City Debt Service	\$1.0	\$1.0	\$0.9	\$0.8	\$0.7
Internal Service Funds	\$1.0	\$1.4	\$2.0	\$1.8	\$1.5
Special Revenue Funds	\$2.5	\$2.6	\$2.6	\$1.6	\$1.6
Capital Funds	\$52.6	\$50.2	\$39.3	\$20.0	\$23.5
General Fund	\$38.4	\$36.4	\$30.5	\$29.6	\$28.6
Enterprise Fund	\$53.4	\$61.6	\$62.9	\$62.9	\$64.2



SUMMARY OF SOURCES AND USES BY FUND TYPE

FY 2021-22

REVENUES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
BUSINESS REGISTRATION	996,000	-
CHARGES FOR CURRENT SERVICES	4,678,200	-
FINES & FORFEITURES	297,900	-
FROM OTHER AGENCIES	10,600	-
LICENSES & PERMITS	1,899,400	-
OTHER REVENUE	781,800	20,950,000
OTHER TAX	1,906,200	-
PROPERTY TAX	15,242,000	-
SALES TAX	11,426,200	-
TRANSIENT OCCUPANCY TAX	1,957,900	-
PAMF TARGET REVENUE	826,600	-
USE OF MONEY & PROPERTY	3,086,300	317,200
VEHICLE IN LIEU	2,907,000	-
TOTAL REVENUES	46,016,100	21,267,200

EXPENDITURES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
GENERAL GOVERNMENT	9,060,150	-
COMMUNITY DEVELOPMENT	7,143,400	-
PUBLIC SAFETY	22,175,900	-
PUBLIC WORKS	7,118,625	-
PARK & RECREATION	3,527,100	-
SEWER OPERATIONS	-	8,164,633
EQUIPMENT REPLACEMENT	-	-
OPERATING	-	-
CONSTRUCTION	-	6,354,367
DEBT SERVICE	-	3,404,200
TOTAL EXPENDITURES	49,025,175	17,923,200

TRANSFERS	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
ALLOCATIONS IN FOR OVERHEAD	3,197,900	533,700
GENERAL TRANSFERS IN	658,700	-
ALLOCATIONS OUT FOR OVERHEAD	(444,500)	(3,135,500)
GENERAL TRANSFERS OUT	(1,300,900)	(658,700)
TOTAL TRANSFERS, ALLOCATIONS AND ONE-TIME	2,111,200	(3,260,500)

NET CHANGES - SOURCES (USES)	(897,875)	83,500
EST AVAILABLE BEGINNING BALANCES	30,520,275	62,860,486
ESTIMATED ENDING FUND BALANCE	\$ 29,622,400	\$ 62,943,986



SUMMARY OF SOURCES AND USES BY FUND TYPE

FY 2021-22

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2022 TOTALS
-	-	-	-	996,000
-	-	-	-	4,678,200
-	-	-	-	297,900
-	-	-	-	10,600
-	-	-	-	1,899,400
1,139,700	7,955,750	-	714,200	31,541,450
-	-	-	-	1,906,200
-	-	337,900	-	15,579,900
-	-	-	-	11,426,200
-	-	-	-	1,957,900
-	-	-	-	826,600
-	-	-	-	3,403,500
-	-	-	-	2,907,000
1,139,700	7,955,750	337,900	714,200	77,430,850

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2022 TOTALS
-	-	-	-	9,060,150
-	-	-	-	7,143,400
-	-	-	-	22,175,900
-	-	-	-	7,118,625
-	-	-	-	3,527,100
-	-	-	-	8,164,633
-	949,000	-	-	949,000
1,566,100	3,715,100	-	2,566,100	7,847,300
-	22,677,950	-	-	29,032,317
-	-	442,800	-	3,847,000
1,566,100	27,342,050	442,800	2,566,100	98,865,425

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2022 TOTALS
-	-	-	1,815,200	5,546,800
-	3,675,900	-	-	4,334,600
(541,200)	(1,188,100)	-	(237,500)	(5,546,800)
-	(2,375,000)	-	-	(4,334,600)
(541,200)	112,800	-	1,577,700	-
(967,600)	(19,273,500)	(104,900)	(274,200)	(21,434,575)
2,589,149	39,288,591	921,950	2,032,406	138,212,857
\$ 1,621,549	\$ 20,015,091	\$ 817,050	\$ 1,758,206	\$ 116,778,282



SUMMARY OF SOURCES AND USES BY FUND TYPE

FY 2022-23

REVENUES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
BUSINESS REGISTRATION	1,038,400	-
CHARGES FOR CURRENT SERVICES	4,743,900	-
FINES & FORFEITURES	306,700	-
FROM OTHER AGENCIES	10,800	-
LICENSES & PERMITS	1,953,000	-
OTHER REVENUE	877,800	21,904,000
OTHER TAX	1,910,900	-
PROPERTY TAX	15,834,300	-
SALES TAX	12,038,500	-
TRANSIENT OCCUPANCY TAX	3,800,000	-
PAMF TARGET REVENUE	847,300	-
USE OF MONEY & PROPERTY	3,262,500	362,800
VEHICLE IN LIEU	3,035,300	-
TOTAL REVENUES	49,659,400	22,266,800

EXPENDITURES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
GENERAL GOVERNMENT	9,311,700	-
COMMUNITY DEVELOPMENT	6,876,000	-
PUBLIC SAFETY	23,594,500	-
PUBLIC WORKS	7,397,525	-
PARK & RECREATION	4,142,450	-
SEWER OPERATIONS	-	7,676,000
EQUIPMENT REPLACEMENT	-	-
OPERATING	-	-
CONSTRUCTION	-	6,500,200
DEBT SERVICE	-	3,500,300
TOTAL EXPENDITURES	51,322,175	17,676,500

TRANSFERS	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
ALLOCATIONS IN FOR OVERHEAD	3,293,900	552,500
GENERAL TRANSFERS IN	685,000	-
ALLOCATIONS OUT FOR OVERHEAD	(457,700)	(3,229,700)
GENERAL TRANSFERS OUT	(2,873,000)	(685,000)
TOTAL TRANSFERS AND ALLOCATIONS	648,200	(3,362,200)

NET CHANGES - SOURCES (USES)	(1,014,575)	1,228,100
EST AVAILABLE BEGINNING BALANCES	29,622,400	62,943,986
ESTIMATED ENDING FUND BALANCE	\$ 28,607,825	\$ 64,172,086



SUMMARY OF SOURCES AND USES BY FUND TYPE

FY 2022-23

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2022 TOTALS
-	-	-	-	1,038,400
-	-	-	-	4,743,900
-	-	-	-	306,700
-	-	-	-	10,800
-	-	-	-	1,953,000
1,169,900	12,853,050	-	818,700	37,623,450
-	-	-	-	1,910,900
-	-	339,900	-	16,174,200
-	-	-	-	12,038,500
-	-	-	-	3,800,000
-	-	-	-	847,300
-	-	-	-	3,625,300
-	-	-	-	3,035,300
1,169,900	12,853,050	339,900	818,700	87,107,750

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2022 TOTALS
-	-	-	-	9,311,700
-	-	-	-	6,876,000
-	-	-	-	23,594,500
-	-	-	-	7,397,525
-	-	-	-	4,142,450
-	-	-	-	7,676,000
-	563,000	-	-	563,000
585,900	801,500	-	2,693,100	4,080,500
-	9,670,000	-	-	16,170,200
-	-	457,800	-	3,958,100
585,900	11,034,500	457,800	2,693,100	83,769,975

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2022 TOTALS
-	-	-	1,869,500	5,715,900
-	8,448,000	-	-	9,133,000
(560,100)	(1,223,800)	-	(244,600)	(5,715,900)
-	(5,575,000)	-	-	(9,133,000)
(560,100)	1,649,200	-	1,624,900	-

23,900	3,467,750	(117,900)	(249,500)	3,337,775
---------------	------------------	------------------	------------------	------------------

1,621,549	20,015,091	817,050	1,758,206	116,778,282
\$ 1,645,449	\$ 23,482,841	\$ 699,150	\$ 1,508,706	\$ 120,116,057



CITY OF SAN CARLOS GENERAL FUND SUMMARY BUDGET

	FY 2020 REVISED	FY 2020 AUDITED	FY 2021 REVISED	FY 2021 PROJECTED	FY 2022 ADOPTED	FY 2023 ADOPTED
ESTIMATED BEGINNING FUND BAL						
Unrestricted	\$ 2,888,220	\$ 2,888,220	\$ 2,890,529	\$ 2,890,529	\$ 2,233,750	\$ 1,554,825
Reserved or restricted	35,549,980	35,549,980	33,554,770	33,554,770	28,286,525	28,067,575
TOTAL BEGINNING FUND BALANCE	\$ 38,438,200	\$ 38,438,200	\$ 36,445,299	\$ 36,445,299	\$ 30,520,275	\$ 29,622,400
Business Registration	909,300	999,098	871,200	955,000	996,000	1,038,400
Charges for Current Services	4,327,900	3,847,015	3,286,000	3,395,250	4,678,200	4,743,900
Fines & Forfeitures	271,200	266,630	292,100	302,100	297,900	306,700
From Other Agencies	15,600	86,871	5,000	301,200	10,600	10,800
Licenses & Permits	1,529,900	2,188,089	1,782,700	2,494,400	1,899,400	1,953,000
Other Revenue	628,600	790,004	512,900	527,400	781,800	877,800
Other Tax	1,983,900	2,001,977	1,922,800	1,908,600	1,906,200	1,910,900
Property Tax	12,191,000	14,338,470	15,234,400	14,598,600	15,242,000	15,834,300
Sales Tax	11,430,000	11,366,392	9,621,700	10,315,800	11,426,200	12,038,500
Transient Occupancy Tax	3,200,000	2,461,423	625,000	1,312,300	1,957,900	3,800,000
Use of Money & Property	2,353,600	4,228,530	2,955,300	2,226,200	3,086,300	3,262,500
PAMF Project	786,700	786,784	806,450	806,450	826,600	847,300
Vehicle in Lieu	3,700,000	3,602,983	3,100,000	2,318,900	2,907,000	3,035,300
TOTAL REVENUES	43,327,700	46,964,266	41,015,550	41,462,200	46,016,100	49,659,400
EXPENDITURES						
Salaries & Benefits	14,139,200	12,703,971	13,184,075	12,601,134	14,332,425	15,162,725
Public Safety Legacy Obligations	3,428,700	3,368,810	3,857,600	3,828,750	4,019,000	4,203,300
Operating Expenditures	30,715,300	28,001,704	28,348,590	27,820,540	30,510,450	31,780,050
Capital Outlay	173,900	116,782	159,500	159,500	163,300	176,100
TOTAL EXPENDITURES	48,457,100	44,191,267	45,549,765	44,409,924	49,025,175	51,322,175
TRANSFERS						
General Transfers In From Other Funds	609,000	609,000	633,400	633,400	658,700	685,000
Allocations In From Other Funds	2,801,700	2,801,700	3,135,100	3,135,100	3,197,900	3,293,900
Allocations Out to Other Funds	(527,300)	(527,300)	(435,800)	(435,800)	(444,500)	(457,700)
General Transfers out	(1,149,300)	(1,149,300)	(810,000)	(810,000)	(300,900)	(373,000)
TOTAL TRANSFERS (NET)	\$ 1,734,100	\$ 1,734,100	\$ 2,522,700	\$ 2,522,700	\$ 3,111,200	\$ 3,148,200
USE OF RESERVES			\$ 2,000,000	\$ 2,000,000		
TOTAL CHANGE IN OPERATING FUNDS	\$ (3,395,300)	\$ 4,507,099	\$ (11,515)	\$ 1,574,976	\$ 102,125	\$ 1,485,425
OTHER SOURCES (USES) OF FUNDS						
Transfer Capital Reserve	(500,000)	(500,000)	(5,500,000)	(5,500,000)	(1,000,000)	(2,500,000)
One-time paydown of Unfunded	(7,000,000)	(7,000,000)				
One-time use of Reserves			(2,000,000)	(2,000,000)		
One-time funding PG&E Settlement		1,000,000				
TOTAL OTHER SOURCES (USES) OF FUNDS	(7,500,000)	(6,500,000)	(7,500,000)	(7,500,000)	(1,000,000)	(2,500,000)
NET CHANGE IN FUND BALANCE	\$ (10,895,300)	\$ (1,992,901)	\$ (7,511,515)	\$ (5,925,024)	\$ (897,875)	\$ (1,014,575)
GENERAL FUND BALANCE						
Unrestricted	\$ 1,492,920	\$ 2,890,529	\$ 2,879,014	\$ 2,233,750	\$ 1,554,825	\$ 1,649,760
Non-spendable Fund Balance	398,241	203,543	203,543	203,543	200,000	200,000
Economic Uncertainty Reserve	6,618,444	9,317,932	7,317,932	7,549,687	8,334,280	8,724,770
Strategic Property Reserve	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795
Assigned Fund Balance						
Unfunded Liabilities	-	-	-	-		
Facilities and Infrastructure	11,841,500	16,841,500	11,341,500	13,341,500	12,341,500	10,841,500
Reserved or restricted	26,049,980	33,554,770	26,054,770	28,286,525	28,067,575	26,958,065
TOTAL ENDING FUND BALANCE	\$ 27,542,900	\$ 36,445,299	\$ 28,933,784	\$ 30,520,275	\$ 29,622,400	\$ 28,607,825



CITY OF SAN CARLOS
GENERAL FUND LONG TERM FORECAST (in thousands)

Note: totals may not add due to rounding

	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 FORECAST	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST	FY 2030 FORECAST	FY 2031 FORECAST	FY 2032 FORECAST	FY 2033 FORECAST
ESTIMATED BEGINNING FUND BALANCE												
Unrestricted	\$ 2,234	\$ 1,555	\$ 1,650	\$ 1,899	\$ 1,960	\$ 4,370	\$ 6,480	\$ 8,398	\$ 10,136	\$ 11,655	\$ 12,915	\$ 13,924
Reserved or restricted	28,287	28,068	26,958	27,100	27,426	25,739	25,099	24,458	23,835	23,219	22,621	22,034
TOTAL BEGINNING FUND BALANCE	\$ 30,520	\$ 29,622	\$ 28,608	\$ 28,999	\$ 29,386	\$ 30,110	\$ 31,579	\$ 32,856	\$ 33,971	\$ 34,874	\$ 35,535	\$ 35,957
Business Registration	996	1,038	1,069	1,101	1,134	1,168	1,203	1,240	1,277	1,315	1,355	1,395 (a)
Charges for Current Services	4,678	4,744	4,639	4,778	4,922	5,070	5,222	5,378	5,540	5,706	5,877	6,054 (b)
Fines & Forfeitures	298	307	316	326	335	345	356	366	377	389	400	413 (c)
From Other Agencies	11	11	11	12	12	12	13	13	14	14	14	15 (d)
Licenses & Permits	1,899	1,953	1,630	1,679	1,730	1,782	1,835	1,890	1,947	2,005	2,066	2,128 (e)
Other Revenue	782	878	904	930	957	985	1,014	1,044	1,075	1,106	1,139	1,172 (f)
Other Tax	1,906	1,911	1,922	1,940	1,971	2,003	2,035	2,068	2,101	2,136	2,171	2,207 (g)
Property Tax	15,242	15,834	16,574	17,366	18,200	18,884	19,594	20,332	21,098	21,895	22,721	23,580 (h)
Sales Tax	11,426	12,039	12,400	12,772	13,155	13,550	13,956	14,375	14,806	15,250	15,708	16,179 (i)
Transient Occupancy Tax	1,958	3,800	4,500	4,600	4,870	5,016	5,167	5,322	5,481	5,646	5,815	5,990 (j)
Use of Money & Property	3,086	3,263	3,350	3,425	3,502	3,581	3,663	3,812	3,898	3,987	4,079	4,173 (k)
PAMF Project	827	847	869	890	912	935	959	983	1,007	1,032	1,058	1,085 (l)
Vehicle in Lieu	2,907	3,035	3,189	3,355	3,531	3,637	3,746	3,859	3,974	4,094	4,216	4,343 (m)
TOTAL REVENUES	\$ 46,016	\$ 49,659	\$ 51,373	\$ 53,173	\$ 55,232	\$ 56,968	\$ 58,762	\$ 60,681	\$ 62,596	\$ 64,575	\$ 66,619	\$ 68,732
EXPENDITURES												
Salaries & Benefits	14,332	15,163	15,981	16,486	16,891	17,504	18,049	18,601	19,151	19,732	20,297	20,868 (n)
Public Safety Legacy Obligations	4,019	4,203	3,565	3,650	3,698	3,742	3,787	3,834	3,885	3,931	3,982	3,957 (o)
Operating Expenditures	30,510	31,780	32,428	33,753	35,136	36,589	38,106	39,715	41,370	43,099	44,905	46,792 (p)
Capital Outlay	163	176	181	187	193	198	204	210	216	223	229	236 (q)
TOTAL EXPENDITURES	\$ 49,025	\$ 51,322	\$ 52,155	\$ 54,077	\$ 55,918	\$ 58,033	\$ 60,146	\$ 62,360	\$ 64,623	\$ 66,984	\$ 69,414	\$ 71,852
TRANSFERS												
General Transfers In From Other Funds	659	685	712	741	771	801	833	867	901	938	975	1,014
Allocations In From Other Funds	3,198	3,294	3,392	3,494	3,598	3,706	3,817	3,931	4,049	4,170	4,295	4,424
Allocations Out to Other Funds	(445)	(458)	(471)	(485)	(499)	(513)	(529)	(544)	(560)	(577)	(594)	(612)
General Transfers out	(301)	(373)	(460)	(460)	(460)	(460)	(460)	(460)	(460)	(460)	(460)	(460)
TOTAL TRANSFERS (NET)	\$ 3,111	\$ 3,148	\$ 3,174	\$ 3,290	\$ 3,410	\$ 3,534	\$ 3,662	\$ 3,794	\$ 3,930	\$ 4,071	\$ 4,216	\$ 4,366
TOTAL CHANGE IN OPERATING FUNDS	\$ 102	\$ 1,485	\$ 2,391	\$ 2,387	\$ 2,724	\$ 2,469	\$ 2,278	\$ 2,114	\$ 1,903	\$ 1,661	\$ 1,422	\$ 1,246
OTHER SOURCES (USES) OF FUNDS												
Transfer Capital Reserve	(1,000)	(2,500)	(2,000)	(2,000)	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
One-time paydown of Unfunded	-	-	-	-	-	-	-	-	-	-	-	-
One-time use of Reserves	-	-	-	-	-	-	-	-	-	-	-	-
One-time funding PG&E Settlement	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER SOURCES (USES) OF FUNDS	(1,000)	(2,500)	(2,000)	(2,000)	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
NET CHANGE IN FUND BALANCE	\$ (898)	\$ (1,015)	\$ 391	\$ 387	\$ 724	\$ 1,469	\$ 1,278	\$ 1,114	\$ 903	\$ 661	\$ 422	\$ 246
GENERAL FUND BALANCE												
Unrestricted	\$ 1,555	\$ 1,650	\$ 1,899	\$ 1,960	\$ 4,370	\$ 6,480	\$ 8,398	\$ 10,136	\$ 11,655	\$ 12,915	\$ 13,924	\$ 14,755
Non-spendable Fund Balance	200	200	200	200	200	200	200	200	200	200	200	200
Economic Uncertainty Reserve	8,334	8,725	8,866	9,193	9,506	9,866	10,225	10,601	10,986	11,387	11,800	12,215
Strategic Property Reserve	7,192	7,192	7,192	7,192	7,192	7,192	7,192	7,192	7,192	7,192	7,192	7,192
Assigned Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-
Facilities and Infrastructure	12,342	10,842	10,842	10,842	8,842	7,842	6,842	5,842	4,842	3,842	2,842	1,842
Reserved or restricted	\$ 28,068	\$ 26,958	\$ 27,100	\$ 27,426	\$ 25,739	\$ 25,099	\$ 24,458	\$ 23,835	\$ 23,219	\$ 22,621	\$ 22,034	\$ 21,448
TOTAL ENDING FUND BALANCE	\$ 29,622	\$ 28,608	\$ 28,999	\$ 29,386	\$ 30,110	\$ 31,579	\$ 32,856	\$ 33,971	\$ 34,874	\$ 35,535	\$ 35,957	\$ 36,203

(a) Business Registration revenues assume increases based on the City's Municipal Code.

(b) Current Charges for Services assume recreation programming returns. This revenue can also fluctuate based on the timing of large development plan check fees expected.

(c) Fines and Forfeiture revenues in FY 23 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. 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 3rd party consultants. Revenues can vary from year to year based on completion of large developments.

(i) Sales tax projections assume the recovery from the pandemic and general inflationary increases.

(j) Transient Occupancy Tax projections assumed large decreases as a result of the pandemic and very low occupancy rates. Future years assume a return to business travel.

(k) Other Uses of Money and Property include investment income and leases from property and digital billboards. Future years assume general inflationary increases.

(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 assumes restoration positions eliminated in FY 21 and 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.



GENERAL FUND DEPARTMENT SUMMARIES

CITY COUNCIL	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	-	1,000	-	-	-	-
ALLOCATIONS IN	21,200	21,200	26,700	26,700	27,200	27,900
SALARIES & BENEFITS	147,000	136,402	147,500	147,500	153,500	159,500
OPERATING EXPENSES	2,295,300	2,154,241	168,280	167,480	169,700	171,900
ALLOCATIONS & TRANSFERS OUT	4,200	4,200	2,800	2,800	2,800	2,900
NET GENERAL FUND EXPENSE (REVENUE) ---->	2,425,300	2,272,642	291,880	291,080	298,800	306,400
CITY MANAGER	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	138,000	127,633	20,000	20,000	120,000	120,000
ALLOCATIONS IN	183,900	183,900	219,400	219,400	223,800	230,500
SALARIES & BENEFITS	1,477,400	1,427,125	1,449,200	1,420,100	1,496,700	1,564,800
OPERATING EXPENSES	472,100	371,479	358,800	328,200	743,100	813,700
CAPITAL OUTLAY	3,800	-	3,900	3,900	4,000	4,100
ALLOCATIONS & TRANSFERS OUT	11,700	11,700	16,600	16,600	17,000	17,500
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,643,100	1,498,771	1,589,100	1,529,400	1,917,000	2,049,600
CITY ATTORNEY/LEGAL SERVICES	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	-	6,000	-	-	-	-
ALLOCATIONS IN	183,000	183,000	198,400	198,400	202,500	208,600
SALARIES & BENEFITS	51,600	56,492	48,900	48,900	44,300	48,600
OPERATING EXPENSES	506,200	390,295	516,900	516,900	532,400	548,400
ALLOCATIONS & TRANSFERS OUT	4,100	4,100	500	500	500	500
NET GENERAL FUND EXPENSE (REVENUE) ---->	378,900	261,887	367,900	367,900	374,700	388,900
CITY CLERK	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	1,000	2,962	1,000	500	1,000	1,000
ALLOCATIONS IN	95,800	95,800	98,600	98,600	100,400	103,400
SALARIES & BENEFITS	372,200	373,850	368,950	353,500	377,850	394,150
OPERATING EXPENSES	241,400	58,408	180,965	180,965	197,400	257,800
ALLOCATIONS & TRANSFERS OUT	11,600	11,600	5,500	5,500	5,600	5,700
NET GENERAL FUND EXPENSE (REVENUE) ---->	528,400	345,097	455,815	440,865	479,450	553,250
CITY TREASURER	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	-	-	-	-	-	-
ALLOCATIONS IN	11,200	11,200	11,500	11,500	11,700	12,000
SALARIES & BENEFITS	28,700	19,617	28,700	24,500	30,700	31,900
OPERATING EXPENSES	1,500	190	1,500	1,500	1,500	1,500
ALLOCATIONS & TRANSFERS OUT	4,100	4,100	500	500	500	500
NET GENERAL FUND EXPENSE (REVENUE) ---->	23,100	12,707	19,200	15,000	21,000	21,900
ADMINISTRATIVE SERVICES (includes: Admin, Finance, HR, & IT)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	1,322,100	3,090,108	2,009,300	1,687,800	2,376,800	2,581,200
ALLOCATIONS IN	1,165,200	1,165,200	1,167,100	1,167,100	1,190,700	1,226,500
SALARIES & BENEFITS	3,028,100	2,906,688	2,951,100	2,892,009	2,926,900	3,056,100
OPERATING EXPENSES	1,676,000	1,366,755	1,524,700	1,524,700	1,693,600	1,810,150
CAPITAL OUTLAY	31,100	15,690	12,500	12,500	12,700	21,000
ALLOCATIONS & TRANSFERS OUT	76,000	76,000	67,700	67,700	69,000	70,900
NET GENERAL FUND EXPENSE (REVENUE) ---->	2,323,900	109,825	1,379,600	1,642,009	1,134,700	1,150,450



GENERAL FUND DEPARTMENT SUMMARIES

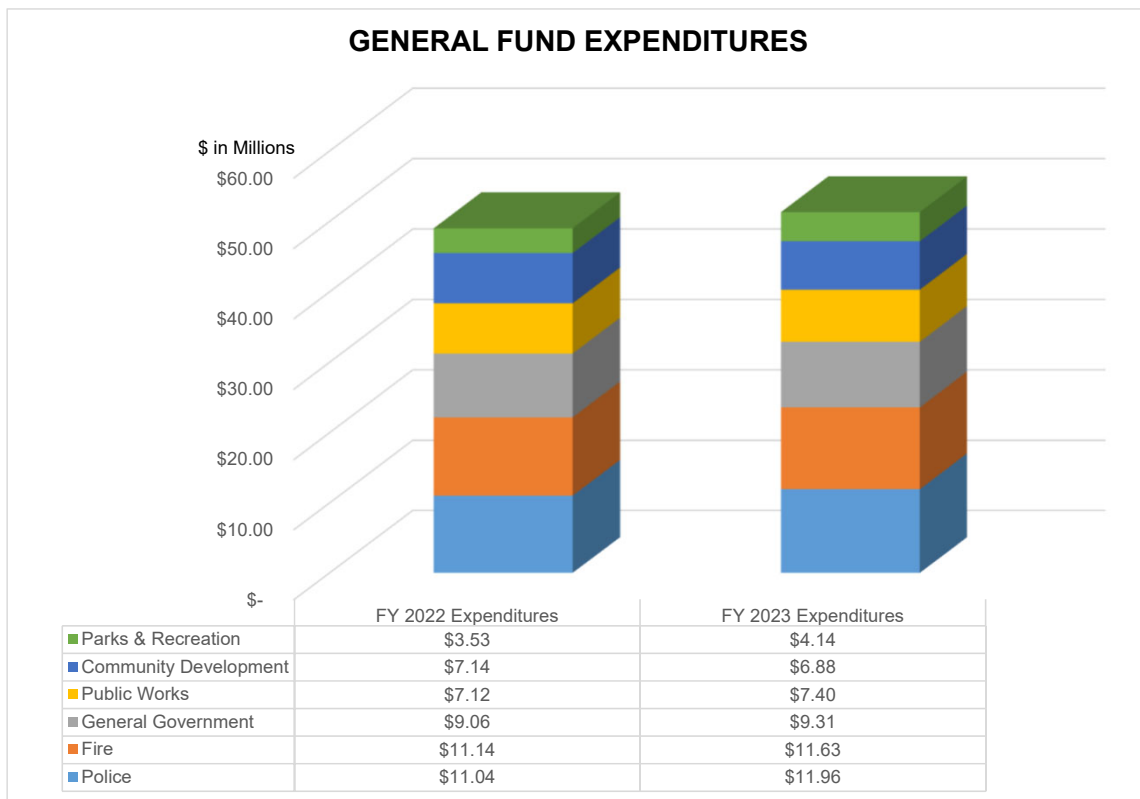
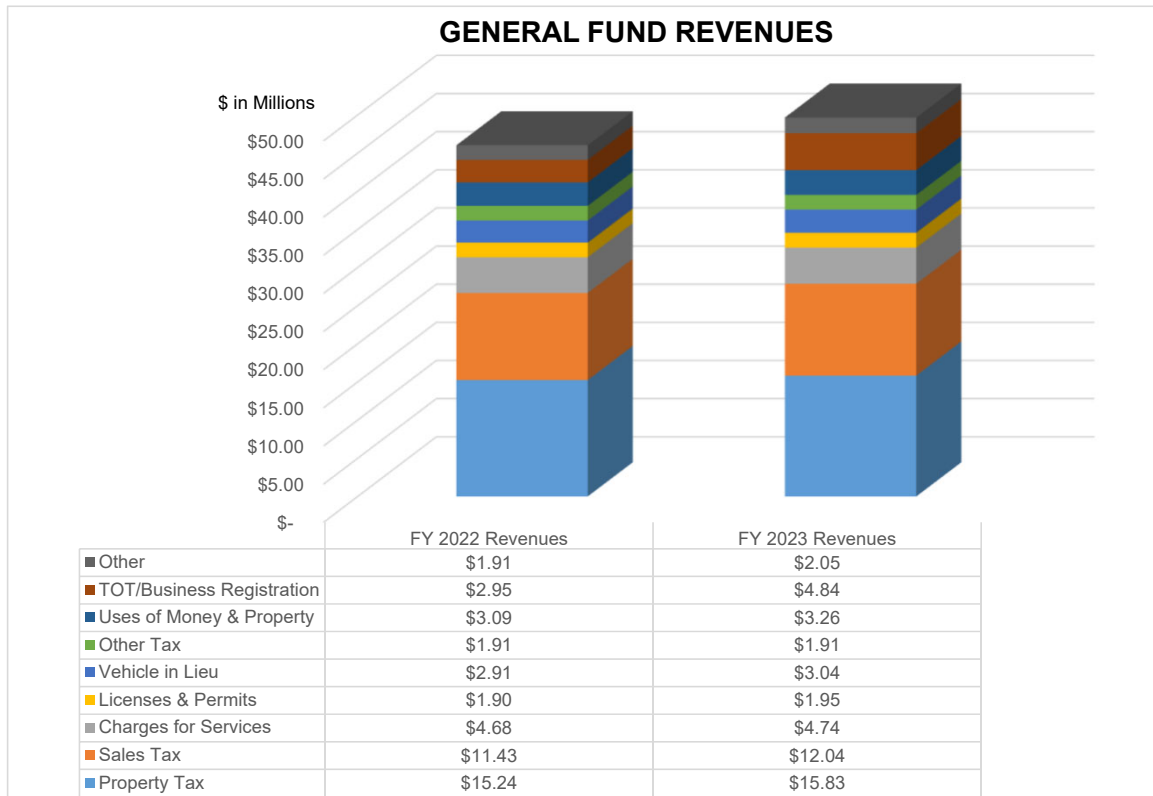
GENERAL FUND (not specific to any Department or Division)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	35,197,800	37,735,587	33,104,250	33,051,950	36,021,100	39,227,400
ALLOCATIONS IN	609,000	609,000	633,400	633,400	658,700	685,000
SALARIES & BENEFITS	7,000,000	7,000,000	-	-	-	-
OPERATING EXPENSES	660,300	1,008,308	1,213,400	1,103,400	603,500	353,600
CAPITAL OUTLAY	68,200	74,518	70,200	70,200	72,300	74,500
ALLOCATIONS & TRANSFERS OUT	1,524,300	1,524,300	6,200,000	6,200,000	1,188,700	2,757,500
NET GENERAL FUND EXPENSE (REVENUE) ---->	(26,554,000)	(28,737,461)	(26,254,050)	(26,311,750)	(34,815,300)	(36,726,800)
COMMUNITY DEVELOPMENT (includes: Admin, Permit Svcs, Ec Dev, Key Prj Dev)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	3,180,900	3,762,034	3,319,300	4,612,600	4,508,000	3,942,000
ALLOCATIONS IN	49,000	49,000	200,000	200,000	204,000	210,200
SALARIES & BENEFITS	3,440,200	2,913,591	3,076,850	2,964,400	3,335,000	3,650,700
OPERATING EXPENSES	2,579,300	2,049,988	2,829,045	2,829,045	3,806,200	3,223,000
CAPITAL OUTLAY	2,100	2,100	2,200	2,200	2,200	2,300
ALLOCATIONS & TRANSFERS OUT	77,500	77,500	71,500	71,500	73,000	75,200
NET GENERAL FUND EXPENSE (REVENUE) ---->	2,869,200	1,232,145	2,460,295	1,054,545	2,504,400	2,799,000
PARKS & RECREATION (Incl: Admin, Recreation)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	2,186,800	1,544,518	1,073,400	578,550	1,450,400	2,195,400
ALLOCATIONS IN	-	-	-	-	-	-
SALARIES & BENEFITS	2,236,800	1,923,687	1,756,950	1,547,950	2,329,650	2,464,150
OPERATING EXPENSES	1,456,000	912,829	863,800	527,150	1,179,550	1,659,800
CAPITAL OUTLAY	17,100	10,347	17,600	17,600	17,900	18,500
ALLOCATIONS & TRANSFERS OUT	99,100	99,100	66,000	66,000	67,400	69,300
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,622,200	1,401,445	1,630,950	1,580,150	2,144,100	2,016,350
PUBLIC SAFETY (includes: Police Bureau and Fire Department)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	551,200	593,856	559,800	559,300	562,300	586,700
ALLOCATIONS IN	-	-	-	-	-	-
SALARIES & BENEFITS	3,646,300	3,566,394	4,100,000	4,071,150	4,256,100	4,449,400
OPERATING EXPENSES	17,188,700	16,685,016	17,239,200	17,189,200	17,919,800	19,145,100
CAPITAL OUTLAY	-	-	-	-	-	-
ALLOCATIONS & TRANSFERS OUT	125,000	125,000	112,100	112,100	114,300	117,700
NET GENERAL FUND EXPENSE (REVENUE) ---->	20,408,800	19,782,554	20,891,500	20,813,150	21,727,900	23,125,500
PUBLIC WORKS (includes: Admin, Fleet, Streets, Park & Bldg Maint)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
REVENUES	749,900	1,100,570	928,500	951,500	976,500	1,005,700
ALLOCATIONS IN	1,092,400	1,092,400	1,213,400	1,213,400	1,237,600	1,274,800
SALARIES & BENEFITS	3,139,600	2,748,934	3,113,525	2,959,875	3,400,725	3,546,725
OPERATING EXPENSES	3,638,500	3,004,195	3,452,000	3,452,000	3,663,700	3,795,100
CAPITAL OUTLAY	51,600	14,127	53,100	53,100	54,200	55,700
ALLOCATIONS & TRANSFERS OUT	239,000	239,000	202,600	202,600	206,600	213,000
NET GENERAL FUND EXPENSE (REVENUE) ---->	5,226,400	3,813,287	4,679,325	4,502,675	5,111,125	5,330,025
TOTAL GENERAL FUND CHANGE (SURPLUS)	10,895,300	1,992,899	7,511,515	5,925,024	897,875	1,014,575



This Page Intentionally Left Blank



GENERAL FUND OPERATING BUDGET



**ALLOCATION AND TRANSFER SUMMARY**

GENERAL FUND ALLOCATIONS IN (0001) FOR SERVICES PROVIDED	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
FROM WASTEWATER (0006)	2,102,700	2,102,700	2,265,800	2,265,800	2,311,100	2,380,500
FROM GAS TAX (0016)	270,100	270,100	278,100	278,100	283,700	292,200
FROM STORMWATER (0015)	153,800	153,800	158,400	158,400	161,600	166,400
FROM HOUSING (0029)	49,000	49,000	100,000	100,000	102,000	105,100
FROM HOUSING COMPLIANCE AND ASSISTANCE (0031)	-	-	100,000	100,000	102,000	105,100
FROM WORKERS COMPENSATION (0032)	94,700	94,700	97,500	97,500	99,500	102,500
FROM RISK MANAGEMENT (0033)	131,400	131,400	135,300	135,300	138,000	142,100
SUB TOTAL GENERAL FUND ---->	2,801,700	2,801,700	3,135,100	3,135,100	3,197,900	3,293,900
WASTEWATER FUND ALLOC IN (0006) FOR SERVICES PROVIDED	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
FROM GENERAL FUND (0001)	24,000	24,000	24,700	24,700	25,200	26,000
FROM GAS TAX (0016)	109,800	109,800	225,000	225,000	229,500	236,400
FROM STORMWATER (0015)	408,000	408,000	200,000	200,000	279,000	290,100
SUB TOTAL WASTEWATER ---->	541,800	541,800	449,700	449,700	533,700	552,500
WORKERS COMP ALLOC IN (0032) FOR SERVICES PROVIDED	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
FROM GENERAL FUND (0001)	221,900	221,900	187,100	187,100	190,800	196,500
FROM WASTEWATER (0006)	75,300	75,300	87,300	87,300	89,000	91,700
SUB TOTAL WORKERS COMP ---->	297,200	297,200	274,400	274,400	279,800	288,200
RISK MANAGEMENT ALLOC IN (0033) FOR SERVICES PROVIDED	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
FROM GENERAL FUND (0001)	281,400	281,400	224,000	224,000	228,500	235,200
FROM WASTEWATER (0006)	781,200	781,200	721,000	721,000	735,400	757,500
FROM STORMWATER (0015)	-	-	98,600	98,600	100,600	103,600
FROM GAS TAX (0016)	126,300	126,300	461,700	461,700	470,900	485,000
SUB TOTAL RISK MGMT ---->	1,188,900	1,188,900	1,505,300	1,505,300	1,535,400	1,581,300
TOTAL ALLOCATIONS IN ---->	4,829,600	4,829,600	5,364,500	5,364,500	5,546,800	5,715,900



ALLOCATION AND TRANSFER SUMMARY

GENERAL FUND TRANSFERS IN (0001)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
WASTEWATER RIGHT OF WAY (0006)	609,000	609,000	633,400	633,400	658,700	685,000
FROM CAPITAL IMPROVEMENTS (0025)	-	-	-	-	-	-
SUB TOTAL ---->	609,000	609,000	633,400	633,400	658,700	685,000
WASTEWATER FUND (0006) TRANSFERS IN						
FROM STORMWATER FUND (0015)	-	-	-	-	-	-
SUB TOTAL ---->	-	-	-	-	-	-
EQUIPMENT REPLACEMENT (0010) TRANSFERS IN						
FOR EQUIPMENT REPLACEMENT	437,100	437,100	260,000	260,000	265,200	273,000
FOR TECHNOLOGY REPLACEMENT	212,200	212,200	35,000	35,000	35,700	100,000
SUB TOTAL ---->	649,300	649,300	295,000	295,000	300,900	373,000
GAS TAX (0016) TRANSFERS IN						
FROM GENERAL FUND (0001)	-	-	4,500,000	4,500,000	-	-
FROM MEASURE A FUND (14571000)	850,000	850,000	863,750	863,750	750,000	750,000
FROM MEASURE W FUND (14391000 AND 18188000)	-	-	575,000	575,000	300,000	300,000
FROM CAPITAL IMPROVEMENT FUND (0025)	125,000	125,000	125,000	125,000	1,125,000	3,125,000
SUB TOTAL ---->	975,000	975,000	6,063,750	6,063,750	2,175,000	4,175,000
CAPITAL IMPROVEMENTS (0025) TRANSFERS IN						
PRIOR YR SAVINGS FROM GENERAL (0001)	1,000,000	1,000,000	1,515,000	1,515,000	1,000,000	2,500,000
FROM POLICE GRANT (0017)	-	-	-	-	-	-
FROM PARK IN-LIEU FUND (0027)	1,200,000	1,200,000	-	-	200,000	1,400,000
SUB TOTAL ---->	2,200,000	2,200,000	1,515,000	1,515,000	1,200,000	3,900,000
HOUSING IN LIEU (0029) TRANSFERS IN						
FROM CAPITAL IMPROVEMENT FUND (0025)	326,000	326,000	-	-	-	-
SUB TOTAL ---->	326,000	326,000	-	-	-	-
TOTAL TRANSFERS IN ---->	4,759,300	4,759,300	8,507,150	8,507,150	4,334,600	9,133,000



This Page Intentionally Left Blank



REVENUE BUDGET ASSUMPTIONS

The Administrative Services Director and the Finance Division prepare the revenue projections and reviews these projections with the City Manager. To make these projections as close as possible to actual, the following techniques 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 Administrative Services Director and Financial Services Manager meet 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) that is provided by the State and County.

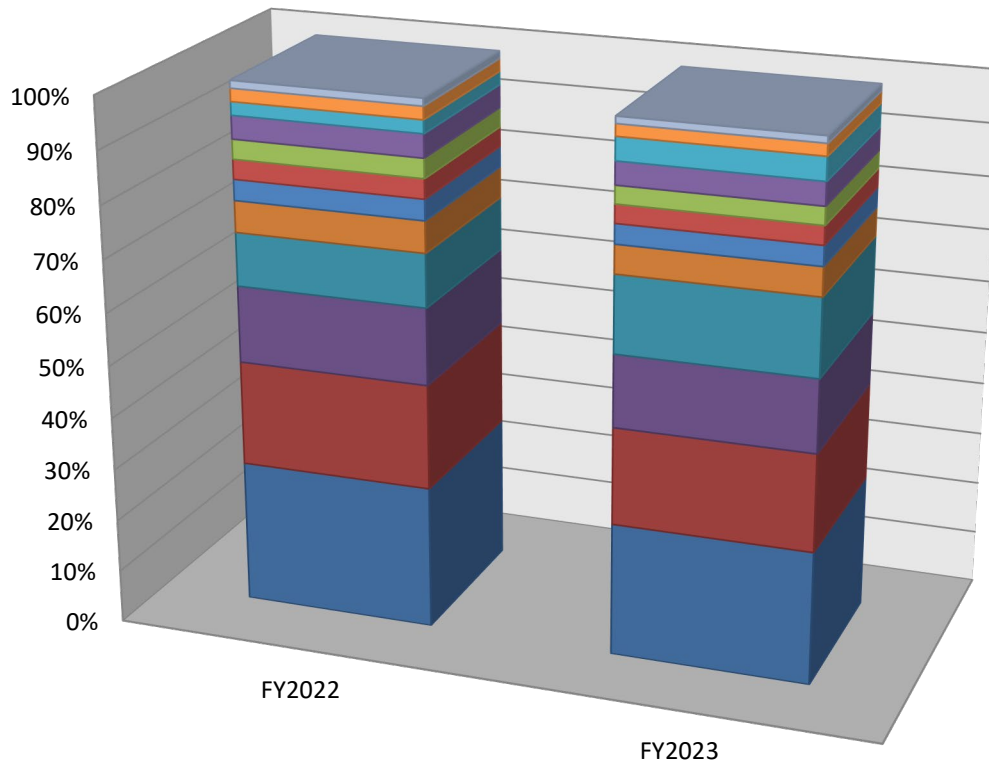
Non-recurring revenues are forecasted separately and scheduled only for the year or years in which they are anticipated. Certain revenue sources are limited in use by law or local policy, such as: gasoline taxes; development charges; Measure "A" taxes; Measure "W" taxes; assessment district charges; 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. 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 adopted in the Biennial Budget for Fiscal Year (FY) 2021-22 & FY 2022-23.

FY 2022 & FY 2023 Citywide Operating Revenues By Major Category and Source



	FY2022	FY2023
Fines & Forfeitures/PAMF	1%	1%
Licenses & Permits	2%	2%
Transient Occupancy Tax	3%	4%
Other Revenue	4%	4%
Business Reg/Other Tax	4%	3%
Vehicle In Lieu	4%	3%
Use Of Money & Property	4%	4%
Charges For Current Services	6%	5%
Capital Projects Funding	10%	15%
Sales Tax	15%	14%
Property Tax	20%	19%
Enterprise Revenues	27%	26%



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 TOT. The table below outlines the General Fund revenue estimates for the Biennial Budget for FY 2021-23. The sections following the table discuss the assumptions used in determining the revenue estimates.

Revenue Type	FY 2021-22 Estimates	% of Total	FY 2022-23 Estimates	% of Total
PROPERTY TAX	\$15,242,000	33%	\$15,834,300	32%
SALES TAX	11,426,200	25%	12,038,500	24%
CHARGES FOR SERVICES	4,678,200	10%	4,743,900	10%
VEHICLE IN LIEU	2,907,000	6%	3,035,300	6%
USE OF MONEY & PROPERTY	3,086,300	8%	3,262,500	6%
TRANSIENT OCCUPANCY TAX	1,957,900	4%	3,800,000	8%
OTHER TAX	1,906,200	4%	1,910,900	4%
LICENSES & PERMITS	1,899,400	4%	1,953,000	4%
OTHER REVENUE CATEGORIES	1,916,900	4%	2,042,600	4%
BUSINESS REGISTRATION	996,000	2%	1,038,400	2%
TOTAL	\$46,016,100	100%	\$49,659,400	100%

Property Taxes

FY 2021-22. 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, which results in about 11 cents per dollar of tax collected in revenue for the City. 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 33% of General Fund revenues.

The City considers the historical rate of changes and economic conditions when forecasting future revenue. For FY 2021-22, property tax is projected to increase 4.4% over the FY 2020-21 projections. After redevelopment agencies were dissolved in 2011, tax increment revenue that would have gone to redevelopment agencies was required to be deposited into the Redevelopment Property Tax Trust Fund (RPTTF) per Health and Safety Code (HSC) 34183. These funds are administered and distributed to local taxing agencies by the County. In May 2020, the California Court of Appeals changed the calculations for distributing former Redevelopment Agency ("RDA") residual dollars, which negatively impacted the amount of RDA pass through and residual property tax revenue the City will receive. Therefore, although the City



is entitled to receive an annual increase on its assessed property, the amount of pass through revenues from the former redevelopment agencies has decreased an estimated \$0.4 million as compared to prior years.

FY 2022-23. For FY 2022-23, property tax is projected to increase by 3.9% over the FY 2021-22 budgeted property tax revenues.

Sales Tax

FY 2021-22. 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 2021-22, sales tax is projected to grow at 10.8% over the FY 2020-21 projections. This is based largely on the current economic conditions and predictions for economic recovery following the COVID-19 pandemic. Sales tax is approximately 25% of General Fund revenues.

FY 2022-23. For FY 2022-23, sales tax is projected to grow at 5.4% over the FY 2021-22 budgeted sales tax revenues. This is based largely on the predictions for continued economic recovery.

Charges for Current Services

FY 2021-22. Cost of Services fees 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 10% of General Fund revenues. The increase of 37.8% over the FY 2020-21 projections is primarily due to the return of Parks and Recreation programming revenues following the stay-at-home orders and COVID-19 closures and the timing of plan check services related to development. The FY 2021-22 budget assumes fees from large scale development projects such as Alexandria Properties and other large scale life science and multi-residential projects expected to be submitted for review. These fees are typically pass through revenues and have a corresponding expense for professional consulting and technical experience necessary to facilitate these projects.

FY 2022-23. For FY 2022-23, charges for services have been budgeted at approximately \$4.7 million, due to the timing of large development plan check activities.

Vehicle in-Lieu

FY 2021-22. This revenue is generated by vehicle registration fees. Vehicle in-Lieu is approximately 6% 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. The County has informed the City that if the "backfilled" amount exceeds a certain limit, there will not be enough money to fully cover the amount owed. As a result, 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.



The FY 2021-22 Vehicle in-Lieu is projected to increase 25.4% over the FY 2020-21 projections. The increase assumes increases in the assessments and the repayment of the prior year shortfall.

FY 2022-23. For FY 2022-23, revenue is budgeted at \$3.0 million, with a 4.4% increase over the FY 2021-22 budgeted vehicle in-Lieu revenue, which is based on the information provided by the City's third party consultants.

Use of Money and Property

FY 2021-22. This revenue is generated from property rentals and investment. For FY 2021-22, this revenue category is estimated to be 38.6%, or \$860,100 higher than the FY 2020-21 projections. This includes the assumption of revenues from three new digital billboards at pre-pandemic levels along with some growth in investment returns.

FY 2022-23. The FY 2021-22 revenue estimates reflect a 5.7% increase over the FY 2021-22 estimates.

Licenses & Permits

FY 2021-22. This revenue is generated by construction permits. For FY 2021-22, this revenue category is expected to decrease by \$595,000, or 23.9%, from the FY 2020-21 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 2020-21 the large development projects included large scale tenant improvements at the new bio-lab facility on Industrial Road and a new commercial building on Skyway Road.

FY 2022-23. The FY 2022-23 revenue estimates are 2.8% higher than the FY 2021-22 estimates.

Transient Occupancy Tax (TOT)

FY 2021-22. 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, 2021, the TOT rate is 13%. The tax is paid by the guests staying at these accommodations and remitted by the hotels to the City on a quarterly basis. After the onset of the COVID-19 pandemic, hotel occupancy dropped significantly following the State's stay-at-home orders. However, as the vaccines continue to roll out, pent up demand for travel is likely and therefore it is anticipated there will be a gradual return to historical occupancy rates. As such, the revenue for FY 2021-22 is budgeted at \$1.96 million, or 49.2% higher than FY 2020-21 projections.

FY 2022-23. The revenue for FY 2022-23 is budgeted at \$3.8 million, anticipating a full return to occupancy rates prior to the COVID-19 pandemic.

Business Registration Fee

FY 2021-22. 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 2021-22 are budgeted at \$41,000, or 4.3% over FY 2020-21 projections, which also anticipates some businesses reopening following the pandemic.

FY 2022-23. Business registration revenues for FY 2022-23 are budgeted to increase by \$42,400, or 4.3% over the FY 2021-22 estimates, which is in line with the annual increase specified by the Municipal Code.

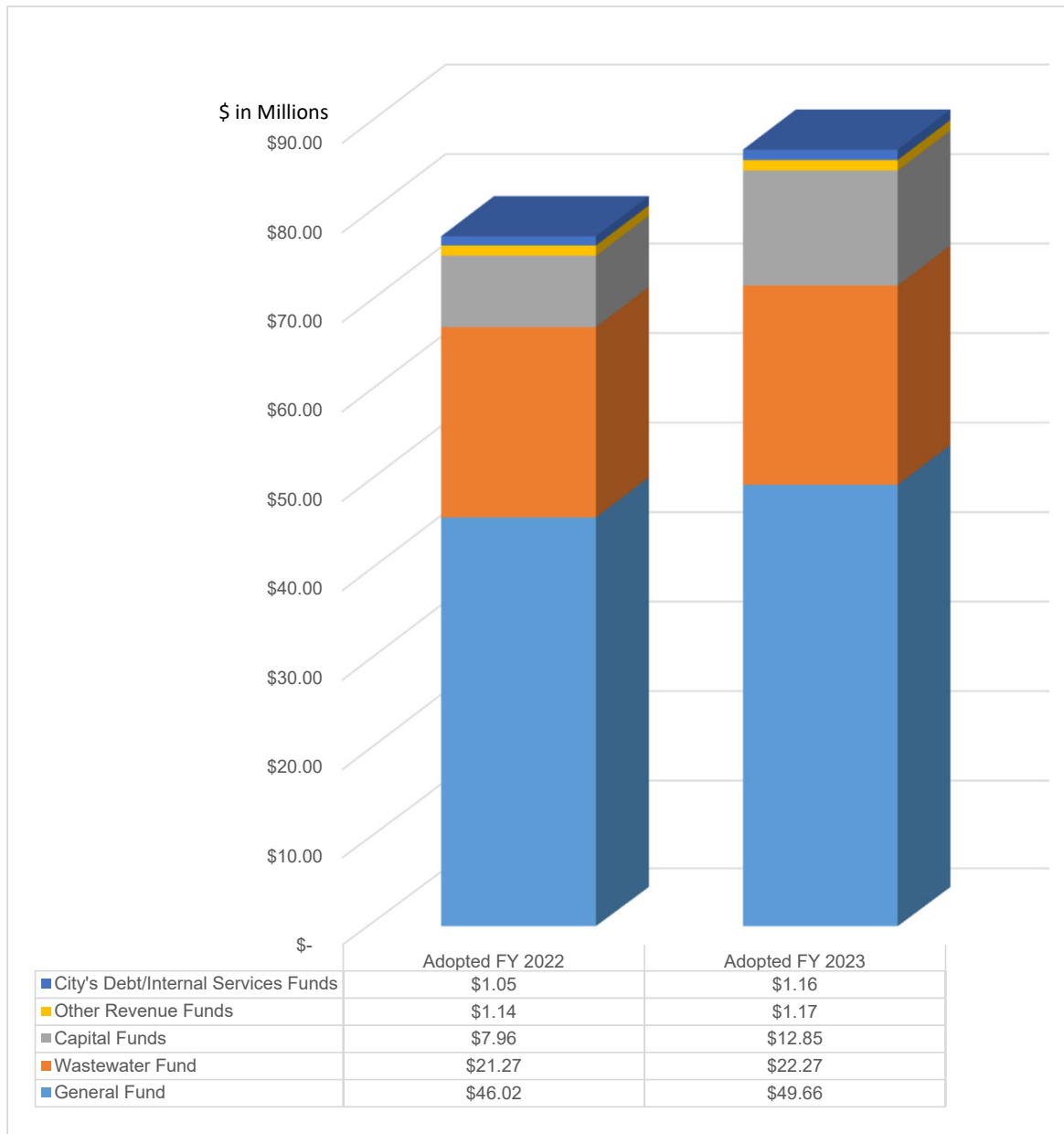


REVENUES BY MAJOR CATEGORY AND SOURCE

GENERAL FUND REVENUES (0001)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	909,300	999,098	871,200	955,000	996,000	1,038,400
CHARGES FOR CURRENT SERVICES	4,327,900	3,847,015	3,286,000	3,395,250	4,678,200	4,743,900
FINES & FORFEITURES	271,200	266,630	292,100	302,100	297,900	306,700
FROM OTHER AGENCIES	15,600	86,871	5,000	301,200	10,600	10,800
LICENSES & PERMITS	1,529,900	2,188,089	1,782,700	2,494,400	1,899,400	1,953,000
OTHER REVENUE	628,600	1,790,004	512,900	527,400	781,800	877,800
OTHER TAX	1,983,900	2,001,977	1,922,800	1,908,600	1,906,200	1,910,900
PROPERTY TAX	12,191,000	14,338,470	15,234,400	14,598,600	15,242,000	15,834,300
SALES TAX	11,430,000	11,366,392	9,621,700	10,315,800	11,426,200	12,038,500
TRANSIENT OCCUPANCY TAX	3,200,000	2,461,423	625,000	1,312,300	1,957,900	3,800,000
PAMF TARGET REVENUE	786,700	786,784	806,450	806,450	826,600	847,300
USE OF MONEY & PROPERTY	2,353,600	4,228,530	2,955,300	2,226,200	3,086,300	3,262,500
VEHICLE IN LIEU	3,700,000	3,602,983	3,100,000	2,318,900	2,907,000	3,035,300
SUB TOTAL ---->	43,327,700	47,964,266	41,015,550	41,462,200	46,016,100	49,659,400
WASTEWATER FUND REVENUE (0006)						
OTHER REVENUE	19,351,000	21,466,108	20,038,500	20,780,000	20,950,000	21,904,000
USE OF MONEY & PROPERTY	151,000	644,034	279,700	223,200	317,200	362,800
SUB TOTAL ---->	19,502,000	22,110,142	20,318,200	21,003,200	21,267,200	22,266,800
OTHER REVENUES						
GRANTS - POLICE (0017)	108,200	165,263	144,300	163,400	168,100	173,700
LIBRARY TENANT REVENUE (0095)	291,500	350,229	252,700	253,700	271,400	282,800
NPDES/ STORMWATER FUND (0015)	679,500	711,310	699,600	698,300	700,200	713,400
SUB TOTAL ---->	1,079,200	1,226,802	1,096,600	1,115,400	1,139,700	1,169,900
OPERATION SUB TOTAL ---->	63,908,900	71,301,210	62,430,350	63,580,800	68,423,000	73,096,100
CAPITAL FUND REVENUES						
EQUIPMENT REPLACEMENT FUND (0010)	-	-	-	-	-	-
MEASURE A FUND (14571000)	815,000	936,924	783,800	775,400	869,600	917,700
MEASURE W FUND (14391000 and 18188000)	300,000	361,601	327,850	327,850	363,650	383,350
GAS TAX (0016)	2,166,700	1,500,624	1,737,700	1,778,800	2,114,000	1,571,200
CAPITAL IMPROVEMENT (0025)	26,547,814	5,859,795	4,899,929	7,665,655	3,724,400	4,148,100
PARK IN LIEU (0027)	328,600	328,827	452,400	438,800	284,300	297,800
PARKING IN LIEU (0028)	4,100	155,725	6,300	82,600	6,900	7,500
AFFORDABLE HOUSING IN LIEU (0029)	3,816,000	4,420,838	810,800	2,826,400	466,400	5,386,300
LOW-MOD HOUSING ASSET (0031)	48,600	1,257,636	114,700	49,400	126,500	141,100
CAPITAL SUB TOTAL ---->	34,026,814	14,821,970	9,133,479	13,944,905	7,955,750	12,853,050
CITY DEBT SERVICE						
SC LIBRARY - BOND SERVICE (0093)	395,900	459,165	333,400	330,100	337,900	339,900
CITY DEBT SERVICE FUND TOTAL ---->	395,900	459,165	333,400	330,100	337,900	339,900
INTERNAL SERVICE FUNDS						
WORK COMP - UNRESRICTED (0032)	-	15,205	3,000	3,300	5,400	6,200
LIABILITY INSURANCE (0033)	38,700	91,790	43,200	8,200	14,900	17,100
POST-EMPLOYMENT BENEFITS (0035)	907,100	984,784	1,017,000	989,500	693,900	795,400
INTERNAL SERVICE FUND TOTAL ---->	945,800	1,091,779	1,063,200	1,001,000	714,200	818,700
GRAND TOTAL	99,277,414	87,674,125	72,960,429	78,856,805	77,430,850	87,107,750



CITYWIDE REVENUES BY MAJOR CATEGORY AND SOURCE FY 2021-22 And FY 2022-23





GENERAL FUND OPERATING REVENUES BY TYPE FY 2021-22 AND FY 2022-23

\$ in Millions

\$50.00

\$45.00

\$40.00

\$35.00

\$30.00

\$25.00

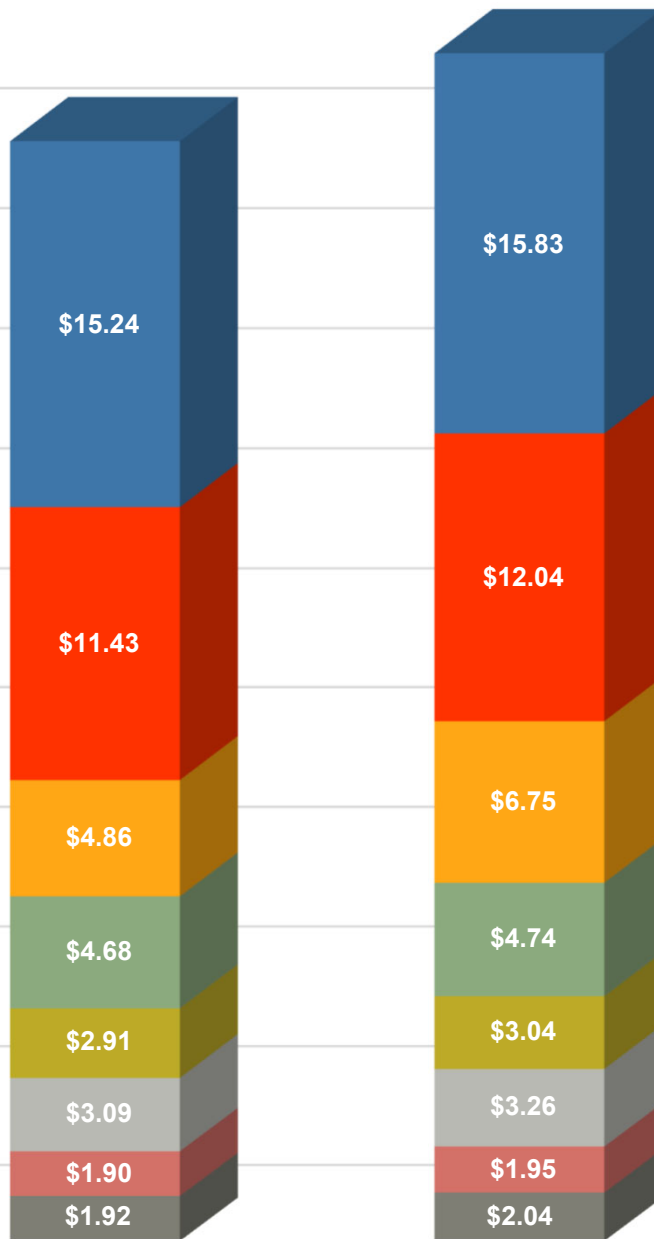
\$20.00

\$15.00

\$10.00

\$5.00

\$-



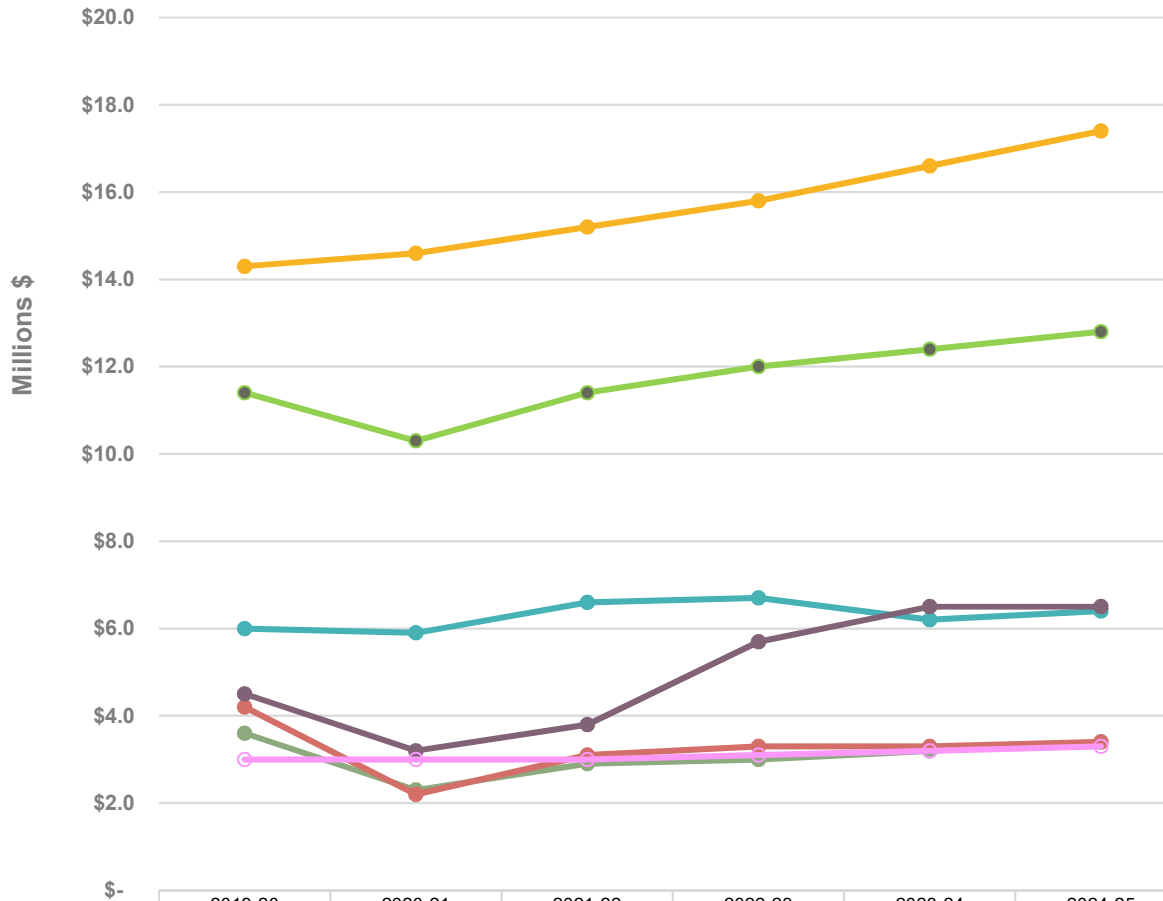
FY 2021-22 Adopted

FY 2022-23 Adopted

Property Tax	\$15.24	\$15.83
Sales Tax	\$11.43	\$12.04
Other Taxes	\$4.86	\$6.75
Fees for Service	\$4.68	\$4.74
Vehicle In-Lieu	\$2.91	\$3.04
Use of Money & Property	\$3.09	\$3.26
Licenses & Permits	\$1.90	\$1.95
Other	\$1.92	\$2.04



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

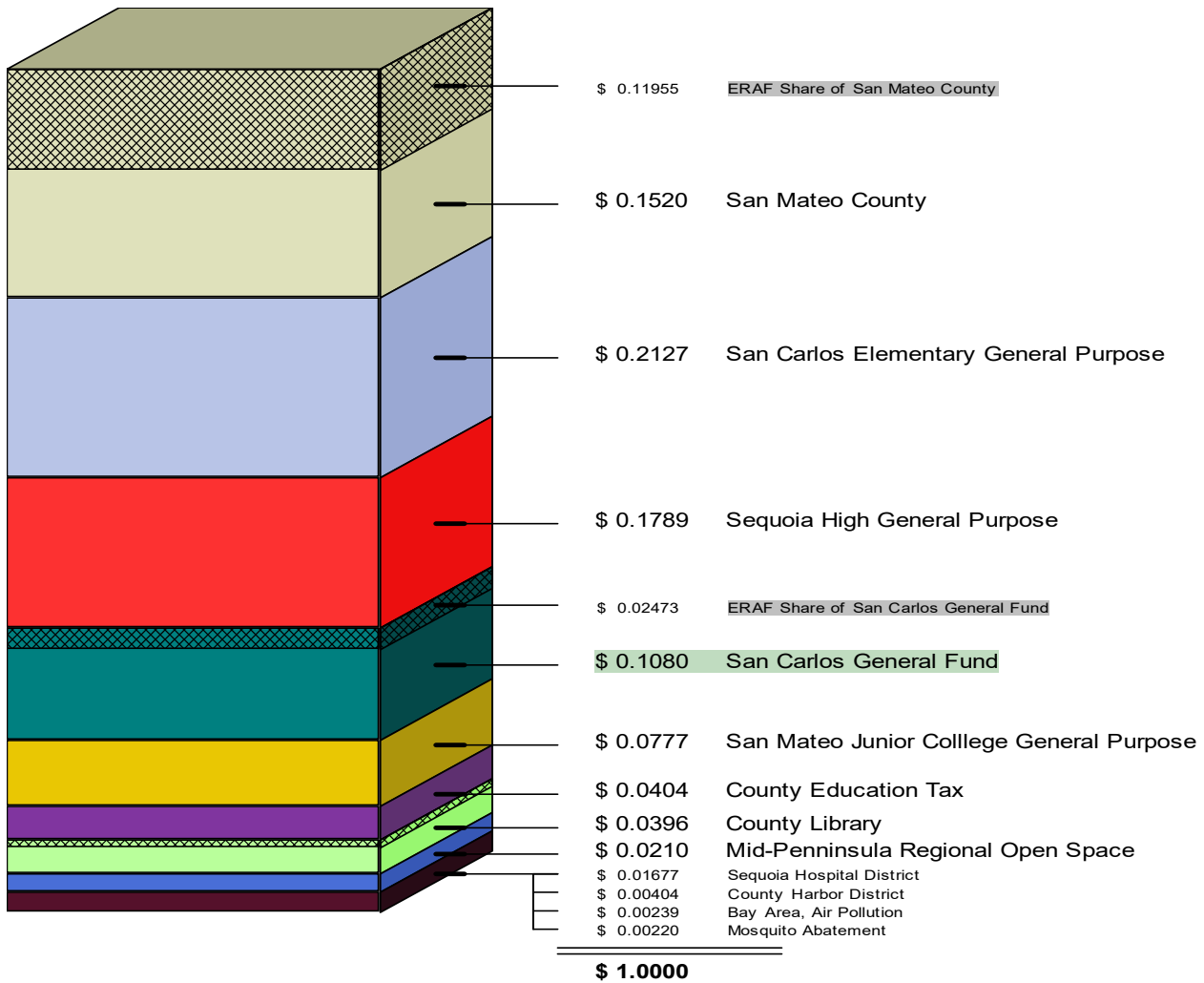


	2019-20 Audited	2020-21 Projected	2021-22 Adopted	2022-23 Adopted	2023-24 Forecasted	2024-25 Forecasted
Property Tax	\$14.3	\$14.6	\$15.2	\$15.8	\$16.6	\$17.4
Sales Tax	\$11.4	\$10.3	\$11.4	\$12.0	\$12.4	\$12.8
Fees for Service	\$6.0	\$5.9	\$6.6	\$6.7	\$6.2	\$6.4
Vehicle In-Lieu	\$3.6	\$2.3	\$2.9	\$3.0	\$3.2	\$3.4
Use of Assets	\$4.2	\$2.2	\$3.1	\$3.3	\$3.3	\$3.4
Other Taxes	\$4.5	\$3.2	\$3.8	\$5.7	\$6.5	\$6.5
Other	\$3.0	\$3.0	\$3.0	\$3.1	\$3.2	\$3.3



THE CITY OF SAN CARLOS

PROPERTY TAX DOLLAR BREAKDOWN



Data Source: San Mateo County Assessor 2020-21 Annual Tax Increment Tables



SAN MATEO COUNTY PROPERTY TAX - 2020/21

REPRESENTATIVE GENERAL LEVY SHARE ESTIMATE

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

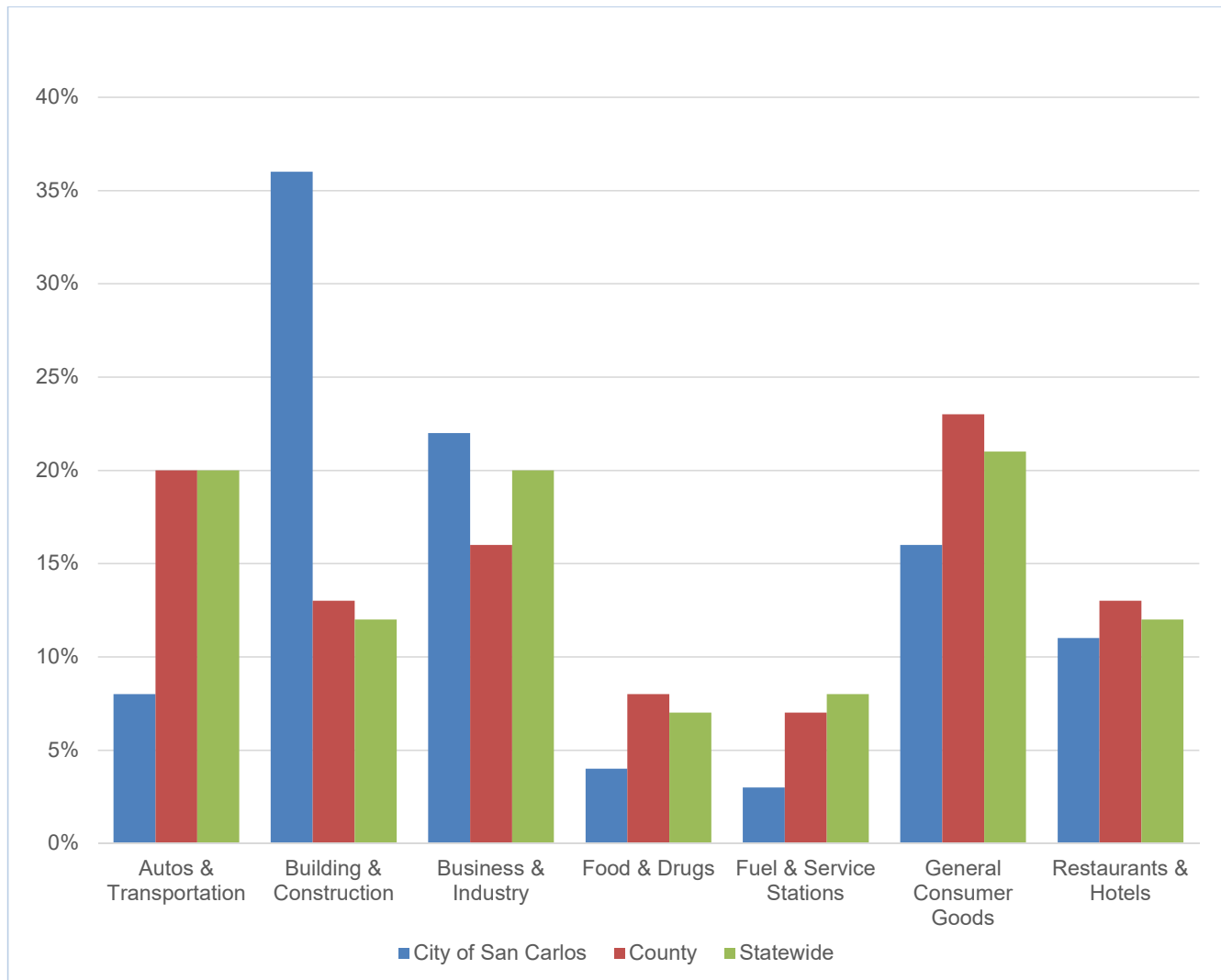
City	City Rate*	Other Rates*	Total
East Palo Alto	0.3375		0.3375
Foster City	0.0000	0.2597	0.2597
Redwood City	0.2588		0.2588
Belmont	0.0973	0.1611	0.2584
Pacifica	0.2366		0.2366
Daly City	0.2297		0.2297
Hillsborough	0.1871		0.1871
San Mateo	0.1761		0.1761
Burlingame	0.1706		0.1706
South San Francisco	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 2020/21 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



SALES TAX BY MAJOR INDUSTRY GROUPS CALENDAR YEAR 2020

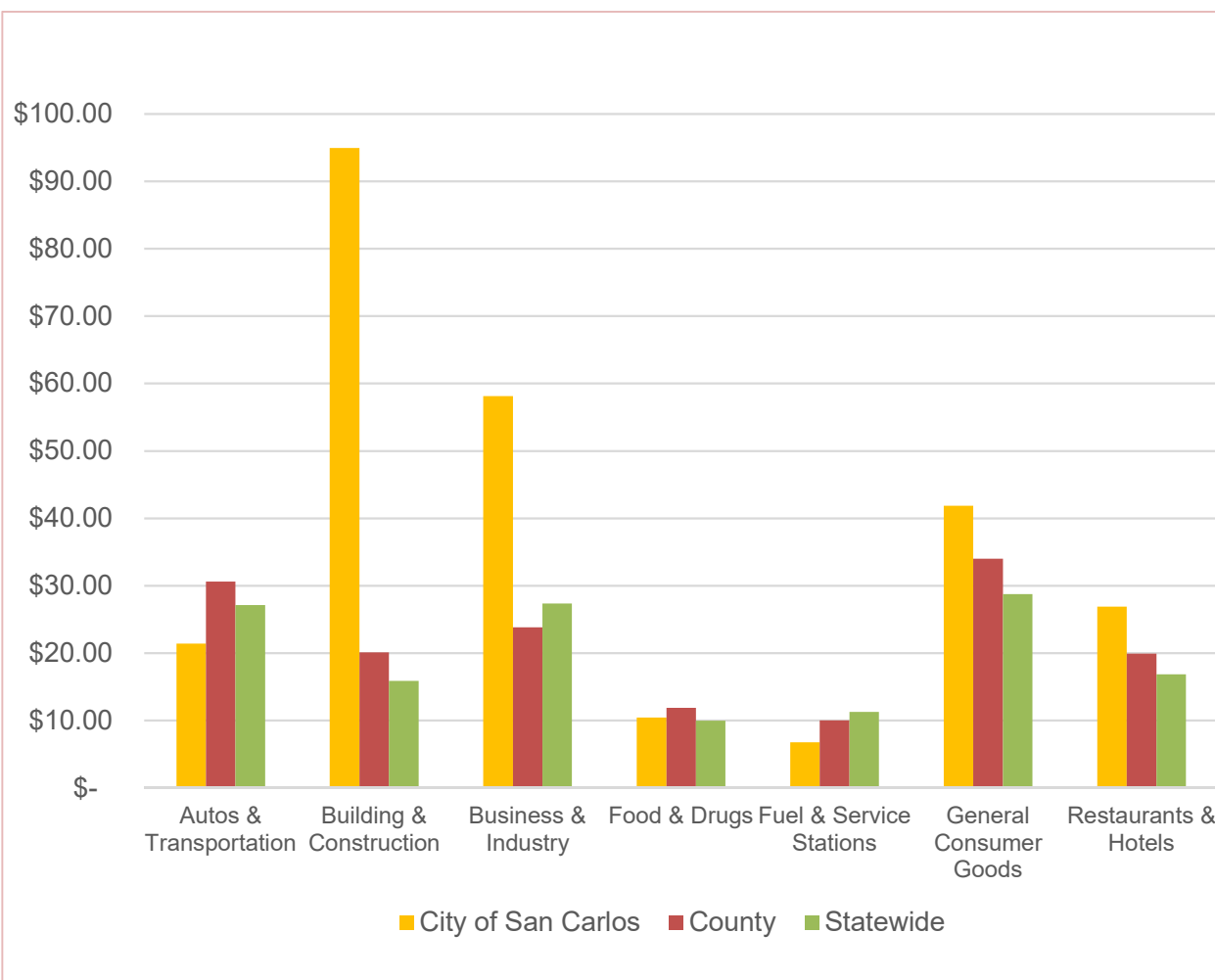


	City of San Carlos	County	Statewide
Autos & Transportation	8%	20%	20%
Building & Construction	36%	13%	12%
Business & Industry	22%	16%	20%
Food & Drugs	4%	8%	7%
Fuel & Service Stations	3%	7%	8%
General Consumer Goods	16%	23%	21%
Restaurants & Hotels	11%	13%	12%
Totals	100%	100%	100%

* Information provided by Hinderliter de Llamas & Associates 2020



SALES TAX REVENUE PER CAPITA CALENDAR YEAR 2020

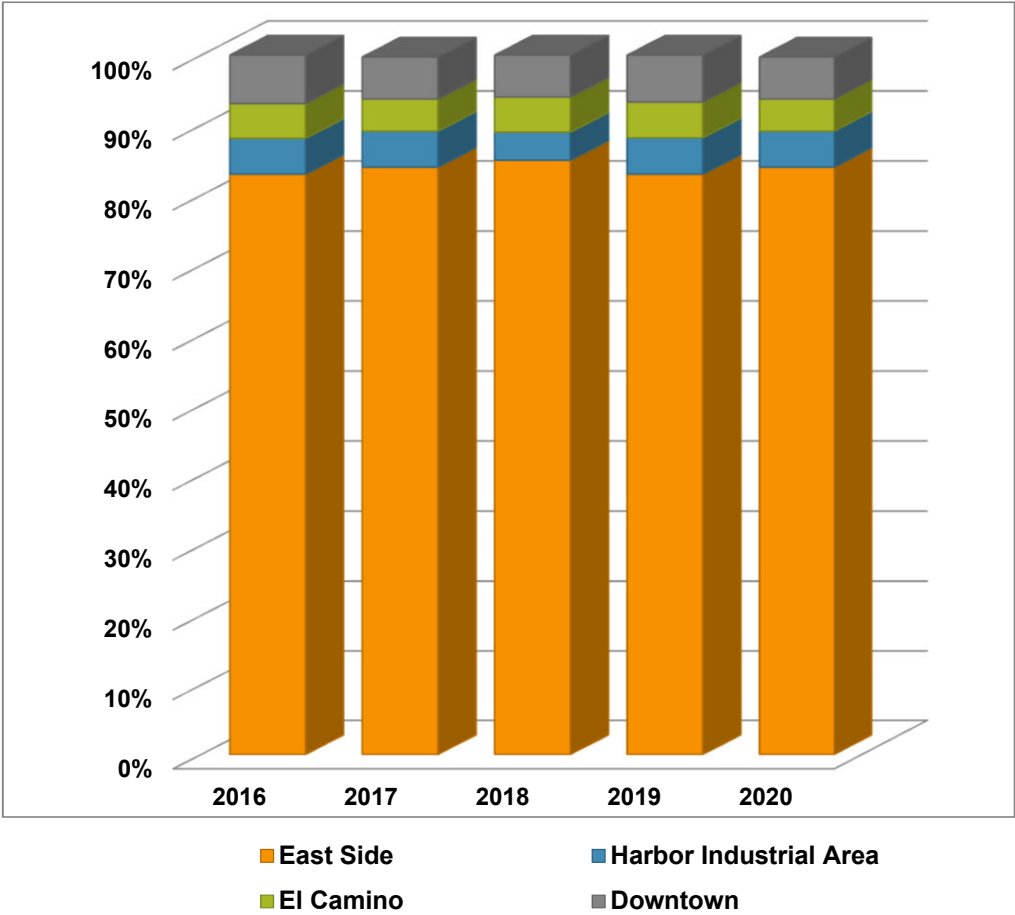


	Per Capita (30,145) City of San Carlos	Per Capita (773,244) County	Per Capita (39,765,223) Statewide
Autos & Transportation	\$ 21.40	\$ 30.58	\$ 27.09
Building & Construction	94.92	20.11	15.88
Business & Industry	58.13	23.81	27.35
Food & Drugs	10.43	11.86	9.97
Fuel & Service Stations	6.75	10.00	11.25
General Consumer Goods	41.85	33.97	28.72
Restaurants & Hotels	26.88	19.88	16.84
Totals	\$ 260.36	\$ 150.21	\$ 137.10

* Information provided by Hinderliter de Llamas & Associates 2020



SALES TAX REVENUES BY GEOGRAPHIC AREA
PREVIOUS 5 CALENDAR YEARS



	2016	2017	2018	2019	2020
East Side	83%	84%	85%	83%	84%
Harbor Industrial Area	5%	5%	4%	5%	5%
El Camino	5%	5%	5%	5%	5%
Downtown	7%	6%	6%	7%	6%
Totals	100%	100%	100%	100%	101%

* Information provided by Hinderliter de Llamas & Associates



This Page Intentionally Left Blank



REVENUE DETAIL BY FUND

GENERAL FUND (0001)

BUSINESS REGISTRATION	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
406001 BUSINESS REGISTRATION FEE	900,700	978,158	871,200	940,000	981,000	1,023,400
406100 BUSINESS REGISTRATION LATE FEE	8,600	20,940	-	15,000	15,000	15,000
SUB TOTAL ---->	909,300	999,098	871,200	955,000	996,000	1,038,400

CHARGES FOR CURRENT SERVICES	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
407007 ZONING/VARIANCE/USE PERMIT FEE	292,800	605,185	301,600	460,000	357,600	366,800
407009 PLANNING DEPT- KEY DEVELOPMENT	702,000	351,923	510,000	510,000	838,100	763,800
407011 PLAN CHECK - ENGINEERING	299,900	336,738	308,900	308,900	315,100	324,400
407012 PLAN CHECK - ACCESSIBILITY	1,000	5,086	1,000	5,000	2,000	2,000
407013 PLAN CHECK - ENERGY CALCULATION	25,300	29,671	26,100	35,000	26,600	27,400
407015 PLAN CHECK - BUILDING	795,800	917,656	962,700	1,400,000	1,675,400	1,128,100
407018 APARTMENT INSPECTION FEES	30,100	6,440	31,000	5,000	31,600	32,500
407019 GIS FEES	8,800	10,332	9,100	9,100	9,300	9,600
407033 PLAN CHECK FEES	69,400	121,537	71,500	100,000	79,100	75,100
407034 INSPECTION FEE	52,000	56,596	53,600	53,600	54,700	56,300
407035 MISCELLANEOUS SERVICES	-	165	-	-	-	-
407036 ADV LIFE SUPPORT/FIRST RESPONSE	56,000	72,104	57,700	57,700	58,900	60,700
408101 RECREATION	40,400	19,045	9,200	3,100	64,000	231,000
408105 VENDING MACHINE CONTRACT	1,300	952	1,000	-	1,000	1,000
408200 CLASS SYSTEM	1,714,300	1,121,402	765,500	370,600	987,000	1,427,100
408501 BUILDING RENTAL DEPOSIT/REFUND	50,000	23,960	20,250	-	32,000	35,900
408502 ADMINISTRATIVE FEE	54,900	85,136	55,000	42,700	60,000	76,100
408510 RESERVATIONS	71,100	46,413	51,750	17,550	51,800	75,000
408601 GENERAL RECEIPTS	4,000	2,438	4,100	-	2,000	4,100
430012 FIRST CHANCE FEE	3,000	2,464	1,000	2,000	2,000	2,000
430015 ALARM RESPONSE	55,800	31,772	45,000	15,000	30,000	45,000
SUB TOTAL ---->	4,327,900	3,847,015	3,286,000	3,395,250	4,678,200	4,743,900

FINES & FORFEITURES	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
410001 VEHICLE CODE FINES	110,000	150,271	145,000	145,000	147,900	152,300
410004 BUILDING PERMITS VIOLATIONS	1,100	4,900	2,000	12,000	2,000	2,000
410005 NSF CHARGE	100	75	100	100	100	100
430017 PARKING FINES - TURBO DATA	160,000	111,384	145,000	145,000	147,900	152,300
SUB TOTAL ---->	271,200	266,630	292,100	302,100	297,900	306,700

FROM OTHER AGENCIES	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
420104 DARE FUNDING	-	349	-	-	-	-
420501 GRANTS	-	33,000	-	289,200	-	-
480016 SB90 REIMBURSEMENT	11,000	48,910	-	7,000	5,000	5,000
480201 STATE HIGHWAY MAINTENANCE REIMBURSEMENT	4,600	4,612	5,000	5,000	5,600	5,800
SUB TOTAL ---->	15,600	86,871	5,000	301,200	10,600	10,800

LICENSES & PERMITS	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
407001 BUILDING PERMITS	910,000	1,171,292	937,300	1,500,000	1,006,000	1,034,100
407002 PLUMBING PERMITS	101,600	109,012	104,600	112,000	106,700	109,800
407003 MECHANICAL PERMITS	101,500	126,436	128,800	128,800	131,400	135,300
407004 ELECTRICAL PERMITS	134,900	197,925	154,500	225,000	157,600	162,200
407005 GRADING PERMITS	500	-	-	100	-	-
407006 ENCROACHMENT PERMITS	201,100	373,125	300,000	300,000	306,000	315,000
407022 TREE REMOVAL PERMITS	17,700	36,154	25,000	25,000	25,500	26,300
407027 TREE PLANTING FUND	-	5,000	-	-	-	-
407028 GENERAL PLAN SURCHARGE FEE	29,600	129,420	100,000	150,000	112,000	115,100
407029 DEMOLITION FEE	2,000	2,619	2,500	2,500	2,600	2,700
407032 PERMIT FEES	30,000	33,077	30,000	30,000	30,600	31,500
407039 C4 INSPECTION	-	4,028	-	21,000	21,000	21,000
407041 PERMIT PARKING	1,000	-	-	-	-	-
SUB TOTAL ---->	1,529,900	2,188,089	1,782,700	2,494,400	1,899,400	1,953,000



REVENUE DETAIL BY FUND

OTHER REVENUE	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
408603 COMMUTER SHUTTLE PROGRAM	118,000	106,442	-	-	-	-
430016 MISCELLANEOUS	-	2,926	1,000	1,000	1,000	1,000
440101 COST REIMB-SOUTH BAYSIDE WASTE	-	13,027	-	-	-	-
440106 COST REIMB-CCAG	87,400	94,875	95,800	95,800	97,700	100,600
440112 COST REIMB-COMMUTE.ORG	110,000	80,000	82,400	82,400	84,000	86,500
440206 ELECTRIC CAR REIMB	-	-	5,000	-	-	-
440304 COST REIMBURSEMENT	209,300	327,365	212,500	227,600	428,100	437,100
440308 COST REIMB COBRA/RETIREE	-	456	-	400	400	400
440313 SCHOOL SPORTS FIELD MAINTENANCE	47,000	90,539	93,100	93,100	95,000	95,900
480505 CLAIM AND SETTLEMENT	-	1,000,000	-	-	-	-
480008 MISCELLANEOUS	-	9,367	-	1,800	-	-
480009 DOC RECYCLE ST DEPT CONSERVATION	8,000	7,642	-	-	-	-
480100 DONATIONS	22,700	17,455	-	400	50,000	130,000
480203 SALE OF MAPS & SPECIFICATIONS	-	3,282	-	1,800	2,000	2,000
480204 COPY CHARGES	-	6	-	-	-	-
480206 IMAGING/MICROFILMING	26,200	24,926	23,100	23,100	23,600	24,300
480209 SALE OF PERSONAL PROPERTY	-	11,697	-	-	-	-
SUB TOTAL ---->	628,600	1,790,004	512,900	527,400	781,800	877,800
OTHER TAX	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
405001 FRANCHISE FEES - RECOLOGY	773,000	876,103	800,000	804,000	804,000	804,000
405002 FRANCHISE FEES - PG&E	469,200	472,853	462,600	462,600	467,200	471,900
405003 FRANCHISE FEES - COMCAST	504,500	414,890	425,000	400,000	400,000	400,000
405004 FRANCHISE FEES - CALIF WATER	164,200	187,675	184,000	196,000	185,000	185,000
405006 FRANCHISE FEES - AT&T U-VERSE	73,000	50,456	51,200	46,000	50,000	50,000
SUB TOTAL ---->	1,983,900	2,001,977	1,922,800	1,908,600	1,906,200	1,910,900
PROPERTY TAX	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
402001 PROPERTY TAX - CURRENT SECURED	10,737,200	12,567,879	12,032,600	11,832,000	12,250,000	12,789,000
402002 PROPERTY TAX - CURR UNSECURED	473,200	448,843	570,000	560,000	541,000	565,000
402004 PROPERTY TAX - AIRCRAFT	236,700	200,247	223,600	223,600	195,000	195,000
402005 PROPERTY TAX - UNITARY	88,700	105,126	108,000	110,800	110,000	112,000
402007 PROPERTY TAX - SB813 SECURED	177,500	337,380	380,000	380,000	350,000	355,300
402010 REAL PROPERTY TRANSFER TAX	424,500	632,597	437,200	437,200	340,000	340,000
402011 HOMEOWNERS TAX RELIEF	53,200	46,398	55,000	55,000	50,000	50,000
402012 RDA PASS THROUGH TO COUNTY	-	-	1,428,000	1,000,000	1,406,000	1,428,000
SUB TOTAL ---->	12,191,000	14,338,470	15,234,400	14,598,600	15,242,000	15,834,300
SALES TAX	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
401001 SALES TAX	11,255,000	11,195,120	9,468,700	10,142,000	11,250,000	11,860,000
401002 1/2 CENT SALES TAX PUBLIC SAFE	175,000	171,272	153,000	173,800	176,200	178,500
SUB TOTAL ---->	11,430,000	11,366,392	9,621,700	10,315,800	11,426,200	12,038,500
TRANSIENT OCCUPANCY TAX	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
404001 TRANSIENT OCCUPANCY TAX	3,200,000	2,461,423	625,000	1,312,300	1,957,900	3,800,000
SUB TOTAL ---->	3,200,000	2,461,423	625,000	1,312,300	1,957,900	3,800,000
PAMF TARGET REVENUE	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
450101 PAMF TARGET REVENUE	786,700	786,784	806,450	806,450	826,600	847,300
SUB TOTAL ---->	786,700	786,784	806,450	806,450	826,600	847,300



REVENUE DETAIL BY FUND

USE OF MONEY & PROPERTY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409100 INVESTMENT INCOME	336,700	2,223,264	1,620,000	1,044,000	1,837,200	2,101,600
409101 INVESTMENT INC GASB31 FAIR VALUE	-	996,532	-	-	-	-
409102 INVESTMENT INCOME ALLOCATION	(121,400)	(1,344,049)	(660,200)	(490,100)	(748,700)	(856,500)
409301 RENTS CONCESS - SKYWAY PROP	106,200	95,032	110,000	38,400	38,400	38,400
409303 RENTS CONCESS - DOLLAR COMPANY	113,500	115,746	114,000	114,000	114,000	114,000
409304 RENTS CONCESS - CINGULAR	140,000	150,548	150,000	150,000	153,000	154,500
409305 RENTS CONCESS - INNS OF AMER	424,500	411,981	317,300	317,300	329,100	330,800
409323 RENTS & CONC - THREE SISTERS	246,000	247,602	243,600	243,600	255,600	255,600
409321 RENTS CONCESS - BAY AREA CELL	3,000	3,000	-	3,000	3,000	3,000
409324 RENTS CONCESS KIWANIS	103,100	85,975	51,600	-	94,600	106,800
409328 RENTS CONCESS-BILLBOARDS	1,002,000	1,242,898	1,006,000	806,000	1,010,100	1,014,300
SUB TOTAL ---->	2,353,600	4,228,530	2,955,300	2,226,200	3,086,300	3,262,500

VEHICLE IN LIEU	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
403001 MOTOR VEHICLE IN-LIEU FEE	3,700,000	3,602,983	3,100,000	2,318,900	2,907,000	3,035,300
SUB TOTAL ---->	3,700,000	3,602,983	3,100,000	2,318,900	2,907,000	3,035,300

TOTAL GENERAL FUND (0001)	43,327,700	47,964,266	41,015,550	41,462,200	46,016,100	49,659,400
----------------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------

WASTEWATER ENTERPRISE FUND (0006)

WASTEWATER (0006)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	151,000	644,034	279,700	223,200	317,200	362,800
440304 COST REIMBURSEMENT	-	-	-	1,500	-	-
480302 SEWER CONNECTION - SAN CARLOS	118,000	760,322	121,500	121,500	123,000	125,000
480303 SEWER SERVICE ASSESSMENT	19,048,000	19,137,877	19,917,000	19,917,000	20,827,000	21,779,000
480306 SEWER CHR9 HARBOR INDUST DISTRICT	-	57,672	-	-	-	-
480307 SBSA REFUNDABLE CREDIT IRS	185,000	89,932	-	-	-	-
480308 INCREASE/DECREASE IN AUTHORITY	-	1,420,305	-	-	-	-
TOTAL ENTERPRISE FUND ---->	19,502,000	22,110,142	20,318,200	21,003,200	21,267,200	22,266,800

OTHER REVENUE FUNDS

STORMWATER FUND (0015)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	-	15,073	6,600	5,300	7,500	8,600
480002 NPDES FEES	455,000	453,605	455,000	455,000	455,000	455,000
480034 2% TRASH	146,900	162,544	160,000	160,000	163,200	168,100
403003 MEASURE M	72,600	75,088	73,000	73,000	69,500	76,700
480019 LEVEE DIST	5,000	5,000	5,000	5,000	5,000	5,000
STORMWATER SUB TOTAL ---->	679,500	711,310	699,600	698,300	700,200	713,400

GRANTS-POLICE (0017)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
420102 SLESF	108,200	155,948	140,000	160,000	163,200	168,100
420109 INVESTMENT INCOME ALLOCATION	-	9,315	4,300	3,400	4,900	5,600
POLICE GRANTS SUB TOTAL ---->	108,200	165,263	144,300	163,400	168,100	173,700

SC LIBRARY TENANT (0095)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	7,400	48,178	25,400	14,700	28,800	33,000
409314 RENTS CONCESS - SBWMA	57,900	57,760	59,600	59,600	58,800	60,600
409316 RENTS CONCESS - STAR VISTA	125,100	133,804	128,900	135,600	139,200	143,400
409329 RENTS CONCESS - CHAMBER OF COMMERCE	55,900	49,849	-	-	-	-
440206 COST REIMB-CHARGING STATION	7,500	7,056	-	5,000	5,000	5,000
440202 COST REIMB-SC LIBRARY UTILITIES	37,700	53,583	38,800	38,800	39,600	40,800
SC LIBRARY TENANT SUB TOTAL ---->	291,500	350,229	252,700	253,700	271,400	282,800

OTHER REVENUE FUNDS TOTAL	1,079,200	1,226,802	1,096,600	1,115,400	1,139,700	1,169,900
----------------------------------	------------------	------------------	------------------	------------------	------------------	------------------



REVENUE DETAIL BY FUND

CAPITAL FUNDS

MEASURE A TRAFFIC CONGESTION (0014)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
401003 SAN MATEO COUNTY MEASURE A FUND	815,000	910,707	774,400	774,400	859,000	905,600
409102 INVESTMENT INCOME ALLOCATION	-	26,217	9,400	1,000	10,600	12,100
MEASURE A SUB TOTAL ---->	815,000	936,924	783,800	775,400	869,600	917,700

MEASURE W TRAFFIC CONGESTION FUND (0018)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
401004 1/2% SALES TAX MEASURE W	300,000	361,601	327,850	327,850	363,650	383,350
MEASURE W SUB TOTAL ---->	300,000	361,601	327,850	327,850	363,650	383,350

GAS TAX (0016)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
403003 MEASURE M	65,000	75,088	73,000	73,000	69,500	76,700
407025 DIRT HAULING PERMIT	20,700	12,085	21,300	21,300	21,700	22,400
407038 MORATORIUM STREET CUT	6,000	4,501	6,200	6,200	6,300	6,500
409102 INVESTMENT INCOME ALLOCATION	-	32,273	21,700	62,800	24,600	28,100
420201 DEPT OF TRANSPORTATION GRANT	550,000	-	-	-	-	-
440304 COST REIMBURSEMENT	270,000	155,676	378,000	378,000	635,000	40,000
470001 STATE GAS TAX 2105	166,000	152,339	158,300	158,300	171,900	177,100
470002 STATE GAS TAX 2106 CONSTRUCTIO	125,000	108,863	117,300	117,300	112,700	116,100
470003 STATE GAS TAX 2107 MAINTENANCE	204,300	192,357	190,400	190,400	218,800	225,400
470004 STATE GAS TAX 2107.5 ENGINEER	6,000	6,000	6,000	6,000	6,000	6,000
470005 STATE TRAFFIC CONGEST RELIEF	33,700	33,574	-	-	-	-
470006 STATE GAS TAX PROP 1B	-	-	-	-	-	-
470007 STATE GAS TAX 2103	225,000	205,923	252,300	252,300	263,800	271,700
470008 ST CODE 2032 SB1 RD MAIN REHAB	495,000	521,945	513,200	513,200	583,700	601,200
GAS TAX SUB TOTAL ---->	2,166,700	1,500,624	1,737,700	1,778,800	2,114,000	1,571,200

CAPITAL IMPROVEMENT PROJECTS (0025)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
401003 SAN MATEO COUNTY MEASURE A FUND	14,440,000	-	-	-	-	-
402009 PROPERTY TAX - ERAF REFUND	700,000	2,095,828	800,000	2,180,000	800,000	800,000
405005 FRANCHISE FEE- SBWMA FRANCHISE	2,200,000	2,178,179	2,250,000	2,250,000	2,300,000	2,400,000
407028 G PLAN SURCHARGE FEE	30,000	47,454	30,900	75,000	31,500	32,400
407031 TECHNOLOGY FEE	40,000	94,693	30,900	140,000	31,500	32,400
407040 TRAFFIC MITIGATION FEE	50,000	233,762	51,500	501,500	52,500	654,100
409102 INVESTMENT INCOME ALLOCATION	-	109,419	57,200	34,400	64,900	74,200
420201 ACTIVE TRANSPORT PROGRAM	4,200,000	-	-	-	-	-
420202 DEPT TRANSPORTATION ACT FUND	100,000	100,000	-	-	-	-
420203 BICYCLE PEDESTRIAN IMP (BPIP)	1,000,000	-	-	-	-	-
420501 GRANTS	2,001,474	767,045	1,114,429	1,114,429	274,000	-
440304 COST REIMBURSEMENT	308,340	83,340	215,000	215,000	15,000	-
480005 BIKE PATH PROGRAM FUNDING	1,000,000	-	-	-	-	-
480018 TRAFFIC MITIGATION FEE	300,000	-	300,000	300,000	-	-
480019 LEVEE DIST	28,000	31,990	30,000	30,000	30,000	30,000
480100 DONATIONS	150,000	118,086	20,000	825,326	125,000	125,000
CAPITAL IMPROVEMENT SUB TOTAL ---->	26,547,814	5,859,795	4,899,929	7,665,655	3,724,400	4,148,100

PARK IN-LIEU (0027)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	2,100	59,926	38,100	19,500	43,200	49,400
420303 COST REIMBURSEMENT	-	-	178,000	178,000	-	-
480401 IN LIEU PARK LAND DEDICATION FEE	100,000	114,254	103,000	103,000	105,100	108,300
480402 PARK FACILITY DEV FEE BEDROOM	226,500	149,647	133,300	133,300	136,000	140,100
480410 PARK & OPEN SPACE MAINTENANCE	-	5,000	-	5,000	-	-
PARK-IN-LIEU SUB TOTAL ---->	328,600	328,827	452,400	438,800	284,300	297,800

PARKING IN-LIEU (0028)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
407041 PERMIT PARKING	4,100	2,955	3,000	3,000	3,100	3,200
409102 INVESTMENT INCOME ALLOCATION	-	8,922	3,300	3,400	3,800	4,300
409308 RENTS CONCESS - SNEAKERS	-	360	-	-	-	-
480403 PARKING IN-LIEU FEE	-	143,488	-	76,200	-	-
PARKING IN-LIEU SUB TOTAL ---->	4,100	155,725	6,300	82,600	6,900	7,500



REVENUE DETAIL BY FUND

HOUSING IN-LIEU (0029)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	9,800	279,696	92,200	95,800	104,600	119,600
480404 AFFORDABLE HSG I LIEU FEE (BMR)	3,556,200	4,141,142	158,600	158,600	161,800	166,700
480409 COMMERCIAL LINKAGE FEE	250,000	-	250,000	2,150,000	200,000	5,100,000
420501 GRANTS	-	-	310,000	422,000	-	-
HOUSING IN-LIEU SUB TOTAL ---->	3,816,000	4,420,838	810,800	2,826,400	466,400	5,386,300

LOW-MOD HOUSING ASSET (0031)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	16,000	51,400	83,500	18,200	94,700	108,300
409202 INTEREST INCOME MORTGAGE LOAN	12,900	23,008	12,000	12,000	12,200	12,600
409319 RENT & CONCESS - 817 WALNUT	5,400	14,051	-	-	-	-
409330 RENTS CONCESS-633 ELM ST #305	14,300	30,710	19,200	19,200	19,600	20,200
480008 MISCELLANEOUS	-	79	-	-	-	-
482003 PROCEEDS FROM SC RESIDUAL NOTE	-	1,138,388	-	-	-	-
HOUSING IN-LIEU SUB TOTAL ---->	48,600	1,257,636	114,700	49,400	126,500	141,100

CAPITAL FUNDS TOTAL	34,026,814	14,821,970	9,133,479	13,944,905	7,955,750	12,853,050
----------------------------	-------------------	-------------------	------------------	-------------------	------------------	-------------------

CITY DEBT SERVICE

SC LIBRARY BOND SERVICE (0093)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
402001 PROPERTY TAX - CURRENT SECURED	334,000	365,472	288,000	288,000	288,000	288,000
402002 PROPERTY TAX - CURR UNSECURED	23,800	18,920	10,000	10,000	10,000	10,000
402005 PROPERTY TAX - UNITARY	22,000	33,419	15,900	15,900	15,900	15,900
402007 PROPERTY TAX - SB813 SECURED	11,000	12,204	8,000	8,000	8,000	8,000
402011 HOMEOWNERS TAX RELIEF	5,100	1,487	1,500	1,500	1,500	1,500
409102 INVESTMENT INCOME ALLOCATION	-	27,662	10,000	6,700	14,500	16,500
LIBRARY BOND TOTAL ---->	395,900	459,165	333,400	330,100	337,900	339,900

INTERNAL SERVICE FUNDS

WORKERS COMP (0032)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	-	10,107	3,000	3,300	5,400	6,200
480501 WORKERS COMP REIMBURSEMENT	-	5,098	-	-	-	-
WORKERS COMP SUB TOTAL ---->	-	15,205	3,000	3,300	5,400	6,200

GENERAL LIABILITY (0033)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
420501 GRANTS	38,700	54,393	30,000	-	-	-
409102 INVESTMENT INCOME ALLOCATION	-	31,911	13,200	8,200	14,900	17,100
440306 COST REIMB - LIABILITY	-	5,486	-	-	-	-
GENERAL LIABILITY SUB TOTAL ---->	38,700	91,790	43,200	8,200	14,900	17,100

POST-EMPLOYMENT BENEFITS (0035)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
409102 INVESTMENT INCOME ALLOCATION	-	11,784	4,000	7,800	9,200	10,500
480504 CR-POST-EMPLOYMENT BENEFITS	907,100	973,000	1,013,000	981,700	684,700	784,900
POST-EMPLOYMENT BENEFITS SUB TOTAL ---->	907,100	984,784	1,017,000	989,500	693,900	795,400

INTERNAL SERVICE FUNDS TOTAL	945,800	1,091,779	1,063,200	1,001,000	714,200	818,700
-------------------------------------	----------------	------------------	------------------	------------------	----------------	----------------



This Page Intentionally Left Blank

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

GENERAL GOVERNMENT	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
CITY COUNCIL	2,442,300	2,290,642	315,780	314,980	323,200	331,400
CITY MANAGER	1,953,300	1,798,603	1,811,900	1,752,200	2,243,800	2,382,600
CITY CLERK	613,600	432,258	549,915	534,465	575,250	651,950
CITY TREASURER	30,200	19,807	30,200	26,000	32,200	33,400
CITY ATTORNEY	557,800	446,787	565,800	565,800	576,700	597,000
ADMINISTRATIVE SERVICES	735,700	656,705	667,200	643,950	685,450	755,100
FINANCE	1,715,800	1,583,263	1,688,800	1,632,959	1,733,550	1,812,350
HUMAN RESOURCES	685,700	551,347	580,800	600,800	618,750	643,450
INFORMATION TECHNOLOGY	1,598,000	1,497,818	1,551,500	1,551,500	1,595,450	1,676,350
GENERAL FUND (NON-DEPARTMENTAL)	7,728,500	8,082,827	1,283,600	1,173,600	675,800	428,100
GENERAL GOVERNMENT SUB TOTAL ---->	18,060,900	17,360,057	9,045,495	8,796,254	9,060,150	9,311,700
COMMUNITY DEVELOPMENT	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
COMMUNITY DEVELOPMENT ADMINISTRATION	761,200	700,112	741,550	717,400	758,550	790,550
DEVELOPMENT AND PERMITTING	4,254,000	3,449,935	4,200,545	4,165,345	5,398,050	5,062,850
ECONOMIC DEVELOPMENT	1,006,400	815,632	966,000	912,900	986,800	1,022,600
COMMUNITY DEVELOPMENT SUB TOTAL ---->	6,021,600	4,965,679	5,908,095	5,795,645	7,143,400	6,876,000
PUBLIC SAFETY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
POLICE DEPARTMENT	10,712,400	10,359,783	10,630,000	10,551,150	11,037,700	11,964,200
FIRE DEPARTMENT	10,122,600	9,891,627	10,709,200	10,709,200	11,138,200	11,630,300
PUBLIC SAFETY SUB TOTAL ---->	20,835,000	20,251,410	21,339,200	21,260,350	22,175,900	23,594,500
PUBLIC WORKS	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
PUBLIC WORKS ADMIN/ENGINEERING	2,564,700	2,104,430	2,368,150	2,214,500	2,688,150	2,791,550
FLEET	228,600	184,534	236,425	236,425	241,125	250,325
STREET MAINTENANCE	709,000	570,474	691,600	691,600	705,200	741,200
PARK MAINTENANCE	2,208,100	1,999,741	2,170,500	2,170,500	2,305,200	2,393,600
BUILDING MAINTENANCE	1,119,300	908,079	1,151,950	1,151,950	1,178,950	1,220,850
PUBLIC WORKS SUB TOTAL ---->	6,829,700	5,767,257	6,618,625	6,464,975	7,118,625	7,397,525
PARK & RECREATION	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
PARKS & RECREATION LEADERSHIP AND MANAGEMENT	573,600	536,058	560,950	533,050	573,350	639,350
ADULT SERVICES	764,850	620,306	560,600	447,900	846,350	990,200
ATHLETICS	477,750	394,197	349,800	247,150	450,200	507,100
PERSONAL AND FAMILY DEVELOPMENT	1,180,100	777,362	607,800	419,000	636,700	774,300
SPECIAL COMMUNITY EVENTS	157,000	120,019	95,300	77,200	494,000	652,200
YOUTH DEVELOPMENT	556,600	398,921	463,900	368,400	526,500	579,300
PARK & RECREATION SUB TOTAL ---->	3,709,900	2,846,863	2,638,350	2,092,700	3,527,100	4,142,450
GENERAL FUND (0001) TOTAL	55,457,100	51,191,265	45,549,765	44,409,924	49,025,175	51,322,175

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

ENTERPRISE FUNDS	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
WASTEWATER (SEWER) FUND (0006)	16,886,007	10,928,189	16,841,967	16,436,767	17,923,200	17,676,500
WASTEWATER FUND SUB TOTAL ---->	16,886,007	10,928,189	16,841,967	16,436,767	17,923,200	17,676,500

OTHER REVENUE FUNDS	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
NPDES - STORMWATER (0015)	117,900	94,497	113,800	113,800	121,000	124,400
GRANTS-POLICE (0017)	100,000	100,000	150,000	150,000	150,000	157,600
LIBRARY TENANT REVENUE (0095)	530,456	333,477	455,270	455,270	1,295,100	303,900
OTHER REVENUE FUNDS SUB TOTAL ---->	748,356	527,974	719,070	719,070	1,566,100	585,900

OPERATION BUDGET TOTAL	73,091,463	62,647,429	63,110,802	61,565,761	68,514,475	69,584,575
-------------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------

CAPITAL FUNDS:

REPLACEMENT/RESERVE (0010)	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
EQUIPMENT REPLACEMENT/RESERVE	520,743	138,473	239,000	239,000	869,000	263,000
TECHNOLOGY REPLACEMENT/RESERVE	197,000	72,481	74,000	74,000	80,000	300,000
REPLACEMENT FUNDS SUB TOTAL ---->	717,743	210,954	313,000	313,000	949,000	563,000

TRAFFIC MANAGEMENT	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
MEASURE A TRAFFIC CONGESTION (0014)	123,100	90,327	90,300	90,300	91,000	93,700
MEASURE W TRAFFIC CONGESTION (0018)	-	-	-	-	-	-
PARKING IN LIEU (0028)	74,800	2,990	67,010	67,010	-	65,000
TRAFFIC MANAGEMENT SUB TOTAL ---->	197,900	93,317	157,310	157,310	91,000	158,700

GAS TAX	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
GAS TAX (0016)	3,489,762	2,224,188	5,014,760	5,014,760	5,355,000	5,595,000
GAS TAX SUB TOTAL ---->	3,489,762	2,224,188	5,014,760	5,014,760	5,355,000	5,595,000

CAPITAL IMPROVEMENT	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
CAPITAL IMPROVEMENT PROJECTS (0025)	46,150,450	8,599,940	17,369,537	17,369,537	17,282,950	4,075,000
GENERAL CAPITAL SUB TOTAL ---->	46,150,450	8,599,940	17,369,537	17,369,537	17,282,950	4,075,000

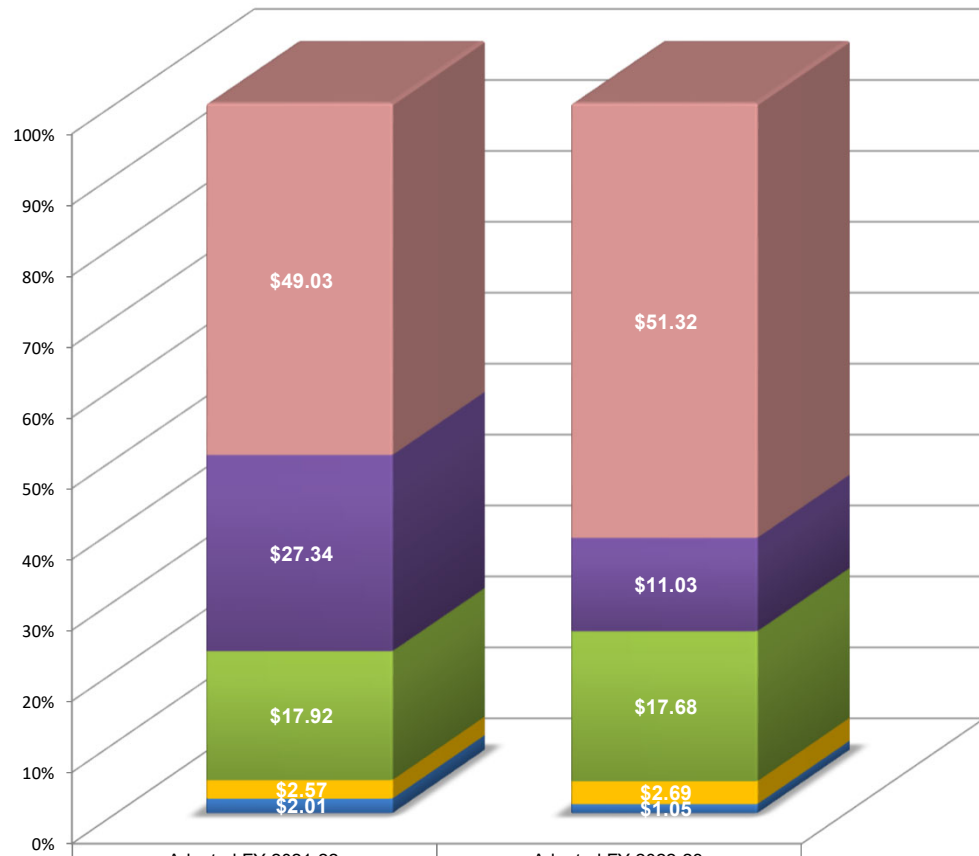
PARK IN LIEU	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
PARK IN LIEU (0027)	1,223,928	89,808	1,081,716	1,081,716	40,000	-
PARK IN LIEU SUB TOTAL ---->	1,223,928	89,808	1,081,716	1,081,716	40,000	-

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

AFFORDABLE HOUSING IN LIEU	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
HOUSING IN LIEU (0029)	4,164,499	3,018,360	2,791,409	2,791,409	3,484,300	498,700
HOUSING IN LIEU SUB TOTAL ---->	4,164,499	3,018,360	2,791,409	2,791,409	3,484,300	498,700
LOW MOD HOUSING ASSET	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
LOW MOD HOUSING ASSET (0031)	7,322,290	4,059,107	3,310,176	3,310,176	139,800	144,100
LOW MOD HOUSING ASSET SUB TOTAL ---->	7,322,290	4,059,107	3,310,176	3,310,176	139,800	144,100
CAPITAL FUNDS TOTAL	63,266,571	18,295,673	30,037,907	30,037,907	27,342,050	11,034,500
CITY DEBT SERVICE	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SC LIBRARY BOND SERVICE (0093)	394,400	394,285	429,100	429,100	442,800	457,800
CITY DEBT SERVICE SUB TOTAL ---->	394,400	394,285	429,100	429,100	442,800	457,800
INTERNAL SERVICE FUNDS	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
WORKERS COMPENSATION (0032)	202,000	108,746	182,000	147,600	211,800	271,000
GENERAL LIABILITY - RISK MANAGEMENT (0033)	1,095,800	938,458	1,402,900	862,500	1,469,300	1,537,100
POST-EMPLOYMENT BENEFITS (0035)	920,100	920,100	913,000	900,000	885,000	885,000
INTERNAL SERVICE FUND SUB TOTAL ---->	2,217,900	1,967,304	2,497,900	1,910,100	2,566,100	2,693,100

**CITYWIDE EXPENDITURES BY MAJOR CATEGORY & SOURCE
FY2021-22 AND FY2022-23**

■ City's Debt/Other Revenue Fund ■ Internal Service Funds
■ Wastewater Fund ■ Capital Funds
■ General Fund

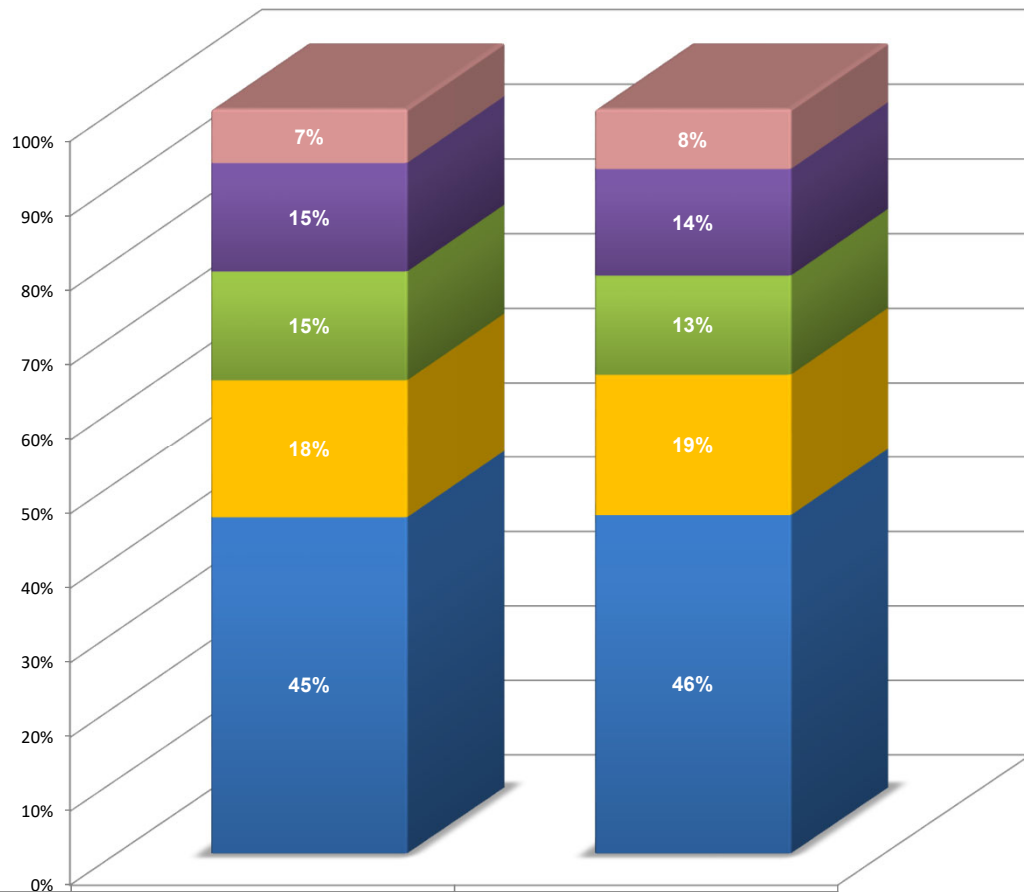


	Adopted FY 2021-22	Adopted FY 2022-23
General Fund	\$49.03	\$51.32
Capital Funds	\$27.34	\$11.03
Wastewater Fund	\$17.92	\$17.68
Internal Service Funds	\$2.57	\$2.69
City's Debt/Other Revenue Fund	\$2.01	\$1.05



**GENERAL FUND OPERATING EXPENDITURES
FY2021-22 AND FY2022-23**

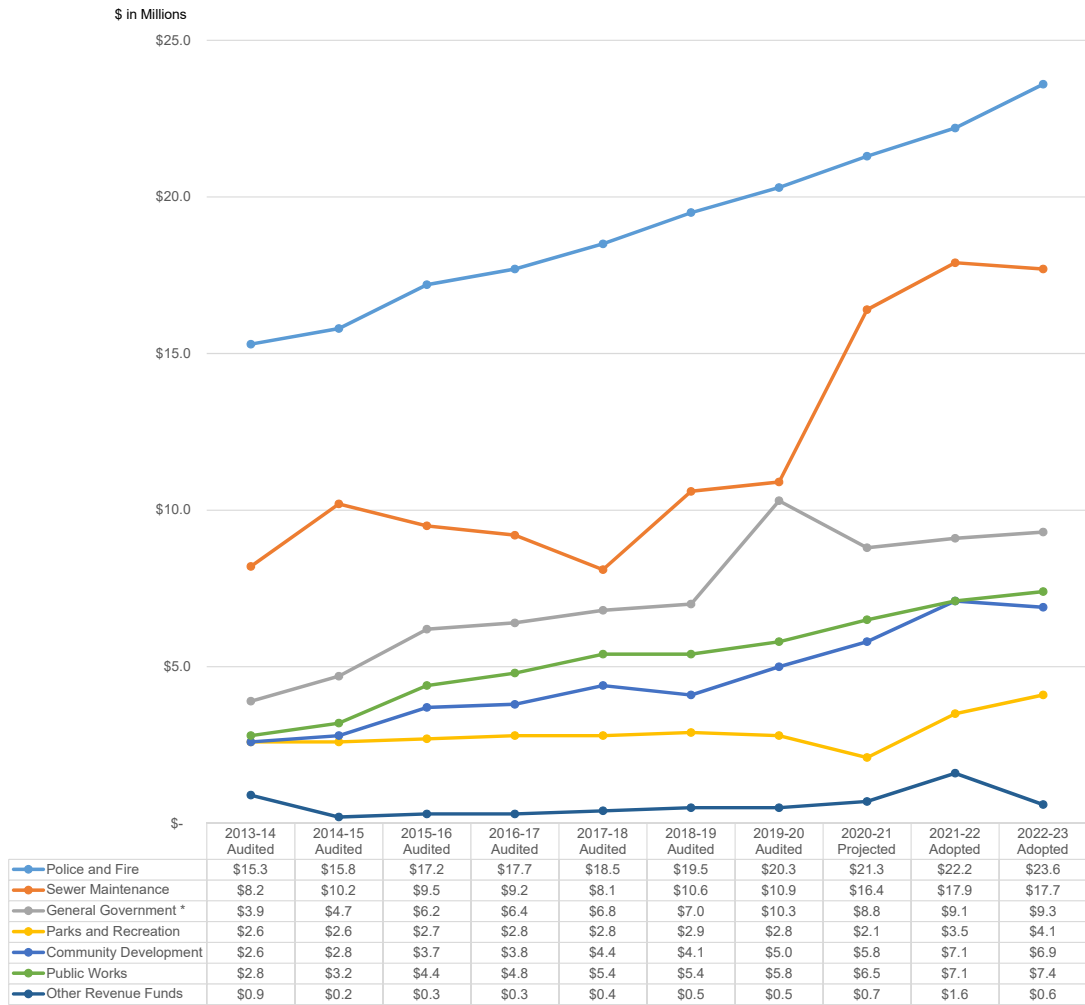
■ Public Safety ■ General Government ■ Community Development
■ Public Works ■ Parks & Recreations



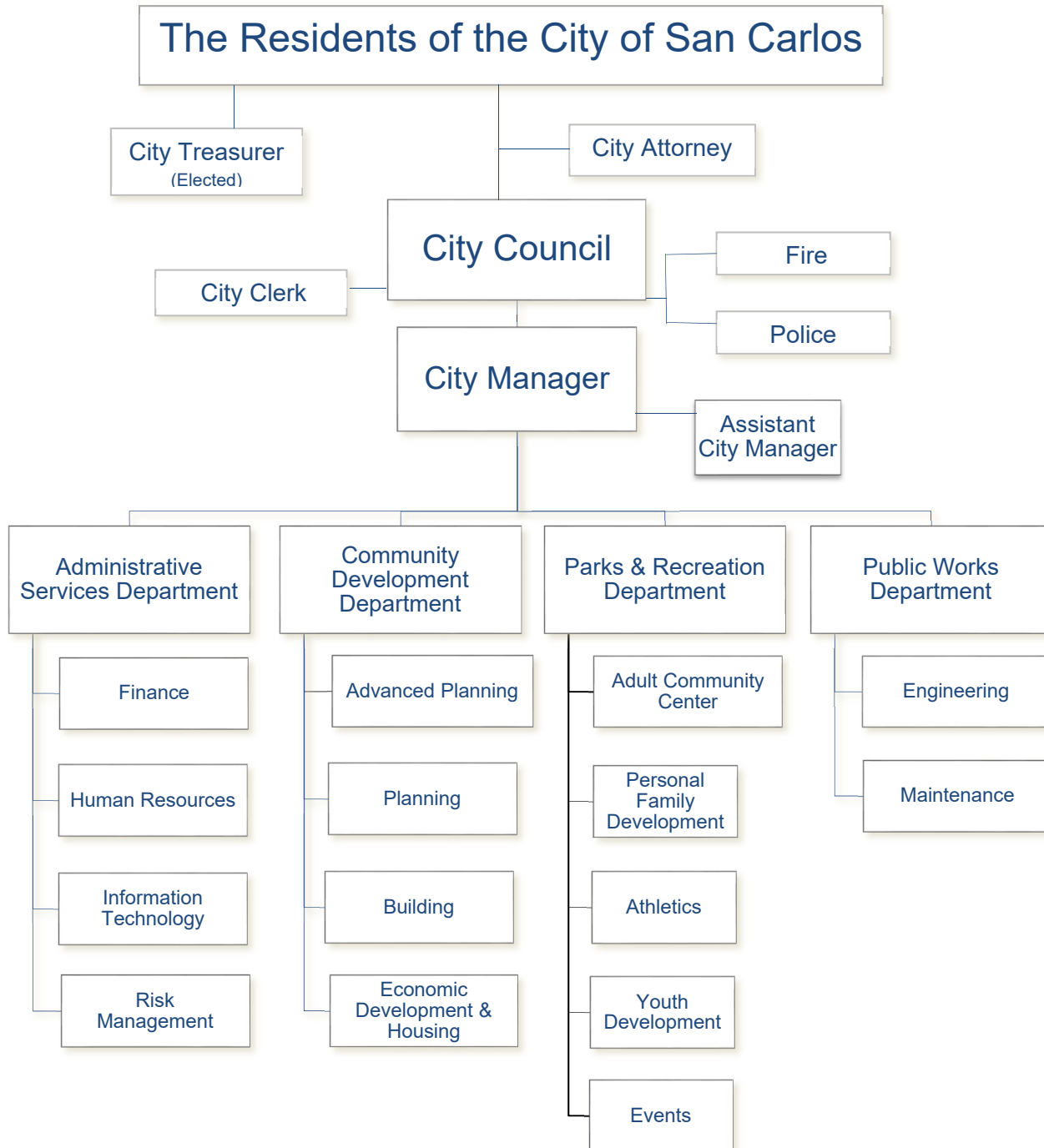
Parks & Recreations	7%	8%
Public Works	15%	14%
Community Development	15%	13%
General Government	18%	19%
Public Safety	45%	46%



OPERATING EXPENDITURES MULTI-YEAR COMPARISON
Multi-Year Comparison
(Funds are Reflected in Millions)



*FY2017-18 and FY2019-20 expenditures excluded one-time costs for the pay down of unfunded liabilities





City of San Carlos Boards, Commissions and Committees



City Council Regional JPAs, Boards & Committee Assignments

2+2 – City/ School District	Advance Life Support (ALS)	Airport Land Use Committee	Airport Roundtable	Association of Bay Area Governments	Belmont-San Carlos Fire Department
Caltrain Modernization Working Group	Childcare Subcommittee	City County Association of Governments	City Selection Committee	Code of Conduct and Ethics Policy Subcommittee	Communication Subcommittee
Downtown Subcommittee	Economic Development Subcommittee	Emergency Services Council	Four Corners Working Group	Grand Boulevard Initiative	Harbor Industrial Association
Home for All	Housing and Community Development Committee	Housing Committee	Housing Endowment & Regional Trust Board	Industrial Arts 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	Redwood City Chamber of Commerce	Transportation and Circulation Subcommittee
San Carlos Educational Foundation	San Mateo County Convention and Visitors Bureau	San Mateo County Council of Cities	Silicon Valley Clean Water	South Bayside Waste Management Authority	



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 Sustainability Work
- Interdepartmental and Interagency Emergency Management Services 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

- 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

PUBLIC SERVICES

G. COMMUNITY DEVELOPMENT SERVICES

Leadership and Management

Development and Permitting Services

- Key Development Project Facilitation
- Code Enforcement



This Page Intentionally Left Blank



City Council Organization Chart





This Page Intentionally Left Blank



CITY COUNCIL DEPARTMENT

Mission

The City of San Carlos provides high-quality services and facilities to its residents in an equitable, sustainable, transparent, responsive, and friendly manner to foster an inclusive, 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	<p>The goal of the Council program is to provide leadership to the City organization to: foster a safe, diverse, welcoming, and engaged community that recognizes the importance of social equity; 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; lead and manage effectively by engaging the community, 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</p>
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, equitable, inclusive, and business friendly community
FY 2020-21 Accomplishments	<ul style="list-style-type: none">• Provided leadership through the COVID-19 pandemic• Proactively planned for future changes in land use, transportation, and economic development, including proposed market driven development projects and the assessment of potential impacts and opportunities• Encouraged and supported the creation of housing to provide a safe, inclusive, equitable, and affordable supply by facilitating development of housing for all income levels• Actively pursued 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• Encouraged and supported the creation of child care facilities and promoted access to youth programming• Prepared 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• Supported sustainability initiatives to address climate change, including the adoption of reach codes

**FY 2021-23 Goals**

- Work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure that the downtown meets the needs of the community and businesses now and into the future
- 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, inclusive, equitable, and affordable supply by facilitating development of housing for all income levels
- 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
- Encourage and support the creation of child care facilities and promote access to youth programming
- Continue to prepare for public safety emergencies such as wildfire, earthquake, flood, and other potential community emergencies by developing and implementing risk mitigation and reduction strategies
- Support sustainability initiatives and address climate change

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 35 regional boards. The City surveyed residents to gauge satisfaction with City services and found that the majority of the community has positive opinions about the City.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of boards and committees with City Council participation	42	35	35	35
% of residents who agree that the City is responsive to them*	53%	56%	N/A	60%
% of residents satisfied with the City's efforts to provide municipal services*	83%	82%	N/A	85%
% residents who indicate that they trust the city*	70%	71%	N/A	75%

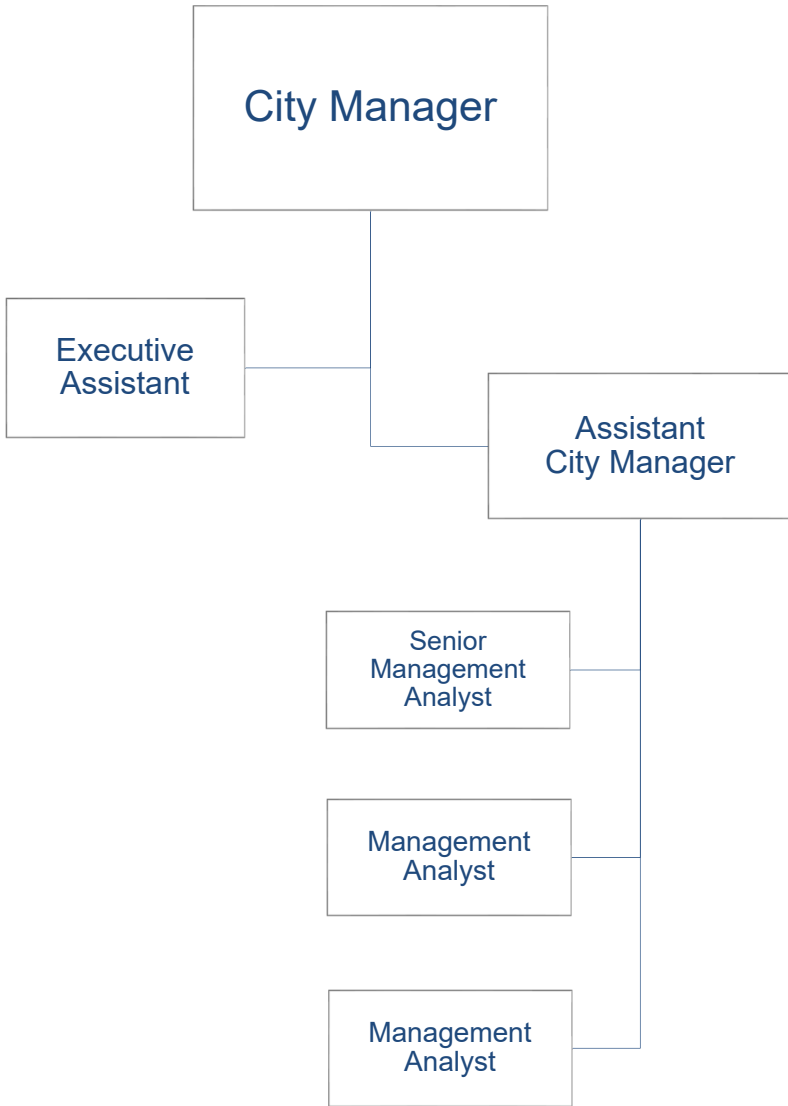
* Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report can be found [here](#).

CITY COUNCIL (01101000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	33,500	33,650	33,500	33,500	33,500	33,500
BENEFITS	113,500	102,752	114,000	114,000	120,000	126,000
PERSONNEL TOTAL ---->	147,000	136,402	147,500	147,500	153,500	159,500
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	800	305	800	1,500	800	800
PROFESSIONAL SERVICES	65,200	13,487	31,980	30,480	32,600	33,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	39,200	36,124	40,400	40,400	41,200	42,400
COMMUNITY RELATIONS	2,135,000	2,090,654	40,000	40,000	40,000	40,000
LOW INCOME SUBSIDY	55,000	13,671	55,000	55,000	55,000	55,000
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	2,295,300	2,154,241	168,280	167,480	169,700	171,900
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	2,442,300	2,290,642	315,780	314,980	323,200	331,400
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,700	3,700	2,100	2,100	2,100	2,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	500	500	700	700	700	700
TRANSFER OUT TOTAL ---->	4,200	4,200	2,800	2,800	2,800	2,900
EXPENDITURES & TRANSFERS TOTAL ---->	2,446,500	2,294,842	318,580	317,780	326,000	334,300
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	1,000	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	1,000	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	18,100	18,100	23,600	23,600	24,100	24,800
ALLOCATIONS IN FROM NPDES	300	300	300	300	300	300
ALLOCATIONS IN FROM GAS TAX	1,600	1,600	1,600	1,600	1,600	1,600
ALLOCATIONS IN FROM WORK COMP	400	400	400	400	400	400
ALLOCATIONS IN FROM RISK MGT	800	800	800	800	800	800
TRANSFER AND ALLOCATIONS IN TOTAL ---->	21,200	21,200	26,700	26,700	27,200	27,900
REVENUE & TRANSFERS TOTAL ---->	21,200	22,200	26,700	26,700	27,200	27,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,425,300	2,272,642	291,880	291,080	298,800	306,400



City Manager Organization Chart





This Page Intentionally Left Blank



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
- Commute.org Supervisory Committee



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 plans, 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> <p>The fourth goal of the Executive Management program is related to Emergency Management Services. The goal is based on the Council's strategic to prepare for public safety emergencies, such as wildfire, earthquake, flood, and other emergencies by developing and implementing risk mitigation and reduction strategies. The Executive Management program oversees the planning of these strategies in partnership with other departments.</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 and consultants to plan and respond to an emergency, such as COVID-19
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Oversaw the City's COVID-19 pandemic response and emergency operations, including declaration of emergency, emergency operations center activities, emergency actions, Council initiatives and directives, support for the community, and financial/personnel adjustments • Expanded Spotlight newsletter editions, including two COVID-19-focused issues • Increased COVID-19 community support communications, including amplifying support messaging from local partners and non-profits • Created a new community video series to promote safe walking, biking, and driving throughout San Carlos • Continued to manage the Climate Mitigation and Adaptation Plan project • Facilitated adoption of all-electric reach codes • Coordinated a number of initiatives suggested by the Council to assist the community during a PG&E Power Safety Shutoff Program (PSPS) event, including establishing a Zero Power Communications Program, identifying and preparing facilities to provide Community Resource Centers, and developing and mailing a handbook to help prepare the community

**FY 2021-23 Goals**

- Continue to oversee the City's COVID-19 pandemic response and emergency operations
- Adapt to support the changing communication needs of the community as the COVID-19 pandemic continues to evolve
- Continue to support the communication of local partners and non-profits to benefit the San Carlos community
- Find new and creative ways to expand and improve community engagement and involvement through communication, particularly related to Council's strategic goals
- Complete and implement the Climate Mitigation and Adaptation Plan and other climate related activities
- Coordinate emergency management services related to wildfire, public safety, planning, and animal services

**Management of
City Operations
Objective 1**

Management of City departments, programs and contracts.

Results from the community satisfaction survey conducted in 2021 reported high resident satisfaction with City services. We've continued efforts to maintain this high level of satisfaction.

Key Performance Measures

	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
Community Satisfaction Survey Conducted*	Yes	Yes	No	Yes
% of residents finding City staff professional*	93%	89%	N/A	90%
% of residents satisfied with City services*	83%	82%	N/A	84%

* Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of citywide strategic plan tasks undertaken	6	7	5	5



Community Engagement Objective 3

Community Engagement.

The community survey in 2021 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of residents who are satisfied with the City's communications efforts*	82%	85%	N/A	85%
# of Facebook and Twitter Postings				
Facebook	442	400	400	400
Twitter	429	400	400	400
# of Facebook likes and Twitter followers				
Facebook likes	5,286	5,300	5,325	5,350
Twitter followers	7,800	7,850	7,875	8,000
# of City related Nextdoor Postings	157	150	150	150
# of Instagram followers	1,924	2,000	2,100	2,200
# eNotify Subscribers	13,865	13,875	13,885	13,895
# of eNotify subscription topics available	53	54	55	56
# of Shape San Carlos subscribers	1,800	1,825	1,850	1,875
# of Shape San Carlos topics posted	4	5	5	5
# of news releases sent	31	30	25	25
# of requests handled by Inform San Carlos	1,956	1,950	1,900	1,900
Average # of days to resolve requests	21.65	20	20	20

* Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report 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 ("CMAP"), which is expected to be adopted in FY 2021.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 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 Sustainability Work Objective 5

Interdepartmental and interagency sustainability 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of postings on green initiatives	161	175	190	200
% reduction in greenhouse gases community wide since 2005	25% as of 2018	40% by 2030	40% by 2030	40% by 2030
% reduction in greenhouse gases by municipal government since 2005	26% as of 2018	40% by 2030	40% by 2030	40% by 2030

Interdepartmental and Interagency Emergency Management Services Work Objective 6

Interdepartmental and interagency emergency management services work: develop plans, oversee training and exercises, and prepare the City Emergency Operations Center, City facilities, and staff for emergencies; collaborate with regional agencies, including the County and partner agencies to prepare regional plans and response and partner to provide improved services; and prepare emergency plans and reports.

The City Manager's department oversaw the City's COVID-19 emergency response under Council leadership; developed a Zero Power Communications Plan; prepared facilities and supplies to support the community; and developed materials mailed out to the community to guide them in an emergency.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of emergency related postings	528	850	100	100
% of residents satisfied with City emergency planning/preparation*	64%	66%	68%	70%

*Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report can be found [here](#).

CITY MANAGER (01111000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	945,400	950,580	958,100	929,000	999,000	1,032,000
BENEFITS	532,000	476,544	491,100	491,100	497,700	532,800
PERSONNEL TOTAL ---->	1,477,400	1,427,125	1,449,200	1,420,100	1,496,700	1,564,800
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	7,700	21,410	7,900	7,900	8,000	8,200
PROFESSIONAL SERVICES	421,500	343,518	306,700	296,700	720,300	749,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	22,100	6,482	12,800	12,800	13,000	23,400
COMMUNITY RELATIONS	20,000	29	30,600	10,000	1,000	31,600
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	300	39	300	300	300	300
EQUIPMENT MAINTENANCE	500	-	500	500	500	500
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	472,100	371,479	358,800	328,200	743,100	813,700
CAPITAL OUTLAY	3,800	-	3,900	3,900	4,000	4,100
CAPITAL OUTLAY TOTAL ---->	3,800	-	3,900	3,900	4,000	4,100
EXPENDITURES TOTAL ---->	1,953,300	1,798,603	1,811,900	1,752,200	2,243,800	2,382,600
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	10,000	10,000	12,700	12,700	13,000	13,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	3,900	3,900	4,000	4,100
TRANSFER OUT TOTAL ---->	11,700	11,700	16,600	16,600	17,000	17,500
EXPENDITURES & TRANSFERS TOTAL ---->	1,965,000	1,810,303	1,828,500	1,768,800	2,260,800	2,400,100
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	138,000	127,633	20,000	20,000	120,000	120,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	138,000	127,633	20,000	20,000	120,000	120,000
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	166,700	166,700	201,700	201,700	205,700	211,900
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,400	7,400	7,600	7,600	7,800	8,000
ALLOCATIONS IN FROM WORK COMP	3,000	3,000	3,100	3,100	3,200	3,300
ALLOCATIONS IN FROM RISK MGT	5,500	5,500	5,700	5,700	5,800	6,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	183,900	183,900	219,400	219,400	223,800	230,500
REVENUE & TRANSFERS TOTAL ---->	321,900	311,533	239,400	239,400	343,800	350,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,643,100	1,498,771	1,589,100	1,529,400	1,917,000	2,049,600



City Attorney Organization Chart





This Page Intentionally Left Blank



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 and Kimberly Chu. 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 • Overseeing code enforcement • Ensuring Public Records Act and Brown Act compliance • Overseeing election law • Participating in emergency management operations, such as COVID-19
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Developed “safe harbor” procedure for agenda setting for the City • Continued monitoring of the PG&E settlement of \$1,000,000 arising out of PG&E’s admitted ex parte rules violations, approved by the CPUC and Bankruptcy court in 2020 • Drafted or assisted in preparing ordinances, including, Reach Code, house size, sidewalk vendor, flavored tobacco, antenna, just cause evictions, and minimum wage • Participated in ongoing issues concerning projects in the City including the Meridian 25 project, Alexandria projects, and reversion to underlying zoning on the Brittan/Industrial Road site projects • Addressed Sheriff code compliance issues; (code enforcement matters, in park after dark; solicitation complaints, maintenance issues at Izzy’s restaurant; sleeping in vehicles; COVID-19 compliance complaints; dog and animal complaints) • Monitored liability claims with PLAN JPA appointed defense counsel, including significant claims involving wrongful death on San Carlos Avenue, on Crestview Drive, and dangerous conditions claims • Supported the City’s COVID-19 pandemic response • Supervised outside counsel on eminent domain matter and negotiated with owner on price (1232 Cherry) • Advised on legal matters handled through the office (Staff investigations; Redwood City Fire Contract review; Sheriff’s Office Contract; County Code Enforcement Contract; Transit Village completion; zoning issues; and code enforcement) • Proactively addressed citizen concerns and issues, including easements, boundary, development, and tree maintenance • Provided advice and guidance on the project at 622 Walnut Street and its impact on the adjoining property • Addressed Eucalyptus Avenue holiday issues for 2020, including protocols for viewing and resident concerns • Reviewed Telecom issues for roll out of 5G; AT&T temporary poll installation compromise

**FY 2021-23 Goals**

- Implement the new Strategic Plan
- Draft new ordinances as mandated by state or federal law or as directed by the City Council
- Advise on the many residential and commercial housing projects being proposed
- Work and advise on establishing process and implementation for the East Side Innovation District Visioning Plan
- Assist in the development of affordable housing projects and units
- Advise the Fire Department concerning disaster preparedness and fire issues
- Monitor legislation, claims, and litigation
- Monitor and advise on response and reopening due to COVID-19; including the anticipated reopening of the City, Laurel Street, and other businesses and public services
- Update the municipal code
- Monitor and negotiate amendments and updates with Redwood City and the Sheriff for fire and police services and code enforcement contracts
- Assist the City Council and staff by providing prompt and effective legal representation with emphasis on cost effective solutions or appropriate defense with proactive advice on issues facing the City
- Assist and provide legal advice for downtown Laurel

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of legal updates provided	1	2	2	2
\$ of contract counsel services monitored	\$36,092	\$80,000	\$60,000	\$65,000
Total \$ spent on code enforcement	\$60,315	\$60,000	\$50,000	\$55,000
Total # of code enforcement cases	53	50	50	50
# of cases handled in-house	63	60	60	60
# of cases settled	5	5	5	5
Hours spent on public information requests	136	125	125	125
Total \$ spent on public information requests	\$38,392	\$35,000	\$40,000	\$42,000



**CITY ATTORNEY/LEGAL SERVICES (01151000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	51,600	56,492	48,900	48,900	44,300	48,600
PERSONNEL TOTAL ---->	51,600	56,492	48,900	48,900	44,300	48,600
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	506,200	390,295	516,900	516,900	532,400	548,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	506,200	390,295	516,900	516,900	532,400	548,400
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	557,800	446,787	565,800	565,800	576,700	597,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,500	3,500	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	500	500	500	500
TRANSFER OUT TOTAL ---->	4,100	4,100	500	500	500	500
EXPENDITURES & TRANSFERS TOTAL ---->	561,900	450,887	566,300	566,300	577,200	597,500
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	6,000	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	6,000	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	144,600	144,600	158,900	158,900	162,100	167,000
ALLOCATIONS IN FROM NPDES	2,400	2,400	2,500	2,500	2,600	2,700
ALLOCATIONS IN FROM GAS TAX	13,800	13,800	14,200	14,200	14,500	14,900
ALLOCATIONS IN FROM WORK COMP	4,700	4,700	4,800	4,800	4,900	5,000
ALLOCATIONS IN FROM RISK MGT	17,500	17,500	18,000	18,000	18,400	19,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	183,000	183,000	198,400	198,400	202,500	208,600
REVENUE & TRANSFERS TOTAL ---->	183,000	189,000	198,400	198,400	202,500	208,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	378,900	261,887	367,900	367,900	374,700	388,900



City Clerk / Community Relations Organization Chart





This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Assisted in the City's COVID-19 Emergency Operations Center (EOC) and transitioned to virtual City Council meetings • Updated Conflict of interest Code • Worked with new vendor to digitize building permits and various long-term planning records • Conducted a municipal election for two City Council seats and the City Treasurer • Coordinated Commission recruitments for five seats and provided orientation to eight newly appointed members • Provided training on Agenda Management (MinuteTraq) and Document Management Systems (OnBase) for new/promoted employees and a refresher course for staff • Updated the Citywide Records Retention Schedule • Ensured City Official's compliance with Ethics Training (AB 1234) and Fair Political Practices Commission's Conflict of Interest Statements and Campaign Statements • Implemented an electronic filing system for Fair Political Practices Commission's Conflict of Interest Statements and Campaign Statements; implemented a public portal for statements to be available to the public • Continued to maintain the City's Do Not Knock and Refusal of Consent Registries • Hosted a San Mateo County Council of Cities meeting • Received and responded to over 450 public records requests
FY 2021-23 Goals	<ul style="list-style-type: none"> • Conduct a Request for Proposal (RFP) process for Public Records Request Management System, select a new vendor, implement the system, and train all users



**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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of Regular meeting agendas published three 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 three regular meetings	97%	100%	100%	100%
# of agendas prepared	39	28	32	32
# of public meetings supported	35	25	35	35
# of resolutions processed	93	85	90	90
# of ordinances processed	13	10	10	10
# of proclamations prepared	43	35	40	40
# Board/Commission recruitments	0	5	2	1
# Commissioners orientated	0	8	2	1

**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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of elections held without error	NA	100%	NA	100%
% of candidate nominations packets compiled on time	NA	100%	NA	100%
# of elections coordinated	0	1	0	1
# of interested candidates assisted	0	9	0	3
# of measures on the ballot	0	0	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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of Public Record Act requests responded to within legal time frames	100%	100%	100%	100%
# of public record requests responded to	472	465	450	450
# of long-term and permanent records (from stored boxes) added to City's electronic document management system	70	10	50	50
# of records boxes stored off-site	618	608	558	508

CITY CLERK (01121000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	232,000	248,697	237,350	221,900	244,250	251,450
BENEFITS	140,200	125,154	131,600	131,600	133,600	142,700
PERSONNEL TOTAL ---->	372,200	373,850	368,950	353,500	377,850	394,150
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	96,100	19,673	89,400	89,400	91,100	93,800
PROFESSIONAL SERVICES	133,200	27,877	82,200	82,200	93,800	151,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	5,000	6,932	2,065	2,065	5,100	5,100
COMMUNITY RELATIONS	7,100	3,788	7,300	7,300	7,400	7,600
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	139	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	241,400	58,408	180,965	180,965	197,400	257,800
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	613,600	432,258	549,915	534,465	575,250	651,950
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	10,000	10,000	4,200	4,200	4,300	4,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,600	1,600	1,300	1,300	1,300	1,300
TRANSFER OUT TOTAL ---->	11,600	11,600	5,500	5,500	5,600	5,700
EXPENDITURES & TRANSFERS TOTAL ---->	625,200	443,858	555,415	539,965	580,850	657,650
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	1,000	2,962	1,000	500	1,000	1,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	1,000	2,962	1,000	500	1,000	1,000
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	78,300	78,300	80,600	80,600	82,200	84,700
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,200	7,200	7,400	7,400	7,500	7,700
ALLOCATIONS IN FROM WORK COMP	2,300	2,300	2,400	2,400	2,400	2,500
ALLOCATIONS IN FROM RISK MGT	6,700	6,700	6,900	6,900	7,000	7,200
TRANSFER AND ALLOCATIONS IN TOTAL ---->	95,800	95,800	98,600	98,600	100,400	103,400
REVENUE & TRANSFERS TOTAL ---->	96,800	98,762	99,600	99,100	101,400	104,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	528,400	345,097	455,815	440,865	479,450	553,250



This Page Intentionally Left Blank



City Treasurer Organization Chart

City Treasurer
(Elected)



This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Updated the City of San Carlos Investment Policy • Investments earned \$2,223,264 at a weighted average yield of 1.94% for the fiscal year ended June 2020 • Reviewed and approved payroll and vendor invoices • Processed lien release requests within 24 hours of request
FY 2021-23 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	<p>Ensure safety of investments and maximize interest income.</p> <p>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.</p>			
Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of months in compliance with the City's Investment Policy	12	12	12	12
Total investment earnings	\$2,223,264	\$1,044,000	\$1,837,200	\$2,101,600

CITY TREASURER (01141000)
BUDGET SUMMARY

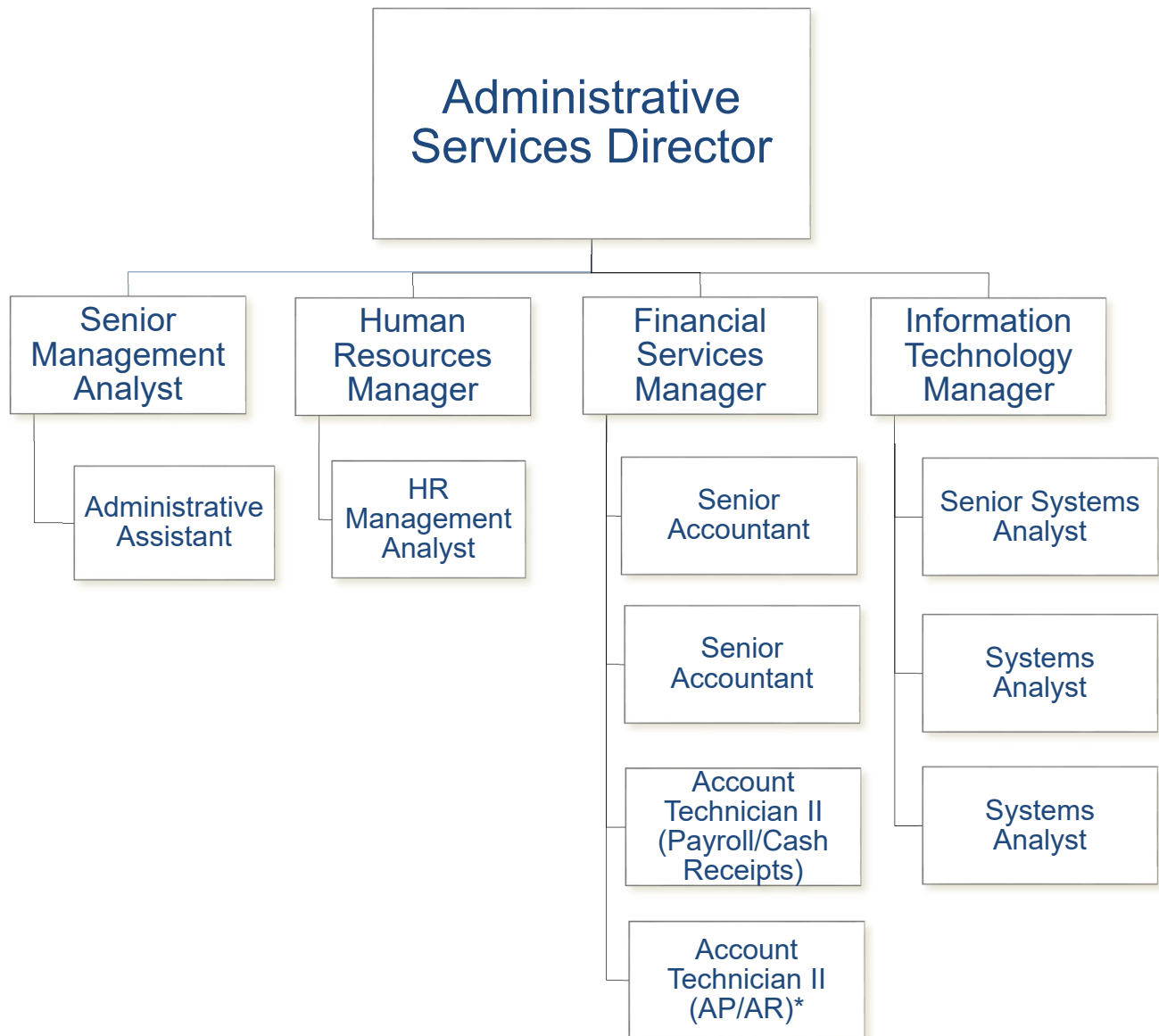
EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	6,700	6,832	6,700	6,700	6,700	6,700
BENEFITS	22,000	12,785	22,000	17,800	24,000	25,200
PERSONNEL TOTAL ---->	28,700	19,617	28,700	24,500	30,700	31,900
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,500	190	1,500	1,500	1,500	1,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,500	190	1,500	1,500	1,500	1,500
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	30,200	19,807	30,200	26,000	32,200	33,400
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,500	3,500	400	400	400	400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	100	100	100	100
TRANSFER OUT TOTAL ---->	4,100	4,100	500	500	500	500
EXPENDITURES & TRANSFERS TOTAL ---->	34,300	23,907	30,700	26,500	32,700	33,900
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	10,000	10,000	10,300	10,300	10,500	10,800
ALLOCATIONS IN FROM NPDES	200	200	200	200	200	200
ALLOCATIONS IN FROM GAS TAX	900	900	900	900	900	900
ALLOCATIONS IN FROM WORK COMP	100	100	100	100	100	100
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	11,200	11,200	11,500	11,500	11,700	12,000
REVENUE & TRANSFERS TOTAL ---->	11,200	11,200	11,500	11,500	11,700	12,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	23,100	12,707	19,200	15,000	21,000	21,900



This Page Intentionally Left Blank



Administrative Services Organization Chart



*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 14 full-time regular employees in four programs.

Program	Management
Administration/Risk Management (3 FTEs)	Administrative Services Director/Senior Management Analyst
Finance (5 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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	1,906,400	1,889,860	1,907,100	1,827,850	1,894,700	1,951,500
BENEFITS	1,121,700	1,016,828	1,044,000	1,064,159	1,032,200	1,104,600
PERSONNEL TOTAL ---->	3,028,100	2,906,688	2,951,100	2,892,009	2,926,900	3,056,100
UTILITIES	113,400	113,709	100,300	100,300	102,300	105,400
OFFICE ADMINISTRATIVE	225,800	149,445	202,650	202,650	208,600	229,200
PROFESSIONAL SERVICES	845,600	667,676	796,300	796,300	937,600	983,900
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	108,900	33,724	42,325	42,325	65,600	79,900
COMMUNITY RELATIONS	10,500	8,757	7,650	7,650	7,800	8,000
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	1,900	27	375	375	600	1,550
EQUIPMENT MAINTENANCE	369,900	393,417	375,100	375,100	371,100	402,200
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,676,000	1,366,755	1,524,700	1,524,700	1,693,600	1,810,150
CAPITAL OUTLAY	31,100	15,690	12,500	12,500	12,700	21,000
CAPITAL OUTLAY TOTAL ---->	31,100	15,690	12,500	12,500	12,700	21,000
EXPENDITURES TOTAL ---->	4,735,200	4,289,133	4,488,300	4,429,209	4,633,200	4,887,250
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	38,600	38,600	31,900	31,900	32,500	33,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	37,400	37,400	35,800	35,800	36,500	37,500
TRANSFER OUT TOTAL ---->	76,000	76,000	67,700	67,700	69,000	70,900
EXPENDITURES & TRANSFERS TOTAL ---->	4,811,200	4,365,133	4,556,000	4,496,909	4,702,200	4,958,150
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	909,300	999,098	871,200	955,000	996,000	1,038,400
CHARGES FOR CURRENT SERVICES	-	1,259	-	100	-	-
FINES & FORFEITURES	100	75	100	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	197,400	213,928	178,200	178,700	292,200	297,600
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	215,300	1,875,747	959,800	553,900	1,088,500	1,245,100
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	1,322,100	3,090,108	2,009,300	1,687,800	2,376,800	2,581,200
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	895,500	895,500	947,300	947,300	966,300	995,300
ALLOCATIONS IN FROM NPDES	13,300	13,300	13,700	13,700	14,000	14,400
ALLOCATIONS IN FROM GAS TAX	71,300	71,300	15,500	15,500	15,900	16,500
ALLOCATIONS IN FROM WORK COMP	84,200	84,200	86,700	86,700	88,500	91,200
ALLOCATIONS IN FROM RISK MGT	100,900	100,900	103,900	103,900	106,000	109,100
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,165,200	1,165,200	1,167,100	1,167,100	1,190,700	1,226,500
REVENUE & TRANSFERS TOTAL ---->	2,487,300	4,255,308	3,176,400	2,854,900	3,567,500	3,807,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,323,900	109,825	1,379,600	1,642,009	1,134,700	1,150,450



This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Successfully renegotiated the five-year Communications/Dispatch Agreement with the County of San Mateo • Developed the Respiratory Protection Program • Developed the Infectious Disease Outbreak Response Plan • Developed the COVID-19 Prevention Program • Expanded the claims process to include electronic submission of claims • Responded to the COVID-19 pandemic by providing financial and staffing guidance and support
FY 2021-23 Goals	<ul style="list-style-type: none"> • Review and update existing safety plans as needed • Continue to manage the claims administration process for Workers' Compensation and General Liability claims and incidents • Provide support to the City through the post-pandemic transition back to work • In collaboration with Finance and IT, implement and train on the new cashiering system and contracts module in the General Ledger System



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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of board/committee meetings attended	19	18	15	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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of employee safety incidents reported	2	7	6	6
# of safety inspections conducted	1	2	2	2
# of Workers' Compensation claims processed	1	5	5	5
Total injury days lost	41	45	40	40
Total Workers' Compensation premium paid	\$100,648	\$134,197	178,930	\$238,000
% of FTE's without any on the job injury	99%	96%	96%	96%
# of liability claims received	19	14	15	15
Total General Liability claims paid				
<i>Claims paid</i>	\$167,828.16	\$225,000	\$394,000	\$405,800
<i>Premium paid</i>	\$730,650	\$877,100	990,000	1,155,000
# of insurance policies handled	9	9	9	9
# of safety and risk management training sessions offered	38	40	30	30



ADMINISTRATIVE SERVICES LEADERSHIP AND MANAGEMENT (01210000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	431,100	399,827	431,650	408,400	444,450	457,650
BENEFITS	240,400	229,166	223,200	223,200	225,900	242,100
PERSONNEL TOTAL ---->	671,500	628,993	654,850	631,600	670,350	699,750
UTILITIES	400	-	-	-	-	-
OFFICE ADMINISTRATIVE	13,500	7,481	4,100	4,100	6,700	11,800
PROFESSIONAL SERVICES	24,300	13,571	3,000	3,000	3,100	20,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	14,800	3,964	4,850	4,850	4,900	15,050
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	1,000	9	100	100	100	1,000
EQUIPMENT MAINTENANCE	500	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	54,500	25,024	12,050	12,050	14,800	48,050
CAPITAL OUTLAY	9,700	2,688	300	300	300	7,300
CAPITAL OUTLAY TOTAL ---->	9,700	2,688	300	300	300	7,300
EXPENDITURES TOTAL ---->	735,700	656,705	667,200	643,950	685,450	755,100
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,600	5,600	6,500	6,500	6,600	6,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	31,300	31,300	27,500	27,500	28,000	28,800
TRANSFER OUT TOTAL ---->	36,900	36,900	34,000	34,000	34,600	35,600
EXPENDITURES & TRANSFERS TOTAL ---->	772,600	693,605	701,200	677,950	720,050	790,700
REVENUE SUMMARY						
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	78,300	78,300	85,600	85,600	87,300	89,900
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,200	7,200	7,400	7,400	7,600	7,900
ALLOCATIONS IN FROM WORK COMP	58,300	58,300	60,000	60,000	61,300	63,200
ALLOCATIONS IN FROM RISK MGT	68,300	68,300	70,300	70,300	71,700	73,800
TRANSFER AND ALLOCATIONS IN TOTAL ---->	213,400	213,400	224,600	224,600	229,200	236,100
REVENUE & TRANSFERS TOTAL ---->	213,400	213,400	224,600	224,600	229,200	236,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	559,200	480,205	476,600	453,350	490,850	554,600



GENERAL LIABILITY / RISK MANAGEMENT FUND (33331000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	1,300	1,192	1,300	-	1,300	1,300
PROFESSIONAL SERVICES	75,600	42,026	69,900	-	71,300	73,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	4,800	2,590	12,900	-	13,200	13,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	1,013,600	892,330	1,318,300	862,500	1,383,500	1,448,900
VEHICLE USAGE	500	319	500	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,095,800	938,458	1,402,900	862,500	1,469,300	1,537,100
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,095,800	938,458	1,402,900	862,500	1,469,300	1,537,100
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	131,400	131,400	135,300	135,300	138,000	142,100
TRANSFER OUT TOTAL ---->	131,400	131,400	135,300	135,300	138,000	142,100
EXPENDITURES & TRANSFERS TOTAL ---->	1,227,200	1,069,858	1,538,200	997,800	1,607,300	1,679,200
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	38,700	54,393	30,000	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	5,486	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	31,911	13,200	8,200	14,900	17,100
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	38,700	91,790	43,200	8,200	14,900	17,100
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	281,400	281,400	224,000	224,000	228,500	235,200
ALLOCATIONS IN FROM SEWER	781,200	781,200	721,000	721,000	735,400	757,500
ALLOCATIONS IN FROM NPDES	-	-	98,600	98,600	100,600	103,600
ALLOCATIONS IN FROM GAS TAX	126,300	126,300	461,700	461,700	470,900	485,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,188,900	1,188,900	1,505,300	1,505,300	1,535,400	1,581,300
REVENUE & TRANSFERS TOTAL ---->	1,227,600	1,280,690	1,548,500	1,513,500	1,550,300	1,598,400
GENERAL LIABILITY NET EXPENSE (REVENUE) ---->	(400)	(210,833)	(10,300)	(515,700)	57,000	80,800



WORKERS COMPENSATION FUND (32321000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	100	43	1,500	1,500	1,500	1,500
PROFESSIONAL SERVICES	16,800	8,157	10,500	-	10,700	11,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	20,000	-	20,000	20,000
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	184,000	100,546	148,900	145,000	178,500	237,400
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	201,000	108,746	181,000	146,600	210,800	270,000
CAPITAL OUTLAY	1,000	-	1,000	1,000	1,000	1,000
CAPITAL OUTLAY TOTAL ---->	1,000	-	1,000	1,000	1,000	1,000
EXPENDITURES TOTAL ---->	202,000	108,746	182,000	147,600	211,800	271,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	94,700	94,700	97,500	97,500	99,500	102,500
TRANSFER OUT TOTAL ---->	94,700	94,700	97,500	97,500	99,500	102,500
EXPENDITURES & TRANSFERS TOTAL ---->	296,700	203,446	279,500	245,100	311,300	373,500
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	5,098	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	10,107	3,000	3,300	5,400	6,200
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	15,205	3,000	3,300	5,400	6,200
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	221,900	221,900	187,100	187,100	190,800	196,500
ALLOCATIONS IN FROM SEWER	75,300	75,300	87,300	87,300	89,000	91,700
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	297,200	297,200	274,400	274,400	279,800	288,200
REVENUE & TRANSFERS TOTAL ---->	297,200	312,405	277,400	277,700	285,200	294,400
WORKERS COMP FUND NET EXPENSE (REVENUE) ---->	(500)	(108,959)	2,100	(32,600)	26,100	79,100



POST-EMPLOYMENT BENEFITS FUND (35310000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	920,100	920,100	913,000	900,000	885,000	885,000
PERSONNEL TOTAL ---->	920,100	920,100	913,000	900,000	885,000	885,000
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 ---->	920,100	920,100	913,000	900,000	885,000	885,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	920,100	920,100	913,000	900,000	885,000	885,000
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	907,100	973,000	1,013,000	981,700	684,700	784,900
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	11,784	4,000	7,800	9,200	10,500
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	907,100	984,784	1,017,000	989,500	693,900	795,400
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 ---->	907,100	984,784	1,017,000	989,500	693,900	795,400
POST-EMPLOYMENT BENEFITS NET EXPENSE (REVENUE) ---->	13,000	(64,684)	(104,000)	(89,500)	191,100	89,600



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	7,000,000	7,000,000	-	-	-	-
PERSONNEL TOTAL ---->	7,000,000	7,000,000	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	115,300	112,000	113,400	113,400	3,500	3,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	545,000	896,308	1,100,000	990,000	600,000	350,000
LOAN ABATEMENT	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	660,300	1,008,308	1,213,400	1,103,400	603,500	353,600
CAPITAL OUTLAY	68,200	74,518	70,200	70,200	72,300	74,500
CAPITAL OUTLAY TOTAL ---->	68,200	74,518	70,200	70,200	72,300	74,500
EXPENDITURES TOTAL ---->	7,728,500	8,082,827	1,283,600	1,173,600	675,800	428,100
TRANSFERS OUT	1,524,300	1,524,300	6,200,000	6,200,000	1,188,700	2,757,500
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	1,524,300	1,524,300	6,200,000	6,200,000	1,188,700	2,757,500
EXPENDITURES & TRANSFERS TOTAL ---->	9,252,800	9,607,127	7,483,600	7,373,600	1,864,500	3,185,600
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	11,000	48,910	-	267,200	5,000	5,000
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	1,012,389	-	1,800	-	-
OTHER TAX	1,983,900	2,001,977	1,922,800	1,908,600	1,906,200	1,910,900
PROPERTY TAX	12,191,000	14,338,470	15,234,400	14,598,600	15,242,000	15,834,300
SALES TAX	11,430,000	11,366,392	9,621,700	10,315,800	11,426,200	12,038,500
TRANSIENT OCCUPANCY TAX	3,200,000	2,461,423	625,000	1,312,300	1,957,900	3,800,000
USE OF MONEY & PROPERTY	1,895,200	2,116,260	1,793,900	1,522,300	1,750,200	1,756,100
PAMF PROJECT	786,700	786,784	806,450	806,450	826,600	847,300
VEHICLE IN LIEU	3,700,000	3,602,983	3,100,000	2,318,900	2,907,000	3,035,300
REVENUE TOTAL ---->	35,197,800	37,735,587	33,104,250	33,051,950	36,021,100	39,227,400
GENERAL TRANSFERS IN	609,000	609,000	633,400	633,400	658,700	685,000
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 ---->	609,000	609,000	633,400	633,400	658,700	685,000
REVENUE & TRANSFERS TOTAL ---->	35,806,800	38,344,587	33,737,650	33,685,350	36,679,800	39,912,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	(26,554,000)	(28,737,461)	(26,254,050)	(26,311,750)	(34,815,300)	(36,726,800)



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	520,743	138,473	239,000	239,000	869,000	263,000
CAPITAL OUTLAY TOTAL ---->	520,743	138,473	239,000	239,000	869,000	263,000
EXPENDITURES TOTAL ---->	520,743	138,473	239,000	239,000	869,000	263,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	520,743	138,473	239,000	239,000	869,000	263,000

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	437,100	437,100	260,000	260,000	265,200	273,000
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 ---->	437,100	437,100	260,000	260,000	265,200	273,000
REVENUE & TRANSFERS TOTAL ---->	437,100	437,100	260,000	260,000	265,200	273,000
EQUIPMENT FUND NET EXPENSE (REVENUE) ---->	83,643	(298,627)	(21,000)	(21,000)	603,800	(10,000)



**TECHNOLOGY REPLACEMENT FUND (10999000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	197,000	72,481	74,000	74,000	80,000	300,000
CAPITAL OUTLAY TOTAL ---->	197,000	72,481	74,000	74,000	80,000	300,000
EXPENDITURES TOTAL ---->	197,000	72,481	74,000	74,000	80,000	300,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	197,000	72,481	74,000	74,000	80,000	300,000
REVENUE SUMMARY						
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	212,200	212,200	35,000	35,000	35,700	100,000
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 ---->	212,200	212,200	35,000	35,000	35,700	100,000
REVENUE & TRANSFERS TOTAL ---->	212,200	212,200	35,000	35,000	35,700	100,000
TECHNOLOGY FUND NET EXPENSE (REVENUE) ---->	(15,200)	(139,719)	39,000	39,000	44,300	200,000



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	394,400	394,285	429,100	429,100	442,800	457,800
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	394,400	394,285	429,100	429,100	442,800	457,800
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	394,400	394,285	429,100	429,100	442,800	457,800
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	394,400	394,285	429,100	429,100	442,800	457,800
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	395,900	431,503	323,400	323,400	323,400	323,400
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	27,662	10,000	6,700	14,500	16,500
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	395,900	459,165	333,400	330,100	337,900	339,900
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	395,900	459,165	333,400	330,100	337,900	339,900
SC LIBRARY DEBT FUND NET EXPENSE (REVENUE) ---->	(1,500)	(64,880)	95,700	99,000	104,900	117,900



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	5 FTEs: Financial Services Manager, 2 Senior Accountants, 2 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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Continued to oversee the financial reporting, disbursements, and reimbursement requests related to the COVID-19 pandemic • Issued a Request for Proposals (RFP) to replace the city-wide cashiering system • Participated in the Silicon Valley Clean Water (SVCW) Water Infrastructure Finance and Innovation Act (WIFIA) Reset, which leads to long term savings • Participated in the SVCW State Revolving Fund (SRF) Refunding • Participated in the SVCW 2014 and 2015 Wastewater Revenue Bond Refunding • Successfully outsourced the processing of transient occupancy tax payments
FY 2021-23 Goals	<ul style="list-style-type: none"> • Replace the City cashiering system and provide training • Update the cash-handling procedures and provide training • Implement the requisition routing and review workflow in the General Ledger System • Explore options for a new Fixed Asset and Capital Tracking System • Complete a major system upgrade to the General Ledger System • Partner with Risk Management and Information Technology Divisions to implement the Contracts Module in the General Ledger System for better tracking



Financial Services Objective 1

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

Two of the key services of the Finance Division is financial planning and budgeting for the City 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. 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 Comprehensive Annual Financial Report 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
GFOA Distinguished Budget Presentation*	Yes	Yes	Yes	N/A
GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
# of journal entries processed	219	220	222	224
AA+ or higher Bond Rating	Yes	Yes	Yes	Yes
# of vendor payments processed	4,358	4,400	4,450	4,450
# of invoices/bills sent	1,203	1,250	1,260	1,270
# of cash receipts processed	5,208	5,300	5,350	5,360
% of outstanding receivables collected within 90 days	85%	87%	88%	90%
# of months in compliance with the City's Investment Policy	12	12	12	12
# of active business registrants	2,786	3,000	3,100	3,200
% of residents perceived the City manages its finances well**	80%	79%	N/A	80%

*Typically measured biennially. However, Finance applied for the GFOA award for the FY 2020-21 budget.

**Results from surveys conducted in 2020 and 2021. A complete copy of the 2021 Community 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of journal entries processed	42	50	55	60
# of vendor payments processed	714	730	740	740
# of invoices/bills sent	49	55	55	60
# of cash receipts processed	301	310	320	330
% of outstanding receivables collected within 90 days	96%	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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	656,700	675,075	656,500	600,500	606,800	625,100
BENEFITS	407,500	342,581	378,100	378,259	333,600	357,600
PERSONNEL TOTAL ---->	1,064,200	1,017,657	1,034,600	978,759	940,400	982,700
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	190,800	137,551	185,300	185,300	188,400	202,600
PROFESSIONAL SERVICES	448,800	417,294	462,300	462,300	596,900	616,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	9,500	9,897	5,300	5,300	6,500	9,650
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	9	100	100	150	200
EQUIPMENT MAINTENANCE	1,100	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	650,400	564,752	653,000	653,000	791,950	828,450
CAPITAL OUTLAY	1,200	855	1,200	1,200	1,200	1,200
CAPITAL OUTLAY TOTAL ---->	1,200	855	1,200	1,200	1,200	1,200
EXPENDITURES TOTAL ---->	1,715,800	1,583,263	1,688,800	1,632,959	1,733,550	1,812,350
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	20,000	20,000	12,700	12,700	12,900	13,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,900	3,900	3,900	3,900	4,000	4,100
TRANSFER OUT TOTAL ---->	23,900	23,900	16,600	16,600	16,900	17,300
EXPENDITURES & TRANSFERS TOTAL ---->	1,739,700	1,607,163	1,705,400	1,649,559	1,750,450	1,829,650
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	909,300	999,098	871,200	955,000	996,000	1,038,400
CHARGES FOR CURRENT SERVICES	-	1,259	-	100	-	-
FINES & FORFEITURES	100	75	100	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	197,400	213,808	178,200	178,600	292,100	297,500
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	215,300	1,875,747	959,800	553,900	1,088,500	1,245,100
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	1,322,100	3,089,988	2,009,300	1,687,700	2,376,700	2,581,100
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	370,400	370,400	381,500	381,500	389,100	400,800
ALLOCATIONS IN FROM NPDES	6,500	6,500	6,700	6,700	6,900	7,100
ALLOCATIONS IN FROM GAS TAX	35,000	35,000	3,100	3,100	3,200	3,300
ALLOCATIONS IN FROM WORK COMP	15,500	15,500	16,000	16,000	16,300	16,800
ALLOCATIONS IN FROM RISK MGT	22,600	22,600	23,300	23,300	23,800	24,500
TRANSFER AND ALLOCATIONS IN TOTAL ---->	450,000	450,000	430,600	430,600	439,300	452,500
REVENUE & TRANSFERS TOTAL ---->	1,772,100	3,539,988	2,439,900	2,118,300	2,816,000	3,033,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	(32,400)	(1,932,825)	(734,500)	(468,741)	(1,065,550)	(1,203,950)



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 2020-21 Accomplishments	<ul style="list-style-type: none">• Successfully negotiated concessions with AFSCME, Management, and Confidential employee groups• Successfully complied with the State's anti-harassment training using an online virtual training vendor for all employees• Rolled out a temporary telework policy with great speed so that staff could transition to remote work and reduce the number of staff inside our City facilities during the pandemic• Successful recruited and hired full-time staff while maintaining COVID-19 protocols
FY 2021-23 Goals	<ul style="list-style-type: none">• Support upcoming labor negotiations• Introduce additional employee wellness training opportunities• Use recruitment efforts to help the City recruit and maintain a diverse workforce• 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.

Due to the COVID-19 pandemic, the City implemented a soft hiring freeze and only filled critical positions in an effort to save General Fund dollars.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of employees served	75	96	120	125
<i>Full time employees</i>	74	75	80	85
<i>Part time employees</i>	1	21	40	40
# of recruitments processed	14	10	20	25
# of applications processed	434	175	500	625
# of new hires	17	23	27	30
<i>Full time employees</i>	10	3	10	10
<i>Part time employees</i>	7	20	17	20
# of trainings offered	95	47	130	130
employees supported per HR FTE	37.5	48	60	62.5



HUMAN RESOURCES (01212000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	285,100	285,615	282,750	282,750	291,250	299,950
BENEFITS	161,200	170,363	154,000	174,000	180,600	192,300
PERSONNEL TOTAL ---->	446,300	455,979	436,750	456,750	471,850	492,250
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	15,400	3,213	8,850	8,850	9,000	9,300
PROFESSIONAL SERVICES	150,500	69,190	102,300	102,300	104,300	107,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	49,800	14,199	20,525	20,525	21,000	21,600
COMMUNITY RELATIONS	10,500	8,757	7,650	7,650	7,800	8,000
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	500	9	125	125	100	100
EQUIPMENT MAINTENANCE	4,000	-	4,100	4,100	4,200	4,300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	230,700	95,369	143,550	143,550	146,400	150,700
CAPITAL OUTLAY	8,700	-	500	500	500	500
CAPITAL OUTLAY TOTAL ---->	8,700	-	500	500	500	500
EXPENDITURES TOTAL ---->	685,700	551,347	580,800	600,800	618,750	643,450
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,500	6,500	4,200	4,200	4,300	4,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,400	1,400	1,400	1,400
TRANSFER OUT TOTAL ---->	7,600	7,600	5,600	5,600	5,700	5,800
EXPENDITURES & TRANSFERS TOTAL ---->	693,300	558,947	586,400	606,400	624,450	649,250
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	120	-	100	100	100
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	120	-	100	100	100
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	138,500	138,500	142,700	142,700	145,600	150,000
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	138,500	138,500	142,700	142,700	145,600	150,000
REVENUE & TRANSFERS TOTAL ---->	138,500	138,620	142,700	142,800	145,700	150,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	554,800	420,327	443,700	463,600	478,750	499,150



This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none">• Implemented Office 365 and Teams• Upgraded Council Chambers digital and EOC hardware• Consolidated and upgraded backup system• Upgraded phone system
FY 2021-23 Goals	<ul style="list-style-type: none">• Upgrade Munis application• Upgrade Trakit application• Expand GIS functionality and use• Implement new security applications and measures for a remote workforce



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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of mobile devices supported	98	100	100	100
# of computers supported	184	175	150	150
# of telephone users supported	186	186	190	190
# of hours of City cable Channel 27 programming supported	24/7	24/7	24/7	24/7
Uptime of mobile devices	51	48	50	50
# of upgrades implemented	12	10	15	15
# of support requests received	1,242	1,200	1,250	1,250
Median first reply time to tickets (in hours)	24	12	8	8
Median time to resolve tickets (in hours)	56	48	32	32
% of users who rate helpfulness of desktop services as good	99.8%	99%	99%	99%
Uptime of servers and infrastructure	99.999%	99.999%	99.999%	99.999%
% of intrusions detected	0%	0%	0%	0%
Uptime of critical applications	99.999%	99.999%	99.999%	99.999%



**INFORMATION TECHNOLOGY (01213000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	533,500	529,343	536,200	536,200	552,200	568,800
BENEFITS	312,600	274,717	288,700	288,700	292,100	312,600
PERSONNEL TOTAL ---->	846,100	804,060	824,900	824,900	844,300	881,400
UTILITIES	113,000	113,709	100,300	100,300	102,300	105,400
OFFICE ADMINISTRATIVE	6,100	1,200	4,400	4,400	4,500	5,500
PROFESSIONAL SERVICES	222,000	167,621	228,700	228,700	233,300	240,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	34,800	5,664	11,650	11,650	33,200	33,600
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	-	50	50	250	250
EQUIPMENT MAINTENANCE	364,300	393,417	371,000	371,000	366,900	397,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	740,400	681,611	716,100	716,100	740,450	782,950
CAPITAL OUTLAY	11,500	12,147	10,500	10,500	10,700	12,000
CAPITAL OUTLAY TOTAL ---->	11,500	12,147	10,500	10,500	10,700	12,000
EXPENDITURES TOTAL ---->	1,598,000	1,497,818	1,551,500	1,551,500	1,595,450	1,676,350
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,500	6,500	8,500	8,500	8,700	9,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	3,000	3,000	3,100	3,200
TRANSFER OUT TOTAL ---->	7,600	7,600	11,500	11,500	11,800	12,200
EXPENDITURES & TRANSFERS TOTAL ---->	1,605,600	1,505,418	1,563,000	1,563,000	1,607,250	1,688,550
REVENUE SUMMARY						
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	308,300	308,300	337,500	337,500	344,300	354,600
ALLOCATIONS IN FROM NPDES	5,500	5,500	5,700	5,700	5,800	6,000
ALLOCATIONS IN FROM GAS TAX	29,100	29,100	5,000	5,000	5,100	5,300
ALLOCATIONS IN FROM WORK COMP	10,400	10,400	10,700	10,700	10,900	11,200
ALLOCATIONS IN FROM RISK MGT	10,000	10,000	10,300	10,300	10,500	10,800
TRANSFER AND ALLOCATIONS IN TOTAL ---->	363,300	363,300	369,200	369,200	376,600	387,900
REVENUE & TRANSFERS TOTAL ---->	363,300	363,300	369,200	369,200	376,600	387,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,242,300	1,142,118	1,193,800	1,193,800	1,230,650	1,300,650



This Page Intentionally Left Blank



Community Development Organization Chart





This Page Intentionally Left Blank



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 17 full-time regular employees, 4.6 FTEs equivalent of planning contractors, and 1 FTE Code Enforcement contractor in four divisions.

Program	Management
Leadership and Management (2.8 FTEs)	Community Development Director
Development and Permitting, Key Development Project Facilitation, Code Enforcement, Advanced Planning, and Code Enforcement (17.4 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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	2,155,100	1,909,011	2,004,750	1,927,500	2,193,700	2,370,600
BENEFITS	1,285,100	1,004,580	1,072,100	1,036,900	1,141,300	1,280,100
PERSONNEL TOTAL ---->	3,440,200	2,913,591	3,076,850	2,964,400	3,335,000	3,650,700
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	80,000	67,572	83,000	83,000	84,600	87,100
PROFESSIONAL SERVICES	2,419,400	1,946,048	2,663,945	2,663,945	3,637,700	3,049,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	66,100	30,051	67,900	67,900	69,400	71,300
COMMUNITY RELATIONS	9,500	4,142	9,800	9,800	10,000	10,300
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	800	125	800	800	800	800
EQUIPMENT MAINTENANCE	3,500	2,051	3,600	3,600	3,700	3,800
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	2,579,300	2,049,988	2,829,045	2,829,045	3,806,200	3,223,000
CAPITAL OUTLAY	2,100	2,100	2,200	2,200	2,200	2,300
CAPITAL PROJECTS	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	2,100	2,100	2,200	2,200	2,200	2,300
EXPENDITURES TOTAL ---->	6,021,600	4,965,679	5,908,095	5,795,645	7,143,400	6,876,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	39,900	39,900	33,900	33,900	34,600	35,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	37,600	37,600	37,600	37,600	38,400	39,600
TRANSFER OUT TOTAL ---->	77,500	77,500	71,500	71,500	73,000	75,200
EXPENDITURES & TRANSFERS TOTAL ---->	6,099,100	5,043,179	5,979,595	5,867,145	7,216,400	6,951,200

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,855,800	1,926,294	1,841,500	2,424,100	2,940,600	2,330,200
FINES & FORFEITURES	1,100	4,900	2,000	12,000	2,000	2,000
FROM OTHER AGENCIES	-	15,000	-	-	-	-
LICENSES & PERMITS	1,297,800	1,777,859	1,452,700	2,143,400	1,541,800	1,585,500
OTHER REVENUE	26,200	37,981	23,100	33,100	23,600	24,300
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	3,180,900	3,762,034	3,319,300	4,612,600	4,508,000	3,942,000
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	100,000	102,000	105,100
ALLOCATIONS IN FROM HOUSING	49,000	49,000	100,000	100,000	102,000	105,100
TRANSFER AND ALLOCATIONS IN TOTAL ---->	49,000	49,000	200,000	200,000	204,000	210,200
REVENUE & TRANSFERS TOTAL ---->	3,229,900	3,811,034	3,519,300	4,812,600	4,712,000	4,152,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,869,200	1,232,145	2,460,295	1,054,545	2,504,400	2,799,000



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 and enhance 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 & Code Enforcement – Economic Development & Housing – Advance Planning Division
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Adopted a new Accessory Dwelling Unit Ordinance • Initiated outreach and public engagement for the Focused General Plan Update • Entered into a Professional Services Agreement with Perkins & Will to kick start the East Side Innovation District Vision Plan effort • Created an expedited child care review process • Rezoned several zoning districts to allow commercial child care centers by right • Modified operating restrictions for child care centers • Approved a Planned Development (PD) Plan for office and hangars at 655 Skyway Road • Permitted 817 Walnut Street (23 Affordable Housing Units) • Expanded Cherry Street Affordable Housing Project allowing for larger family-sized units
FY 2021-23 Goals	<ul style="list-style-type: none"> • Complete the Focused General Plan Update by November 2022 • Complete the East Side Innovation District Vision Plan by September 2021 • Initiate the Downtown Planning Initiative in Q1 of 2022 • Complete a Zoning Code Cleanup Update • Complete analysis of child care facilities in a new zoning district • Finalize child care outreach procedures and materials



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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of regional planning initiatives staffed	7	7	7	7
# of intergovernmental meetings attended	24	24	24	24
# of City Council, Commission, and Subcommittee meetings staffed:				
<i>City Council</i>	18	18	18	18
<i>Planning Commission</i>	14	16	18	18
<i>Residential Design Review Committee (RDRC)</i>	14	16	16	16
<i>Zoning Administrator</i>	3	5	7	7
<i>Economic Development Advisory Commission</i>	6	6	6	6
<i>Transportation and Circulation Commission</i>	2	4	4	4
<i>City Council Subcommittees</i>	8	12	12	12
# of meetings attended to address the community regarding projects, City policy, and to provide education/information	7	18	12	12



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	426,700	408,051	427,150	403,000	439,750	452,750
BENEFITS	245,100	218,163	221,700	221,700	224,200	240,400
PERSONNEL TOTAL ---->	671,800	626,213	648,850	624,700	663,950	693,150
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	44,000	40,926	46,000	46,000	46,900	48,300
PROFESSIONAL SERVICES	32,400	29,301	33,400	33,400	34,100	35,100
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	12,800	3,672	13,100	13,100	13,400	13,800
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	-	200	200	200	200
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	89,400	73,899	92,700	92,700	94,600	97,400
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	761,200	700,112	741,550	717,400	758,550	790,550
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,500	6,500	6,400	6,400	6,500	6,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	31,300	31,300	28,400	28,400	29,000	29,900
TRANSFER OUT TOTAL ---->	37,800	37,800	34,800	34,800	35,500	36,600
EXPENDITURES & TRANSFERS TOTAL ---->	799,000	737,912	776,350	752,200	794,050	827,150
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	5,000	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	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 ---->	-	5,000	-	-	-	-
GENERAL FUND NET EXPENSE (REVENUE) ---->	799,000	732,912	776,350	752,200	794,050	827,150



This Page Intentionally Left Blank



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, and 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	17.4 FTEs: Community Development Director, Planning Manager, Principal Planner, Senior Planner, Associate Planner, Assistant Planner, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, Senior Administrative Clerk, Building Official, Senior Building Inspector, Building Inspectors, Management Analyst, and planning contractors, including a 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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Maintained timely building plan review, inspections, and implemented electronic plan submitted process during COVID-19 • Implemented virtual building inspection process during COVID • Augmented Downtown COVID enforcement regulations in concert with Public Works, Sheriff, Fire, and the County • Processed 260 Public Records Requests • Addressed 118 concerns involving work without a permit, weeds, and other property issues

**FY 2021-23 Goals**

- Process entitlements and negotiate community benefits for the following key developments: 888 Bransten (Black Mountain Properties); 1030 Brittan (MBC Biolabs); 777 Industrial (Premia); 987 Commercial (Alexandria); 808 Alameda (Veev); 308 Phelps; Vista del Grande; 405 Industrial (Menlo Equities); 801 Old County Road (Sobrato); and 501 Industrial (Hotel)
- Negotiate agreement and process entitlements for a new billboard at 611 Industrial Road
- Complete the Focused General Plan Update by November 2022
- Complete the East Side Innovation District Vision Plan by September 2021
- Initiate the Downtown Planning Initiative in Q1 of 2022 and complete by March 2024
- Process entitlements for 308 Phelps (8-9 new residences), several multi-family/mixed-use projects, including some requesting housing density bonuses
- Develop Single-Family Design Review Guidelines
- Update and streamline review processes for Residential Design Review Committee (RDRC) single-family development applications
- Update and streamline review process for business registrations
- Update Heritage Tree Ordinance

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of development-related inquiries received and addressed (email, phone, public counter, face-to-face meetings)	2,000	2,250	2,250	2,250
# of planning applications reviewed	427	540	577	579
<i>Appeals</i>	3	5	3	3
<i>Design Review – Single-Family</i>	98	90	110	110
<i>Design Review - Other</i>	24	19	25	25
<i>Zoning Amendment/Annexation</i>	4	4	4	4
<i>Minor Use Permits</i>	4	3	6	6
<i>Conditional Use Permits - Planning Commission</i>	5	5	6	6
<i>Grading and Dirt Haul</i>	1	2	2	2
<i>Variances</i>	4	2	2	2
<i>Subdivisions</i>	2	5	3	3
<i>Special Events</i>	5	5	5	5
<i>Pre-applications</i>	2	6	4	4
<i>Zoning Affidavits</i>	12	15	15	15
<i>Tree Removal Permits</i>	73	126	110	110
<i>Business Registrations</i>	163	224	250	250
<i>Signs</i>	27	29	32	34



# of building permits issued	1,192	1,300	1,500	1,500
# inspections conducted	4,826	6,000	7,200	7,200
# site visits per inspector per day	12	15	15	15
% of building inspections performed next day when requested	99%	99%	99%	99%
% of building plans reviewed in house	50%	40%	40%	40%
% of building of building plans reviewed by outside plan check consultant	50%	60%	60%	60%

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 2020 Actuals show the volume and turn-around time within the current 40-hour Code Enforcement agreement with San Mateo County. The 2021-23 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of enforcement hours provided	1,580	1,580	1,580	1,580
# of cases resolved	99	100	110	120
# of cases opened	94	100	110	120
# of appeals processed	0	0	0	0
# of cases requiring abatement	1	2	2	2
# of days to respond to phone calls and emails	1 to 2	1 to 3	1 to 3	1 to 3
# of days to respond to notice of violation and citation inquiries	1 to 2	1 to 3	1 to 3	1 to 3
# 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. This program was placed on hold during COVID.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# inspections performed per year	0 (COVID)	120	150	150
% 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of projects facilitated	6	7	8	8
# of public hearings	9	10	12	12
# of key projects and initiatives completed	2	3	4	4
# of neighborhood/community meetings staffed	2	6	8	6
Average # hours per project manager spent on key development projects (average project is 40 hours)	160	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 recent 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of General Plan actions implemented	42	41	42	41
# of updates to long range policies and ordinances	1	2	2	4



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	1,434,200	1,215,193	1,283,400	1,283,400	1,451,050	1,605,950
BENEFITS	874,000	645,022	697,400	662,200	762,500	873,900
PERSONNEL TOTAL ---->	2,308,200	1,860,216	1,980,800	1,945,600	2,213,550	2,479,850
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	31,300	23,320	32,200	32,200	32,800	33,800
PROFESSIONAL SERVICES	1,878,600	1,545,639	2,150,545	2,150,545	3,114,000	2,510,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	20,700	12,469	21,300	21,300	21,700	22,300
COMMUNITY RELATIONS	9,500	4,142	9,800	9,800	10,000	10,300
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	3,500	2,051	3,600	3,600	3,700	3,800
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,943,700	1,587,620	2,217,545	2,217,545	3,182,300	2,580,700
CAPITAL OUTLAY	2,100	2,100	2,200	2,200	2,200	2,300
CAPITAL OUTLAY TOTAL ---->	2,100	2,100	2,200	2,200	2,200	2,300
EXPENDITURES TOTAL ---->	4,254,000	3,449,935	4,200,545	4,165,345	5,398,050	5,062,850
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	30,000	30,000	23,300	23,300	23,800	24,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	5,700	5,700	7,500	7,500	7,700	7,900
TRANSFER OUT TOTAL ---->	35,700	35,700	30,800	30,800	31,500	32,400
EXPENDITURES & TRANSFERS TOTAL ---->	4,289,700	3,485,635	4,231,345	4,196,145	5,429,550	5,095,250
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,855,800	1,926,294	1,841,500	2,424,100	2,940,600	2,330,200
FINES & FORFEITURES	1,100	4,900	2,000	12,000	2,000	2,000
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	1,297,800	1,777,859	1,452,700	2,143,400	1,541,800	1,585,500
OTHER REVENUE	26,200	24,926	23,100	33,100	23,600	24,300
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	3,180,900	3,733,979	3,319,300	4,612,600	4,508,000	3,942,000
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 HOUSING	24,500	24,500	25,200	25,200	25,700	26,500
TRANSFER AND ALLOCATIONS IN TOTAL ---->	24,500	24,500	25,200	25,200	25,700	26,500
REVENUE & TRANSFERS TOTAL ---->	3,205,400	3,758,479	3,344,500	4,637,800	4,533,700	3,968,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,084,300	(272,843)	886,845	(441,655)	895,850	1,126,750



This Page Intentionally Left Blank



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 • Support businesses seeking to expand • Administer and manage City land and building assets • Pursue strategic property acquisitions
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Supported businesses seeking to expand by connecting them to prospective location owners and real estate professionals • Prepared draft 2021-2024 Economic Development Plan with approval from Economic Development Advisory Commission, now awaiting Council approval • Executed rent forbearance agreements for City-owned land with local, public-serving entities • Developed and maintained resource webpages for workers and businesses facing hardship due to COVID-19 • Entered into new contracts with local transit agency to provide additional parking spaces to increase parking stock near businesses • Evaluated digital billboard proposals for fiscal and economic benefits • Supported launch of East Side Vision planning initiative through preparation of fiscal and economic impact reports pertaining to specific properties and review of community benefits • Supported business resiliency efforts in response to COVID-19 pandemic by assisting implementation of street closures and parklet programs, preparation of regular resource emails for businesses, direct outreach, and analysis of child care provider grant opportunities • Supported grant programs, shop local campaign, and parklet program

**FY 2021-23 Goals**

- Work on recovery strategy for impacts deriving from the COVID-19 pandemic and coordinate with the new Chamber of Commerce on specific business recovery initiatives and general outreach
- 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 and finalize ongoing wayfinding programs
- 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
- Support development of East Side Vision Plan
- Assist launch of Downtown planning initiative, including development of a more permanent parklet program

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% growth of active in-town businesses	10.4%	12.1%	10%	8%
Sales Tax revenue % growth (4 Qtrs. ending 2Q)	-27.2%	-1.1%	7.5%	4.0%
Transient Occupancy Tax revenues (% change)	-21%	-70%	150%	76%
R&D vacancy rate (and average asking rent per sq. ft.)	5.3% (\$3.00)	10.8% (\$3.65)	9% (\$3.75)	8% (\$3.87)
Industrial vacancy rate (and avg. asking rent per sq. ft.)	3.2% (\$1.97)	4.1% (\$2.28)	4.9% (\$2.35)	4.8% (\$2.42)
Office space vacancy rate (and avg. asking rent per sq. ft.)	5.0% (\$4.56)	23.7% (\$4.04)	21.7% (\$4.10)	16.3% (\$4.16)
# of non-meeting inquiries fielded from existing businesses and/or commercial property owners	100	150	100	100
# of meetings with existing businesses and/or commercial property owners	15	20	15	15
# of business group meetings attended (includes Chamber, HIA, EDP and EDAC)	17	15	20	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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of email economic development newsletters sent	12	25	4	4
# of regional advocacy group meetings attended (includes SVEDA, ABAG, SPUR, Plan Bay Area, etc.)	13	10	20	20
# of development community networking events attended (includes ULI, ICSC, broker breakfasts, etc.)	6	5	10	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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of new in-town business registrations issued	162	208	190	170
# of employees reported by new in-town businesses	478	507	1,500	500
# of inquiries from prospective businesses and/or developers and their brokers	9	10	10	10



**ECONOMIC DEVELOPMENT (01640033)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	294,200	285,767	294,200	241,100	302,900	311,900
BENEFITS	166,000	141,395	153,000	153,000	154,600	165,800
PERSONNEL TOTAL ---->	460,200	427,162	447,200	394,100	457,500	477,700
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	4,700	3,325	4,800	4,800	4,900	5,000
PROFESSIONAL SERVICES	508,400	371,108	480,000	480,000	489,600	504,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	32,600	13,911	33,500	33,500	34,300	35,200
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	500	125	500	500	500	500
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	546,200	388,470	518,800	518,800	529,300	544,900
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,006,400	815,632	966,000	912,900	986,800	1,022,600
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,400	3,400	4,200	4,200	4,300	4,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	1,700	1,700	1,700	1,800
TRANSFER OUT TOTAL ---->	4,000	4,000	5,900	5,900	6,000	6,200
EXPENDITURES & TRANSFERS TOTAL ---->	1,010,400	819,632	971,900	918,800	992,800	1,028,800
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	15,000	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	8,055	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	23,055	-	-	-	-
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	100,000	102,000	105,100
ALLOCATIONS IN FROM HOUSING	24,500	24,500	74,800	74,800	76,300	78,600
TRANSFER AND ALLOCATIONS IN TOTAL ---->	24,500	24,500	174,800	174,800	178,300	183,700
REVENUE & TRANSFERS TOTAL ---->	24,500	47,555	174,800	174,800	178,300	183,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	985,900	772,077	797,100	744,000	814,500	845,100



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 • Review and approve Below Market Rate (BMR) Plans
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Identified adjacent City-owned parcel to expand footprint of the affordable housing project being developed in partnership with HIP Housing, enabling the project to increase unit sizes and better serve larger households • Approved buyers from the City's Affordable Housing waitlist and executed Resale Restriction Agreements for 6 BMR units • Began construction on the 24-unit, 100% affordable housing development at 817 Walnut Street
FY 2021-23 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. • Review and propose revisions to the City's inclusionary housing policies • 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of new BMR housing regulatory agreements processed	3	6	28	5
# of existing units monitored	3	3	3	3
# of housing organization assistance contracts processed	7	7	7	7
# of people who live or work in the city added to unit waitlist	206	180	190	190
# of people who do not live or work in the city added to unit waitlist	918	1,050	1,000	1,000
# of affordable units in San Carlos	115	114	142	147
# of affordable units preserved or rehabilitated	2	0	0	0



HOUSING COMPLIANCE AND ASSISTANCE (31313000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	67,500	22,000	69,500	69,500	71,000	73,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	45,900	-	45,900	45,900	46,800	48,200
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	12,000	13,393	21,600	21,600	22,000	22,700
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	125,400	35,393	137,000	137,000	139,800	144,100
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	7,196,890	4,023,714	3,173,176	3,173,176	-	-
CAPITAL OUTLAY TOTAL ---->	7,196,890	4,023,714	3,173,176	3,173,176	-	-
EXPENDITURES TOTAL ---->	7,322,290	4,059,107	3,310,176	3,310,176	139,800	144,100
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	100,000	100,000	102,000	105,100
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	100,000	100,000	102,000	105,100
EXPENDITURES & TRANSFERS TOTAL ---->	7,322,290	4,059,107	3,410,176	3,410,176	241,800	249,200
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	1,138,467	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	48,600	119,169	114,700	49,400	126,500	141,100
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	48,600	1,257,636	114,700	49,400	126,500	141,100
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	48,600	1,257,636	114,700	49,400	126,500	141,100
LOW MOD HOUSING ASSET FUND NET EXP (REV) ---->	7,273,690	2,801,471	3,295,476	3,360,776	115,300	108,100



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

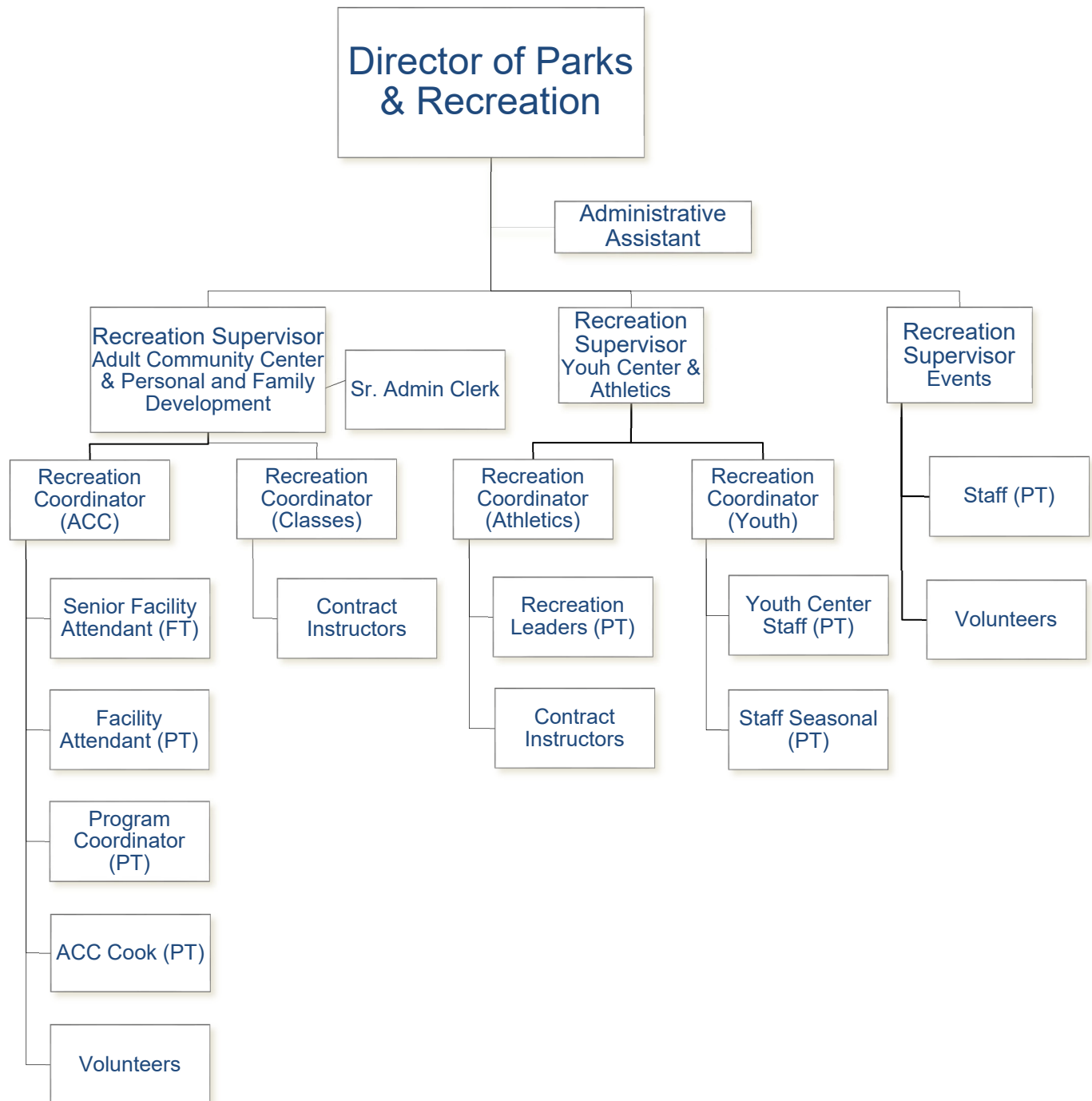
EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	500	-	500	500	500	500
PROFESSIONAL SERVICES	296,300	15,782	305,200	305,200	311,300	320,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	14,200	10,688	14,600	14,600	14,900	15,300
COMMUNITY RELATIONS	262,000	217,000	154,500	154,500	157,600	162,300
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	573,000	243,470	474,800	474,800	484,300	498,700
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	3,591,499	2,774,890	2,316,609	2,316,609	3,000,000	-
CAPITAL OUTLAY TOTAL ---->	3,591,499	2,774,890	2,316,609	2,316,609	3,000,000	-
EXPENDITURES TOTAL ---->	4,164,499	3,018,360	2,791,409	2,791,409	3,484,300	498,700
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	49,000	49,000	100,000	100,000	102,000	105,100
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	49,000	49,000	100,000	100,000	102,000	105,100
EXPENDITURES & TRANSFERS TOTAL ---->	4,213,499	3,067,360	2,891,409	2,891,409	3,586,300	603,800
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	310,000	422,000	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	3,806,200	4,141,142	408,600	2,308,600	361,800	5,266,700
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	9,800	279,696	92,200	95,800	104,600	119,600
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	3,816,000	4,420,838	810,800	2,826,400	466,400	5,386,300
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 ---->	4,142,000	4,746,838	810,800	2,826,400	466,400	5,386,300
HOUSING IN LIEU FUND NET EXPENSE (REVENUE) ---->	71,499	(1,679,478)	2,080,609	65,009	3,119,900	(4,782,500)



This Page Intentionally Left Blank



Parks & Recreation Organization Chart





This Page Intentionally Left Blank



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 Council's Goals and 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 11 full-time regular employees. Five programs – Athletics, Adult Services, Youth Development, Personal & Family Development and Special Community Events – are managed by three Recreation Supervisors and supported by four Recreation Coordinators

Program	Management
Leadership & Management (2 FTEs)	Parks & Recreation Director
Athletics (1.4 FTEs)	Recreation Supervisor
Adult Services (2.3 FTEs)	Recreation Supervisor
Youth Development (1.4 FTEs)	Recreation Supervisor
Personal & Family Development (2.4 FTEs)	Recreation Supervisor
Special Community Events (1.5FTE)	Recreation Supervisor



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	1,515,900	1,315,989	1,227,350	1,023,750	1,650,150	1,739,650
BENEFITS	720,900	607,698	529,600	524,200	679,500	724,500
PERSONNEL TOTAL ---->	2,236,800	1,923,687	1,756,950	1,547,950	2,329,650	2,464,150
UTILITIES	42,800	15,852	30,800	8,300	40,800	42,000
OFFICE ADMINISTRATIVE	373,500	276,631	292,900	240,600	422,000	534,800
PROFESSIONAL SERVICES	955,200	574,824	472,100	220,150	623,650	978,100
UNIFORMS & SAFETY EQUIPMENT	3,500	913	3,600	3,600	3,700	3,800
PROFESSIONAL DEVELOPMENT	26,850	18,904	20,700	20,700	23,400	27,900
COMMUNITY RELATIONS	14,700	4,915	11,100	9,400	11,300	15,700
INSURANCE	24,100	15,671	16,800	8,600	38,600	41,000
VEHICLE USAGE	2,450	180	2,500	2,500	2,500	2,500
EQUIPMENT MAINTENANCE	12,900	4,939	13,300	13,300	13,600	14,000
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,456,000	912,829	863,800	527,150	1,179,550	1,659,800
CAPITAL OUTLAY	17,100	10,347	17,600	17,600	17,900	18,500
CAPITAL PROJECTS	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	17,100	10,347	17,600	17,600	17,900	18,500
EXPENDITURES TOTAL ---->	3,709,900	2,846,863	2,638,350	2,092,700	3,527,100	4,142,450
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	66,400	66,400	53,100	53,100	54,200	55,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	32,700	32,700	12,900	12,900	13,200	13,500
TRANSFER OUT TOTAL ---->	99,100	99,100	66,000	66,000	67,400	69,300
EXPENDITURES & TRANSFERS TOTAL ---->	3,809,000	2,945,963	2,704,350	2,158,700	3,594,500	4,211,750
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,921,000	1,247,252	871,800	393,850	1,152,800	1,804,100
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	18,000	-	29,000	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	22,700	42,743	-	5,700	50,000	130,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	243,100	236,523	201,600	150,000	247,600	261,300
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	2,186,800	1,544,518	1,073,400	578,550	1,450,400	2,195,400
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 ---->	2,186,800	1,544,518	1,073,400	578,550	1,450,400	2,195,400
TOTAL PARKS & RECREATION NET EXP (REV) ---->	1,622,200	1,401,445	1,630,950	1,580,150	2,144,100	2,016,350



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 2020-21 Accomplishments		<ul style="list-style-type: none"> • Completed the Highlands Park Synthetic Turf Replacement Project on time • Completed design and began construction on the Chilton Park Improvement Project • Transitioned Parks, Recreation and Culture Commission to online meeting format • Continued to support staff virtually • Secured funding for the Burton Park Batting Cages and began design and construction of cages 			
FY 2021-23 Goals		<ul style="list-style-type: none"> • Complete Chilton Park Improvements Project • Transition outdoor court lighting to LED at Burton and Highlands parks • Design and install new field lights at Flanagan and Stadium fields • Work with Parks and Recreation staff to safely reopen facilities and resume program operations • Continue to work with Parks and Recreation Foundation, Friends of the Adult Community Center and Youth Center Foundation on funding opportunities 			
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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of participants who rate the overall quality of recreation services as good or excellent *		86%	N/A	N/A	85%

* Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report can be found [here](#). This question was not in the 2021 survey.



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	299,400	295,441	306,650	306,650	315,650	324,950
BENEFITS	164,900	153,377	153,800	153,800	155,300	166,700
PERSONNEL TOTAL ---->	464,300	448,818	460,450	460,450	470,950	491,650
UTILITIES	800	-	800	800	800	800
OFFICE ADMINISTRATIVE	59,100	51,903	56,900	29,000	58,000	63,800
PROFESSIONAL SERVICES	9,100	9,100	9,400	9,400	9,600	39,900
UNIFORMS & SAFETY EQUIPMENT	100	-	100	100	100	100
PROFESSIONAL DEVELOPMENT	16,500	12,592	13,000	13,000	13,200	17,700
COMMUNITY RELATIONS	11,600	4,915	7,900	7,900	8,100	12,400
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	400	-	400	400	400	400
EQUIPMENT MAINTENANCE	300	-	300	300	300	300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	97,900	78,510	88,800	60,900	90,500	135,400
CAPITAL OUTLAY	11,400	8,730	11,700	11,700	11,900	12,300
CAPITAL OUTLAY TOTAL ---->	11,400	8,730	11,700	11,700	11,900	12,300
EXPENDITURES TOTAL ---->	573,600	536,058	560,950	533,050	573,350	639,350
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,700	6,700	4,400	4,400	4,500	4,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	21,300	21,300	1,300	1,300	1,300	1,300
TRANSFER OUT TOTAL ---->	28,000	28,000	5,700	5,700	5,800	5,900
EXPENDITURES & TRANSFERS TOTAL ---->	601,600	564,058	566,650	538,750	579,150	645,250
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	2,900	6,858	5,100	-	2,100	5,100
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	243,100	236,523	201,600	150,000	247,600	261,300
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	246,000	243,380	206,700	150,000	249,700	266,400
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 ---->	246,000	243,380	206,700	150,000	249,700	266,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	355,600	320,677	359,950	388,750	329,450	378,850



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	1,223,928	89,808	1,081,716	1,081,716	40,000	-
CAPITAL OUTLAY TOTAL ---->	1,223,928	89,808	1,081,716	1,081,716	40,000	-
EXPENDITURES TOTAL ---->	1,223,928	89,808	1,081,716	1,081,716	40,000	-
TRANSFERS OUT	1,200,000	1,200,000	-	-	200,000	1,400,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	1,200,000	1,200,000	-	-	200,000	1,400,000
EXPENDITURES & TRANSFERS TOTAL ---->	2,423,928	1,289,808	1,081,716	1,081,716	240,000	1,400,000

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	326,500	268,901	414,300	419,300	241,100	248,400
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	2,100	59,926	38,100	19,500	43,200	49,400
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	328,600	328,827	452,400	438,800	284,300	297,800
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 ---->	328,600	328,827	452,400	438,800	284,300	297,800
PARK IN LIEU FUND NET EXPENSE (REVENUE) ---->	2,095,328	960,981	629,316	642,916	(44,300)	1,102,200



This Page Intentionally Left Blank



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	1.4 FTEs: Recreation Supervisor, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> • 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 fields facilities • Coordinate and schedule field use for San Carlos youth sports organizations for City and School District owned fields
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Successfully ran AYSO and SCU individual development soccer practices following all county and state guidelines in Fall 2020 • Offered after-school sports classes in partnership with Legarza Sports as allowed under health order guidelines • Resumed softball and bocce adult leagues as allowed under health order guidelines • Continued to coordinate and schedule field use for users while purposefully keeping field space open for general community use • Hosted an e-sports league for youth
FY 2021-23 Goals	<ul style="list-style-type: none"> • Successfully implement new safety protocols to allow youth and adult leagues to resume • Increase adult Bocce League to three nights of league play • Expand youth sports class and camp offerings • Start an outdoor Cornhole League, using the newly installed game boards at Burton Park • Work with Athletic Site Advisory Committee (ASAC) to continue to restore youth sport organization programs safe and following all county and state guidelines • Safely resume adult drop-in pickle ball and volleyball

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of youth sports league teams	70	0	50	70
# of registered adult sports league teams	131	16	70	130
# of registrations in sports classes	855	1,045	865	975
<i>Youth</i>	820	980	800	900
<i>Adult</i>	35	65	65	75
# of sports classes offered	352	262	300	350
# of organized play participants	4,345	1,850	3,800	4,200
# of organized play hours permitted	12,400	9,100	13,000	14,200
% of department program budget recovered through Athletics services to the community	97%	40%	84%	92%



ATHLETICS (01741000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	156,800	141,085	121,700	89,000	141,200	145,500
BENEFITS	61,500	45,981	56,500	56,500	59,000	63,100
PERSONNEL TOTAL ---->	218,300	187,066	178,200	145,500	200,200	208,600
UTILITIES	42,000	15,852	30,000	7,500	40,000	41,200
OFFICE ADMINISTRATIVE	42,700	27,554	43,800	20,700	44,600	45,800
PROFESSIONAL SERVICES	170,200	162,745	93,200	68,850	160,800	206,900
UNIFORMS & SAFETY EQUIPMENT	700	-	700	700	700	700
PROFESSIONAL DEVELOPMENT	3,450	981	3,500	3,500	3,500	3,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	-	200	200	200	200
EQUIPMENT MAINTENANCE	200	-	200	200	200	200
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	259,450	207,131	171,600	101,650	250,000	298,500
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	477,750	394,197	349,800	247,150	450,200	507,100
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,500	6,500	4,600	4,600	4,700	4,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,200	1,200	1,200	1,200
TRANSFER OUT TOTAL ---->	7,600	7,600	5,800	5,800	5,900	6,000
EXPENDITURES & TRANSFERS TOTAL ---->	485,350	401,797	355,600	252,950	456,100	513,100
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	420,300	380,712	229,650	98,700	380,000	464,500
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 ---->	420,300	380,712	229,650	98,700	380,000	464,500
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 ---->	420,300	380,712	229,650	98,700	380,000	464,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	65,050	21,085	125,950	154,250	76,100	48,600



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	2.3 FTEs: Recreation Supervisor, Recreation Coordinator, Senior Facility Attendant
Major Services	<ul style="list-style-type: none"> • Operate the senior meal program three days per week • Organize and promote free and/or low cost recreation and fitness classes for seniors • Develop and implement Special Events for seniors • Organize and promote senior trips and tours
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> • Received three grants totaling \$43,500 (Sequoia Healthcare District \$18,000; Sequoia Healthcare District/ Dignity Health/Sequoia \$20,000; Dignity Health/Sequoia \$4,500) to support the meal program and classes • Redesigned the lunch program to three days per week, pre-order, curbside pick-up, resulting in nearly double the number of meals served annually • Provided health and wellness classes and lectures virtually • Prepared and distributed approximately 6,500 bags of free groceries to low-income San Carlos residents
FY 2021-23 Goals	<ul style="list-style-type: none"> • Create a reopening plan for the Adult Community Center for when guidance allows • Re-establish in-person programs and events, as well as continue to offer virtual programs • Transition Caring Cupboard program back to the board members and identify a new location to hold the program

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
Average # of Adult Community Center (ACC) visits per day (includes drop-in activities)	220	0	100	220
# of meals served	8,121	14,295	15,000	15,000
# of ACC Facility Rentals	49	0	20	40
Total # of registrations in ACC programs	4,958	903	1,380	3,900
<i># of ACC trips registrants</i>	799	0	0	500
<i># of fee-based class participants</i>	2,686	853	1,280	2,600
<i># of special event participants</i>	1,473	50	100	800
% of program participants who rate opportunity for social interaction as good or excellent	98%	N/A	96%	96%



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	365,700	327,198	286,300	235,500	482,900	517,400
BENEFITS	188,000	165,137	130,300	129,200	247,000	263,200
PERSONNEL TOTAL ---->	553,700	492,334	416,600	364,700	729,900	780,600
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	63,200	35,053	52,200	51,800	58,300	63,300
PROFESSIONAL SERVICES	132,700	86,926	76,100	20,000	42,250	130,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,800	1,914	1,800	1,800	1,800	1,800
COMMUNITY RELATIONS	500	-	500	500	500	500
INSURANCE	4,200	1,781	4,300	-	4,400	4,500
VEHICLE USAGE	450	180	500	500	500	500
EQUIPMENT MAINTENANCE	2,600	500	2,700	2,700	2,700	2,800
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	205,450	126,354	138,100	77,300	110,450	203,400
CAPITAL OUTLAY	5,700	1,618	5,900	5,900	6,000	6,200
CAPITAL OUTLAY TOTAL ---->	5,700	1,618	5,900	5,900	6,000	6,200
EXPENDITURES TOTAL ---->	764,850	620,306	560,600	447,900	846,350	990,200
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	10,000	10,000	13,600	13,600	13,900	14,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,800	1,800	3,200	3,200	3,300	3,400
TRANSFER OUT TOTAL ---->	11,800	11,800	16,800	16,800	17,200	17,700
EXPENDITURES & TRANSFERS TOTAL ---->	776,650	632,106	577,400	464,700	863,550	1,007,900
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	220,400	125,812	138,700	50,000	87,000	207,600
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	18,000	-	29,000	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	2,000	6,365	-	5,400	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	222,400	150,177	138,700	84,400	87,000	207,600
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 ---->	222,400	150,177	138,700	84,400	87,000	207,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	554,250	481,929	438,700	380,300	776,550	800,300



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	1.4 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 2020-2021 Accomplishments	<ul style="list-style-type: none"> • Successfully ran in house Adventure Camp following all state and county health guidelines • Successfully led the Youth Advisory Council virtually and held several community drives, including a Diaper Drive in partnership with One Life Counseling, Care for Covid Homeless Drive to provide toiletries, and promoted and coordinated community Blood Drives • Promoted and displayed youth art in the community • Provided virtual special events for youth and the community • Coordinated free mental health workshops for middle school and high school students
FY 2021-23 Goals	<ul style="list-style-type: none"> • Increase number of Adventure Camp participants safely while still following health guidelines • Re-establish the Drop-in program as well as other in-person programs and events for youth • Develop and train part-time staff with an emphasis on youth mental wellness • Promote youth mental health and wellness through programs and workshops • Continue to work with the Youth Center Foundation on partnership opportunities

Youth Development Objective

Youth Development operates the After School Drop-In program and special events, coordinates the 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.



Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
Average # of After School Drop-In program daily participants	58	0	40	60
# of Youth Development Special Event participants	850	0	450	1,300
# of Summer Adventure Camp participants	681	500	800	850
# of Youth Center members	432	0	200	300
% of department program budget recovered through youth development services to the community	75%	48%	36%	47%
% of participants who rate youth programs as good or excellent	97%	N/A	92%	92%
% of residents who are satisfied with recreational opportunities for Youth*	94%	N/A	N/A	90%

* Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report can be found [here](#). This question was not in the 2021 survey.



**YOUTH DEVELOPMENT (01731000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	317,900	254,113	256,800	167,100	310,000	318,800
BENEFITS	104,200	61,609	78,500	74,200	68,600	73,000
PERSONNEL TOTAL ---->	422,100	315,722	335,300	241,300	378,600	391,800
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	100,000	69,500	75,900	75,000	84,400	114,500
PROFESSIONAL SERVICES	20,000	5,488	40,600	40,000	48,600	57,800
UNIFORMS & SAFETY EQUIPMENT	2,400	913	2,500	2,500	2,600	2,700
PROFESSIONAL DEVELOPMENT	3,500	2,617	800	800	3,300	3,300
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	700	243	700	700	700	700
VEHICLE USAGE	800	-	800	800	800	800
EQUIPMENT MAINTENANCE	7,100	4,439	7,300	7,300	7,500	7,700
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	134,500	83,200	128,600	127,100	147,900	187,500
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	556,600	398,921	463,900	368,400	526,500	579,300
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	16,600	16,600	21,700	21,700	22,100	22,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,400	3,400	4,500	4,500	4,600	4,700
TRANSFER OUT TOTAL ---->	20,000	20,000	26,200	26,200	26,700	27,500
EXPENDITURES & TRANSFERS TOTAL ---->	576,600	418,921	490,100	394,600	553,200	606,800
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	309,100	272,377	151,600	176,900	189,900	274,900
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	25,503	-	300	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	309,100	297,880	151,600	177,200	189,900	274,900
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 ---->	309,100	297,880	151,600	177,200	189,900	274,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	267,500	121,041	338,500	217,400	363,300	331,900



This Page Intentionally Left Blank



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	2.4 FTEs: Recreation Supervisor, Recreation Coordinator, Senior Administrative Clerk
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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Offered 70 new classes • Converted 37 current classes to a virtual platform • Successfully converted the activity guide to an online format • Continued to provide customer service to participants and residents virtually • Partnered with the School District to offer Club Ed camps in summer 2021 to expand summer in-person offerings
FY 2021-23 Goals	<ul style="list-style-type: none"> • Increase program registration numbers to pre-pandemic levels • Re-establish in-person contract class programming by implementing new protocols • Continue to offer successful virtual programs • Expand promotion of the fee assistance program to increase use of funds by 15%

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of recreation class registrations	3,791	292	2,200	3,800
<i>Youths</i>	1,832	238	1,000	2,000
<i>Adults</i>	2,059	54	1,200	1,800
# of new class offerings	98	70	80	90
# of class sessions offered annually	1,332	343	700	1,332
% of registrations taken online for entire department	52%	92%	80%	80%
% of department program budget recovered through personal and family development classes to the community	58%	16%	69%	82%
% of participants who rate the social and/or recreational experience as good or excellent				
<i>Youths</i>	97%	N/A	92%	92%
<i>Adults</i>	95%	N/A	92%	92%
# of picnic rentals	141	30	250	275



**PERSONAL AND FAMILY DEVELOPMENT (01721000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	358,500	286,947	230,300	201,000	201,600	207,700
BENEFITS	201,000	181,594	110,500	110,500	103,800	110,800
PERSONNEL TOTAL ---->	559,500	468,542	340,800	311,500	305,400	318,500
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	14,300	5,600	14,700	14,700	15,000	15,500
PROFESSIONAL SERVICES	593,700	296,369	239,400	79,900	302,700	426,400
UNIFORMS & SAFETY EQUIPMENT	300	-	300	300	300	300
PROFESSIONAL DEVELOPMENT	1,600	800	1,600	1,600	1,600	1,600
COMMUNITY RELATIONS	500	-	500	500	500	500
INSURANCE	7,200	6,051	7,400	7,400	8,000	8,200
VEHICLE USAGE	600	-	600	600	600	600
EQUIPMENT MAINTENANCE	2,400	-	2,500	2,500	2,600	2,700
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	620,600	308,820	267,000	107,500	331,300	455,800
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,180,100	777,362	607,800	419,000	636,700	774,300
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	16,600	16,600	8,600	8,600	8,800	9,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,400	3,400	2,500	2,500	2,600	2,700
TRANSFER OUT TOTAL ---->	20,000	20,000	11,100	11,100	11,400	11,800
EXPENDITURES & TRANSFERS TOTAL ---->	1,200,100	797,362	618,900	430,100	648,100	786,100
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	943,100	447,020	341,550	67,250	437,800	637,000
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 ---->	943,100	447,020	341,550	67,250	437,800	637,000
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 ---->	943,100	447,020	341,550	67,250	437,800	637,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	257,000	350,342	277,350	362,850	210,300	149,100



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, strengthen community image and sense of place, encourage community-wide involvement, and support local business.
Organization	1.5 FTEs: Recreation Supervisor, Recreation Coordinators
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, Farmer's Market, youth sporting events, and neighborhood block parties
FY 2020-21 Accomplishments	<ul style="list-style-type: none"> Conducted Halloween Decorating Contest, where a combined 46 residents and businesses participated Held virtual Pet Costume Contest, where 47 pets entered Held two virtual Fun Runs (Thanksgiving Gobble Wobble and Shamrock Shuffle) Permitted the weekly Farmer's Market, which returned in the fall 2020 Partnered with the Lions Club on "Eggstravaganza" where families picked up egg hunt kits Promoted "Letters to Santa" program and responded to over 100 letters Partnered with the Parks and Recreation Foundation to fund holiday activity boxes
FY 2021-23 Goals	<ul style="list-style-type: none"> Continue to hold the Halloween Decorating and Pet Costume contests each October Phase in our special events, with additional safety protocols as allowed under the current health guidelines Increase event sponsorships Continue virtual Fun Runs

Special Community Events Objective

Special Community Events provide opportunities for residents and visitors to attend City-sponsored events, including Goblin Walk and Night of Holiday Lights, partner with non-profit community organizations to facilitate Special Event Permits including the Art & Wine Faire, Hometown Days, Farmer's Market and Youth Sports Tournaments, and permit neighborhood block parties.

By measuring the following data, staff can determine if we 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 foster support for our local businesses.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of Special Events sponsored or co-sponsored by Parks & Recreation	20	7	20	25
% of department program budget recovered through special community events	21%	1%	21%	53%
\$ of revenues generated from business sponsors	\$25,000	\$0	\$125,000	\$125,000
# of non-City sponsored special event permits issued	23	4	17	22
# of block party permits issued	27	3	12	24



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

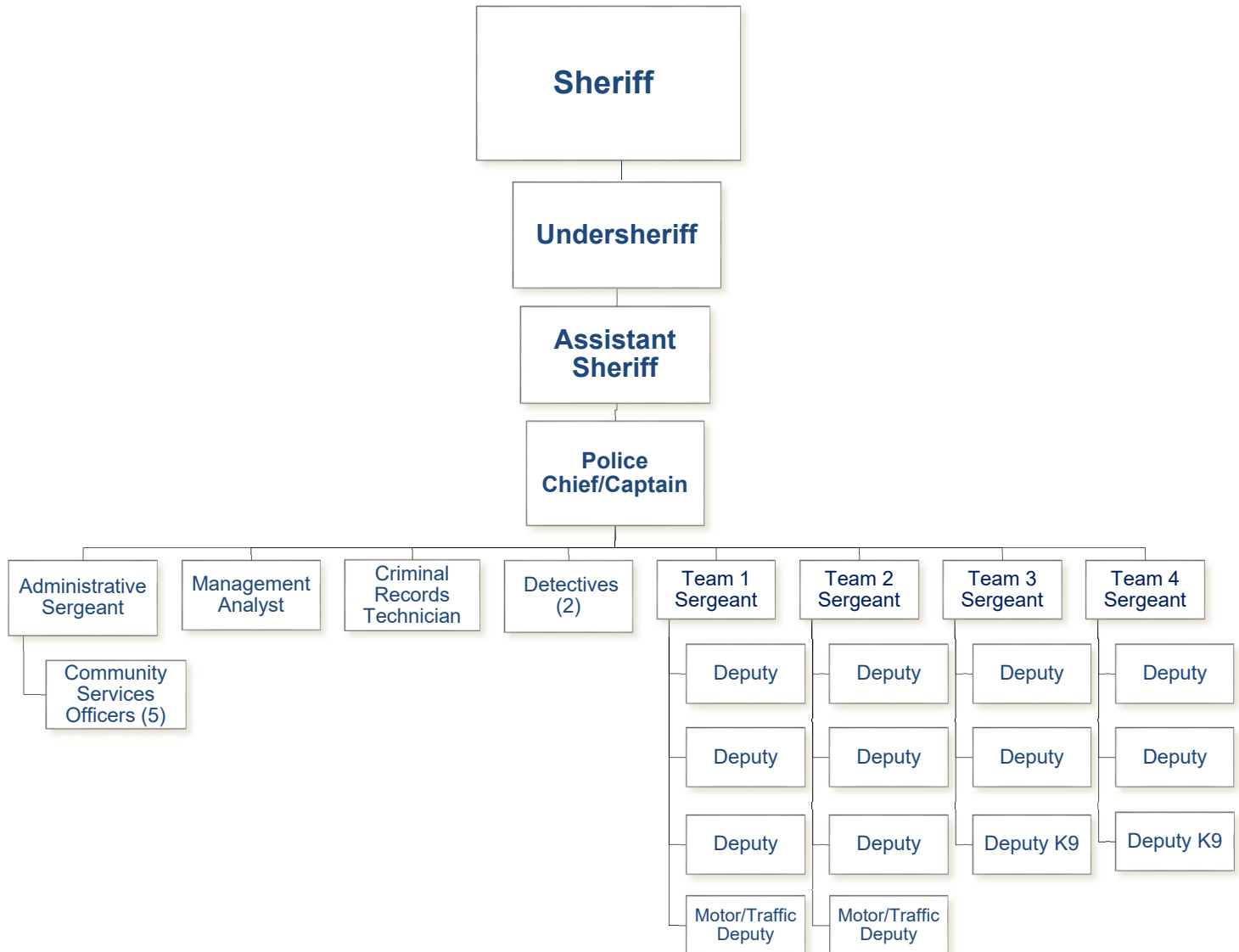
EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	17,600	11,205	25,600	24,500	198,800	225,300
BENEFITS	1,300	-	-	-	45,800	47,700
PERSONNEL TOTAL ---->	18,900	11,205	25,600	24,500	244,600	273,000
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	94,200	87,023	49,400	49,400	161,700	231,900
PROFESSIONAL SERVICES	29,500	14,196	13,400	2,000	59,700	117,100
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	2,100	-	2,200	500	2,200	2,300
INSURANCE	12,000	7,596	4,400	500	25,500	27,600
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	300	-	300	300	300	300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	138,100	108,814	69,700	52,700	249,400	379,200
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	157,000	120,019	95,300	77,200	494,000	652,200
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	10,000	10,000	200	200	200	200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	200	200	200	200
TRANSFER OUT TOTAL ---->	11,700	11,700	400	400	400	400
EXPENDITURES & TRANSFERS TOTAL ---->	168,700	131,719	95,700	77,600	494,400	652,600
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	25,200	14,474	5,200	1,000	56,000	215,000
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	20,700	10,875	-	-	50,000	130,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	45,900	25,349	5,200	1,000	106,000	345,000
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 ---->	45,900	25,349	5,200	1,000	106,000	345,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	122,800	106,370	90,500	76,600	388,400	307,600



San Mateo County Sheriff's Office

San Carlos Police Bureau

Organization Chart





This Page Intentionally Left Blank



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 31 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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Supported the Emergency Operations Center during COVID-19 • Secured over \$280,000 in Grant Funding from the state to support Traffic and Alcohol related enforcement • Reduced overall traffic collisions • Maintained a high violent crime clearance rate • Held less than a five-minute response time for Priority 1 calls
FY 2021-23 Goals	<ul style="list-style-type: none"> • Propose and secure funding for full time Downtown Services Unit staff member • Identify and implement a guided parking enforcement program to replace former system • Maintain heightened focus on traffic safety enforcement • Increase community awareness to help prevent theft • Reduction in Part 1 crimes

Police Services Objective 1	<p>Respond to emergency and non-emergency calls, initiate activity, write reports, and reserve deputies.</p> <p>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.</p>			
Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of calls for service	13,575	11,482	12,000	12,000
<i># of emergency calls</i>	143	117	125	125
<i># of non-emergency calls</i>	13,432	11,365	11,875	11,875
# of crime reports taken	2,013	2,058	2,100	2,100
# of traffic citations issued	3,765	2,546	3,500	3,500
# of arrests made	612	612	550	550
# of directed patrol activities completed	3,046	2,795	3,000	3,000
% of emergency calls responded to under 5 minutes	81.1%	78.0%	79.0%	80.0%
% of customers who are satisfied with police services*	84.3%	80.6%	N/A	82.0

* Survey typically conducted every other year; however, surveys were conducted in both 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report can be found [here](#).



Police Services Objective 2

Conduct interviews, manage crime scenes, 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of violent crimes cleared	72.7%	65.1%	66%	66%
% of property crimes cleared	18.7%	15.5%	16%	16%

Police Services Objective 3

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

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
% of citizens who agree that they are satisfied with the level of service received from the Sheriff's Office	98.2%	98.5%	98.7%	98.9%
% of citizens who agree that the deputy displayed professionalism during their contact	98.7%	99.0%	99.5%	99.5%
% of citizens who agree that the deputy displayed job knowledge and technical competence	98.7%	98.9%	99.0%	99.2%
% of citizens who agree that the deputy showed care and concern during their interaction	98.2%	99.0%	99.5%	99.7%
% of residents who feel safe during the day*	99.0%	N/A	N/A	99.0%

*Surveys were conducted in 2020 and 2021. A complete copy of the 2020 Community Satisfaction Survey and 2021 Citizen Survey Report can be found [here](#). This question was not in the 2021 survey.

Police Services Objective 4

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

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of parking citations issued	5,728	4,079	5,599	8,000
# of warnings issued	352	834	263	500
% reduction in accidents reported year over year	11.0%	11.6%	10.0%	10.0%

**Police Services
Objective 5**

Ensure safe traffic flow and assist commerce.

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

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of abandoned vehicles marked	489	512	520	550
<i># of marked vehicles moved</i>	461	480	490	490
<i># of marked vehicles towed</i>	28	32	30	30
% of abandoned vehicles abated	100%	100%	100%	100%



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	1,718,000	1,658,421	1,867,300	1,838,450	2,046,800	2,206,100
PERSONNEL TOTAL ---->	1,718,000	1,658,421	1,867,300	1,838,450	2,046,800	2,206,100
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	8,946,400	8,653,651	8,713,300	8,663,300	8,940,500	9,706,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	48,000	47,712	49,400	49,400	50,400	51,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	8,994,400	8,701,362	8,762,700	8,712,700	8,990,900	9,758,100
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	10,712,400	10,359,783	10,630,000	10,551,150	11,037,700	11,964,200
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	10,712,400	10,359,783	10,630,000	10,551,150	11,037,700	11,964,200
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	58,800	34,236	46,000	17,000	32,000	47,000
FINES & FORFEITURES	270,000	261,655	290,000	290,000	295,800	304,600
FROM OTHER AGENCIES	-	349	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	15,000	14,137	11,000	11,000	11,200	11,500
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	343,800	310,377	347,000	318,000	339,000	363,100
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 ---->	343,800	310,377	347,000	318,000	339,000	363,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	10,368,600	10,049,406	10,283,000	10,233,150	10,698,700	11,601,100

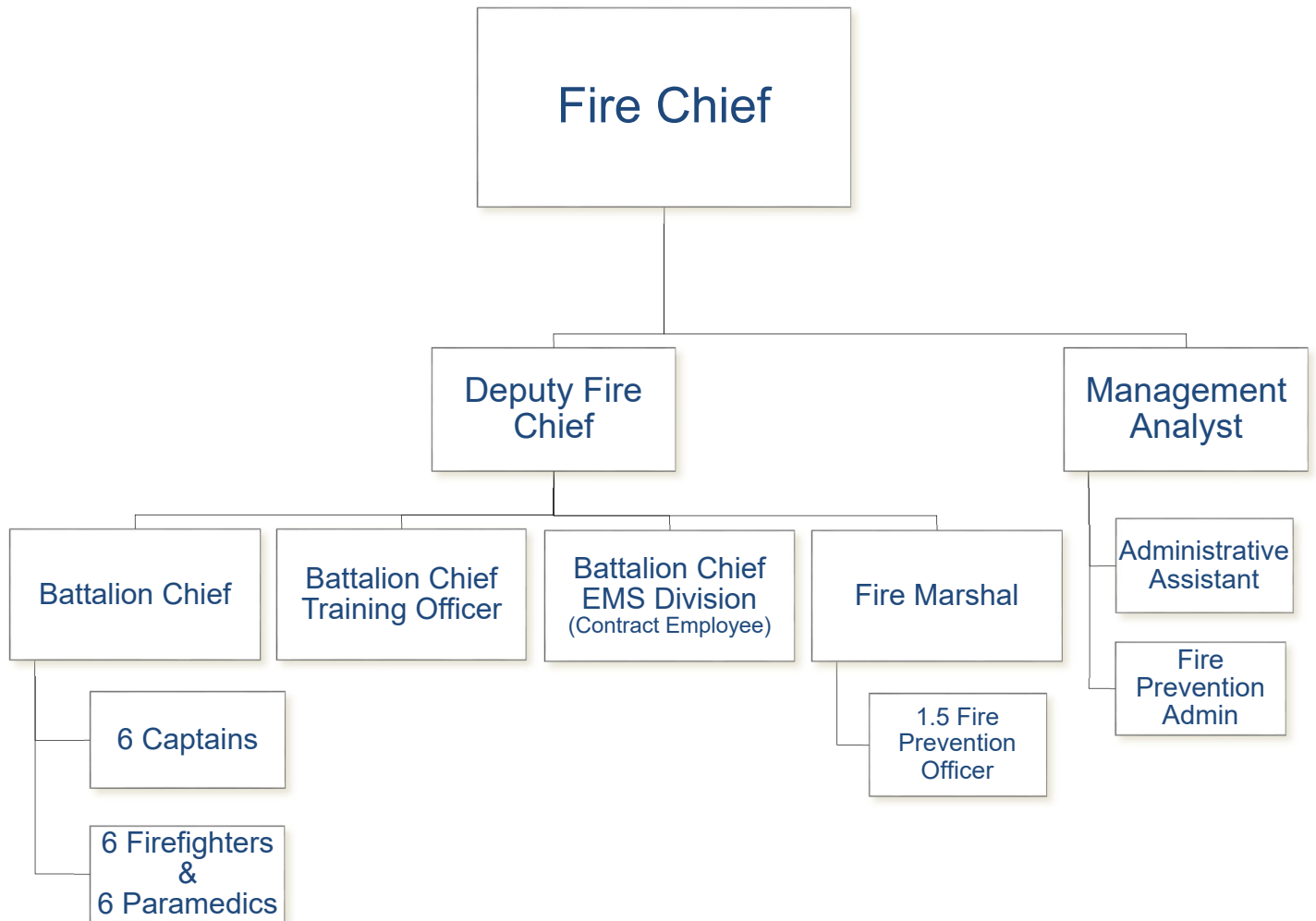


**POLICE GRANTS (17000000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	100,000	100,000	150,000	150,000	150,000	157,600
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	150,000	150,000	150,000	157,600
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	100,000	100,000	150,000	150,000	150,000	157,600
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	100,000	100,000	150,000	150,000	150,000	157,600
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	108,200	155,948	140,000	160,000	163,200	168,100
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	9,315	4,300	3,400	4,900	5,600
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	108,200	165,263	144,300	163,400	168,100	173,700
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 ---->	108,200	165,263	144,300	163,400	168,100	173,700
PD GRANT FUND NET EXPENSE (REVENUE) ---->	(8,200)	(65,263)	5,700	(13,400)	(18,100)	(16,100)



Redwood City/San Carlos Fire Department Organization Chart





This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Staffed the Emergency Operations Center (“EOC”) during the COVID-19 pandemic • Provided Emergency Services while maintaining CDC COVID-19 requirements • Completed 100% of all annual State Mandated Fire and Life Safety Inspections • Completed Phase 2 of FEMA Fuel Reduction Grant to establish fire breaks in collaboration with the Parks & Recreation Department and Public Works by clearing overgrown vegetation and trimming trees and other fuels in about 75 acres of Big Canyon and Eaton Parks • Assisted with mass vaccinations in San Mateo County • Provided mutual aid to several large wildland fires throughout the state during Wildland Fire Season
FY 2021-23 Goals	<ul style="list-style-type: none"> • Continue to provide staffing related to the San Carlos EOC operations related to COVID-19 • Establish a Fire Explorer Post program to improve recruitment efforts for the future of our community • Continue to assist with mass vaccinations in San Mateo County • Maintain and improve fuels management program by treating City parks and parcels in collaboration with the Parks Department and Public Works • Continue to move forward with the rebuilding of Fire Station 16 • Continue to participate in all aspects of the City of San Carlos strategic goals, objectives, and work plans

**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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of fire & medical emergency incidents responded to (by type)	2,405	2,583	2,660	2,697
<i>Fire</i>	55	55	56	57
<i>Rupture/Explosion</i>	3	0	0	0
<i>EMS/Rescue</i>	1,360	1,490	1,530	1,560
<i>Hazardous Condition</i>	104	134	138	140
<i>Service Call</i>	383	350	360	360
<i>Good Intent</i>	199	285	300	300
<i>False Call</i>	301	271	276	280

**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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of public education events conducted	31	0	15	30
# of events participants	930	0	465	930
# of classes conducted	8	2	4	8
# of class participants	155	25	60	120

**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, 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 regard to fire suppression and alarm systems, proper occupant load, proper exits, etc.

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of inspections conducted	753	512	522	533
% of inspections that are completed	100%	100%	100%	100%
# of plans reviewed	650	700	714	728
% of plans reviewed on time	99%	99%	99%	99%
# of investigations conducted	12	15	13	13
% of fire investigations with determined cause	5	4	5	5

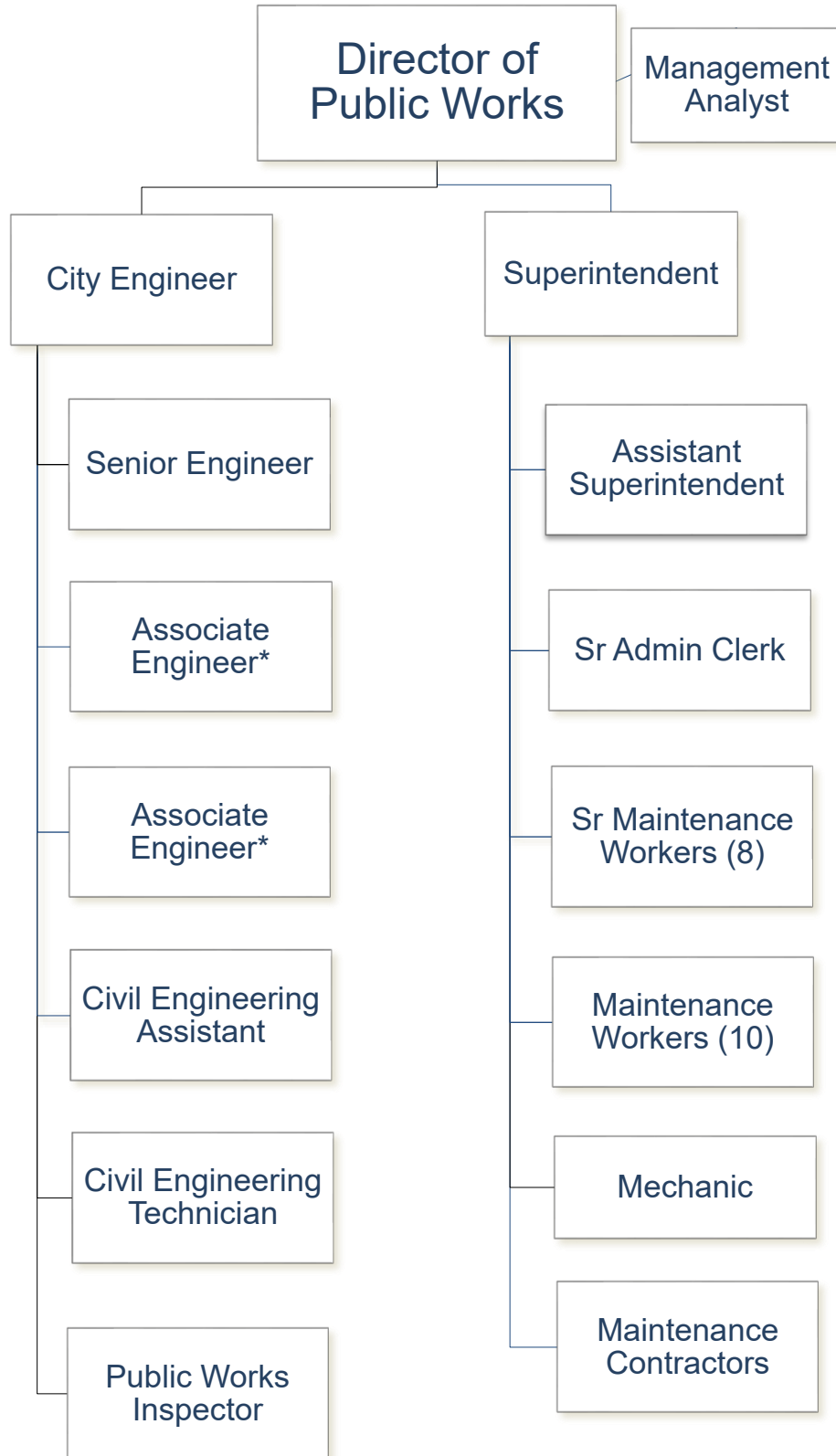


**FIRE & EMERGENCY SERVICES
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	155,200	145,437	175,700	175,700	172,800	178,000
BENEFITS	1,773,100	1,762,536	2,057,000	2,057,000	2,036,500	2,065,300
PERSONNEL TOTAL ---->	1,928,300	1,907,973	2,232,700	2,232,700	2,209,300	2,243,300
UTILITIES	37,800	30,231	39,000	39,000	39,800	41,000
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	8,047,800	7,881,458	8,325,600	8,325,600	8,775,000	9,228,500
UNIFORMS & SAFETY EQUIPMENT	600	-	600	600	600	600
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	108,100	71,965	111,300	111,300	113,500	116,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	8,194,300	7,983,654	8,476,500	8,476,500	8,928,900	9,387,000
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	10,122,600	9,891,627	10,709,200	10,709,200	11,138,200	11,630,300
TRANSFERS OUT	125,000	125,000	110,000	110,000	112,200	115,500
ALLOCATIONS OUT FOR WORKERS COMP	-	-	2,100	2,100	2,100	2,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	125,000	125,000	112,100	112,100	114,300	117,700
EXPENDITURES & TRANSFERS TOTAL ---->	10,247,600	10,016,627	10,821,300	10,821,300	11,252,500	11,748,000
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	177,400	250,402	182,800	211,300	192,700	192,100
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	30,000	33,077	30,000	30,000	30,600	31,500
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	207,400	283,479	212,800	241,300	223,300	223,600
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 ---->	207,400	283,479	212,800	241,300	223,300	223,600
GENERAL FUND NET EXPENSE (REVENUE) ---->	10,040,200	9,733,148	10,608,500	10,580,000	11,029,200	11,524,400



Public Works Organization Chart



*Position is currently underfilled



This Page Intentionally Left Blank



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, 14391000, 14571000, 15521000, 16610000, 18188000, 28281000, 95951000

Dept

1880, 2810, 3910, 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 31 full-time regular employees and 12.9 contract employees.

Program	Management
Administration/Engineering (8 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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	1,924,900	1,736,968	2,058,725	1,905,075	2,260,725	2,327,725
BENEFITS	1,214,700	1,011,967	1,054,800	1,054,800	1,140,000	1,219,000
PERSONNEL TOTAL ---->	3,139,600	2,748,934	3,113,525	2,959,875	3,400,725	3,546,725
UTILITIES	678,300	569,277	698,600	698,600	712,500	733,600
OFFICE ADMINISTRATIVE	219,400	205,290	213,600	213,600	217,800	224,200
PROFESSIONAL SERVICES	2,567,300	2,129,331	2,361,300	2,361,300	2,551,900	2,650,700
UNIFORMS & SAFETY EQUIPMENT	9,600	5,520	9,800	9,800	9,800	10,000
PROFESSIONAL DEVELOPMENT	31,200	3,458	32,100	32,100	32,600	33,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	400	-	400	400	400	400
EQUIPMENT MAINTENANCE	132,300	91,319	136,200	136,200	138,700	142,700
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	3,638,500	3,004,195	3,452,000	3,452,000	3,663,700	3,795,100
CAPITAL OUTLAY	51,600	14,127	53,100	53,100	54,200	55,700
CAPITAL OUTLAY TOTAL ---->	51,600	14,127	53,100	53,100	54,200	55,700
EXPENDITURES TOTAL ---->	6,829,700	5,767,257	6,618,625	6,464,975	7,118,625	7,397,525
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	24,000	24,000	24,700	24,700	25,200	26,000
ALLOCATIONS OUT FOR WORKERS COMP	46,300	46,300	46,700	46,700	47,600	49,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	168,700	168,700	131,200	131,200	133,800	137,900
TRANSFER OUT TOTAL ---->	239,000	239,000	202,600	202,600	206,600	213,000
EXPENDITURES & TRANSFERS TOTAL ---->	7,068,700	6,006,257	6,821,225	6,667,575	7,325,225	7,610,525
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	314,900	387,572	343,900	348,900	360,100	370,500
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	4,600	4,612	5,000	5,000	5,600	5,800
LICENSES & PERMITS	202,100	377,153	300,000	321,000	327,000	336,000
OTHER REVENUE	228,300	331,233	279,600	276,600	283,800	293,400
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	749,900	1,100,570	928,500	951,500	976,500	1,005,700
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	789,500	789,500	843,400	843,400	860,200	886,000
ALLOCATIONS IN FROM NPDES	135,000	135,000	139,100	139,100	141,900	146,200
ALLOCATIONS IN FROM GAS TAX	167,900	167,900	230,900	230,900	235,500	242,600
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,092,400	1,092,400	1,213,400	1,213,400	1,237,600	1,274,800
REVENUE & TRANSFERS TOTAL ---->	1,842,300	2,192,970	2,141,900	2,164,900	2,214,100	2,280,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	5,226,400	3,813,287	4,679,325	4,502,675	5,111,125	5,330,025



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	8 FTEs: Public Works Director, City Engineer, Senior Engineer, 2 Associate Engineers, Civil Engineering Assistant, 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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Repaired sidewalk deviation for over 200 properties • Continued to reduce Sanitary Sewer Overflows to a historically low level • Completed the San Carlos Avenue Pedestrian Safety Improvement Project • 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 2021-23 Goals**

- Continue completing the backlog for the Sidewalk Repair Program
- Continue bringing the City's Pavement Condition Index up to the County average
- 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 CIP, 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of staff reports taken to Council	39	51	50	50
# of non-CIP related public information notices created	9	10	10	10
# of Inform San Carlos requests received (Engineering)	115	135	135	135
# of programs managed	15	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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
Sq. ft. of sidewalk repaired by City (in CIP)	10,000	7,000	2,500	2,500
Sq. ft. of driveway approaches repaired by City (in CIP)	2,500	1,000	1,000	1,000
Linear feet of curb/gutter repaired by City (in CIP)	500	250	500	500
# of sidewalk inspections conducted	473	150	150	150
# of sidewalk locations repaired by City program	200	150	150	150
# of private sidewalk permits issued	43	40	45	45



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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of traffic and circulation studies conducted	5	3	5	5
# of studies resulting in implementation of a traffic calming measure	3	3	3	3
# of speed zone surveys done	8	10	10	10
# of speed zone surveys done in timely manner according to regulations	8	10	10	10
# of traffic investigations submitted	10	10	15	15
# of traffic investigations completed	10	10	15	15

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 measure we use track the success of each permit program is 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of Residential GESC permits issued	1,580	1,700	1,700	1,700
% of total Residential GESC permits issued	93%	98%	98	98
# of Business GESC permits issued	47	55	60	60
# of resident parking complaints received	14	25	25	25
% of parking complaints accepted and planned for action within one business day	86%	90%	90%	90%
% of parking complaints completed within 24 hours	72%	75%	75%	75%



Development and Permitting Objective 5

The goal of the Development and Permitting program is to process, review, and approve public and private plans and applications for development projects 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# Encroachment permits issued	284	225	250	250
# Sewer Lateral permits issued	107	100	100	100
# Utility permits issued	302	350	300	300
# of grading permits reviewed	20	10	10	10
# of inspections conducted	2,629	2,000	2,500	2,500
# of projects reviewed during entitlement	50	30	50	50

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of projects	41	42	40	40
\$ Capital invested	\$27,066,229	\$36,300,000	\$30,000,000	\$30,000,000
% 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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	1,025,200	943,525	1,114,550	960,900	1,290,950	1,329,150
BENEFITS	681,400	512,658	551,600	551,600	631,200	675,200
PERSONNEL TOTAL ---->	1,706,600	1,456,183	1,666,150	1,512,500	1,922,150	2,004,350
UTILITIES	100	-	100	100	100	100
OFFICE ADMINISTRATIVE	9,700	2,268	10,000	10,000	10,200	10,500
PROFESSIONAL SERVICES	824,500	643,714	667,500	667,500	730,900	751,200
UNIFORMS & SAFETY EQUIPMENT	800	391	800	800	800	800
PROFESSIONAL DEVELOPMENT	19,500	1,873	20,100	20,100	20,500	21,100
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	300	-	300	300	300	300
EQUIPMENT MAINTENANCE	1,600	-	1,600	1,600	1,600	1,600
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	856,500	648,247	700,400	700,400	764,400	785,600
CAPITAL OUTLAY	1,600	-	1,600	1,600	1,600	1,600
CAPITAL OUTLAY TOTAL ---->	1,600	-	1,600	1,600	1,600	1,600
EXPENDITURES TOTAL ---->	2,564,700	2,104,430	2,368,150	2,214,500	2,688,150	2,791,550
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR SEWER	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	22,800	22,800	22,800	22,800	23,300	24,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	84,500	84,500	55,200	55,200	56,300	58,000
TRANSFER OUT TOTAL ---->	107,300	107,300	78,000	78,000	79,600	82,000
EXPENDITURES & TRANSFERS TOTAL ---->	2,672,000	2,211,730	2,446,150	2,292,500	2,767,750	2,873,550
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	314,900	387,572	343,900	348,900	360,100	370,500
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	202,100	377,153	300,000	321,000	327,000	336,000
OTHER REVENUE	63,500	73,842	57,200	59,000	62,000	67,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	580,500	838,567	701,100	728,900	749,100	773,500
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	622,400	622,400	641,100	641,100	653,900	673,500
ALLOCATIONS IN FROM NPDES	135,000	135,000	139,100	139,100	141,900	146,200
ALLOCATIONS IN FROM GAS TAX	167,900	167,900	230,900	230,900	235,500	242,600
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	925,300	925,300	1,011,100	1,011,100	1,031,300	1,062,300
REVENUE & TRANSFERS TOTAL ---->	1,505,800	1,763,867	1,712,200	1,740,000	1,780,400	1,835,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,166,200	447,863	733,950	552,500	987,350	1,037,750



This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Provided excellent response to facility needs during the rainy season • Completed mastered-key project citywide • Ensured residents know how to report maintenance issues • Assisted with facility CIP projects • Completed vehicle remote project • Completed facilities-related projects for COVID-19 transition
FY 2021-23 Goals	<ul style="list-style-type: none"> • Continue to provide excellent customer service • Complete issuance of all electronic ID badges to all contractors • Assist with facility CIP projects • Complete fire station repair and maintenance projects • Complete the Emergency Operations Center upgrade

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of facilities maintained	9	9	9	9
Square footage of facilities maintained	205,786	205,786	205,786	205,786
% 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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	208,600	176,493	223,050	223,050	229,050	235,850
BENEFITS	125,400	111,572	120,300	120,300	121,400	129,900
PERSONNEL TOTAL ---->	334,000	288,065	343,350	343,350	350,450	365,750
UTILITIES	281,800	224,448	290,200	290,200	295,900	304,600
OFFICE ADMINISTRATIVE	500	770	500	500	500	500
PROFESSIONAL SERVICES	395,600	312,784	407,400	407,400	419,600	434,300
UNIFORMS & SAFETY EQUIPMENT	2,000	1,434	2,000	2,000	2,000	2,000
PROFESSIONAL DEVELOPMENT	500	-	500	500	500	500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	104,900	80,578	108,000	108,000	110,000	113,200
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	785,300	620,014	808,600	808,600	828,500	855,100
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,119,300	908,079	1,151,950	1,151,950	1,178,950	1,220,850
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	10,000	10,000	5,600	5,600	5,700	5,900
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,800	1,800	1,800	1,900
TRANSFER OUT TOTAL ---->	11,700	11,700	7,400	7,400	7,500	7,800
EXPENDITURES & TRANSFERS TOTAL ---->	1,131,000	919,779	1,159,350	1,159,350	1,186,450	1,228,650
REVENUE SUMMARY						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	41	5,000	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	-	41	5,000	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	58,900	58,900	60,700	60,700	61,900	63,800
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	58,900	58,900	60,700	60,700	61,900	63,800
REVENUE & TRANSFERS TOTAL ---->	58,900	58,941	65,700	60,700	61,900	63,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,072,100	860,838	1,093,650	1,098,650	1,124,550	1,164,850



SC LIBRARY TENANT FUND (95951000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	159,500	126,257	164,300	164,300	167,500	172,500
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	113,400	115,828	116,800	116,800	119,100	122,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	8,200	7,806	8,400	8,400	8,500	8,700
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	281,100	249,891	289,500	289,500	295,100	303,900
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	249,356	83,586	165,770	165,770	1,000,000	-
CAPITAL OUTLAY TOTAL ---->	249,356	83,586	165,770	165,770	1,000,000	-
EXPENDITURES TOTAL ---->	530,456	333,477	455,270	455,270	1,295,100	303,900
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	530,456	333,477	455,270	455,270	1,295,100	303,900
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	45,200	60,639	38,800	43,800	44,600	45,800
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	246,300	289,591	213,900	209,900	226,800	237,000
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	291,500	350,229	252,700	253,700	271,400	282,800
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	291,500	350,229	252,700	253,700	271,400	282,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	238,956	(16,752)	202,570	201,570	1,023,700	21,100



This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Smog and smoke tested all fleet vehicles • Prepared specifications for new Bucket truck • Completed E-ROAR Reporting (California emissions) for off road fleet equipment • Created and implemented new Spill Prevention Control and Countermeasure program for City Hall generator • Collaborated with Risk Management for insurance renewal • Saved City an estimated \$82,000 on repurposing two trucks – due to frozen budget, repaired and repurposed trucks needed for parks and sign departments
FY 2021-23 Goals	<ul style="list-style-type: none"> • Smog and smoke test fleet • Remain compliant with California Air Resources Board and Electronic Responsible Official Affirmation of Reporting regulations • Purchase new bucket truck, class 8 dump truck, and asphalt patch truck

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of inventory vehicles, equipment & misc. equipment	207	200	200	200
# of vehicles/equipment pieces maintained (routine and non-routine)	200	200	200	200
% of fleet receiving preventative maintenance inspections each year	75%	85%	90%	95%
\$ value of vehicles and equipment surplus	\$2,800	\$0	\$0	\$0
# of fuel station violations	0	0	0	0



**FLEET MAINTENANCE (01531000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	103,600	92,041	111,725	111,725	114,425	117,725
BENEFITS	62,200	67,156	60,100	60,100	60,700	64,800
PERSONNEL TOTAL ---->	165,800	159,197	171,825	171,825	175,125	182,525
UTILITIES	200	-	200	200	200	200
OFFICE ADMINISTRATIVE	4,300	4,451	4,400	4,400	4,500	4,600
PROFESSIONAL SERVICES	8,900	4,677	9,200	9,200	9,400	9,700
UNIFORMS & SAFETY EQUIPMENT	1,400	1,015	1,400	1,400	1,400	1,400
PROFESSIONAL DEVELOPMENT	1,100	155	1,100	1,100	1,100	1,100
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	2,900	912	3,000	3,000	3,100	3,200
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	18,800	11,210	19,300	19,300	19,700	20,200
CAPITAL OUTLAY	44,000	14,127	45,300	45,300	46,300	47,600
CAPITAL OUTLAY TOTAL ---->	44,000	14,127	45,300	45,300	46,300	47,600
EXPENDITURES TOTAL ---->	228,600	184,534	236,425	236,425	241,125	250,325
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,500	3,500	2,100	2,100	2,100	2,200
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600	600
TRANSFER OUT TOTAL ---->	4,100	4,100	2,700	2,700	2,700	2,800
EXPENDITURES & TRANSFERS TOTAL ---->	232,700	188,634	239,125	239,125	243,825	253,125

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	108,200	108,200	141,600	141,600	144,400	148,700
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	108,200	108,200	141,600	141,600	144,400	148,700
REVENUE & TRANSFERS TOTAL ---->	108,200	108,200	141,600	141,600	144,400	148,700
GENERAL FUND NET EXPENSE (REVENUE) ---->	124,500	80,434	97,525	97,525	99,425	104,425



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 2020-21 Accomplishments	<ul style="list-style-type: none">• Adapted new maintenance practice for parks restrooms and playgrounds due to COVID-19 by disinfecting restrooms daily and playgrounds once a week• Installed new corn hole game with concrete at Burton Park. Installation included removing old horseshoe pit, grading area, and adding 10 yards of woodchips• Assisted Master Gardeners on landscaping City Hall courtyard, planting, and improving irrigation• Added a combination of 125 yards of mulch and 8 yards of playground sand at Cedar, Hillcrest, and Neighborhood parks• Completed Sister City lane beautification project by adding new pot and plants• Started the second phase of Vista Park improvements – 30% completed of native “Aromatic” feature plant, and completed 90% of the third phase of introducing native improve drainage and irrigation North of Vista Park• Cleared about an acre of scotch broom from upper Arguello Park for fire prevention• Continued fire prevention efforts on all open space areas	
FY 2021-23 Goals	<ul style="list-style-type: none">• Continue water conservation for parks and islands• Respond with excellent customer service• 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of acres of developed parks maintained	62.5	62.5	62.5	62.5
# of work orders completed in-house	560	800	800	800
# 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 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	587,500	524,909	609,400	609,400	626,300	645,000
BENEFITS	345,700	320,581	322,800	322,800	326,700	349,100
PERSONNEL TOTAL ---->	933,200	845,490	932,200	932,200	953,000	994,100
UTILITIES	210,900	197,819	217,200	217,200	221,600	228,200
OFFICE ADMINISTRATIVE	156,300	150,373	161,000	161,000	164,200	169,100
PROFESSIONAL SERVICES	878,300	794,523	829,700	829,700	935,600	970,400
UNIFORMS & SAFETY EQUIPMENT	3,700	2,414	3,900	3,900	3,900	4,100
PROFESSIONAL DEVELOPMENT	6,600	1,430	6,800	6,800	6,900	7,100
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	13,300	7,692	13,700	13,700	13,900	14,300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,269,200	1,154,251	1,232,400	1,232,400	1,346,200	1,393,300
CAPITAL OUTLAY	5,700	-	5,900	5,900	6,000	6,200
CAPITAL OUTLAY TOTAL ---->	5,700	-	5,900	5,900	6,000	6,200
EXPENDITURES TOTAL ---->	2,208,100	1,999,741	2,170,500	2,170,500	2,305,200	2,393,600
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	10,000	10,000	16,200	16,200	16,500	17,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	81,900	81,900	73,600	73,600	75,100	77,400
TRANSFER OUT TOTAL ---->	91,900	91,900	89,800	89,800	91,600	94,400
EXPENDITURES & TRANSFERS TOTAL ---->	2,300,000	2,091,641	2,260,300	2,260,300	2,396,800	2,488,000
REVENUE SUMMARY						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	47,000	96,403	93,100	93,100	95,000	95,900
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	47,000	96,403	93,100	93,100	95,000	95,900
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	96,403	93,100	93,100	95,000	95,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	2,253,000	1,995,237	2,167,200	2,167,200	2,301,800	2,392,100



This Page Intentionally Left Blank



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Maintained effective sewer maintenance and customer service despite staffing shortages during COVID-19 schedule rotation • Increased number of main line CCTV investigations • Successfully executed in house emergency point repairs
FY 2021-23 Goals	<ul style="list-style-type: none"> • Reduce number of sanitary sewer overflows • Continue to provide excellent customer service • Increase linear feet of main sewer lines cleaned • Research and implement new sewer technology

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>
-----------------------------	---

Key Performance Measures	FY 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# sewer line point repairs	23	21	25	25
# linear feet of sewer lines cleaned	230,920	350,000	350,000	350,000
% of sewer system cleaned	42%	63%	63%	63%
# of emergency responses	323	300	300	300
# of citizen requests	97	75	75	75
Number of sanitary sewer overflows per 100 miles of sewer line per year	15.34	7	7	7
Number of sanitary sewer lower lateral spills	8	5	5	5
Number of capacity assurance projects completed (11 mandated per capacity assurance program)	0	0	2	0
# of feet of sewer line rehabilitated	6,300	7,050	7,500	7,500
% of sewer lines replaced per the sewer master plan	1.16%	1.30%	1.38%	1.38%
# of sanitary sewer overflows	16	8	8	8
# of laterals replaced (by City and permitted private work)	178	75	150	150
# of laterals cleaned	652	700	700	700



WASTEWATER (SEWER) FUND (06631000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	1,378,900	1,193,988	1,454,300	1,049,100	1,494,200	1,539,300
BENEFITS	873,900	(99,166)	835,300	835,300	845,000	902,900
PERSONNEL TOTAL ---->	2,252,800	1,094,822	2,289,600	1,884,400	2,339,200	2,442,200
UTILITIES	15,900	19,368	16,400	16,400	16,700	17,200
OFFICE ADMINISTRATIVE	58,600	28,769	60,400	60,400	61,500	63,400
PROFESSIONAL SERVICES	4,189,300	3,863,646	4,611,600	4,611,600	4,837,800	5,042,700
UNIFORMS & SAFETY EQUIPMENT	13,900	14,913	14,300	14,300	14,600	15,000
PROFESSIONAL DEVELOPMENT	17,600	13,253	18,000	18,000	18,300	18,800
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	70,900	45,749	73,000	73,000	74,400	76,600
SERIAL BONDS	3,567,000	3,538,085	3,404,200	3,404,200	3,491,800	3,500,300
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	7,933,300	7,523,782	8,198,000	8,198,000	8,515,200	8,734,100
CAPITAL OUTLAY	41,700	1,125,263	43,000	43,000	43,800	45,200
CAPITAL PROJECTS	6,658,207	1,184,322	6,311,367	6,311,367	7,025,000	6,455,000
CAPITAL OUTLAY TOTAL ---->	6,699,907	2,309,585	6,354,367	6,354,367	7,068,800	6,500,200
EXPENDITURES TOTAL ---->	16,886,007	10,928,189	16,841,967	16,436,767	17,923,200	17,676,500
TRANSFERS OUT	609,000	609,000	633,400	633,400	658,700	685,000
ALLOCATIONS OUT TO GENERAL FUND	2,102,700	2,102,700	2,265,800	2,265,800	2,311,100	2,380,500
ALLOCATIONS OUT FOR WORKERS COMP	75,300	75,300	87,300	87,300	89,000	91,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	781,200	781,200	721,000	721,000	735,400	757,500
TRANSFER OUT TOTAL ---->	3,568,200	3,568,200	3,707,500	3,707,500	3,794,200	3,914,700
EXPENDITURES & TRANSFERS TOTAL ---->	20,454,207	14,496,389	20,549,467	20,144,267	21,717,400	21,591,200
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	19,351,000	21,466,108	20,038,500	20,780,000	20,950,000	21,904,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	151,000	644,034	279,700	223,200	317,200	362,800
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	19,502,000	22,110,142	20,318,200	21,003,200	21,267,200	22,266,800
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	24,000	24,000	24,700	24,700	25,200	26,000
ALLOCATIONS IN FROM NPDES	408,000	408,000	200,000	200,000	279,000	290,100
ALLOCATIONS IN FROM GAS TAX	109,800	109,800	225,000	225,000	229,500	236,400
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	541,800	541,800	449,700	449,700	533,700	552,500
REVENUE & TRANSFERS TOTAL ---->	20,043,800	22,651,942	20,767,900	21,452,900	21,800,900	22,819,300
WASTEWATER FUND NET EXP (REV) ---->	410,407	(8,155,553)	(218,433)	(1,308,633)	(83,500)	(1,228,100)



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Completed Storm preparations • Cleaned over 250 trash captures three times a year • Built a wood retaining wall for 3017 Brittan • Maintained no major flooding due to well-maintained storm systems
FY 2021-23 Goals	<ul style="list-style-type: none"> • Work with Engineering to repair damaged storm lines • Work with Engineering to build a concrete retaining wall at 3017 Brittan • Clean Trash Captures three times a year • Prepare for the next storm season

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of inspections conducted (storm drain, creek, levee)	939	1,500	1,500	1,500
# of linear feet of culvert cleaned	4,040	6,000	6,000	6,000
# of catch basins cleaned	765	1,000	1,000	1,000
Linear feet of ditches cleaned (sediment removed)	2,496	2,500	2,500	2,500
Tons of debris removed from inlets and creek guards	17.875	35	35	35
Linear feet of storm drain lines installed	130	150	250	250
# of inlets replaced	10	12	15	15
% or # of MRP 2.0 internal deadlines met	100%	100%	100%	100%



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	3,500	3,267	3,600	3,600	3,700	3,800
OFFICE ADMINISTRATIVE	6,200	5,305	6,400	6,400	6,500	6,700
PROFESSIONAL SERVICES	84,200	67,001	76,000	76,000	77,500	79,800
UNIFORMS & SAFETY EQUIPMENT	2,300	975	2,500	2,500	2,500	2,500
PROFESSIONAL DEVELOPMENT	15,000	17,463	18,600	18,600	24,000	24,600
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	3,300	486	3,300	3,300	3,300	3,400
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	114,500	94,497	110,400	110,400	117,500	120,800
CAPITAL OUTLAY	3,400	-	3,400	3,400	3,500	3,600
CAPITAL OUTLAY TOTAL ---->	3,400	-	3,400	3,400	3,500	3,600
EXPENDITURES TOTAL ---->	117,900	94,497	113,800	113,800	121,000	124,400
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	153,800	153,800	158,400	158,400	161,600	166,400
ALLOCATIONS OUT TO SEWER	408,000	408,000	200,000	200,000	279,000	290,100
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	98,600	98,600	100,600	103,600
TRANSFER OUT TOTAL ---->	561,800	561,800	457,000	457,000	541,200	560,100
EXPENDITURES & TRANSFERS TOTAL ---->	679,700	656,297	570,800	570,800	662,200	684,500
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	606,900	621,149	620,000	620,000	623,200	628,100
OTHER TAX	72,600	75,088	73,000	73,000	69,500	76,700
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	15,073	6,600	5,300	7,500	8,600
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	679,500	711,310	699,600	698,300	700,200	713,400
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 ---->	679,500	711,310	699,600	698,300	700,200	713,400
STORMWATER FUND NET EXP (REV) ---->	200	(55,013)	(128,800)	(127,500)	(38,000)	(28,900)



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 2020-21 Accomplishments	<ul style="list-style-type: none"> • Completed the 2020 Pavement Rehabilitation Project • Supported Engineering Division between pavement rehabilitation projects • Continued the Sidewalk Repair Program and removed sidewalk deviations on over 200 properties from the backlog
FY 2021-23 Goals	<ul style="list-style-type: none"> • 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 • Continue the Sidewalk Repair Program and eliminate sidewalk deviations

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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of street lights repaired	11	20	20	20
# of traffic signals repaired	33	30	30	30
# of linear feet of curb painted	496	8,000	8,000	8,000
# of street signs replaced	26	150	150	150
# of square feet of potholes repaired by Maintenance	884	1,500	1,500	1,500
# of Inform San Carlos requests received (PW Maintenance)	145	175	175	175
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 along with the Pavement Condition Index (PCI) 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 2020 Actuals	FY 2021 Projected	FY 2022 Adopted	FY 2023 Adopted
# of miles paved	1.8	2.5	2.5	2.5
% of total system paved since 2010	2.11%	2.91%	2.91%	2.91%
# miles of streets sealed	1.33	1.75	2.5	2.5
% of total system sealed since 2010	2%	2%	3%	3%
Linear feet of striping replaced	22,000	25,000	25,000	25,000
Square feet of markings replaced	12,000	10,000	15,000	15,000
Pavement Condition Index (PCI)	58	59	63	68



STREET MAINTENANCE (01541000 and 01561000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	185,300	147,010	190,900	190,900	194,700	200,500
OFFICE ADMINISTRATIVE	48,600	47,428	37,700	37,700	38,400	39,500
PROFESSIONAL SERVICES	460,000	373,633	447,500	447,500	456,400	485,100
UNIFORMS & SAFETY EQUIPMENT	1,700	265	1,700	1,700	1,700	1,700
PROFESSIONAL DEVELOPMENT	3,500	-	3,600	3,600	3,600	3,700
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	9,600	2,138	9,900	9,900	10,100	10,400
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	708,700	570,474	691,300	691,300	704,900	740,900
CAPITAL OUTLAY	300	-	300	300	300	300
CAPITAL OUTLAY TOTAL ---->	300	-	300	300	300	300
EXPENDITURES TOTAL ---->	709,000	570,474	691,600	691,600	705,200	741,200
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	24,000	24,000	24,700	24,700	25,200	26,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	24,000	24,000	24,700	24,700	25,200	26,000
EXPENDITURES & TRANSFERS TOTAL ---->	733,000	594,474	716,300	716,300	730,400	767,200

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	4,600	4,612	5,000	5,000	5,600	5,800
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	117,800	160,947	124,300	124,500	126,800	130,500
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	122,400	165,559	129,300	129,500	132,400	136,300
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 ---->	122,400	165,559	129,300	129,500	132,400	136,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	610,600	428,915	587,000	586,800	598,000	630,900



MEASURE A TRAFFIC CONGESTION FUND (14571000)
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	123,100	90,327	90,300	90,300	91,000	93,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	123,100	90,327	90,300	90,300	91,000	93,700
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	123,100	90,327	90,300	90,300	91,000	93,700
TRANSFERS OUT	850,000	850,000	863,750	863,750	750,000	750,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	850,000	850,000	863,750	863,750	750,000	750,000
EXPENDITURES & TRANSFERS TOTAL ---->	973,100	940,327	954,050	954,050	841,000	843,700

REVENUE SUMMARY	Revised 2019-20	Revised 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	815,000	910,707	774,400	774,400	859,000	905,600
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	26,217	9,400	1,000	10,600	12,100
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	815,000	936,924	783,800	775,400	869,600	917,700
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 ---->	815,000	936,924	783,800	775,400	869,600	917,700
MEASURE A FUND NET EXP (REV) ---->	158,100	3,403	170,250	178,650	(28,600)	(74,000)



**MEASURE W TRAFFIC CONGESTION FUND (14391000 and 18188000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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 OUTLAY TOTAL ---->	-	-	-	-	-	-
EXPENDITURES TOTAL ---->	-	-	-	-	-	-
TRANSFERS OUT	-	-	575,000	575,000	300,000	300,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	575,000	575,000	300,000	300,000
EXPENDITURES & TRANSFERS TOTAL ---->	-	-	575,000	575,000	300,000	300,000

REVENUE SUMMARY	Revised 2019-20	Revised 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	300,000	361,601	327,850	327,850	363,650	383,350
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	300,000	361,601	327,850	327,850	363,650	383,350
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 ---->	300,000	361,601	327,850	327,850	363,650	383,350
MEASURE W FUND NET EXP (REV) ---->	(300,000)	(361,601)	247,150	247,150	(63,650)	(83,350)



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
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	3,489,762	2,224,188	5,014,760	5,014,760	5,355,000	5,595,000
CAPITAL OUTLAY TOTAL ---->	3,489,762	2,224,188	5,014,760	5,014,760	5,355,000	5,595,000
EXPENDITURES TOTAL ---->	3,489,762	2,224,188	5,014,760	5,014,760	5,355,000	5,595,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	270,100	270,100	278,100	278,100	283,700	292,200
ALLOCATIONS OUT TO SEWER	109,800	109,800	225,000	225,000	229,500	236,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	126,300	126,300	461,700	461,700	470,900	485,000
TRANSFER OUT TOTAL ---->	506,200	506,200	964,800	964,800	984,100	1,013,600
EXPENDITURES & TRANSFERS TOTAL ---->	3,995,962	2,730,388	5,979,560	5,979,560	6,339,100	6,608,600

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	550,000	-	-	-	-	-
LICENSES & PERMITS	26,700	16,586	27,500	27,500	28,000	28,900
OTHER REVENUE	1,525,000	1,376,677	1,615,500	1,615,500	1,991,900	1,437,500
OTHER TAX	65,000	75,088	73,000	73,000	69,500	76,700
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	32,273	21,700	62,800	24,600	28,100
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	2,166,700	1,500,624	1,737,700	1,778,800	2,114,000	1,571,200
GENERAL TRANSFERS IN	-	-	4,500,000	4,500,000	-	-
TRANSFER IN FROM MEASURE A (14571000)	850,000	850,000	863,750	863,750	750,000	750,000
TRANSFER IN FROM MEASURE W (14391000 and 18188000)	-	-	575,000	575,000	300,000	300,000
TRANSFER IN FROM CAPITAL IMPROVEMENT FUND (0025)	125,000	125,000	125,000	125,000	1,125,000	3,125,000
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 ---->	975,000	975,000	6,063,750	6,063,750	2,175,000	4,175,000
REVENUE & TRANSFERS TOTAL ---->	3,141,700	2,475,624	7,801,450	7,842,550	4,289,000	5,746,200
GAS TAX FUND NET EXPENSE (REVENUE) ---->	854,262	254,763	(1,821,890)	(1,862,990)	2,050,100	862,400



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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	4,800	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	4,800	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	70,000	2,990	67,010	67,010	-	65,000
CAPITAL OUTLAY TOTAL ---->	70,000	2,990	67,010	67,010	-	65,000
EXPENDITURES TOTAL ---->	74,800	2,990	67,010	67,010	-	65,000
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	74,800	2,990	67,010	67,010	-	65,000

REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	4,100	2,955	3,000	3,000	3,100	3,200
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	143,488	-	76,200	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	9,282	3,300	3,400	3,800	4,300
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	4,100	155,725	6,300	82,600	6,900	7,500
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 ---->	4,100	155,725	6,300	82,600	6,900	7,500
PARKING IN LIEU FUND NET EXPENSE (REV) ---->	70,700	(152,735)	60,710	(15,590)	(6,900)	57,500



This Page Intentionally Left Blank



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, and 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 employees hired before March 16, 2009; 2.5% @ 55 for civilian employees hired on or after March 16, 2009 but before April 22, 2012; 2% @ 55 for civilian employees hired on or after April 22, 2012 but before January 1, 2013 or Classic member as defined by CalPERS; 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.

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 \$270 per month for transit passes and van pool services and up to \$270 per month for qualified parking expenses in 2021.

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 2021). Per the American Rescue Plan Act of 2021 (ARPA), employees can contribute an anticipated amount of eligible dependent care expenses up to \$10,500 (for 2021), 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 \$550 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 2021). Employees age 50 or older may contribute up to an additional \$6,500 for a total of \$26,000 per year (in 2021).

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").

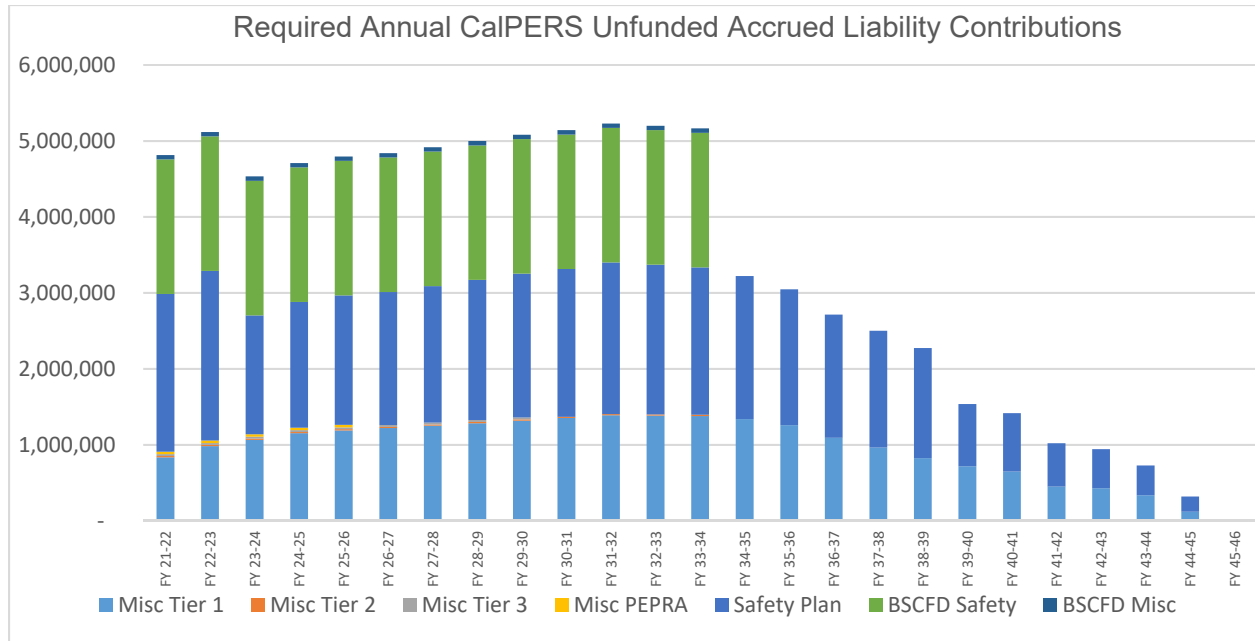
A pension plan's obligations are the dollar value of the benefits that have been promised by the plan and earned by the employees and retirees. An unfunded liability occurs when the benefits owed to current and future retirees exceeds the amount of money that has already been contributed or the plan's 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 accrued 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	Revised Budget 2018-19	Revised Budget 2019-20	Revised Budget 2020-21	Adopted Budget 2021-22	Adopted Budget 2022-23
FULL TIME EQUIVALENT EMPLOYEES					
Accounting Technician I ¹	1.00	1.00	1.00	0.00	0.00
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 ²	1.00	1.00	1.00	1.00	1.00
Associate Engineer	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 ³	4.00	4.00	4.00	3.00	3.00
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 ⁴	0.00	1.00	0.00	1.00	1.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00
Communications Coordinator ⁶	1.00	0.00	0.00	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 ⁶	1.00	0.00	0.00	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	10.00	10.00	10.00	10.00	10.00
Management Analyst ⁷	2.00	4.00	4.00	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	1.00	1.00	1.00	1.00
Public Works Assistant Superintendent	1.00	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	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	4.00	4.00	4.00	4.00	4.00
Recreation Manager ¹⁰	1.00	1.00	0.00	0.00	0.00
Recreation Supervisor ¹¹	1.00	1.00	3.00	3.00	3.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Senior Administrative Clerk ¹²	4.00	4.00	1.00	3.00	3.00
Senior Building Inspector ¹³	0.00	0.00	0.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
Senior Facility Attendant ¹⁴	0.00	1.00	0.00	1.00	1.00
Senior Maintenance Worker ¹⁵	7.00	8.00	8.00	8.00	8.00
Senior Management Analyst ¹⁶	3.00	3.00	3.00	3.00	3.00
Senior Planner ¹⁷	1.00	2.00	0.00	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 REGULAR FULL-TIME EMPLOYEES	79.00	84.00	78.00	82.00	82.00

**PERSONNEL SUMMARY**

Classification	Revised Budget 2018-19	Revised Budget 2019-20	Revised Budget 2020-21	Adopted Budget 2021-22	Adopted Budget 2022-23
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	467,100	457,100	338,200	445,200	493,300
Sewer Fund	7,000	7,100	7,200	7,300	7,500
TOTAL PART-TIME FUNDING BY DEPARTMENT	\$ 474,100	\$ 464,200	\$ 345,400	\$ 452,500	\$ 500,800

¹ Accounting Technician I position eliminated in FY2021-22² Assistant Planner position added in FY2018-19³ Building Inspector II positions upgraded to Senior Building Inspector in FY2021-22⁴ Civil Engineering Assistant position added in FY2019-20, eliminated in FY2020-21, and restored in FY2021-22⁵ Communications Coordinator position upgraded to the Management Analyst position in the City Manager's Department in FY2019-20⁶ Facility Attendant position added in FY2016-17; upgraded to the Senior Facility Attendant position on the October 28, 2019 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 Recreation Manager position upgraded from the Recreation Supervisor position in FY2017-18 and downgraded to the Recreation Supervisor position in FY2020-21¹¹ Recreation Supervisor position downgraded from the Recreation Manager position in FY2020-21; Recreation Supervisor position added in FY2020-21 on the April 12th 2021 Council Meeting¹² 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, eliminated in FY2020-21, and restored in FY2021-22; Senior Administrative Clerk position in Parks & Recreation eliminated in FY2020-21 but restored in FY2021-22¹³ Senior Building Inspector upgraded from Building Inspector II in FY2021-22¹⁴ Senior Facility Attendant position upgraded from the Facility Attendant position on the October 28, 2019 Council Meeting and position eliminated in FY2020-21 and reinstated in FY2021-22¹⁵ Two Senior Maintenance Worker positions added: one added in FY2018-19; another one added in FY2019-20¹⁶ Senior Management Analyst position in the Community Development Department added in FY2018-19¹⁷ Senior Planner position added in the Advanced Planning Division in FY2019-20, eliminated in FY2020-21, and restored FY2021-22



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Revised Budget 2018-19	Revised Budget 2019-20	Revised Budget 2020-21	Adopted Budget 2021-22	Adopted Budget FY22-23
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	0.00	0.00	0.00	0.00
Management Analyst	1.00	2.00	2.00	2.00	2.00
TOTAL CITY MANAGER'S OFFICE	6.00	6.00	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*	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL ADMINISTRATION DIVISION	3.00	3.00	3.00	3.00	3.00
*Position underfilled					
BUILDING DIVISION - 01181000					
Building Official	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	0.00	0.00	0.00	1.00	1.00
Building Inspector II*	4.00	4.00	4.00	3.00	3.00
Management Analyst	0.00	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	0.00	0.00	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	0.00	0.00	0.00	0.00
Principal Planner	0.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	0.00	0.00	0.00
Assistant Planner	1.00	1.00	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	0.00	0.00	0.00
TOTAL PLANNING DIVISION	5.00	5.00	3.00	3.00	3.00
ADVANCED PLANNING DIVISION - 01191001					
Planning Manager	0.00	1.00	1.00	1.00	1.00
Senior Planner	0.00	1.00	0.00	1.00	1.00
Senior Administrative Clerk	0.00	1.00	0.00	1.00	1.00
TOTAL ADVANCED PLANNING DIVISION	0.00	3.00	1.00	3.00	3.00
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	Revised Budget 2018-19	Revised Budget 2019-20	Revised Budget 2020-21	Adopted Budget 2021-22	Adopted Budget FY22-23
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	0.00	0.00
TOTAL FINANCE DIVISION	6.00	6.00	6.00	5.00	5.00
*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	1.00	0.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL PUBLIC WORKS ENGINEERING	7.00	8.00	7.00	8.00	8.00
*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	1.00	1.00	0.00	0.00	0.00
Recreation Supervisor	1.00	1.00	3.00	3.00	3.00
Recreation Coordinator	4.00	4.00	4.00	4.00	4.00
Senior Administrative Clerk	1.00	1.00	0.00	1.00	1.00
Facility Attendant	1.00	0.00	0.00	0.00	0.00
Senior Facility Attendant	0.00	1.00	0.00	1.00	1.00
TOTAL RECREATION DIVISIONS	8.00	8.00	7.00	9.00	9.00
PARK MAINTENANCE DIVISION - 01711000					
Public Works Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	3.00	4.00	4.00	4.00	4.00
TOTAL PARK MAINTENANCE	4.00	5.00	5.00	5.00	5.00



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Revised Budget 2018-19	Revised Budget 2019-20	Revised Budget 2020-21	Adopted Budget 2021-22	Adopted Budget FY22-23
BUILDING MAINTENANCE DIVISION 01712000 - 01718000					
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00
TOTAL BUILDING MAINTENANCE	2.00	2.00	2.00	2.00	2.00
SEWER FUND - 06631000					
Public Works Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
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	10.00	10.00	10.00	10.00	10.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00
TOTAL SEWER FUND	15.00	15.00	15.00	15.00	15.00
TOTAL REGULAR FULL-TIME EMPLOYEES	79.00	84.00	78.00	82.00	82.00
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	5.00	5.00	5.00	5.00
Administrative Secretary III	0.00	0.00	0.00	0.00	0.00
Management Analyst	1.00	1.00	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	28.80	28.80	28.80	28.80
FIRE AND EMERGENCY OPERATIONS SERVICES					
City of Redwood City Fire Department					
Fire Chief	0.25	0.25	0.25	0.25	0.25
Deputy Fire Chief	0.66	0.66	0.66	0.66	0.66
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Fire Marshal	0.33	0.33	0.33	0.33	0.33
Fire Prevention Admin	0.33	0.33	0.33	0.33	0.33
Deputy Fire Marshal	0.00	0.00	0.00	0.00	0.00
Fire Prevention Officer	0.50	0.50	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	6.00	6.00	6.00	6.00	6.00
Firefighters	6.00	6.00	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	22.06	22.06	22.06	22.06	22.06



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Revised Budget 2018-19	Revised Budget 2019-20	Revised Budget 2020-21	Adopted Budget 2021-22	Adopted Budget FY22-23
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	2.10	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	3.00	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	1.50	1.50	1.50	1.50	1.50
TOTAL MEDIAN & OPEN SPACE CONTRACT	3.90	3.90	3.90	3.90	3.90
BUILDING MAINTENANCE					
Janitorial Services					
Janitor	6.00	6.00	5.00	5.00	5.00
TOTAL BUILDING MAINTENANCE CONTRACT	6.00	6.00	5.00	5.00	5.00
CITY PLANNING SERVICES					
Planning Contractor Services					
Sr. Planner	1.00	1.00	0.40	0.40	0.40
Principal Planner	1.00	1.00	0.60	0.80	0.80
Assistant Planner	0.00	0.00	0.00	2.00	2.00
Associate Planner	0.50	0.50	1.00	0.40	0.40
Planning Technician	0.00	0.00	2.00	1.00	1.00
TOTAL PLANNING CONTRACT	2.50	2.50	4.00	4.60	4.60
BUILDING SERVICES					
San Mateo County Code Enforcement					
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00
TOTAL BUILDING SERVICES CONTRACT	1.00	1.00	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. These forms capture the costs spent to date, five-year budget requests, total estimated project costs, and funding sources. Each 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 May 1, 2021 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 June 7, 2021 meeting and concluded that the proposed capital projects are in conformance with the goals, policies, and actions contained within the General Plan.

The Fiscal Years 2021-23 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 Wastewater Fund, therefore, has the rates and fees necessary to fund the sewage treatment, transmission, major capital replacements and improvements to the sewer system.

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

- **Wastewater Financial Plan and Rate Study Project (C9609).** \$80,000 was previously approved for Fiscal Year 2018-19. Since the last four-year rate study was performed in 2019, the same amount of funding of \$80,000 was adopted for the anticipated cost of the study in Fiscal Year 2022-23.
- **Shelford Drive Slide Investigation Project (C9610).** \$273,000 was previously appropriated to provide investigation, design, and construction of a slope stabilization easement to protect the City sewer main and storm drain lines. No additional funding is needed.
- **Annual Sewer System Rehabilitation Program (C9617).** \$5.0 million was previously appropriated for Fiscal year 2020-21. Staff proposed \$25 million for the next five years, or \$5 million each year, for Fiscal Years 2021-22 through 2025-26 to continue the rehabilitation program.
- **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 previous year, \$416,570 was rolled forward to Fiscal Year 2020-21 and an additional \$180,000 was approved by



Council on January 11, 2021. Staff proposed \$900,000 per year for Fiscal Years 2021-22 through 2025-26 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, \$328,770 was approved by Council to be rolled forward into Fiscal Year 2020-21 to cover the cost of contracted work. Staff proposed an additional \$400,000 per year in Fiscal Years 2021-22, 2023-24 and 2025-26 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. Since not all of the funding was spent, \$156,170 of this amount was approved by Council to be rolled forward to Fiscal Year 2020-21. Staff proposed \$300,000 per year for Fiscal Years 2021-22 through 2025-26 to continue to conduct annual sewer lateral replacements.
- **Sewer System Root Foaming (C1752).** \$171,650 was previously approved 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 proposed \$175,000 each year for Fiscal Years 2021-22 through 2025-26 to continue with this work, thereby reducing and preventing root defects until each sewer pipe is scheduled for complete repair or replacement.

Funding for the following new sewer project was also recommended:

- **Generator Installation at Sewer Pump Stations (C2101).** \$250,000 of funding in Fiscal Year 2021-22 to design transfer switches and permanent generators at three sewer pumps located throughout the city. Installing permanent generators will reduce risks of Sanitary Sewer Overflows during an emergency and free up staff time to address other emergencies.

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 are largely being offset by tax rate increases stipulated in SB 1. LSR revenues are projected at \$1.36 million in Fiscal Year 2021-22 and \$1.4 million in Fiscal Year 2022-23.

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. It 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 Fund 18 (Measure W) into Fund 16 (Gas Tax Fund) was recommended to be \$1.05 million each year in Fiscal Year 2021-22 through Fiscal Year 2025-26.

To offset some of the potential revenue losses and also to raise the Pavement Condition Index (PCI) for our streets, \$575,000 will be covered by a Transportation for Livable Communities (TLC) Grant in Fiscal Year 2021-22. Staff also recommended a \$500,000 transfer from the General Fund from the most recent PG&E settlement in Fiscal Year 2022-23.

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

- **Annual Street Resurfacing Project (C9416).** \$4 million was previously approved for this project in Fiscal Year 2020-21. For Fiscal Year 2021-22, \$5 million in funding was adopted, which included \$575,000 of funding from a TLC Grant. \$5.3 million in funding was adopted for Fiscal Year 2022-23, which included the \$500,000 PG&E settlement funds, and 4.5 million per year was requested for Fiscal Years 2023-24 through 2025-26. 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 65 by 2023.
- **Annual Traffic Markings and Striping Project (C9417).** \$175,000 was previously approved by Council for Fiscal Year 2020-21, the same amount per year was adopted for Fiscal Years 2021-22 through 2023-24, and \$75,000 per year was requested for Fiscal Years 2024-25 and 2025-26 to address an increased need for striping improvements throughout the city.
- **Annual Sidewalk Repair/Reconstruction Project (C9465).** \$239,760 was not used in Fiscal Year 2019-20 and was approved by Council to be rolled forward into Fiscal Year 2020-21 in conjunction with an additional appropriation of \$600,000 to cover the cost of contracted work. \$378,000 will be reimbursed by the property owners for sidewalk repair costs. Staff also proposed funding of \$180,000 for Fiscal Year 2021-22, with \$60,000 to be reimbursed, and \$120,000 per year for Fiscal Years 2022-23 through 2025-26, 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 major sources of revenue for this fund are the franchise fee revenue received from the



Shoreway Transfer Station, estimated at approximately \$2.3 million in Fiscal Year 2021-22 with a \$100,000 increase per year in the next four fiscal years and 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.

Staff proposed a transfer of approximately \$1 million and \$2.5 million from the General Fund “Assigned” Reserve balance in Fiscal Years 2021-22 and 2022-23, respectively. This transfer will fund infrastructure projects, including pedestrian safety improvements, the downtown planning initiative, and the Fire Station 16 replacement. The transfer is also needed to fund essential maintenance and asset replacement projects.

Staff also proposed a transfer of \$1.125 million in Fiscal Year 2021-22 and \$3.125 million in Fiscal Year 2022-23 from the General Capital Fund to the Gas Tax Fund. This transfer will help offset the increasing street rehabilitation and sidewalk maintenance costs.

Completed projects in Fiscal Year 2020-21:

- Arguello Park Parking Lot Asphalt Repair (C1729)
- Cashier System Replacement (C1739)
- Existing Highlands Park Synthetic Turf Infill (C1804)
- Fire Station #13 HVAC Replacement (C1805)
- Upgrade of Existing Sports Field Lighting – Burton/Highlands Parks (C1809)
- Traffic Impact Fee Update (C1812)
- Basketball Arcade Game & Ping Pong Table for Youth Center (C1820)

Projects nearly completed in Fiscal Year 2020-21:

- Study of City Hall Foundation (C9812)
- Park Restroom Replacement (C1718)
- Purchase and Implement a New Agenda and Record Management System (C1720)
- Roof Repairs at Various Buildings (C1721)
- Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway (C1743)
- Permit Management and Inspection Coordination Application (TrakIt) Upgrade (C1745)
- Traffic Study – General Plan Environmental Impact Traffic Update (C1747)
- Bicycle and Pedestrian Master Plan (C1802)
- Existing Highlands Park Synthetic Turf Replacement (C1817)
- Fuels Mitigation at City Parks (C1821)

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

- Holly St/US 101 Interchange and Pedestrian Overcrossing (C9459)

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

- **Brittan Avenue Widening at Industrial Road (C9461).** \$846,000 was previously appropriated for this project with \$300,000 transferred from Traffic Mitigation Fee Reserve. No additional funding was requested.



- **Annual Storm Drainage Improvements (C9531).** \$500,000 was previously appropriated in Fiscal Year 2020-21 for this ongoing project. Staff also previously requested \$500,000 per year for Fiscal Years 2021-22 through 2022-23, and proposed maintaining it at this level. For Fiscal Years 2023-24 and 2025-26, 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).** \$500,000 was previously approved for this project 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. No additional funding was requested.
- **Fire Station 16 Replacement (C9823).** \$1.9 million was previously approved, and \$5.0 million was requested in Fiscal Years 2021-22 and 2022-23. However, staff proposed to escalate the funding of \$5.0 million into Fiscal Year 2021-22, with an addition of \$500,000 for solar panels per Council's direction during the Council meeting on April 12, 2021, for a total of \$10.5 million for Fiscal Year 2021-22. 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 was previously approved for Fiscal Year 2020-21. Staff proposed to continue the annual funding of \$150,000 per year for Fiscal Years 2021-22 through 2025-26 as recommended in the Industrial Road Drainage Master Plan.
- **Four Corners Traffic Improvements (C9838).** \$250,000 was previously approved for this project. An additional \$2 million was previously requested in Fiscal Year 2024-25 for the construction phase of this project. No additional changes were recommended for this project.
- **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 bio-retention basins to treat stormwater runoff from the parking lot. As a result, staff proposed \$300,000 in funding in Fiscal Year 2021-22. No additional funding was requested.
- **Fire Stations Repair (C1711).** \$158,500 was previously approved with a transfer from the Facility Infrastructure Improvement Reserve to upgrade Fire Station 13 and 16 electrical panels and utility rooms. On March 9, 2020, the City Council approved a resolution to transfer \$27,725 of the project funding to the Fire Station 13 HVAC Replacement (C1805) project. No additional funding was requested.
- **Illuminated Street Name Sign Replacement (C1712).** \$105,000 was previously appropriated. No additional funding was requested.
- **Network Security and Monitoring (C1715).** \$100,000 was previously appropriated. No additional funds were needed.



- **North Crestview Park Improvement (C1716).** \$11,305 was previously approved. \$350,000 in Fiscal Year 2024-25 had previously been requested for park improvements. No additional funding was requested.
- **Preliminary Study for Citywide Way-Finding Program (C1719).** \$100,000 was 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 \$350,000 was approved for Fiscal Year 2020-21 for Phase 2 – fabrication and installation. No additional funds were needed.
- **San Carlos Avenue Sidewalk Installation and Eucalyptus Tree Removal (C1722).** \$1.11 million was previously appropriated. The funding will be used for removal of large eucalyptus trees and restoration of the existing asphalt pathway. Council appropriated an additional \$200,000 to change the asphalt pathway to a sidewalk during the Council meeting on June 14, 2021.
- **Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals (C1725).** \$200,000 in funding was adopted for Fiscal Year 2021-22 for this project. No additional funding was requested.
- **GIS Upgrade (C1727).** \$100,000 was previously approved. No additional funding is needed.
- **5KV Streetlight Conversion (C1728).** \$335,000 was adopted for Fiscal Year 2022-23. No additional funding is needed.
- **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 proposed \$13,500 in Fiscal Year 2021-22 to complete this project. No additional funding is needed.
- **El Camino Real/Rail Corridor Tree Planting and Irrigation Installation (C1746).** \$150,000 was previously appropriated and \$150,000 was received from the Transit Village developer to offset the costs. Per Council's direction at the May 1, 2021 Budget Study Session, staff proposed to add \$110,000 in funding in Fiscal Year 2021-22 in addition to the \$350,000, which was previously requested in Fiscal Year 2022-23.
- **City Hall EOC Furniture and Equipment Updates (C1749).** \$90,000 was previously approved. This \$90,000 was subsidized by the Supplemental Law Enforcement Services Funds and Sheriff Trust Fund.
- **Alameda de las Pulgas Landslide Repair (C1751).** \$300,000 was previously appropriated and \$225,000 was expected to be received from Federal Emergency Management Agency (FEMA) as a reimbursement. Staff was recently notified that the reimbursement will not be received, and therefore recommended it be removed from the project. No additional funding is needed.
- **Wheeler Plaza Garage Parking Management System Expansion and Extension (C1753).** \$40,478 was appropriated previously. Staff proposed \$144,250 in additional funds for Fiscal Year 2021-22 to complete this project. The funding is to replace the current



obsolete parking sensor equipment with an Automatic License Plate Reader (ALPR) system. An ALPR parking management system will provide real time parking space availability. Approximately \$11,400 per fiscal year was included in the operating budget starting in Fiscal Year 2022-23.

- **Brittan Ave and Alameda de las Pulgas Widening (C1803).** \$250,000 was previously approved for this project for design work and \$850,000 was approved 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. This \$1.1 million funding is covered by the Traffic Mitigation Fee Reserve and no additional funding is needed.
- **San Carlos Ave Pedestrian Safety Improvements (C1806).** \$4.1 million was previously appropriated for this project to complete Phases 1 and 2 between Wellington Drive and Sycamore Street. Staff proposed \$1.2 million in Fiscal Year 2021-22 to continue Phase 3, which would improve the remaining section of San Carlos Avenue between Beverly Drive and Wellington Drive. The costs are offset by developer donations and Measure A bicycle and pedestrian funding. No additional requests were needed.
- **Traffic Calming Improvements (C1807).** \$100,000 was previously approved for design work on this project and \$1.5 million was approved for Fiscal Year 2020-21 to move forward with improvements to existing crosswalks in four locations. Staff proposed \$150,000 for Fiscal Year 2021-22 to complete the project.
- **GIS Sign Inventory (C1808).** \$125,000 was previously approved for this project. This project will allow all City-maintained signs, traffic signals, and pedestrian crosswalks to be GPS located. All information collected will be in a digital map format that will integrate with the City's computerized maintenance management system. No additional funding is needed.
- **Park Water Feature Modifications (C1810).** \$225,000 was previously appropriated for design and construction. The funding will be used to modify the existing water features at Burton Park and Laureola Park to include an underground water filtration and cleaning device to recirculate water used for the play features. No additional funding is needed.
- **Repave Asphalt Walking Path at Highlands Park (C1811).** \$150,000 was previously approved to repave the lower park entrance of Highlands Park on Coronado Street. No additional funding is needed.
- **Transfer Switches for Portable Generators (C1813).** \$250,000 was previously appropriated to add transfer switches for portable generators for all sewer/storm pump station locations and the Adult Community Center, Youth Center, and Library. No additional funding is needed.
- **Climate Mitigation and Adaptation Plan (C1814).** \$250,000 was previously approved. The funding was used to hire a consultant to complete research and community outreach and draft a new Climate Mitigation and Adaptation Plan for Council approval. No additional funding is needed.
- **City Tree Consultant (C1815).** \$100,000 was previously approved. The funding was to assist in determining a tree maintenance program to properly prune trees. No additional funding is needed.



- **Installation of New Sports Field Lighting at Flanagan & Stadium Field (C1818).** \$200,000 in funding was adopted for Fiscal Year 2021-22 and \$1.4 million for Fiscal Year 2022-23. San Carlos is known as a sports community with very active and engaged residents. \$200,000 will be used for design services and \$1.4 million will be used for project construction. The full cost will be covered by transfers from the Park-in-Lieu Fund (Fund 27). No additional funding is needed.
- **Wheeler Plaza Garage Cameras Design Study (C1902).** \$100,000 was previously approved. The project is a study to review, design, and recommend the number and placement of cameras and emergency call stations for maximum protection. No additional funding is needed.
- **Street Tree/Neighborhood Improvement (C1903).** \$83,340 was previously appropriated that was covered by developer contributions. No additional funding is needed.
- **Wheeler Plaza Garage Extra Lighting, Painting, and EV Stations (C1904).** \$195,000 was previously approved. Painting the walls and columns can reflect more light towards the center of the garage to brighten the dark areas. No additional funding is needed.
- **Eastside Planning Initiative (C1907).** \$500,000 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. To cover the cost of this project, \$500,000 was approved for transfer to the General Fund from the PG&E settlement in Fiscal Year 2020-21. On April 12, 2021, Resolution #2021-024 was approved to increase the appropriation by \$36,200 to broaden community input and cover project contingencies. No additional funding is needed at this time.
- **1201 San Carlos Ave Property Acquisition (C1908).** \$500,000 was originally approved for appropriation from 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. No additional funding is needed.
- **Burton Park Batting Cages (C2001).** \$215,000 was previously approved 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. No additional funding is needed.
- **Crestview Track Replacement (C2002).** \$125,000 was previously appropriated 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. No additional funding is needed.
- **Wheeler Plaza Parking Garage Wayfinding Signage Installation (C2003).** \$50,000 was previously approved 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. No additional funding is needed.



- **Corp Yard Cameras (C2004).** \$100,000 was approved 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. No additional funding is needed.
- **Integrated Cashiering System (C2005).** \$150,000 was adopted for Fiscal Year 2020-21 to replace the City's existing 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. On April 12, 2021, Council approved the use of \$75,000 from the technology fee reserve to cover part of the cost of this project. No additional funding is needed.
- **Bicycle and Pedestrian Master Plan Implementation (C2006).** \$300,000 in funding for each year in Fiscal Years 2021-22 through 2025-26 were adopted and requested for this project, which align with the Council's strategic goals of improving traffic safety and encouraging alternative modes of transportation. 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. Per Council's direction during Budget Study Session, staff added \$500,000 for Fiscal Year 2021-22 and \$700,000 for Fiscal Year 2022-23.
- **Traffic Signal System Analysis (C2007).** \$350,000 for Fiscal Year 2021-22 was adopted 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. No additional funding is needed.

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

- **Upgrade of Existing Tennis and Basketball Court Lighting (C2102).** \$50,000 of funding was adopted in Fiscal Year 2021-22 and \$300,000 in Fiscal Year 2022-23. The annual utility cost for the upgraded LED court lighting will decrease significantly as a result of the energy savings.
- **Surveillance Cameras in Public Parks (C2103).** \$250,000 in funding was adopted in Fiscal Year 2021-22 to continue the installation of surveillance cameras in public parks to enhance safety and security.
- **Replacement of Scoreboards at Burton Park (C2104).** \$65,000 in funding was adopted in Fiscal Year 2021-22. After the scoreboards are replaced, all sports organizations who use the fields at Burton Park will be able to use the scoreboards. \$15,000 from Youth Sports Organizations and \$25,000 from Parks and Recreation Foundation is expected to be received to offset the cost of this project.



- **Downtown Planning Initiative (C2105).** \$1 million in funding was adopted for Fiscal Year 2021-22, and this project is expected to take 24 months to complete. This initiative includes: creating a framework and informing the community; determining staff resources and budget need to develop a plan; and finally developing a scope of work to create a downtown plan.
- **Guardrail Installation along Brittan Avenue (C2106).** \$225,000 in funding was adopted for Fiscal Year 2021-22. Drivers may be unable to safely stop vehicles before the steep downhill slopes in residents' backyards. Installation of a guardrail will improve safety and protect drivers and residents.
- **San Carlos Avenue Quick-Build Pilot Program (C2107).** \$274,000 in funding was adopted for Fiscal Year 2021-22. This project will implement a priority recommendation to City's Bicycle and Pedestrian Master Plan, which can improve safety outcomes, increase rates of walking, bicycling and transit usage, and reduce Vehicle Miles Traveled (VMT) and Greenhouse Gas (GHG) emissions. The cost of this project is expected to be covered by an Active Transportation Program (ATP) Quick-Build Grant.
- **Storm Water Motor Control Center and Pump Replacements (C2108).** \$500,000 in funding was adopted in Fiscal Year 2021-22 to upgrade the Motor Control Centers and standardize the pump size to improve maintenance efficiency. This project is in line with the objectives in the City Council's Strategic Plan to maintain infrastructure.
- **Fire Station 13 Upgrade (C2109).** \$56,200 in funding was adopted for Fiscal Year 2021-22 to upgrade the Fire Captain's office and training room in Fire Station 13.
- **Standards of Cover Study (C2110).** \$40,000 in funding was adopted for Fiscal Year 2022-23 for this study. A standards of cover study can assist the Fire Department in ensuring a safe and effective response force.
- **Drone Unmanned Aerial Vehicle (UAV) Program (C2111).** \$10,000 in funding was adopted for Fiscal Year 2021-22 to leverage technology to improve public safety. UAV systems to improve safety for both the public and fire personnel.
- **Installation of Downtown Compost Receptacles (C2112).** \$35,000 in funding was adopted for Fiscal Year 2021-22 to install compost receptacles alongside the trash and recycle cans on the 700 Block of Laurel Street. Piloting the project will allow staff to deploy compost receptacles during the summer months when outdoor dining and take out is at its peak.

Park-in-Lieu Fund 27

The Park-in-Lieu Fund accounts for development fees collected and used to finance the acquisition, construction, and major improvement of City parks.

Completed projects in Fiscal Year 2020-21:

- Shade Structure Installation – Various Parks (C1730)



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

- **Laureola Park Improvements Project (C1732).** \$600,000 was previously appropriated and was paid for by park-in-lieu fees from the Transit Village development. No additional funding is needed.
- **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. \$178,000 of Prop 68 funding is expected to be received to help to offset the costs of the project. No additional funding is needed.

One new capital project was adopted:

- **Highlands Park Tennis Court Resurfacing (C2113).** \$40,000 in funding was adopted for Fiscal Year 2021-22. Since courts were built in the late 1990s and are now showing wear, resurfacing the tennis courts can preserve the courts for longevity.

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.

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

- **Reconfiguration Public Parking Plazas (C1750).** \$60,000 was previously approved in Fiscal Year 2017-18 to conduct site surveys of Williams and Clark Plazas and engage a consulting firm to propose parking plaza reconfiguration to maximize pedestrian safety, parking spaces, and secure, long-term bike storage. No additional funding is needed.
- **Parking Occupancy Study (C1816).** \$10,000 was previously approved in Fiscal Year 2018-19. The purpose of this project was to complete a parking occupancy study to determine if the new parking lot along El Camino Real in the south area has reduced parking demand in the adjacent residential neighborhood. Staff proposed an additional \$65,000 in funding for Fiscal Year 2022-23 as the study started in late 2019, but paused due to the Coronavirus (COVID-19) shelter in place orders. The study will continue once the order is lifted and a more normal parking pattern emerges.

Housing Funds 29 and 31

The Housing-in-Lieu Fund (Fund 29) accounts for development fees and the Low and Moderate Incoming (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.

**Projects nearly completed in Fiscal Year 2020-21:**

- 1001 Laurel Street #225 Property Acquisition (C2009).

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

- **Cherry Street below Market Rate Housing Acquisition, Demolition and Site Work (C9754).** \$3.875 million was previously 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 previously proposed funding of \$3 million in Fiscal Year 2021-22. No additional funding is needed.
- **Study Land Use and Regulatory Options (C1906).** \$800,000 was previously approved to analyze zoning and make adjustments to incentivize the production of different types of housing, including affordable housing. \$160,000 is being covered by the Senate Bill (SB) 2 Planning Grant and \$150,000 covered by a Local Early Action Planning (LEAP) Grant.
- **817 Walnut Street Redevelopment (C1733).** \$7.3 million was previously appropriated for the redevelopment of the property on 817 Walnut Street. No additional funding is needed.

Library Improvement Fund 95

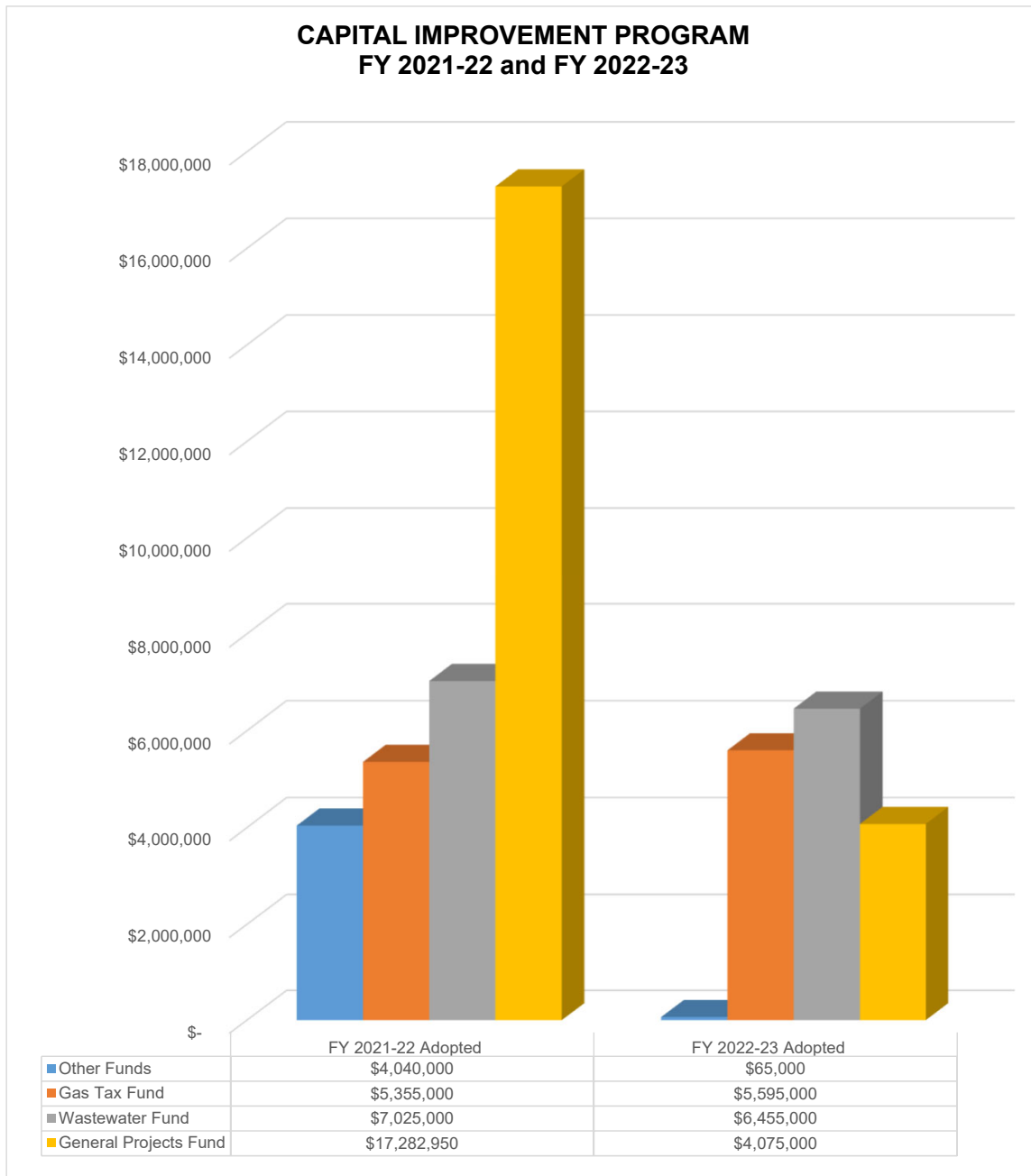
The Library Improvement Fund accounts for rents and other tenant activities at the San Carlos Library. Revenues are used to offset building maintenance, improvements, and/or large maintenance projects in the library building.

Staff requested continued funding where applicable for the following previously approved projects:

- **Library Furnishings, Restroom, and Exterior Improvement (C1734).** \$458,568 was previously appropriated. No additional funding is needed.
- **Library Building Emergency Backup Power (C2008).** \$1 million of funding in Fiscal Year 2021-22 was adopted 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). No additional funding is needed.

Unfunded List

The unfunded list represents projects totaling \$201.2 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 2020-21, the City Manager will bring forward a recommendation to possibly fund some of these projects.





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

EXPENDITURES SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	30,220,203	1,443,400	2,194,766	2,194,766	144,250	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	30,220,203	1,443,400	2,194,766	2,194,766	144,250	-
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	15,930,247	7,156,540	15,174,771	15,174,771	17,138,700	4,075,000
CAPITAL OUTLAY TOTAL ---->	15,930,247	7,156,540	15,174,771	15,174,771	17,138,700	4,075,000
EXPENDITURES TOTAL ---->	46,150,450	8,599,940	17,369,537	17,369,537	17,282,950	4,075,000
TRANSFERS OUT	451,000	451,000	125,000	125,000	1,125,000	3,125,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
TRANSFER OUT TOTAL ---->	451,000	451,000	125,000	125,000	1,125,000	3,125,000
EXPENDITURES & TRANSFERS TOTAL ---->	46,601,450	9,050,940	17,494,537	17,494,537	18,407,950	7,200,000
REVENUE SUMMARY	Revised 2019-20	Audited 2019-20	Revised 2020-21	Projected 2020-21	Adopted 2021-22	Adopted 2022-23
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	70,000	142,147	61,800	215,000	63,000	64,800
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	7,301,474	867,045	1,114,429	1,114,429	274,000	-
LICENSES & PERMITS	50,000	233,762	51,500	501,500	52,500	654,100
OTHER REVENUE	1,786,340	233,416	565,000	1,370,326	170,000	155,000
OTHER TAX	2,200,000	2,178,179	2,250,000	2,250,000	2,300,000	2,400,000
PROPERTY TAX	700,000	2,095,828	800,000	2,180,000	800,000	800,000
SALES TAX	14,440,000	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	109,419	57,200	34,400	64,900	74,200
VEHICLE IN LIEU	-	-	-	-	-	-
REVENUE TOTAL ---->	26,547,814	5,859,795	4,899,929	7,665,655	3,724,400	4,148,100
GENERAL TRANSFERS IN	1,000,000	1,000,000	1,515,000	1,515,000	1,000,000	2,500,000
TRANSFER IN FROM POLICE GRANT	-	-	-	-	-	-
TRANSFER IN FROM PARK IN-LIEU FUND	1,200,000	1,200,000	-	-	200,000	1,400,000
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 ---->	2,200,000	2,200,000	1,515,000	1,515,000	1,200,000	3,900,000
REVENUE & TRANSFERS TOTAL ---->	28,747,814	8,059,795	6,414,929	9,180,655	4,924,400	8,048,100
CAPITAL FUND NET EXPENSE (REVENUE) ---->	17,853,636	991,145	11,079,608	8,313,882	13,483,550	(848,100)



	FY19-20 Audited	FY 20-21 Revised	FY 20-21 Projected	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested
Wastewater Fund - Fund 0006 Restricted								
Restricted Fund Balance	\$ 15,775,512	\$ 21,916,249	\$ 21,916,249	\$ 23,224,882	\$ 23,308,382	\$ 24,536,482	\$ 25,003,482	\$ 26,271,782
SVCW Investment	6,145,323	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628
Total Restricted Fund Balance	21,920,835	29,481,877	29,481,877	30,790,510	30,874,010	32,102,110	32,569,110	33,837,410
Projected Sewer Rate Increase		4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Operating Revenues *	20,689,837	20,318,200	21,003,200	21,267,200	22,266,800	23,273,100	24,324,500	25,424,100
General Operating Expenses	(2,449,998)	(3,097,100)	(2,691,900)	(3,162,600)	(3,290,300)	(3,434,300)	(3,543,200)	(3,633,300)
Capital Projects **	(1,184,322)	(6,311,367)	(6,311,367)	(7,025,000)	(6,455,000)	(6,775,000)	(6,375,000)	(6,775,000)
SVCW Operating Expenses	(3,755,784)	(3,602,300)	(3,602,300)	(3,710,400)	(3,821,700)	(3,936,400)	(4,054,500)	(4,176,100)
Existing SVCW Bonds	(3,128,081)	(2,994,200)	(2,994,200)	(2,974,800)	(2,983,300)	(2,987,700)	(2,989,100)	(2,975,900)
SCVW Future SRF Loans	-	-	-	-	-	(1,000,900)	(1,000,900)	(1,000,900)
SCVW Future Bonds	-	-	-	-	-	-	(234,700)	(234,700)
State Revolving Loan & Reserve Requirement	(410,004)	(410,000)	(410,000)	(517,000)	(517,000)	(517,000)	(517,000)	(517,000)
SVCW Capital Contributions	-	(427,000)	(427,000)	(533,400)	(609,200)	(685,000)	(760,800)	(837,600)
Net Transfers & Allocations to other funds	(3,026,400)	(3,257,800)	(3,257,800)	(3,260,500)	(3,362,200)	(3,469,800)	(3,581,000)	(3,695,800)
Investment in SVCW	1,420,305	-	-	-	-	-	-	-
Net change in current year	8,155,553	218,433	1,308,633	83,500	1,228,100	467,000	1,268,300	1,577,800
SVCW Investment	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628	7,565,628
Wastewater Fund - Est. Restricted Ending Balance	\$ 21,916,249	\$ 22,134,682	\$ 23,224,882	\$ 23,308,382	\$ 24,536,482	\$ 25,003,482	\$ 26,271,782	\$ 27,489,582
* 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 \$1,719,419 capital project expenses were capitalized at FY19-20.								
Gas Tax Fund - Fund 0016								
Beginning Fund Balance	\$ 1,377,078	\$ 1,122,313	\$ 1,122,313	\$ 2,985,303	\$ 935,203	\$ 72,803	\$ 175,903	\$ 395,103
Other Operating Revenues	48,859	49,200	90,300	52,600	57,000	58,700	60,500	62,300
Gas Tax Revenues	1,221,000	1,237,500	1,237,500	1,356,900	1,397,500	1,439,400	1,482,600	1,527,100
Measure M	75,088	73,000	73,000	69,500	76,700	79,000	81,400	83,800
Outside Funding for Capital Projects	155,676	378,000	378,000	635,000	40,000	40,000	40,000	40,000
Capital Projects	(2,224,188)	(5,014,760)	(5,014,760)	(5,355,000)	(5,595,000)	(4,795,000)	(4,695,000)	(4,695,000)
Transfer from GF - Facility/Infrastructure Reserve	-	4,000,000	4,000,000	-	-	-	-	-
Transfer from GF - PG&E Settlement	-	500,000	500,000	-	-	-	-	-
Transfer from General Capital Fund 25	125,000	125,000	125,000	1,125,000	3,125,000	3,275,000	3,275,000	3,275,000
Transfer from Measure A (F14) and Measure W (F18) Funds	850,000	1,438,750	1,438,750	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Net Transfers & Allocations from/(to) other funds*	(506,200)	(964,800)	(964,800)	(984,100)	(1,013,600)	(1,044,000)	(1,075,300)	(1,107,600)
Net Change in Fund Balance	(254,765)	1,821,890	1,862,990	(2,050,100)	(862,400)	103,100	219,200	235,600
Gas Tax Fund - Estimated Ending Balance	\$ 1,122,313	\$ 2,944,203	\$ 2,985,303	\$ 935,203	\$ 72,803	\$ 175,903	\$ 395,103	\$ 630,703
Capital Projects Fund - Fund 0025								
Unrestricted Fund Balance	\$ 25,078,559	\$ 24,049,011	\$ 24,049,011	\$ 16,068,302	\$ 2,339,252	\$ 2,313,452	\$ 3,462,952	\$ 2,362,452
Restricted	4,073,020	4,111,423	4,111,423	3,778,250	4,023,750	4,897,650	5,178,950	5,467,850
Total Beginning Fund Balance	29,151,579	28,160,434	28,160,434	19,846,552	6,363,002	7,211,102	8,641,902	7,830,302
Operating Revenues	4,383,426	3,107,200	5,269,726	3,164,900	3,274,200	3,374,500	3,474,500	3,524,500
Restricted Revenues	504,985	143,300	746,500	245,500	873,900	281,300	288,900	296,600
Outside Funding for Capital Projects	971,384	1,649,429	1,649,429	314,000	-	-	-	-
Capital Projects	(8,599,940)	(17,369,537)	(17,369,537)	(17,282,950)	(4,075,000)	(950,000)	(3,300,000)	(950,000)
Net Transfers & Allocations from/(to) other funds	1,749,000	1,390,000	1,390,000	75,000	775,000	(1,275,000)	(1,275,000)	(1,275,000)
Net Change in Fund Balance	(991,145)	(11,079,608)	(8,313,882)	(13,483,550)	848,100	1,430,800	(811,600)	1,596,100
Restricted Fund (Bldg. Maintenance/Imp)	79,500	79,500	79,500	79,500	79,500	79,500	79,500	79,500
Turf Replacement Reserve	985,730	25,730	25,730	125,730	250,730	379,530	512,230	648,930
Technology Fee Reserve	280,674	236,574	345,674	377,174	409,574	442,974	477,374	512,774
Traffic Mitigation Fee Reserve	2,581,920	1,783,420	2,233,420	2,285,920	2,940,020	2,995,720	3,053,120	3,112,220
General Plan Update Reserve	10,733	41,633	85,733	117,233	149,633	183,033	217,433	252,833
Levee Assessment Reserve	81,729	111,729	111,729	141,729	171,729	201,729	231,729	261,729
PEG Fund Reserve	91,137	91,137	91,137	91,137	91,137	91,137	91,137	91,137
Parks and Recreation Reserve	-	805,327	805,327	805,327	805,327	805,327	805,327	805,327
Total Restricted Fund	4,111,423	3,175,050	3,778,250	4,023,750	4,897,650	5,178,950	5,467,850	5,764,450
Capital Fund - Est Unrestricted Ending Balance	\$ 24,049,011	\$ 13,905,776	\$ 16,068,302	\$ 2,339,252	\$ 2,313,452	\$ 3,462,952	\$ 2,362,452	\$ 3,661,952
Park In Lieu Fund - Fund 27								
Beginning Fund Balance	\$ 3,167,105	\$ 2,206,124	\$ 2,206,124	\$ 1,563,208	\$ 1,607,508	\$ 505,308	\$ 1,397,008	\$ 1,712,908
Operating Revenues	323,827	274,400	260,800	284,300	297,800	891,700	315,900	325,400
Operating Expenses	-	-	-	-	-	-	-	-
Outside Funding for Capital Projects	5,000	178,000	178,000	-	-	-	-	-
Capital Projects	(89,808)	(1,081,716)	(1,081,716)	(40,000)	-	-	-	-
Net Transfers & Allocations to other funds	(1,200,000)	-	-	(200,000)	(1,400,000)	-	-	-
Net Change in Fund Balance	(960,981)	(629,316)	(642,916)	44,300	(1,102,200)	891,700	315,900	325,400
Park In Lieu Fund - Est Ending Balance	\$ 2,206,124	\$ 1,576,808	\$ 1,563,208	\$ 1,607,508	\$ 505,308	\$ 1,397,008	\$ 1,712,908	\$ 2,038,308
Parking In Lieu Fund - Fund 0028								
Beginning Fund Balance	\$ 172,713	\$ 325,448	\$ 325,448	\$ 341,038	\$ 347,938	\$ 290,438	\$ 298,138	\$ 306,038
Operating Revenues	155,725	6,300	82,600	6,900	7,500	7,700	7,900	8,100
Operating Expenses	-	-	-	-	-	-	-	-
Capital Projects	(2,990)	(67,010)	(67,010)	-	(65,000)	-	-	-
Net Transfers & Allocations to other funds	-	-	-	-	-	-	-	-
Net Change in Fund Balance	152,735	(60,710)	15,590	6,900	(57,500)	7,700	7,900	8,100
Parking In Lieu Est Ending Balance	\$ 325,448	\$ 264,738	\$ 341,038	\$ 347,938	\$ 290,438	\$ 298,138	\$ 306,038	\$ 314,138
Housing Fund - Fund 0029 and 0031								
Beginning Fund Balance	\$ 15,039,440	\$ 13,917,447	\$ 13,917,447	\$ 10,491,662	\$ 7,256,462	\$ 11,930,862	\$ 11,698,462	\$ 21,599,062
Operating Revenues	5,678,474	925,500	2,875,800	592,900	5,527,400	646,200	10,805,600	417,800
Operating Expenses	(278,863)	(611,800)	(611,800)	(624,100)	(662,800)	(662,100)	(682,000)	(702,500)
Capital Projects	(6,798,604)	(5,489,785)	(5,489,785)	(3,000,000)	-	-	-	-
Net Transfers & Allocations to other funds	277,000	(200,000)	(200,000)	(204,000)	(210,200)	(216,500)	(223,000)	(229,700)
Net Change in Fund Balance	(1,121,993)	(5,376,085)	(3,425,785)	(3,235,200)	4,674,400	(232,400)	9,900,600	(514,400)
Housing In Lieu Est Ending Balance	\$ 13,917,447	\$ 8,541,362	\$ 10,491,662	\$ 7,256,462	\$ 11,930,862	\$ 11,698,462	\$ 21,599,062	\$ 21,084,662
Library Improvements Fund 0095								
Beginning Fund Balance	\$ 1,745,124	\$ 1,761,876	\$ 1,761,876	\$ 1,560,306	\$ 536,606	\$ 515,506	\$ 493,806	\$ 471,406
Operating Revenues	350,229	252,700	253,700	271,400	282,800	291,300	300,000	309,000
Operating Expenses	(249,891)	(289,500)	(289,500)	(295,100)	(303,900)	(313,000)	(322,400)	(332,100)
Outside Funding for Capital Projects	-	-	-	-	-	-	-	-
Capital Projects	(83,586)	(165,770)	(165,770)	(1,000,000)	-	-	-	-
Net Change in Fund Balance	16,752	(202,570)	(201,570)	(1,023,700)	(21,100)	(21,700)	(22,400)	(23,100)
Library Improvements Est Ending Balance	\$ 1,761,876	\$ 1,559,306	\$ 1,560,306	\$ 536,606	\$ 515,506	\$ 493,806	\$ 471,406	\$ 448,306



This Page Intentionally Left Blank



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
0006 Wastewater (Sewer) Fund												
<u>Previously Approved/ongoing Projects</u>												
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	2,770,888	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	720,293	596,570	900,000	900,000	900,000	900,000	900,000	5,096,570
C1736	2	Core Values	Total Capital	Sewer System CCTV Inspection	409,860	597,470	400,000	-	400,000	-	400,000	1,797,470
C1737	1	Core Values	Total Capital	Annual Sewer Lateral Replacement	246,774	156,170	300,000	300,000	300,000	300,000	300,000	1,656,170
C1752	1	Core Values	Total Capital	Annual Sewer System Root Foaming	133,224	171,650	175,000	175,000	175,000	175,000	175,000	1,046,650
<u>New Requests</u>												
C2101	2	Wildfire, Public Safety and Emergency Planning	Total Capital	Generator Installation for Sewer Pump Stations	-	-	250,000	-	-	-	-	250,000
Total Outside Funding					-	-	-	-	-	-	-	-
Total Capital					4,495,832	6,794,860	7,025,000	6,455,000	6,775,000	6,375,000	6,775,000	40,199,860
Total Transfers (Inter-project)					-	-	-	-	-	-	-	-
Total Wastewater Fund 0006					4,495,832	6,794,860	7,025,000	6,455,000	6,775,000	6,375,000	6,775,000	40,199,860
Ending Fund Balance Wastewater Fund 0006							23,308,382	24,536,482	25,003,482	26,271,782	27,849,582	



This Page Intentionally Left Blank

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

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

Location: Citywide
 Strategic Plan: No
 Priorities: Financial Solvency
 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 2023.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>	<u>\$ -</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								
	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
 Eastside Planning Initiative
 Housing
 Mobility, Traffic and Transportation Infrastructure
 Child Care and Youth Programming
 Wildfire, Public Safety and Emergency Planning
 Climate Change



**C9610: Shelford Drive Landslide Investigation**

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety, Cost of Maintenance
Category:	Sewer	Priority Rating:	1

Description

Behind the backyards of the residences along the 400 block of Shelford Drive is an unstable steep slope, which is on the border of San Carlos and Belmont. San Carlos has a sewer main in an easement along the slope. Numerous landslides have resulted in claims against the City, and those slides are now threatening the City sewer main. This project funds a geotechnical investigation to map the landslide areas, and an engineering design to provide plans and construction to stabilize the slope. The geotechnical investigation has been completed. There is no time frame for completion due to the complex legal issues regarding who is responsible for the slope and whether there will be any cost sharing from the private property owners.

Justification

Numerous small landslides have occurred in recent years and the City's sewer and storm drain lines have been severely threatened. Each year, Public Works conducts preventive measures before storm events, followed by post-storm cleanup on site, which has put a substantial burden on Public Works Maintenance staff. Although the initial engineering evaluation is complete, design and construction will need to be funded. Upon completion of this project, maintenance costs will be substantially reduced, as the construction to stabilize the slopes will minimize the occurrence of slides and the need to repair the slope.

Duration

TBD.

Status

Discuss funding strategy with Belmont and private property owners.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 273,000	\$ 214,793	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 273,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 273,000</u>	<u>\$ 214,793</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 273,000</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>\$ 273,000</u>	<u>\$ 214,793</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 273,000</u>

Future Impact on Operating Budget

Once fixed, there will be approximately \$10,000 in savings annually.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9617: Annual Sewer System Rehabilitation Program**

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Master Plan, Safety, Previously Funded
Category:	Sewer	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 in 2019.

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 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 5,000,000	\$ 2,770,888	\$ 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>\$ 2,770,888</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>\$ 2,770,888</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

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



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

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Sewer Fund, Master Plan, Safety, Cost of Deferred Maintenance
Category:	Sewer	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	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 596,570	\$ 720,293	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 5,096,570
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 596,570</u>	<u>\$ 720,293</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 5,096,570</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	\$ 596,570	\$ 720,293	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 5,096,570

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
Eastside Planning Initiative
Housing
Mobility, Traffic and Transportation Infrastructure
Child Care and Youth Programming
Wildfire, Public Safety and Emergency Planning
Climate Change



**C1736: Sewer System CCTV Inspection**

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Master Plan, Safety, Previously Funded
Category:	Sewer	Priority Rating:	2

Description

Sewer Closed Circuit Television (CCTV) Inspection Program.

Justification

The last citywide sewer cleaning and inspection project was completed in 2017 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 this 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 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 597,470	\$ 409,860	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ 1,797,470
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 597,470</u>	<u>\$ 409,860</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ 1,797,470</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>\$ 597,470</u>	<u>\$ 409,860</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ 1,797,470</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
Eastside Planning Initiative
Housing
Mobility, Traffic and Transportation Infrastructure
Child Care and Youth Programming
Wildfire, Public Safety and Emergency Planning
Climate Change



**C1737: Annual Sewer Lateral Replacement**

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

Location: Citywide
 Strategic Plan: Yes
 Priorities: Safety, Previously Funded,
 Legal Requirement and Mandate
 Priority Rating: 1

Category: Sewer

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 laterals that require replacement but are not connected to a planned main rehabilitation or replacement project. Aging laterals are prone to root intrusion, structural deficiencies, and grease build-up, and contribute to sewer backups, 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. Sewer Lateral Replacement projects are conducted annually.

Duration

Continuous.

Status

On-going.

Programmed Funding

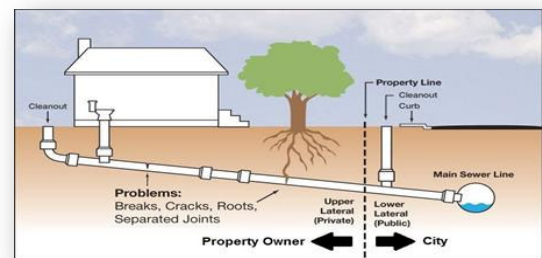
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 156,170	\$ 246,774	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,656,170
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 156,170</u>	<u>\$ 246,774</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 1,656,170</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	\$ 156,170	\$ 246,774	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,656,170

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
 Eastside Planning Initiative
 Housing
 Mobility, Traffic and Transportation Infrastructure
 Child Care and Youth Programming
 Wildfire, Public Safety and Emergency Planning
 Climate Change



**C1752: Annual Sewer System Root Foaming**

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

Location: Citywide
 Strategic Plan: Yes
 Priorities: Safety, Legal Requirement and Mandate, Previously Funded
 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, and 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

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 171,650	\$ 133,224	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,046,650
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 171,650</u>	<u>\$ 133,224</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 1,046,650</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>\$ 171,650</u>	<u>\$ 133,224</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 1,046,650</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
 Eastside Planning Initiative
 Housing
 Mobility, Traffic and Transportation Infrastructure
 Child Care and Youth Programming
 Wildfire, Public Safety and Emergency Planning
 Climate Change



**C2101: Generator Installation at Sewer Pump Stations - NEW**

Fund Number: Sewer Fund - 0006
 Department: Public Works
 Project Manager: Lou Duran
 Category: Facilities

Location: Citywide
 Strategic Plan: Yes
 Priorities: Safety
 Priority Rating: 2

Description

This project will design transfer switches and permanent generators at three sewer pumps located throughout the city.

Justification

Sewer pumps stations do not have permanent generators and staff must transport the portable generators during a power outage. Installing permanent generators will reduce risks of Sanitary Sewer Overflows (SSOs) during an emergency and free up staff time to address other emergencies. The project is consistent with the objectives in the City Council's Strategic Plan for public safety planning.

Duration

July 2021 through June 2022

Status

New request

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	250,000	-	-	-	-	250,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 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>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	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 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 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	1,912,026	4,000,000	5,000,000	5,300,000	4,500,000	4,500,000	4,500,000	27,800,000
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	175,000	175,000	175,000	175,000	75,000	75,000	850,000
C9465	1	Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Annual Sidewalk Repair/Reconstruction	427,640	839,760	180,000	120,000	120,000	120,000	120,000	1,499,760
C9465	1		Total Outside Funding	Property Owners Contribution	(170,189)	(378,000)	(60,000)	(40,000)	(40,000)	(40,000)	(40,000)	(598,000)
				Total Outside Funding	(170,189)	(378,000)	(635,000)	(40,000)	(40,000)	(40,000)	(40,000)	(1,173,000)
				Total Capital	2,411,460	5,014,760	5,355,000	5,595,000	4,795,000	4,695,000	4,695,000	30,149,760
				Total Transfers (Inter-project)	-	(4,000,000)	-	(500,000)	-	-	-	(4,500,000)
				Total Gas Tax Fund 0016	2,241,270	636,760	4,720,000	5,055,000	4,755,000	4,655,000	4,655,000	24,476,760
				Ending Fund Balance Gas Tax Fund 0016			935,203	72,803	175,903	395,103	630,703	



This Page Intentionally Left Blank

**C9416: Annual Street Resurfacing - AMENDED**

Fund Number:	Gas Tax Fund - 0016	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Council's Strategic Plan, Safety
Category:	Streets	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 Fund dollars 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

The San Carlos community continues to rank street maintenance as a high priority for the City. Unfortunately, according to the Pavement Management Report, many of our 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. However, we have moved some money over from other projects to increase the budget over the next few years to take on as much of this work as our staff can manage. Therefore, we look for our PCI to improve substantially over the next few years with the additional funds we are requesting in this budget.

Duration

Continuous

Status

On-going

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 4,000,000	\$ 1,912,026	\$ 4,000,000	\$ 2,100,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 14,600,000
New request	-	-	-	200,000	-	-	-	200,000
New request - Transfer from Fund 25	-	-	1,000,000	3,000,000	3,000,000	3,000,000	3,000,000	13,000,000
Total	<u>\$ 4,000,000</u>	<u>\$ 1,912,026</u>	<u>\$ 5,000,000</u>	<u>\$ 5,300,000</u>	<u>\$ 4,500,000</u>	<u>\$ 4,500,000</u>	<u>\$ 4,500,000</u>	<u>\$ 27,800,000</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>\$ 4,000,000</u>	<u>\$ -</u>	<u>\$ 575,000</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,075,000</u>
Total Capital Project	<u>\$ -</u>	<u>\$ 1,912,026</u>	<u>\$ 4,425,000</u>	<u>\$ 4,800,000</u>	<u>\$ 4,500,000</u>	<u>\$ 4,500,000</u>	<u>\$ 4,500,000</u>	<u>\$ 22,725,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9417: Annual Traffic Markings & Striping**

Fund Number: Gas Tax Fund - 0016
 Department: Public Works
 Project Manager: Vatsal Patel
 Category: Traffic & Transportation

Location: Citywide
 Strategic Plan: Yes
 Priorities: Safety, Legal Requirements
 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, the traffic striping and marking for City owned parking lots, garages, and facilities needs repainting.

Justification

Legible traffic striping and markings are necessary to maintain public safety and minimize liability.

Duration

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 175,000	\$ 71,793	\$ 175,000	\$ 175,000	\$ 175,000	\$ 75,000	\$ 75,000	\$ 850,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 175,000</u>	<u>\$ 71,793</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 75,000</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>\$ 175,000</u>	<u>\$ 71,793</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 175,000</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 850,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9465: Annual Sidewalk Replacement/Reconstruction**

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 pedestrian circulation. 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 to grow as more property owners are participating.

Duration

Continuous.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 839,760	\$ 427,640	\$ 180,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 1,499,760
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 839,760</u>	<u>\$ 427,640</u>	<u>\$ 180,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 1,499,760</u>
Fund Financing Sources								
Property Owner								
Contribution	\$ 378,000	\$ 170,189	\$ 60,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 598,000
Total	<u>\$ 378,000</u>	<u>\$ 170,189</u>	<u>\$ 60,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 598,000</u>
Total Capital Project								
	<u>\$ 461,760</u>	<u>\$ 257,451</u>	<u>\$ 120,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 901,760</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





This Page Intentionally Left Blank



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
0025 General Fund Capital Projects Fund												
<u>Completed Projects</u>												
C1729	2	Parking/Public Safety	Total Capital	Arguello Park Parking Lot Asphalt Repair	72,173	200,000	-	-	-	-	-	200,000
C1739	2	Mission / Vision / Core Values	Total Capital	Cashier System Replacement	44,716	75,000	-	-	-	-	-	75,000
C1804	1	Infrastructure/Public Safety	Total Capital	Existing Highlands Park Synthetic Turf Infill	95,620	95,620	-	-	-	-	-	95,620
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	202,693	-	-	-	-	-	202,693
C1805	1		Total Transfers (Inter-project)	Restricted Fund (Bldg. Maintenance/Imp)	(175,000)	(175,000)	-	-	-	-	-	(175,000)
C1809	2	Infrastructure/Public Safety	Total Capital	Upgrade of Existing Sports Field Lighting (Burton/Highlands Parks)	1,836,686	1,836,686	-	-	-	-	-	1,836,686
C1812	2	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)
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)
<u>Projects Nearing Completion</u>												
C9812	2	Infrastructure/Public Safety	Total Capital	Study of City Hall Foundation	5,000	75,000	-	-	-	-	-	75,000
C1718	2	Infrastructure	Total Capital	Park Restroom Replacement	2,164,937	2,274,000	-	-	-	-	-	2,274,000
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
C1743	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway	92,950	1,224,000	-	-	-	-	-	1,224,000
C1743	1		Total Outside Funding	TLC Grant	-	(500,000)	-	-	-	-	-	(500,000)
C1745	1	Mission / Vision / Core Values	Total Capital	Permit Management and Inspection Coordination Application (Trakit) Upgrade	38,944	60,000	-	-	-	-	-	60,000
C1745	1		Total Transfers (Inter-project)	Technology Fee Reserve	(60,000)	(60,000)	-	-	-	-	-	(60,000)
C1747	3	Mobility, Traffic and Transportation Infrastructure	Total Capital	Traffic Study -General Plan Environmental Impact Traffic Update	47,278	110,100	-	-	-	-	-	110,100
C1802	1	Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Bicycle and Pedestrian Master Plan	162,349	200,000	-	-	-	-	-	200,000
C1802	1		Total Outside Funding	TDA Article 3 Grant	(100,000)	(100,000)	-	-	-	-	-	(100,000)
C1817	3	Values/ Children & Youth Programming	Total Capital	Existing Highlands Park Synthetic Turf Replacement	387,227	1,700,000	-	-	-	-	-	1,700,000
C1817	3		Total Transfers (Inter-project)	Turf Replacement Reserve	-	(960,000)	-	-	-	-	-	(960,000)
C1821	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Fuels Mitigation at City Parks	411,250	525,000	-	-	-	-	-	525,000
C1821	1		Total Outside Funding	FEMA Reimbursable Grant	-	(381,474)	-	-	-	-	-	(381,474)
<u>Previously Approved/Ongoing Projects</u>												
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	Traffic Mitigation Fee Reserve	-	(300,000)	-	-	-	-	-	(300,000)
C9531	1	Mission / Vision / Core Values	Total Capital	Annual Storm Drainage Improvements	272,523	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
C9806	5	Infrastructure/Public Safety	Total Capital	Belmont Creek Watershed Improvement	81,516	500,000	-	-	-	-	-	500,000
C9823	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Fire Station 16 Replacement	581,171	1,900,000	10,500,000	-	-	-	-	12,400,000
C9828	2	Mission / Vision / Core Values	Total Capital	Annual Storm Drain Maintenance	1,018	570,000	150,000	150,000	150,000	150,000	150,000	1,320,000
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	436,182	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



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
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	53,908	450,000	-	-	-	-	-	450,000
C1722	1	Infrastructure/Public Safety	Total Capital	San Carlos Ave Sidewalk Installation & Eucalyptus Tree Removal	782,280	1,109,644	200,000	-	-	-	-	1,309,644
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
C1744	2	Core Values/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Guardrail Installation at 7 Winding Way	22,288	80,000	13,500	-	-	-	-	93,500
C1746	3	Mission / Vision / Core Values	Total Capital	ECR/Rail Corridor Tree Planting and Irrigation Installation	25,829	150,000	110,000	350,000	-	-	-	610,000
C1746	3		Total Outside Funding	Transit Village	(150,000)	(150,000)	-	-	-	-	-	(150,000)
C1749	1	Mission / Vision / Core Values	Total Capital	City Hall EOC Furniture & Equipment Updates	77,242	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	-	-	-	-	-	-	-	-
C1753	3	Parking	Total Capital	Wheeler Plaza Garage Parking Management System Expansion & Extension	-	40,478	144,250	-	-	-	-	184,728
C1803	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Brittan Ave & Alameda de las Pulgas Widening	-	1,100,000	-	-	-	-	-	1,100,000
C1803	1		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve	(1,100,000)	(1,100,000)	-	-	-	-	-	(1,100,000)
C1806	1	Mission/ Vision/ Mobility, Traffic & Transportation Infrastructure	Total Capital	San Carlos Ave Pedestrian Safety Improvements	3,757,232	4,100,000	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	85,121	1,600,000	150,000	-	-	-	-	1,750,000
C1808	2	Mission / Vision / Core Values	Total Capital	GIS Sign Inventory	-	125,000	-	-	-	-	-	125,000
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
C1813	2	Public Safety	Total Capital	Transfer Switches for Portable Generators	-	250,000	-	-	-	-	-	250,000
C1814	2	Climate Change	Total Capital	Climate Mitigation and Adaptation Plan	88,905	250,000	-	-	-	-	-	250,000
C1815	3	Infrastructure/Public Safety	Total Capital	City Tree Consultant	-	100,000	-	-	-	-	-	100,000
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
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		Total Capital	Eastside Planning Initiative	-	536,200	-	-	-	-	-	536,200
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
C2001	2	Mission/ Vision/ Core Values/ Wildfire, Public Safety & Emergency Planning	Total Capital	Burton Park Batting Cages	1,078	215,000	-	-	-	-	-	215,000
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



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
C2005	1	Mission / Vision / Core Values	Total Capital	Integrated Cashiering System	-	150,000	-	-	-	-	-	150,000
C2005			Total Transfers (Inter-project)	Technology Fee Reserve	-	(75,000)	-	-	-	-	-	(75,000)
C2006	1	Mission/ Vision/ Eastside Planning Initiative/ Mobility, Traffic & Transportation Infrastructure	Total Capital	Bicycle and Pedestrian Master Plan Implementation	-	-	800,000	1,000,000	300,000	300,000	300,000	2,700,000
C2007	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	Traffic Signal System Analysis/Study	-	-	350,000	-	-	-	-	350,000
<u>New Requests</u>												
C2102	1	Infrastructure	Total Capital	Upgrade of Existing Tennis & Basketball Court Lighting	-	-	50,000	300,000	-	-	-	350,000
C2103	4	Wildfire, Public Safety and Emergency Planning	Total Capital	Surveillance Cameras in Public Parks	-	-	250,000	-	-	-	-	250,000
C2104	5	Infrastructure	Total Capital	Replacement of Scoreboards at Burton Park	-	-	65,000	-	-	-	-	65,000
C2104			Total Outside Funding	Youth Sports Orgs	-	-	(15,000)	-	-	-	-	(15,000)
C2104			Total Outside Funding	PR Foundation	-	-	(25,000)	-	-	-	-	(25,000)
C2105	1	Mission / Vision / Core Values / Downtown	Total Capital	Downtown Planning Initiative	-	-	1,000,000	-	-	-	-	1,000,000
C2106	2	Mobility, Traffic and Transportation Infrastructure	Total Capital	Guardrail Installation along Brittan Avenue	-	-	225,000	-	-	-	-	225,000
C2107	1	Mobility, Traffic and Transportation Infrastructure	Total Capital	San Carlos Quick-Build Pilot Program	-	-	274,000	-	-	-	-	274,000
C2107			Total Outside Funding	ATP Quick-Build Grant	-	-	(274,000)	-	-	-	-	(274,000)
C2108	2	Wildfire, Public Safety and Emergency Planning	Total Capital	Storm Water Motor Control Center and Pump Replacements	-	-	500,000	-	-	-	-	500,000
C2109	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Fire Station 13 Upgrade	-	-	56,200	-	-	-	-	56,200
C2110	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Standards of Cover Study	-	-	-	40,000	-	-	-	40,000
C2111	1	Wildfire, Public Safety and Emergency Planning	Total Capital	Drone Unmanned Aerial Vehicle (UAV) Program	-	-	10,000	-	-	-	-	10,000
C2112	1	Downtown, Climate Change	Total Capital	Installation of Downtown Compost Receptacles	-	-	35,000	-	-	-	-	35,000
<i>Total Outside Funding</i>					(6,408,837)	(8,058,266)	(314,000)	-	-	-	-	(8,372,266)
<i>Total Capital</i>					20,985,066	35,384,603	17,282,950	4,075,000	950,000	3,300,000	950,000	61,942,553
<i>Total Transfers (Inter-project)</i>					(3,110,246)	(4,645,246)	-	-	-	-	-	(4,645,246)
Total General Capital Fund 0025					11,465,982	22,681,091	16,968,950	4,075,000	950,000	3,300,000	950,000	48,925,041
Ending Fund Balance General Capital Fund 0025							2,339,252	2,313,452	3,462,952	2,362,452	3,661,952	



This Page Intentionally Left Blank

**C9461: Brittan Avenue Widening at Industrial Road**

Fund Number:	General Fund Capital Project - 0025	Location:	Brittan Avenue at Industrial Way
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Master Plan, Safety
Category:	Traffic & Transportation	Priority Rating:	5

Description

The project would improve the intersection of Industrial Road and Brittan Avenue by widening sections of both roadways near the intersection, adding a turning median on Brittan Avenue to the west of the intersection, adding a left turn lane on eastbound Brittan Avenue, and adding a second left turn lane on southbound and northbound Industrial Road. The Palo Alto Medical Foundation (PAMF) Environmental Impact Report (EIR) identified the need to widen Brittan Avenue at Industrial Road to address cumulative traffic congestion. This project was included in the Traffic Impact Fee Program. The project is mandated as a General Plan Environmental Impact Report mitigation measure. A portion of this project is funded by PAMF traffic mitigation fees.

Justification

The Palo Alto Medical Foundation (PAMF) Environmental Impact Report (EIR) identified the project as a measure needed to improve traffic at the Industrial Road/Brittan Avenue intersection.

Duration

TBD.

Status

Project pending right-of-way acquisition opportunity.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 846,000	\$ 349,083	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 846,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 846,000</u>	<u>\$ 349,083</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 846,000</u>
Fund Financing Sources								
Traffic Mitigation Fee								
Reserve	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Total	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>
Total Capital Project								
	<u>\$ 546,000</u>	<u>\$ 349,083</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 546,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9531: Annual Storm Drain Improvements**

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. 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

Funding needs to be accumulated 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 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 500,000	\$ 272,523	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 500,000</u>	<u>\$ 272,523</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 3,000,000</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>\$ 500,000</u>	<u>\$ 272,523</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 3,000,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
Eastside Planning Initiative
Housing
Mobility, Traffic and Transportation Infrastructure
Child Care and Youth Programming
Wildfire, Public Safety and Emergency Planning
Climate Change



**C9806: Belmont Creek Watershed Improvement**

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 will 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 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 500,000	\$ 81,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 500,000</u>	<u>\$ 81,516</u>	<u>\$ -</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>\$ 500,000</u>	<u>\$ 81,516</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9823: Fire Station 16 Replacement - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Fire Station 16 1280 Alameda
Department:	Public Works and Fire	Strategic Plan:	Yes
Project Manager:	Vatsal Patel and Chuck Lax	Priorities:	Master Plan, Public Safety Planning
Category:	Facilities	Priority Rating:	1

Description

Fire Station 16 (1280 Alameda de las Pulgas) was built in 1958 and is in need of replacement to meet seismic standards for critical infrastructure. The project includes an initial study, design, and construction. Currently, the only viable site for Station 16 is its current location. The lot size and shape will produce some challenges and the lot slope may need to be leveled to allow for the construction of a modern fire station.

Justification

The station does not meet current seismic standards for critical infrastructure and repair costs for the existing facility continue to rise. The truss in the apparatus bay is too low for modern fire equipment and some vehicles will not fit. The facility does not provide proper separation of fire personnel from hazardous contaminants after returning from a fire. The new design will address these shortcomings and incorporate electrification reach codes to reduce greenhouse gas emissions, and the inclusion of solar panels per Council direction. Due to the beneficial construction bidding climate, it is now being requested to advance the construction funding to Fiscal Year 2021-22.

Duration

July 2018 through June 2023

Status

Existing project

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 1,900,000	\$ 581,171	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ 11,900,000
New request	-	-	5,000,000	(5,000,000)	-	-	-	-
New request	-	-	500,000	-	-	-	-	500,000
Total	<u>\$ 1,900,000</u>	<u>\$ 581,171</u>	<u>\$ 10,500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 12,400,000</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>\$ 1,900,000</u>	<u>\$ 581,171</u>	<u>\$ 10,500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 12,400,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C9828: Annual Storm Drain Maintenance**

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

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 570,000	\$ 1,018	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,320,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 570,000</u>	<u>\$ 1,018</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 1,320,000</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>\$ 570,000</u>	<u>\$ 1,018</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 1,320,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

Downtown
Eastside Planning Initiative
Housing
Mobility, Traffic and Transportation Infrastructure
Child Care and Youth Programming
Wildfire, Public Safety and Emergency Planning
Climate Change



**C9838: Four Corners Traffic Improvements**

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, and the Sequoia Union High School and San Carlos School Districts. The preferred alternative from the Corridor Plan was approved by the respective agencies. Belmont and San Carlos entered into a Memorandum of Understanding to design 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 2015 through June 2025.

Status

Design in progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 250,000	\$ 11,786	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ 2,250,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 250,000</u>	<u>\$ 11,786</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ -</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>\$ 2,000,000</u>	<u>\$ -</u>	<u>\$ 2,250,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1706: South Laurel Employee Parking Lot on El Camino Real**

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 2021 to December 2021.

Status

Bioretention design is complete. Construction anticipated in the fall of 2021.

Programmed Funding

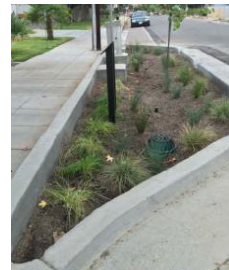
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 448,000	\$ 436,182	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 748,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 448,000</u>	<u>\$ 436,182</u>	<u>\$ 300,000</u>	<u>\$ -</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>\$ 436,182</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 748,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1711: Fire Stations Repair**

Fund Number:	General Fund Capital Project - 0025	Location:	Fire Stations #13 and #16
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Previously Funded
Category:	Facilities	Priority Rating:	1

Description

This project will upgrade the safety and utility of several areas at Fire Stations #13 and #16, including the laundry room, electrical panel, kitchen, stairs, and balcony at Station #13, and fencing of the generator and propane tank area at Station #16.

Justification

The balcony at Fire Station #13 has been closed due to rotted beams and crews are not allowed on the balcony due to safety concerns. Repair will cost approximately \$25,000. Trip hazards exist at Fire Station #13 can be eliminated through stair cap repairs estimated at \$15,000. Many of the cabinets in Fire Station #13's kitchen are missing hardware, have damaged surfacing and broken doors. Replacing the cabinets is estimated at \$50,000. The laundry room at Fire Station #13 needs to be modified to accommodate a second washer and dryer to keep domestic clothing laundry separate from industrial fire gear laundry. This modification is estimated at \$20,000. The electrical panel at Fire Station #13 needs to be updated for sub panels and is estimated to cost \$3,500. A fence around the generator and propane tanks is needed at Fire Station #16 to prevent vandalism, which is estimated to cost \$10,000.

Duration

January 2018 through June 2022.

Status

In progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 130,775	\$ 37,277	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,775
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 130,775</u>	<u>\$ 37,277</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 130,775</u>
Fund Financing Sources								
Facility								
Infrastructure								
Improvement								
Reserve	\$ 158,500	\$ 158,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 158,500
Total	<u>\$ 158,500</u>	<u>\$ 158,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 158,500</u>
Total Capital Project								
	<u>\$ (27,725)</u>	<u>\$ (121,223)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (27,725)</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1712: Illuminated Street Name Sign Replacement**

Fund Number:	General Fund Capital Project - 0025	Location:	24 Signalized Intersections
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran / Vatsal Patel	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	2

Description

Replace existing internally illuminated street name signs mounted on signal mast arms with two-sided retroreflective signs.

Justification

The City currently has 92 internally illuminated street name signs mounted on mast arms attached to the traffic signal poles at 24 signalized intersections in San Carlos. These fixtures have reached the end of their service lives and are becoming maintenance intensive and costly. Currently, some do not light, have badly faded or cracked translucent panels, and worn mounting hardware. Replacing these illuminated signs with solid two-sided retroreflective signs will all but eliminate the maintenance costs and reduce the City's electrical energy use and costs.

Duration

July 2021 to June 2022.

Status

Construction anticipated late 2021 to early 2022.

Programmed Funding

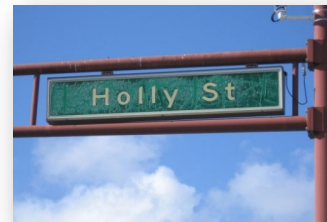
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 105,000	\$ 1,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 105,000</u>	<u>\$ 1,596</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 105,000</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>\$ 105,000</u>	<u>\$ 1,596</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 105,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1715: Network Security and Monitoring**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Administrative Services	Strategic Plan:	Yes
Project Manager:	Will Hoch	Priorities:	Safety, Previously Funded
Category:	Technology	Priority Rating:	1

Description

Currently, the City is using multiple technologies to monitor traffic passing to/from the Internet from the City network. The current system monitors for suspicious traffic and for worms/viruses. The City's firewall is monitored 24/7/365 and staff is immediately notified of any suspicious activity.

Justification

The Information Technology Division has primarily been focused on securing the connection to/from the network. Adding another layer of security to monitor traffic passing through the switches, routers, wireless access points, and other network devices would further protect City staff and the public from a potential data breach or unauthorized access.

Duration

July 2021 to July 2022.

Status

In progress. We are working on a cyber security strategy to help identify the needs of the project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ 19,893	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 100,000</u>	<u>\$ 19,893</u>	<u>\$ -</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>\$ 100,000</u>	<u>\$ 19,893</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

Future Impact on Operating Budget

After completion, the annual maintenance and/subsorption costs would increase by approximately \$20,000 per year.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1716: North Crestview Park Improvement**

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 involves 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

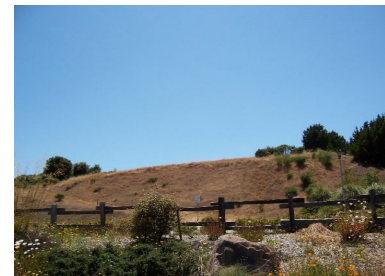
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 11,305	\$ 11,305	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ 361,305
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 11,305</u>	<u>\$ 11,305</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ -</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>\$ 350,000</u>	<u>\$ -</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

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1719: Citywide Wayfinding Program**

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 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 2022.

Status

Continuing project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 450,000	\$ 53,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 450,000</u>	<u>\$ 53,908</u>	<u>\$ -</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								
	\$ 450,000	\$ 53,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000

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

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1722: San Carlos Avenue Sidewalk Installation and Eucalyptus Tree Removal - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	San Carlos Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, Legal Mandates
Category:	Traffic & Transportation	Priority Rating:	1

Description

This project will fund removal of 12 large eucalyptus trees, conversion of the asphalt pathway to concrete sidewalk, and construction of four Americans with Disabilities Act (ADA) accessible ramps along the stretch of pathway between Cordilleras Avenue and Alameda de las Pulgas.

Justification

Many residents have expressed concerns about the condition of the pedestrian pathway along San Carlos Avenue between Cordilleras and the Alameda. Additionally, the large eucalyptus trees pose a safety hazard to the public because of their propensity to drop large limbs at unexpected times. Council appropriated an additional \$200,000 to change the asphalt pathway to a sidewalk during the Council meeting on June 14, 2021.

Duration

2021 to 2022.

Status

Continuing project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 1,109,644	\$ 782,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,109,644
New request	-	-	200,000	-	-	-	-	200,000
Total	<u>\$ 1,109,644</u>	<u>\$ 782,280</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,309,644</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>\$ 1,109,644</u>	<u>\$ 782,280</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,309,644</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1725: Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran / Vatsal Patel	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	3

Description

This project will fund the upgrade of pedestrian signal heads at signalized intersections to Countdown Pedestrian Signal (CPS) heads.

Justification

Countdown pedestrian signals (CPSs) are used to supplement traditional pedestrian signals with flashing numbers that count down the number of seconds remaining until the end of the pedestrian change interval. Studies of the effectiveness of CPSs have concluded that they provide pedestrians with more useful information that helps them to cross the street more safely. Additional funding is requested as the cost has increased and grant funding is no longer available.

Duration

July 2021 to June 2022.

Status

Design will start in summer of 2021.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>
Fund Financing Sources								
Grant Funding								\$ -
New request	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1727: GIS Upgrade**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Administrative Services	Strategic Plan:	Yes
Project Manager:	Will Hoch	Priorities:	Technology Upgrade
Category:	Technology	Priority Rating:	2

Description

The City hosts its geographic information system (GIS) onsite with primary users in Public Works and Community Development. GIS contains a wide range of spatial data, which includes water and sewer laterals, manholes, and parcel information to name a few. The current system is several versions behind and is underserving City staff. Due to the lack of enhancements, City staff is unable to use the system to access data effectively and efficiently.

Justification

GIS is a versatile system that can serve as the backbone of many applications and work flows. By upgrading the system, we can provide our users access to enhanced data in one central location. This will allow users to quickly obtain data, which reduces user frustration, time spent, and money used to access information.

Duration

July 2018 to August 2022.

Status

We are working with our current GIS vendor, CalCad, to update the program. In May of 2020, several new layers were added the GIS websites, including building permits, benchmarks, and PW projects. We are working to add connections to other applications.

Programmed Funding

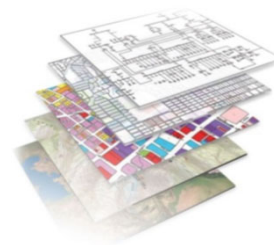
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ 2,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 100,000</u>	<u>\$ 2,100</u>	<u>\$ -</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>\$ 100,000</u>	<u>\$ 2,100</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

Future Impact on Operating Budget

If the current system is replaced, the costs would increase by \$20,000 due to increased maintenance costs. However, if the City decides to keep the existing vendor, there will only be a minimal impact to the budget.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1728: 5kv Streetlight Conversion**

Fund Number:	General Fund Capital Project - 0025	Location:	Various locations
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran / Vatsal Patel	Priorities:	Safety, Maintenance, Environment
Category:	Street	Priority Rating:	3

Description

Convert existing 5 kilovolt Regulated Output streetlights to LED.

Justification

The City currently has 56 streetlights that are powered by 5 kilovolt Regulated Output Circuits. These streetlights are outdated and replacement parts are no longer available to perform repairs when needed. Because of this, some of these streetlights have been out of service for many months; some for a year or more. Converting these to LED will eliminate maintenance issues and most importantly, restore street lighting to the areas where the lights are out of service to improve public safety.

Duration

July 2022 to June 2023.

Status**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ 335,000	\$ -	\$ -	\$ -	\$ 335,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 335,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 335,000</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>\$ 335,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 335,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1744: Guardrail Installation at 7 Winding Way**

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 2021 to June 2022.

Status

Design is complete. Construction anticipated late 2021.

Programmed Funding

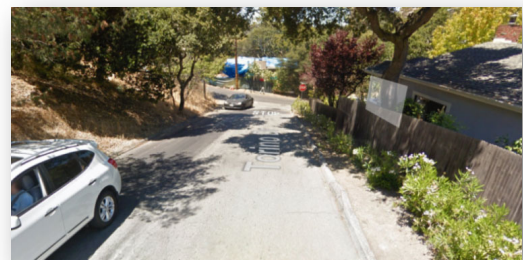
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 80,000	\$ 22,288	\$ 13,500	\$ -	\$ -	\$ -	\$ -	\$ 93,500
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 80,000</u>	<u>\$ 22,288</u>	<u>\$ 13,500</u>	<u>\$ -</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>\$ 13,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 93,500</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1746: ECR/Rail Corridor Tree Planting and Irrigation Installation - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	South of Arroyo Avenue to City Limits
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Condition for Development, Climate
Category:	Environmental Sustainability	Priority Rating:	3

Description

Plant new street trees and install irrigation from Arroyo Avenue to the southern City limits where feasible. The conceptual design is complete and the tree locations are established. The next step is to prepare the design including the construction details, tree selection, planting and irrigation design and other amenities. The cost for the design is \$110,000. The estimated construction cost is \$500,000 of which \$150,000 was provided by the Transit Village towards the project. The \$350,000 balance are additional funds needed to construct the project in FY 2022-23.

Justification

Per the Transit Village project conditions of approval, the developer provided \$150,000 to the City towards the project landscaping and irrigation improvements. The intent is to continue the beautification of the transit corridor south from the Transit Village and Transit Center to the southern City limits.

Duration

TBD

Status

Conceptual design is complete. The next phase is to complete the final design.

Programmed Funding

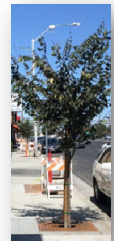
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 150,000	\$ 25,829	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
New request	-	-	110,000	350,000	-	-	-	460,000
Total	<u>\$ 150,000</u>	<u>\$ 25,829</u>	<u>\$ 110,000</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 610,000</u>
Fund Financing Sources								
Transfer from Transit Village	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Total	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>
Total Capital Project	<u>\$ -</u>	<u>\$ (124,171)</u>	<u>\$ 110,000</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 460,000</u>

Future Impact on Operating Budget

Negligible impact. SamTrans to maintain the trees.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
X	Climate Change



**C1749: City Hall EOC Furniture & Equipment Updates**

Fund Number:	General Fund Capital Project - 0025	Location:	City Hall Enterprise Room
Department:	Sheriff's Office	Strategic Plan:	Yes
Project Manager:	Kristina Bell/Lou Duran/Will Hoch	Priorities:	Safety, Grant Funded
Category:	Facilities, Technology	Priority Rating:	1

Description

This funding request is for the replacement of tables, chairs, and equipment in the Enterprise Room at City Hall. The City, with the aid of an Emergency Operations Coordinator, conducted an evaluation of the Emergency Operations Center. Numerous perishable items are needed in the event of a local emergency and with technological advances, some of the items are in need of replacement. Funding this project will allow the City to have the facilities needed to respond to an emergency.

Justification

The City uses the Enterprise Room as its Emergency Operations Center during times of emergency. Also, various City and community groups hold meetings in the room when possible. The furniture and projector screen need replacement. This project would replace at least 15 tables and 50 chairs to match the updated furniture in the Library Community Rooms. The projector screen will be updated with the installation of new monitors, which are consistent with other meeting rooms in City Hall. All of this equipment will be able to be moved to another EOC facility if necessary.

Duration

July 2018 to August 2021.

Status

In progress. All IT and communications equipment have been upgraded. Furniture has been replaced. Blinds are to be installed by June 2021.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 90,000	\$ 77,242	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 90,000</u>	<u>\$ 77,242</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 90,000</u>
Fund Financing Sources								
SLEF Funds	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Sheriff Trust Fund	40,000	40,000	-	-	-	-	-	40,000
Total	<u>\$ 90,000</u>	<u>\$ 90,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 90,000</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ (12,758)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1751: Alameda de las Pulgas Landslide Repair**

Fund Number:	General Fund Capital Project - 0025	Location:	800 Alameda de las Pulgas
Department:	Public Works	Strategic Plan:	No
Project Manager:	Grace Le	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	1

Description

This project includes removal of the landslide debris and replacement with engineered fill with drained keyways and benched fills to provide proper stability.

Justification

During the February 2017 Storms, a slope failure occurred along the downslope shoulder of Alameda de las Pulgas (behind St. Charles Catholic Church). To prevent further saturation and movement of the landslide, City staff covered the slide mass with plastic tarps and sandbags. After the wet season and following a Federal Disaster Declaration, the City's on-call geotechnical consultant performed field observation and testing. To prevent further damage to the public roadway, it was recommended we remove the landslide debris and replace it with engineered fill with drained keyways and benched fills to provide proper stability.

Duration

July 2021 through June 2022.

Status

Design is complete and construction is anticipated in Fall 2021.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 300,000	\$ 43,187	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 300,000</u>	<u>\$ 43,187</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</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>\$ 300,000</u>	<u>\$ 43,187</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1753: Parking Management System Expansion and Extension - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Downtown - Laurel Street, San Carlos Avenue and the Wheeler Plaza Garage
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Steven Machida	Priorities:	Transportation Infrastructure
Category:	Traffic & Transportation, Facilities	Priority Rating:	3

Description

This project will provide a parking management system and guided parking enforcement program in the Wheeler Plaza Parking Garage. Streetline, Inc. was hired to equip the garage with the parking sensors however they are no longer in business. Therefore, Vigilant Solutions was contacted to provide this service in the garage. The project will use Automated License Plate Reader (ALPR) cameras instead of individual parking sensors in each stall.

Justification

This proposed project will replace the now obsolete parking sensor equipment with an ALPR system. The Sheriff's Office staff is already familiar with the Vigilant Solution platform, having attended a demonstration and providing operational feedback. The use of ALPRs as a parking management system will provide real time parking space availability, which is relayed to the electronic parking sign on Walnut Street. Additionally, ALPRs will enhance enforcement and abandoned vehicle investigative aid will reduce the need to mark vehicles with chalk or stickers in most cases. Additionally, the system will provide the ALPR images to TurboData, our electronic citation management platform. Enforcement staff will be able to link ALPR reads to the citations issued, providing evidence when reviewing arguments from violators contesting they moved their vehicle. The system will also assist with confirming if a citation was issued in error during any review.

Duration

July 2021 to June 2022

Status

On-going

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 40,478	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,478
New request	-	-	144,250	-	-	-	-	144,250
Total	<u>\$ 40,478</u>	<u>\$ -</u>	<u>\$ 144,250</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 184,728</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>\$ 40,478</u>	<u>\$ -</u>	<u>\$ 144,250</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 184,728</u>

Future Impact on Operating Budget

Approximately \$11,400 per fiscal year for Camera License Keys and software integration subscription, which will be integrated into the Police Services Contract.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1803: Brittan Avenue and Alameda de las Pulgas Widening Project**

Fund Number:	General Fund Capital Project - 0025	Location:	Alameda and Brittan Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Safety, TIF Funded
Category:	Traffic & Transportation	Priority Rating:	1

Description

This project will fund design and construction of Alameda De Las Pulgas widening to provide a separate northbound right turn lane on Alameda de las Pulgas and a feasibility study of the addition of a dedicated left turn pocket to east and westbound Brittan Avenue at the existing signal.

Justification

As development proceeds within San Carlos, improvements to the transportation system will be needed to serve the increase in traffic volume. This intersection was identified by Hexagon Transportation Consultants, Inc. as one of the "bottleneck" locations in the Traffic Impact Fee Plan for the City of San Carlos. This intersection is projected to operate at unacceptable Level of Service (LOS) D (V/C = 0.87) during the PM peak hour under cumulative conditions. To maintain operating levels within acceptable levels (mid-level LOS D or better) at the intersection of Alameda de las Pulgas and Brittan Avenue, the addition of a separate northbound right turn lane is recommended. With implementation of this improvement, the intersection is projected to operate at LOS B under cumulative conditions. In 2016, Hexagon conducted a separate evaluation of signal operations at the intersection and determined the signal will operate more efficiently by converting the east and west approaches on Brittan Avenue from split phase control to protected left-turn control.

Duration

TBD.

Status

Project is pending right-of-way acquisition opportunity.

Programmed Funding

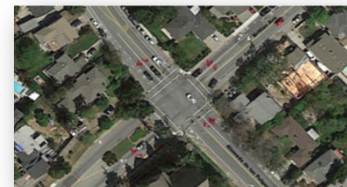
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 1,100,000	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 1,100,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 1,100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>
Fund Financing Sources								
Traffic Mitigation Fee	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Total	<u>\$ 1,100,000</u>	<u>\$ 1,100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>
Total Capital Project	<u>\$ -</u>	<u>\$ (1,100,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

After implementation, the annual maintenance costs increase from what was originally budgeted will be negligible as this intersection is already maintained by the City.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1806: San Carlos Avenue Pedestrian Safety Improvements Phase III**

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 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 2022.

Status

Phase I-II are complete and Phase III design is underway.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 4,100,000	\$ 3,757,232	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 5,300,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 4,100,000</u>	<u>\$ 3,757,232</u>	<u>\$ 1,200,000</u>	<u>\$ -</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>\$ 3,092,000</u>	<u>\$ 2,982,187</u>	<u>\$ 1,200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,292,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1807: Traffic Calming Improvements**

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 measures along with 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

In progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 1,600,000	\$ 85,121	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 1,600,000</u>	<u>\$ 85,121</u>	<u>\$ 150,000</u>	<u>\$ -</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>\$ 1,600,000</u>	<u>\$ 85,121</u>	<u>\$ 150,000</u>	<u>\$ -</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

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1808: GIS Sign Inventory**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	No
Project Manager:	Lou Duran	Priorities:	None
Category:	Technology	Priority Rating:	2

Description

This project will allow all City-maintained signs, traffic signals, and pedestrian crosswalks to be GPS located. There are approximately 3,500 signs, 17 intersections, and 6 pedestrian crosswalks in San Carlos. All information collected will be in a digital map format that would integrate with the City's computerized maintenance management system.

Justification

An inventory of the City maintained signs, crosswalks, and traffic signals would allow the Maintenance Department to track all installations, routine maintenance, and modifications. The inventory would be integrated into our computerized maintenance management system (CMMS) and a layer will be added to our City GIS maps. This will be important information for litigation purposes as it will show the condition, last service maintenance, and all hardware, including photographs. In addition, by having this information in our CMMS, the staff time required to survey signs that are in need of maintenance or replacement will be reduced. All information integrated will be used to schedule replacement or maintenance every 1-3 years.

Duration

July 2019 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</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>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1810: Park Water Feature Modifications**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park and Laureola Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Water Conservation
Category:	Parks, Environmental Sustainability	Priority Rating:	2

Description

This project would modify the existing water features at Burton Park and Laureola Park to include an underground water filtration and cleaning device to recirculate water used for the play features. Funding will cover design and construction.

Justification

Two of San Carlos' parks have water features that operate May through October. In 2015 and 2016, the City did not operate the water features due to drought water use restrictions. Staff is recommending modifications to the water features to allow use even in drought years, such as 2021. For the water to be recirculated, it must include a filtration or cleaning system. The Burton Park feature was privately funded and during past drought years, it was shut off. Recirculation of the water will allow us to turn it back on.

Duration

July 2021 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 225,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</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>\$ 225,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</u>

Future Impact on Operating Budget

After project completion, there will be water conservation of approximately 50% of what is currently used for these park water play features when in operation.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
X	Climate Change



**C1811: Repave Asphalt Walking Path at Highlands Park**

Fund Number:	General Fund Capital Project - 0025	Location:	Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Cost of Deferred Maintenance, Safety
Category:	Parks	Priority Rating:	2

Description

This project will fund repaving of the lower park entrance of Highlands Park on Coronado Street.

Justification

This project will repave the pathway at the lower park entrance to improve pedestrian safety. There are many cracks, potholes, and root intrusions in the current pathway. The work will include the repair of potholes, root removal, and grading and repaving of the walkway. Because the pathway is used to implement the City's open space fire mitigation program, the pathway needs to be accessible and level to bring in necessary equipment. The current condition puts the City at risk for litigation.

Duration

July 2021 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</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>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1813: Transfer Switches for Portable Generators**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Safety
Category:	Facilities	Priority Rating:	2

Description

This project will add transfer switches for portable generators for all storm pump station locations and the Adult Community Center and Youth Center.

Justification

To use portable generators at all storm pump station locations, the Adult Community Center building and the Youth Center building during an emergency, a transfer switch needs to be added to the existing facilities. The new transfer switches will accommodate the new connection points for the portable generator. The project is in line with Emergency Operations Center (EOC) upgrade objectives in the City Council's Strategic Plan.

Duration

July 2021 through June 2022.

Status

Design will begin July 2021.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 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>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1814: Climate Mitigation and Adaptation Plan**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	City Manager's Office	Strategic Plan:	No
Project Manager:	Tara Peterson / Nicole MacDonald	Priorities:	Master Plan
Category:	Environmental Sustainability	Priority Rating:	2

Description

As part of the City's 2009 General Plan Update, the City Council adopted the City of San Carlos' first Climate Action Plan ("CAP"), establishing a greenhouse gas ("GHG") reduction target and strategies to address climate change caused by GHG emissions. The City's CAP includes GHG emissions reduction targets and implementation measures that guide the City and community in reaching 2020 and 2030 targets consistent with State and regional regulations. The City's General Plan requires that the CAP be updated every five years. In 2015, the City performed an assessment of the CAP. The Climate Action Plan therefore needs to be updated. The update will include new measures that are aligned with new regional and state GHG reduction targets, and due to the changing climate, will include adaptation strategies, so has been named the Climate Mitigation and Adaptation Plan.

Justification

The current Climate Action Plan was adopted in 2009. The City's General Plan requires that the CAP be updated every five years. An assessment was performed in 2015 and a full update started by 2020. The revision will include new GHG reduction measures that will be implemented over the coming years. The cost to hire a consultant to complete the research and community outreach needed to draft a new Climate Action Plan was estimated to cost \$250,000.

Duration

July 2019 through September 2021.

Status

In progress and will be bringing to Council soon.

Programmed Funding

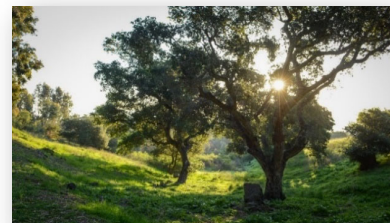
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 250,000	\$ 88,905	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 250,000</u>	<u>\$ 88,905</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</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>\$ 250,000</u>	<u>\$ 88,905</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
X	Climate Change



**C1815: City Tree Consultant**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	General Plan
Category:	Parks	Priority Rating:	3

Description

This budget request is to: hire a consultant to help with identification of all City trees (in developed parks, downtown, and street medians); complete GIS mapping of tree locations with ID numbers; prepare a certified arborist assessment report for pruning and/or removal; and recommend a maintenance schedule.

Justification

Neither Public Works nor Parks & Recreation have a master inventory list of City-owned and maintained trees. The Parks Maintenance budget lacks funding for annual tree maintenance. Tree care is handled on a reactive basis, and trees are pruned or removed as needed. This project will assist in establishing a tree maintenance program to properly track, prune, and maintain our trees.

Duration

July 2021 through December 2021.

Status

In progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</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>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

Future Impact on Operating Budget

After completion of the tree study, there will be ongoing costs to the operating budget to implement the recommended tree trimming program. At this time, the costs are unknown.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1818: Installation of New Sports Field Lighting at Flanagan & Stadium Field**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park and Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Master Plan
Category:	Parks	Priority Rating:	2

Description

This project would consist of installing new LED sports field lighting at Burton Park-Flanagan Field and Highlands Park-Stadium Field. Funds requested in Fiscal Year 2021-22 would be used for design services. Funding requested in Fiscal Year 2022-23 would be used for project construction.

Justification

San Carlos is known as a sports community with very active and engaged residents. Field use requests from youth sports organizations increase each year. Parks & Recreation programs are limited and staff is unable to expand current offerings of outdoor youth and adult athletics programs. In 2008, the City completed the Parks, Open Space, Buildings, and Recreational Facilities Master Plan, which recommended maximizing use of existing fields to meet the demand, specifically noting the addition of nighttime field lighting at Flanagan Field and Stadium Field. The City is also in the process of completing an Environmental Impact Report on the effects of new and additional field lighting at Burton Park and Highlands Park. Funding from the Park in-Lieu Fund(Fund 27) will be used to offset the costs for this project.

Duration

July 2021 through June 2023.

Status

Pending funding.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 200,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ 1,600,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 1,400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,600,000</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>\$ 200,000</u>	<u>\$ 1,400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,600,000</u>

Future Impact on Operating Budget

After completion, the annual utility cost for new LED field lighting will decrease the operating budget by \$10,000. In addition to a cost savings if existing field lights are updated to LED, there will also be offsetting revenue of approximately \$5,000 from sports organizations who rent the field lights.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1902: Wheeler Plaza Garage Cameras Design Study**

Fund Number: General Fund Capital Project - 0025
 Department: Public Works
 Project Manager: Lou Duran
 Category: Facilities

Location: Wheeler Plaza
 Strategic Plan: Yes
 Priorities: Transportation and Mobility
 Priority Rating: 1

Description

The Wheeler Plaza parking garage has two levels for public parking and does not have any security cameras or network to telephone infrastructure to support cameras and/or emergency call stations. This project is a study to review, design, and recommend the number and placement of cameras and emergency call stations for maximum protection. The design study will include network connectivity to City Hall and/or Internet and telephone services.

Justification

Strategically placing security cameras throughout the garage can help deter and reduce theft, vandalism, and other criminal activities. Cameras will help to foster a sense of safety for the public, can provide video evidence for Police investigations, and emergency call stations can be used to alert public safety of a crime in progress, hazards, and medical emergencies. Staff does not have the technical skills and resources to design a security system in house. The funding requested in Fiscal Year 2019-20 was for design only. Funding for installation of security equipment will be requested at a later time.

Duration

July 2021 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New Request	-	-	-	-	-	-	-	-
Total	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</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>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

Future Impact on Operating Budget

Future impacts on operating budget may include annual warranty and maintenance of cameras and monthly charges for network connectivity.

Current Strategic Plan

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1903: Street Tree/Neighborhood Improvement**

Fund Number:	General Fund Capital Project - 0025	Location:	East San Carlos
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Al Savay	Priorities:	Development Agreement, Climate
Category:	Community Enhancement	Priority Rating:	1

Description

Prometheus, the Developer of the Transit Village Project along El Camino Real, has agreed to fund the establishment of a Street Tree/Neighborhood Improvement Fund for the area east of Old County Road to Industrial Road and extending north from Hall Street to Northwood Drive. The Developer shall provide a total of \$83,339.50 to the fund with an initial deposit of \$25,000. These funds will be managed by the City. Representatives of the neighborhood who will be responsible for the maintenance of street trees and trees planted on private property in accordance with the City's requirements in the San Carlos Municipal Code shall determine where the trees will be planted and/or how funds should be used for other neighborhood improvement purposes. Requests for reimbursement payment by individuals planting trees in the public ROW or on private property must submit receipts and a summary explanation of the tree planting to the City's Planning Division prior to reimbursement from the fund. There are delays in planting trees on the berm to coordinate with the Caltrain Electrification Project and the drought.

Justification

The Street Tree/Neighborhood Improvement Fund for the East San Carlos neighborhood was established as a condition of approval for the Transit Village development project. The Developer, Prometheus, is contributing all of the funds necessary.

Duration

1-2 years.

Status

Delayed to accommodate Caltrain Electrification and drought concerns.

Programmed Funding

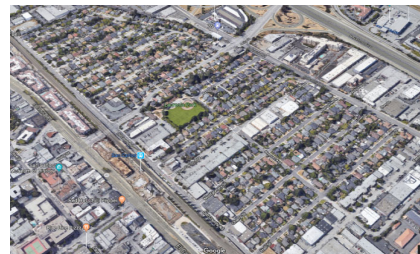
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 83,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,340
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 83,340</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 83,340</u>
Fund Financing Sources								
Revenue	\$ 83,340	\$ 83,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,340
Total	<u>\$ 83,340</u>	<u>\$ 83,340</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 83,340</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ (83,340)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
X	Climate Change



**C1904: Wheeler Plaza Garage Extra Lighting, Painting and EV Stations**

Fund Number: General Fund Capital Project - 0025
 Department: Public Works
 Project Manager: Lou Duran
 Category: Facilities

Location: Wheeler Plaza
 Strategic Plan: Yes
 Priorities: Transportation and Mobility
 Priority Rating: 1

Description

Painting of the interior of Wheeler Plaza Garage and adding additional lighting will brighten the public parking levels. In addition, due to the demand for more Electric Vehicle (EV) Stations citywide, three additional EV Stations will be constructed in the public levels of the garage.

Justification

Painting the walls and columns will reflect more light towards the center of the garage to brighten the more darker areas and adding additional light fixtures will be installed to supplement the existing lighting system. Three new EV Stations will be constructed to provide a total of six EV Stations in the public levels of the Wheeler Plaza Garage.

Duration

July 2021 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 195,000	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 195,000
New Request	-	-	-	-	-		-	-
Total	<u>\$ 195,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 195,000</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>\$ 195,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 195,000</u>

Future Impact on Operating Budget

Future impact on operating budget may include repainting of the walls and columns periodically and maintaining the light fixtures.

Current Strategic Plan Goal

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1907: Eastside Planning Initiative**

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 and again in 2021, directed staff to prioritize the Eastside Planning Initiative. To meet this objective, the City will work with Perkins&Will to prepare a "East Side Innovation District Vision Plan." This plan will 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. Technical analyses, including last mile connections, and demand forecasts for utilities and infrastructure, as well as Transportation Management Agency guidelines, CEQA coordination, and community engagement are all included. The project is scheduled to be completed in nine months.

Justification

The City Council, through its Strategic Plans, 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. Accordingly, the City will 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 nine months to complete, which is expected to be September 2021.

Status

This project is underway. A project website has been launched at www.SanCarlosInnovation.org and stakeholder meetings have been initiated and are ongoing. The project is on schedule for completion by the end of September 2021 as planned.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 536,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 536,200
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 536,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 536,200</u>
Fund Financing Sources								
PG&E Settlement	\$ 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>\$ 36,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 36,200</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan

	Downtown
X	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1908: 1201 San Carlos Ave Property Acquisition**

Fund Number:	0025	Location:	1201 San Carlos Avenue
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. 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 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

Unknown. \$500,000 was approved by the City Council in November of 2018 to purchase the site. Negotiations underway.

Status

Purchase is pending.

Programmed Funding

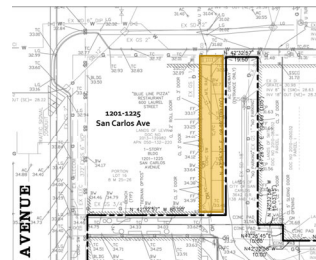
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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

<input type="checkbox"/>	Downtown
<input type="checkbox"/>	Eastside Planning Initiative
<input checked="" type="checkbox"/>	Housing
<input checked="" type="checkbox"/>	Mobility, Traffic and Transportation Infrastructure
<input type="checkbox"/>	Child Care and Youth Programming
<input type="checkbox"/>	Wildfire, Public Safety and Emergency Planning
<input type="checkbox"/>	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 and Prince Street Partners.

Duration

January 2021 through December 2021.

Status

In progress.

Programmed Funding

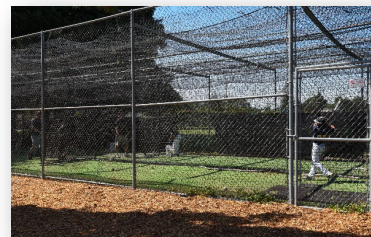
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 215,000	\$ 1,078	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 215,000</u>	<u>\$ 1,078</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 215,000</u>
Fund Financing Sources								
PR Foundation	\$ 215,000	\$ -	\$ -	\$ -			\$ -	\$ 215,000
Total	<u>\$ 215,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 215,000</u>
Total Capital Project	<u>\$ -</u>	<u>\$ 1,078</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

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	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

June 2021 through June 2022.

Status

In progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</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>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	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

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. Installation will occur after the interior of the garage has been repainted.

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 2022.

Status

In process.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</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>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</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

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care 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

July 2021 through June 2022.

Status

On-going.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</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>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</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

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2005: Integrated Cashiering System**

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.

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. Since the Cashiering System will integrate and support the City's permitting system, \$75,000 from the Technology Fee Reserve will be used to offset the cost.

Duration

Request for Proposal (RFP) was issued in Fiscal year 2020-21 and the project will continue into Fiscal Year 2021-22.

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 replace the existing software. An amendment to an existing contract was executed to add the Cashiering Module to the City's General Ledger System.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>
Fund Financing Sources								
Technology Fee Reserve	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Total	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>
Total Capital Project	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>

Future Impact on Operating Budget

After implementation, there will be ongoing maintenance and licensing fees associated with this project that were included in the Information Technology budget.

Current Strategic Plan Objective

Downtown
Eastside Planning Initiative
Housing
Mobility, Traffic and Transportation Infrastructure
Child Care and Youth Programming
Wildfire, Public Safety and Emergency Planning
Climate Change



**C2006: Bicycle Pedestrian Master Plan Implementation - AMENDED**

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

On-going - design and public outreach for priority projects from the Master Plan will begin July 2021 with construction anticipated in September 2022.

Status

Design and public outreach for priority projects from the Master Plan will begin July 2021 with construction to follow the next year.

Programmed Funding

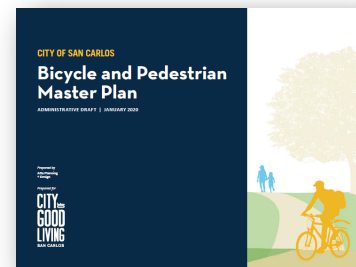
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
New request	-	-	500,000	700,000	-	-	-	1,200,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 800,000</u>	<u>\$ 1,000,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 2,700,000</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>\$ 800,000</u>	<u>\$ 1,000,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 2,700,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
X	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care 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 2021 through June 2022.

Status

Study will commence Fiscal Year 2021-22.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ -</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>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2102: Upgrade of Existing Tennis & Basketball Court Lighting - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park & Highlands Park (3 courts)
Department:	Parks & Recreation	Strategic Plan:	No
Project Manager:	Amy Newby	Priorities:	Cost of Deferred Maintenance, Master Plan, Energy Savings
Category:	Parks, Environmental Sustainability	Priority Rating:	1

Description

This project would consist of updating existing lighting at the tennis and basketball courts at Burton Park and tennis courts at Highlands Park with new LED lights adequate for night play. Funds requested include the cost for design consultants and replacement of lighting fixtures. If approved, the project could be combined with the Field Lighting Project to save on design and construction costs.

Justification

The existing system at the Highlands Park tennis courts uses parking lot lights for night play and are too dim for the intended use. The City recently replaced all facility and sports field lighting at Burton and Highlands parks with LED lighting. To continue this effort, staff is recommending the outdoor court lighting also be replaced at Burton and Highlands parks as recommended in the Zero Energy Feasibility Report and the Parks Master Plan.

Duration

July 2021 through June 2023

Status

New project

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	50,000	300,000	-	-	-	350,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 300,000</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>\$ 50,000</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>

Future Impact on Operating Budget

After completion, the annual utility cost for the upgraded LED court lighting will decrease by approximately 70%.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2103: Surveillance Cameras in Public Parks - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Arguello Park & Highlands Park
Department:	Parks & Recreation	Strategic Plan:	No
Project Manager:	Amy Newby	Priorities:	Parks, Technology, Safety
Category:	Parks, Safety	Priority Rating:	4

Description

This project would involve the assessment and installation of the infrastructure needed to support wireless surveillance cameras at Arguello Park and Highlands Park.

Justification

In the last few years, the City has installed surveillance cameras at the Youth Center and Burton Park to enhance safety and security in our parks and facilities. Staff is recommending to install cameras in other public parks, beginning with Arguello Park. Vandalism and graffiti have been occurring in Arguello Park more frequently causing financial demands on the City and youth sports organizations. Having cameras at these locations will also improve safety.

Duration

July 2021 through June 2022

Status

New project

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	250,000	-	-	-	-	250,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>
Fund Financing Sources								
PR Foundation	\$ -	\$ -	\$ -	\$ -	-	-	\$ -	\$ -
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>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

Future Impact on Operating Budget

Should this project be implemented, there will be an ongoing operating cost of approximately \$20,000 annually, which would include wireless service and storage solutions.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2104: Replacement of Scoreboards at Burton Park - NEW**

Fund Number:	Fund 25	Location:	Burton Park
Department:	Parks & Recreation	Strategic Plan:	No
Project Manager:	Amy Newby	Priorities:	Infrastructure Maintenance
Category:	Parks	Priority Rating:	5

Description

This project would consist of replacing the scoreboards at Burton Park, at both Madsen field and Flanagan field.

Justification

Scoreboards are in need of replacement. Once replaced, all sports organizations who use fields at Burton Park will be able to use the scoreboards. Funding partners have been identified in the community, resulting in a cost of \$25,000 to the City.

Duration

July 2021 through June 2022

Status

New project

Programmed Funding

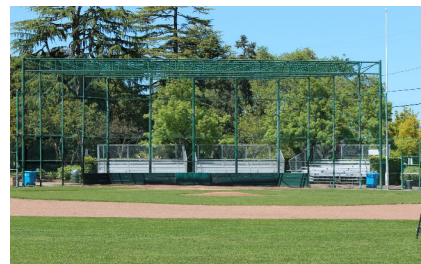
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	65,000	-	-	-	-	65,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 65,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 65,000</u>
Fund Financing Sources								
Youth Sports Orgs	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
PR Foundation	-	-	25,000	-	-	-	-	25,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>
Total Capital Project								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 25,000</u>

Future Impact on Operating Budget

No future impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2105: Downtown Planning Initiative - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Downtown Planning Initiative
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Lisa Porras	Priorities:	Downtown Goal
Category:	Community Enhancement	Priority Rating:	1

Description

As part of the 2021 Strategic Plan, Council directed staff to prepare a plan to work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure downtown meets the needs of the community and businesses now and into the future. This initiative includes creating a framework and informing the community; determining staff resources and budget needed to develop a plan; and finally developing a scope of work to create a downtown plan. Considerations include land use, urban design, infrastructure, street functions/operations, building design and massing, public realm and events, traffic/circulation, including multiple modalities for travel, walkability, dining, parklets, and plazas, housing, maintenance, City governance, the potential for a business improvement district, and partnership with the Chamber of Commerce.

Justification

The adopted City Council 2021 Strategic Plan directs staff to request funding for the Downtown Strategic Goal by June 30, 2021. Based on a understanding of the project components outlined above, staff is estimating that this project will require at least \$1,000,000 in consulting costs to develop. The actual costs could go up or down, depending upon the results of a future Request for Proposals and consultant selection. Staff is requesting appropriation of funds at this time, as the project is expected to commence in early 2022. Any unused funds would go back to the General Fund.

Duration

It is expected that this project will take 24 months to complete.

Status

Following consultant selection, project kickoff would commence during the first quarter of 2022 and be completed by March 2024.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	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>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Fund Financing Sources								
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan

X	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2106: Guardrail Installation along Brittan Avenue - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Brittan Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Vatsal Patel	Priorities:	Transportation Infrastructure, Safety
Category:	Traffic & Transportation	Priority Rating:	2

Description

Install guardrail along Brittan Avenue on the eastbound lane at the road separation near Milano Way to improve the safety, protect vehicles, and protect the properties along Sara Lane.

Justification

The residents along Sara Lane raised concerns about property damage and resident safety due to the number of recent vehicle collisions with rear yard fences along Brittan Avenue. Residents note that drivers may be unable to safely stop vehicles before the steep downhill slopes in their rear yards, which end at the existing creek. Staff investigated the site, reviewed the incident reports, and determined that the installation of a guardrail will improve safety and protect drivers and residents.

Duration

July 2021 through June 2022

Status

New request

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	225,000	-	-	-	-	225,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</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>\$ 225,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2107: San Carlos Avenue Quick-Build Pilot Program - NEW**

Fund Number:	25	Location:	San Carlos Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Mobility, Grant Funding
Category:	Traffic & Transit	Priority Rating:	1

Description

The focus of the San Carlos Avenue Quick-Build Project is quick and flexible safety countermeasures to address the collision history of the project corridor and create a seamless first/last mile connection from the pedestrian-rich downtown to the San Carlos Caltrain Station. The proposed project countermeasures include upgrading an existing Class III bicycle route to a Class II bike lane and Class IV separated bike lane facilities and adding a Class IV facility to a one block gap that currently lacks bicycle facilities. The project also proposes high-visibility crosswalks, hardened centerline, lane pavement restriping, bicycle skip boxes, green backed sharrows, CA MUTCD R10-22, R4-4, and R3.7r signage, and the relocation of existing bicycle detection at project intersections. Quick-build expanded pedestrian areas, delineated from the roadway with planters and bollards, will open up new space for people walking, dining, bicycle parking, and will support local business during the COVID-19 crisis and beyond.

Justification

The project will implement a priority recommendation in the City's 2020 Bicycle and Pedestrian Master Plan, resulting in the improved safety outcomes on the corridor, higher rates of walking, bicycling, and transit use, and reductions in VMT and GHG emissions. The project will strengthen, create, and encourage active transportation connections for people traveling to Downtown San Carlos.

Duration

July 2021 to June 2022

Status

New request

Programmed Funding

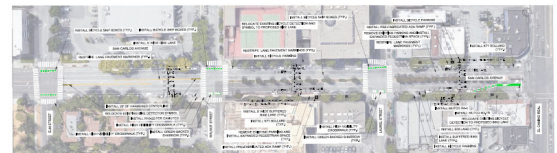
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	274,000	-	-	-	-	274,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 274,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 274,000</u>
Fund Financing Sources								
ATP Quick-Build Grant	\$ -	\$ -	\$ 274,000	\$ -	\$ -	\$ -	\$ -	\$ 274,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 274,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 274,000</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 impact

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2108: Storm Water Motor Control Center and Pump Replacements - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Public Works	Strategic Plan:	No
Project Manager:	Lou Duran	Priorities:	Infrastructure Maintenance
Category:	Facilities	Priority Rating:	2

Description

This project will evaluate and replace the existing motor control centers (MCC) and storm water pumps at the Holly Street/Old County and Brittan/Old County pump stations. The improvements will upgrade the MCCs and standardize the pump sizes to improve maintenance efficiency and provide easier pump replacement when a component fails.

Justification

The MCCs control the operation of the stations via the City's Supervisory Control and Data Acquisition (SCADA) system. The MCCs have reached the end of their useful lives so replacing them will provide more operational reliability. The pumps will also be evaluated and replaced with standardize sized pumps for maintenance efficiency and to minimize the pump parts inventory in the City's warehouse.

Duration

July 2021 through June 2022

Status

New request

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	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>
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>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2109: Station 13 Upgrade - NEW**

Fund Number: 0025
 Department: Fire
 Project Manager: Chuck Lax
 Category: Facilities

Location: Fire Station 13
 Strategic Plan: No
 Priorities: Facility Maintenance
 Priority Rating: 1

Description

The Fire Department is requesting funding to update the Captain's office and training room located at Station 13.

Justification

The Captain's office located at Station 13 has not been updated since 1999. The furnishings are outdated and failing. Currently the office has one desk and with Station 16 moving to Station 13 for a period of time, the office will require two desks. This is a good opportunity to give the entire room an upgrade. We are requesting paint, carpet, window coverings, and new furniture. A significant amount of time is spent in these offices doing paperwork, in addition to the training/meeting rooms.

Duration

This project is expected to be completed within a year, July 1, 2021 to June 30, 2022.

Status

Station 13 upgrade is a one-off project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	56,200	-	-	-	-	56,200
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 56,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 56,200</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>\$ 56,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 56,200</u>

Future Impact on Operating Budget

There will be no ongoing or replacement costs associated with this request.

Current Strategic Plan Objective

Downtown
 Eastside Planning Initiative
 Housing
 Mobility, Traffic and Transportation Infrastructure
 Child Care and Youth Programming
 Wildfire, Public Safety and Emergency Planning
 Climate Change



**C2110: Standards of Cover - NEW**

Fund Number:	0025	Location:	Citywide
Department:	Fire	Strategic Plan:	Yes
Project Manager:	Chuck Lax	Priorities:	Safety Planning
Category:	Traffic & Transit	Priority Rating:	1

Description

The Fire Department is requesting funding to have a Standards of Cover Study (SOC). A Standards of Cover Study (SOC) is used to assist the Department in ensuring a safe and effective response force.

Justification

The San Carlos/Redwood City Fire Department is a professional Fire Department with 81 Suppression members, and 96 total personnel. The Department has been awarded a Class 1 Public Protection Classification rating by the Insurance Services Office (ISO). Additionally, the City is an Advanced Life Support (ALS) and Basic Life Support (BLS) provider. The Department is seeking a qualified consulting firm to conduct a Standards of Cover Study (SOC) and a Community Hazard and Risk Assessment to assist with the deployment of Fire Resources based on the increased development, as well as the future growth.

Duration

This project is expected to be completed within a year: July 1, 2022 to June 30, 2023

Status

The Standards of Cover study is a one-off project

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	40,000	-	-	-	40,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project								
	\$ -	\$ -	\$ -	40,000	\$ -	\$ -	\$ -	40,000

Future Impact on Operating Budget

There will be no ongoing or replacement costs associated with this request.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2111: Drone Unmanned Aerial Vehicle (UAV) Program - NEW**

Fund Number:	0025	Location:	Citywide
Department:	Fire	Strategic Plan:	Yes
Project Manager:	Chuck Lax	Priorities:	Wildfire and Public Safety Planning
Category:	Technology	Priority Rating:	1

Description

This CIP budget request would be for the ongoing maintenance of the Unmanned Aerial Vehicle (UAV) fleet, training, and a one-time purchase of a UAV.

Justification

Leveraging technology to improve public safety is an identified need in our department. UAV systems provide an opportunity to improve safety for both the public and fire personnel. UAVs have several uses in public safety. Existing technology allows for live streaming of both standard and infrared video. This capability will improve our situational awareness on the fireground by allowing us to see heat signatures from the aerial platform that will indicate the location of a fire, even in large buildings. This will allow for a more informed decision making process when deploying fire resources. A UAV will greatly assist us in locating and determining the severity of a wildland fire, especially in difficult to reach areas of our community, and improve our ability to locate victims during search and rescue operations both on land and in the water. Fireboat 9 is frequently requested for search and rescue operations on the south end of San Francisco Bay, and our UAV has located stranded victims, even before Fireboat 9 has left its dock.

This resource would be available to neighboring public safety partners as well as other City departments. Our UAVs have been used to photograph City facilities and construction in progress. They can also be used for tasks such as building inspections, preplans, and fire investigations.

Duration

This project is expected to be completed within a year, July 1, 2021 to June 30, 2022.

Status

This is a new project. We are asking for one time funding to purchase UAV fleet and replacement costs of \$10,000 every three years.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	10,000	-	-	-	-	10,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</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>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>

Future Impact on Operating Budget

This request includes a replacement budget of \$10,000 every three years.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2112: Installation of Downtown Compost Receptacles - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Downtown
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Mandate, Necessary Upgrade
Category:	Streets and Sidewalks	Priority Rating	1

Description

This will be a nine-month pilot project that will add compost receptacles alongside the trash and recycle cans on the 700 Block of Laurel Street. Piloting the project will allow staff to deploy compost receptacles during the summer months when outdoor dining and take out is at its peak. Under this scenario, this will allow staff to collect data on the receptacles' use so that a service plan can be developed to address odors, spillage, and other negative impacts. Staff will re-purpose existing trash receptacles to start the project while the compost receptacles are on order and shipped. The pilot will also be the kick-off to our education and outreach on organics recycling in our community.

Justification

The project aligns with the Council's strategic goal to address the impacts of Climate Change by implementing an improvement that assists with greenhouse gas reduction and will help the City comply with the State's new organics law, SB 1383, to reduce statewide organic disposal.

Duration

Conduct a nine-month pilot program to deploy compost receptacles in the 700 Block of Laurel Street.

Status

Trash cans have been deployed.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Approved Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	35,000	-	-	-	-	35,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 35,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 35,000</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>\$ 35,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 35,000</u>

Future Impact on Operating Budget

On-going costs to service the compost receptacles by City staff. The estimated cost will be two Maintenance Workers spending one hour twice per day to collect the material during the nine-month pilot.

Current Strategic Plan Objective

X	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
X	Climate Change





CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
0027 Park in Lieu Fund												
<u>Completed Projects</u>												
C1730	1	Infrastructure/Public Safety	Total Capital	Shade Structure Installation - Various Parks	97,595	97,595	-	-	-	-	-	97,595
C1730	1		Total Outside Funding	P & R Foundation	(22,000)	(22,000)	-	-	-	-	-	(22,000)
<u>Previously Approved/Ongoing Projects</u>												
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)
<u>New Requests</u>												
C2113	2	Infrastructure	Total Capital	Highlands Park Tennis Court Resurfacing	-	-	40,000	-	-	-	-	40,000
<i>Total Outside Funding</i>					(622,000)	(800,000)	-	-	-	-	-	(800,000)
<i>Total Capital</i>					142,376	1,197,595	40,000	-	-	-	-	1,237,595
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Park in Lieu Fund 0027					(479,624)	397,595	40,000	-	-	-	-	437,595
Ending Fund Balance Park in Lieu Fund 0027							1,607,508	505,308	1,397,008	1,712,908	2,038,308	



This Page Intentionally Left Blank

**C1732: Laureola Park Improvements**

Fund Number:	Park-in-Lieu Fund - 0027	Location:	Laureola Park
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety, Park in-Lieu Fees
Category:	Parks	Priority Rating:	1

Description

Various improvements to Laureola Park to enhance the safety and enjoyment of this community park.

Justification

The improvements are part of the community benefits provided by the Transit Village development.

Duration

TBD.

Status

Pending vision plan for the area.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 600,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 600,000</u>
Fund Financing Sources								
Park in Lieu	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Total	<u>\$ 600,000</u>	<u>\$ 600,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 600,000</u>
Total Capital Project	<u>\$ -</u>	<u>\$ (600,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

X

Downtown
 Eastside Planning Initiative
 Housing
 Mobility, Traffic and Transportation Infrastructure
 Child Care and Youth Programming
 Wildfire, Public Safety and Emergency Planning
 Climate Change



**C1905: Chilton Park Improvements**

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 covered the cost of architect for construction design and documents. Fiscal Years 2020-22 funding will cover the cost of construction.

Duration

July 2019 through December 2021.

Status

In progress with significant outreach.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	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>\$ 178,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 178,000</u>
Total Capital Project	<u>\$ 322,000</u>	<u>\$ 44,781</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 322,000</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C2113: Highlands Park Tennis Court Resurfacing - NEW**

Fund Number:	Park-in-lieu Fund 27	Location:	Highlands Park
Department:	Parks & Recreation	Strategic Plan:	No
Project Manager:	Amy Newby	Priorities:	Infrastructure Maintenance
Category:	Parks	Priority Rating:	2

Description

This project would consist of resurfacing the tennis courts at Highlands Park (five courts).

Justification

These courts are showing wear and have not been resurfaced since built in the late 1990s. Resurfacing will preserve the courts for longevity.

Duration

July 2021 through June 2022

Status

New project

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	40,000	-	-	-	-	40,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</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>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>

Future Impact on Operating Budget

There is no impact on the operating budget.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





This Page Intentionally Left Blank



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
0028 Parking in Lieu Fund												
<i><u>Previously Approved/Ongoing Projects</u></i>												
C1750	1	Mobility, Traffic and Transportation Infrastructure Total Capital		Reconfiguration Public Parking Plazas	4,913	60,000	-	-	-	-	-	60,000
C1816	3	Mobility, Traffic and Transportation Infrastructure Total Capital		Parking Occupancy Study	-	10,000	-	65,000	-	-	-	75,000
<i>Total Outside Funding</i>					-	-	-	-	-	-	-	-
<i>Total Capital</i>					4,913	70,000	-	65,000	-	-	-	135,000
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Parking in Lieu Fund 0028					4,913	70,000	-	65,000	-	-	-	135,000
Ending Fund Balance Parking in Lieu Fund 0028							347,938	290,438	298,138	306,038	314,138	



This Page Intentionally Left Blank

**C1750: Reconfiguration Public Parking Plazas**

Fund Number: Parking-in-lieu Fund - 0028

Location: South Plaza Parking Lot

Department: Community Development Department

Strategic Plan: Mobility, Traffic and Transportation Infrastructure

Project Manager Adam Aronson, Economic Development & Housing Manager

Description

Engage a consulting firm to propose parking reconfigurations for South Plaza to maximize the number of parking spaces and improve traffic flow and engage a contractor to implement restriping of the lot.

Justification

The 2019-20 Strategic Plan included the following Infrastructure related objectives: #2) Identify and implement citywide street and intersection projects to improve traffic flow and parking; and #5) Facilitate completion of projects currently underway. Use of City-owned public parking plazas is high. South Plaza in particular suffers from striping that does not clearly differentiate between public and private parking spaces. The 2017 Parking Study also recommended maximizing existing parking resources in areas such as South Plaza.

Duration

12 to 18 months.

Status

A preliminary survey was conducted at South Plaza and determined that there are no alternative layouts that both increase the number of parking spaces in the lot and maintain an efficient flow of traffic. Staff are recommending that the current layout be maintained but that the striping be updated to more clearly delineate City-owned spaces and additional signage be added to clarify parking time limits in the lot. Additionally, staff has identified a number of spaces which have been encroached upon by neighboring businesses and are working with said businesses to correct this.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 60,000	\$ 4,913	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
New Requests	-	-	-	-	-	-	-	-
Total	<u>\$ 60,000</u>	<u>\$ 4,913</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</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>\$ 60,000</u>	<u>\$ 4,913</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>

Current Strategic Plan Goal

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1816: Parking Occupancy Study - AMENDED**

Fund Number: Parking-in-Lieu - 0028
 Department: Public Works
 Project Manager: Steven Machida
 Category: Traffic & Transportation

Location: South Laurel St. and Walnut St.
 Strategic Plan: Yes
 Priorities: Transportation
 Priority Rating: 3

Description

The City leased a portion of SamTrans property along El Camino Real to be used for employee parking in the South Laurel/Walnut area to reduce demand in neighborhoods. This new lot opened in summer 2018. This budget request is to complete a parking occupancy study in the adjacent neighborhood to determine if the new parking lot reduced parking demand in the adjacent residential neighborhood.

Justification

The study was started in late 2019, but was paused due to COVID-19. As a result of residents being at home during the pandemic, the streets were fully parked. Continuing the study under these conditions would not generate accurate results. Therefore, the study will continue after the shelter in place order is lifted and a more normal parking pattern emerges.

Duration

July 2022-December 2022

Status

Resume the study in Fiscal Year 2022-23

Programmed Funding

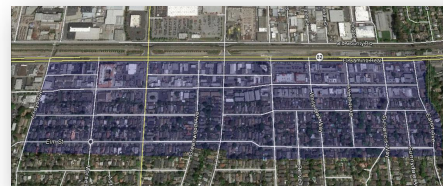
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
New request	-	-	-	65,000	-	-	-	65,000
Total	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 65,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</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>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 65,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
X	Mobility, Traffic and Transportation Infrastructure
	Child Care 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 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
0029 Housing In Lieu												
<u>Projects Nearing Completion</u>												
C2009	1	Housing	Total Capital	1001 Laurel Street #225 Property Acquisition	-	500,000	-	-	-	-	-	500,000
<u>Previously Approved/Ongoing Projects</u>												
C9754	1	Housing	Total Capital	Cherry Street Below Market Rate Housing	2,852,279	3,875,000	3,000,000	-	-	-	-	6,875,000
C1906	1	Housing	Total Capital	Study Land Use and Regulatory Options	166,031	800,000	-	-	-	-	-	800,000
C1906			Total Outside Funding	SB 2 Planning Grant	(80,515)	(160,000)	-	-	-	-	-	(160,000)
C1906			Total Outside Funding	LEAP Grant	-	(150,000)	-	-	-	-	-	(150,000)
<i>Total Outside Funding</i>					(80,515)	(310,000)	-	-	-	-	-	(310,000)
<i>Total Capital</i>					3,018,309	5,175,000	3,000,000	-	-	-	-	8,175,000
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Housing in Lieu Fund 0029					2,937,794	4,865,000	3,000,000	-	-	-	-	7,865,000
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
<i>Total Outside Funding</i>					-	-	-	-	-	-	-	-
<i>Total Capital</i>					4,126,824	7,300,000	-	-	-	-	-	7,300,000
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total LMI Housing Fund 0031					4,126,824	7,300,000	-	-	-	-	-	7,300,000
Total Housing Fund 0029 & 0031					7,064,618	12,165,000	3,000,000	-	-	-	-	15,165,000
Ending Fund Balance Housing Fund							7,256,462	11,930,862	11,698,462	21,599,062	21,084,662	



This Page Intentionally Left Blank

**C9754: Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work**

Fund Number:	Housing-in-Lieu Fund - 0029	Location:	Cherry Street between Walnut and Laurel
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Adam Aronson	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 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 3,875,000	\$ 2,852,279	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,875,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 3,875,000</u>	<u>\$ 2,852,279</u>	<u>\$ 3,000,000</u>	<u>\$ -</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>\$ 3,875,000</u>	<u>\$ 2,852,279</u>	<u>\$ 3,000,000</u>	<u>\$ -</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

	Downtown
	Eastside Planning Initiative
X	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1906: Study Land Use and Regulatory Options**

Fund Number:	Housing In Lieu - 0029	Location:	City-wide
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Lisa Porras	Priorities:	Housing
Category:	Housing	Priority Rating:	1

Description

The Community Development Department requested a total of \$800,000 to analyze zoning and make amendments to the General Plan Land Use, Housing, and Safety Elements to incentivize the production of affordable housing; this includes a Zoning Ordinance Update, and corresponding environmental analysis as required by the California Environmental Quality Act (CEQA). The cost to complete this work will come from SB2 grant funds (\$160,000), LEAP grant funds (\$150,000), General Plan Update fees (\$326,000), and Housing In-Lieu fees (\$164,000; SCMC 18.200.130). This work included issuing requests for proposals, selecting a consultant, exploring existing standards and programs for opportunities to increase density, identifying constraints, exploring alternatives, CEQA, Zoning and General Plan amendments, and a Housing Element update.

Justification

At the City Council Strategic Plan of February 2019, a new strategic objective was added to address zoning to increase availability of all types of housing, especially affordable housing. The Council requested staff study land use and other regulatory options available. The Council has expressed its desire to actively encourage and support the creation of housing to provide a safe, diverse, inclusive, and affordable supply by facilitating development of housing for all income levels.

Duration

Staff estimates the project timeline from start to completion of zoning amendments and other regulatory programs to take approximately 2.5 years (completion estimated December 2022).

Status

This project, referred to as the San Carlos Focused General Plan Update (Land Use, Housing, Safety), including corresponding amendments to the Zoning Ordinance, and an EIR as required by CEQA, is underway. The project website, www.SanCarlos2040.org has been launched and three community workshops have been held (Nov 2020; Jan 2021; May 2021). The project is on schedule to be completed by the end of 2022.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 800,000	\$ 166,031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 800,000</u>	<u>\$ 166,031</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 800,000</u>
Fund Financing Sources								
SB 2 Planning Grant	\$ 160,000	\$ 80,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000
LEAP Grant	150,000	-	-	-	-	-	-	150,000
Total	<u>\$ 310,000</u>	<u>\$ 80,515</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 310,000</u>
Total Capital Project								
	<u>\$ 490,000</u>	<u>\$ 85,516</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 490,000</u>

Future Impact on Operating Budget

It is unknown at this time.

Current Strategic Plan

	Downtown
	Eastside Planning Initiative
X	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**C1733: 817 Walnut Street Redevelopment**

Fund Number:	Low and Moderate Income Housing Fund - 0031	Location:	817 Walnut Street
Department:	Community Development Department	Strategic Plan:	Yes
Project Manager:	Adam Aronson	Priorities:	Previously funded
Category:	Housing	Priority Rating:	1

Description

The 817 Walnut Street Redevelopment project includes designing, financing, and constructing a multi-family affordable housing development on City-owned property at 817 Walnut Street. After releasing a Request for Qualifications, the City selected Charities Housing to lead development of the project and the Council ultimately appropriated \$7.3 million towards construction. These funds were allocated from the City's Low Moderate Income Housing Asset Fund. As designed, the project will include 23 studio units affordable to extremely low, very low, and low income individuals, as well as a two-bedroom manager's unit.

Justification

In December 2015, the City Council formed a Housing Subcommittee to explore, among other housing-related issues, how to facilitate the construction of new affordable housing using the City's affordable housing impact fees and Low Moderate Income Housing Asset Fund. Following the dissolution of the San Carlos Redevelopment Agency (RDA), all housing assets of the RDA were transferred to the City's Low Moderate Income Housing Asset Fund, including 817 Walnut Street; an aging, underutilized six-unit multi-family building with four below market rate tenants. State of California Senate Bill 341 (SB 341) implemented new requirements for spending housing successor funds beginning in 2015. SB 341 requires that the City, as the Housing Successor Agency, substantially spend or encumber its housing successor funds before 2019, at which point surpluses may be transferred to various State programs. To begin allocating these funds to affordable housing projects, staff identified the 817 Walnut Street property as a key site for affordable housing development. Preliminary design and analysis demonstrated that developing 10 to 20 units on the site was possible depending on development intensity. In January 2016, the City Council appropriated \$32,000 for professional services to begin conceptual design and planning for the redevelopment of 817 Walnut Street. In June 2020, the City signed a Disposition, Development & Loan Agreement (DDLA) with Charities Housing, ultimately allocating \$7.3 million to the project.

Duration

July 2016 through Fiscal Year 2021-22. The planning and entitlements phase of redeveloping 817 Walnut Street is anticipated to take one year. Bidding, contractor selection, and construction will take an additional 18 to 36 months.

Status

The project began construction in 2020 and is on schedule to be completed in July of 2021. As of May 2020, \$4,126,824 of the City's contribution had been spent developing the project. The remaining amount of approximately \$3 million is expected to be requested when Charities Housing converts its construction loan to permanent financing.

Programmed Funding

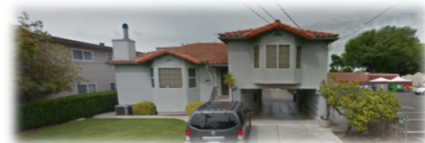
	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 7,300,000	\$ 4,126,824	\$ -	\$ -	\$ -	\$ -		\$ 7,300,000
New Request	-	-	-	-	-	-		-
Total	<u>\$ 7,300,000</u>	<u>\$ 4,126,824</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		<u>\$ 7,300,000</u>
Fund Financing Sources								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		<u>\$ -</u>
Total Capital Project	<u>\$ 7,300,000</u>	<u>\$ 4,126,824</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		<u>\$ 7,300,000</u>

Future Impact on Operating Budget

The City has entered into a 75-year ground lease with Charities Housing at a rate of \$1.00 per year. As Charities Housing will manage the property during this time, future impacts on the City's operating budget is expected to be negligible.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
X	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change





This Page Intentionally Left Blank



CAPITAL IMPROVEMENT PROGRAM BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Spent as of 3/3/2021	Total Approved Budget (to 6/30/21)	FY 21-22 Adopted	FY 22-23 Adopted	FY 23-24 Requested	FY 24-25 Requested	FY 25-26 Requested	Total Project Funding
0095 Library Improvements Fund												
<u>Previously Approved/Ongoing Projects</u>												
C1734	2	Infrastructure	Total Capital	Library Maintenance and Repairs	356,083	458,568	-	-	-	-	-	458,568
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>					356,083	458,568	1,000,000	-	-	-	-	1,458,568
<i>Total Transfers (Inter-project)</i>					-	-	-	-	-	-	-	-
Total Library Improvements Fund 0095					356,083	458,568	1,000,000	-	-	-	-	1,458,568
Ending Fund Balance Library Improvements Fund 0095							536,606	515,506	493,806	471,406	448,306	

* Total Approved Budget amounts include previously approved budget and unspent budget amounts



This Page Intentionally Left Blank

**C1734: Library Maintenance and Repairs**

Fund Number:	Library Improvement Fund - 0095	Location:	San Carlos Library, 610 Elm Street
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Previously Funded
Category:	Facilities	Priority Rating:	2

Description

This project will assist in the rehabilitation of the San Carlos Library exterior and community rooms that were not part of the 2014 interior remodel project. These areas include: replacement of community room/kitchen furnishings; fixtures and equipment; painting of the exterior; repairs to the irrigation system; and some landscaping upgrades.

Justification

The San Carlos Library building is almost 20 years old. While the actual library area itself received an interior remodel in cooperation with the County of San Mateo, the other areas were not improved. The community rooms were in need of replacement tables, chairs, a podium and installation of a new ceiling projector. The restrooms on the first and second floors require replacement of toilet fixtures and sinks and the janitorial room needs repair. The exterior of the building is in need of stucco repairs and painting. Additionally, the courtyard requires irrigation repairs and some landscaping replacement to drought-tolerant plantings.

Duration

Through December 2021.

Status

In progress.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ 458,568	\$ 356,083	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,568
New request	-	-	-	-	-	-	-	-
Total	<u>\$ 458,568</u>	<u>\$ 356,083</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 458,568</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>\$ 458,568</u>	<u>\$ 356,083</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 458,568</u>

Future Impact on Operating Budget

No impact on future operating budget.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
	Wildfire, Public Safety and Emergency Planning
	Climate Change



**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

Begin design late 2021.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2021-22	Adopted 2022-23	Requested 2023-24	Requested 2024-25	Requested 2025-26	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
New request	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ -</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>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan Objective

	Downtown
	Eastside Planning Initiative
	Housing
	Mobility, Traffic and Transportation Infrastructure
	Child Care and Youth Programming
X	Wildfire, Public Safety and Emergency Planning
	Climate Change





**CITY OF SAN CARLOS
FISCAL YEAR 2021-23 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
C9459	Community Enhancement	Holly St/US 101 Interchange Modification	26,318,237
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
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	2,000,000
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	Maintenance at Burton and Harrington Parks	350,000
New	Community Enhancement	Trails Plan Implementation	200,000

Total Unfunded General Fund Capital Projects	96,200,237
---	-------------------

Total Unfunded list	201,200,237
----------------------------	--------------------



This Page Intentionally Left Blank



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

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.



JONES HALL

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).



JONES HALL

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



JONES HALL

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



This Page Intentionally Left Blank



Principal and Interest Expense						
City of San Carlos	Outstanding Debt (Principal) as of 6/30/2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
General Fund						
2015 GO Refunding Bond	2,700,000	442,050	457,050	468,550	484,600	500,510
sub-total	2,700,000	442,050	457,050	468,550	484,600	500,510
Sewer Fund						
2018 Financing Agreement	24,350,000	1,421,138	1,423,013	1,423,638	1,423,013	1,421,138
2019 Financing Agreement	36,611,146	-	-	-	-	-
2020 Financing Agreement	24,840,000	1,553,591	1,560,128	1,563,857	1,565,943	1,554,660
sub-total	85,801,146	2,974,729	2,983,141	2,987,495	2,988,956	2,975,798
Grand Total	88,501,146	3,416,779	3,440,191	3,456,045	3,473,556	3,476,308



This Page Intentionally Left Blank



The Financial Policies of the City of San Carlos allow the City to incur debt for major capital improvement and acquisitions. The following information provides the Debt Limit Margin in compliance with state law and a listing of the City's debt obligations.

LEGAL DEBT LIMIT MARGIN

The Government Code of the State of California section 43605 states that a City shall not incur an indebtedness for public improvements that exceed in the aggregate 15% of the assessed value of all real and personal property of the City. However, the City has established a more conservative limit of not more than 3.75%. With outstanding debt of \$2.7 million and \$2.3 million in Fiscal Years 2022 and 2023 subject to the legal debt limit, and a legal debt limit of \$477 million and \$478 million, respectively, the City is not at risk of exceeding its legal debt limit.

Computation of Legal Bonded Debt Limit Margin Fiscal Years 2021 – 2023

	2022	2023
Assessed Valuation	\$ 12,807,297,176	\$ 12,807,297,176
Debt Limit: 3.75% of Assessed Value	480,273,644	480,273,644
Less: Outstanding Debt (Subject to Legal Debt Limit)	2,700,000	2,310,000
Legal Debt Margin	\$ 477,573,644	\$ 477,963,644

Source: San Mateo County Assessor Office 20/21 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. A debt ratio of 0.96% and 0.92% was calculated by using the relationship between the debt and the General Fund revenue for the Fiscal Years 2022 and 2023, respectively. The City is in compliance with this policy.



Computation of Compliance with Debt Service Limit
Fiscal Years 2021-2023

	2022	2023
Total General Fund Revenue	\$ 46,016,100	\$ 49,659,400
General Fund Supported Debt Service	442,800	457,800
Ratio of General Fund Supported Debt to General Fund Revenue	0.96%	0.92%
Policy Debt Ratio	10%	10%

CURRENT DEBT OBLIGATIONS AND FINANCING AGREEMENTS

The City of San Carlos currently has a number of these debt obligations.

General Obligation Bonds

\$4,600,000

City of San Carlos

General Obligation Refund Bonds, Series 2015

Term 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 General Obligation Refunding Bonds

Fiscal Year	Principal	Interest	Total
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	485,000	15,150	500,150
2027	515,000	5,150	520,150
Total	\$ 2,700,000	\$ 172,550	\$ 2,872,550



GO Bond Credit Rating

The City has been assigned a high quality grade “AAA” issuer rating by Standard & Poor’s on the City of San Carlos General Obligation Refunding Bonds, Series 2015.



Financing Agreements

Silicon Valley Clean Water (SVCW or the Authority), formerly the South Bayside System Authority, was formed in 1975 between the cities of San Carlos, Belmont, Redwood City, and the West Bay Sanitation District under a Joint Exercise of Powers Agreement (JPA). Under the JPA, the Authority owns and operates certain wastewater facilities and the Members are obligated to pay the Authority for their allocable share of the Authority’s operating maintenance and capital expenditures. The Authority has issued bonds and entered into other loan agreements to fund the capital projects and each member has entered into Financing Agreements. 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. Set forth are the Financing Agreements associated with Wastewater Revenue Bonds

2018 Silicon Valley Clean Water Financing Agreement

\$140,955,000

Silicon Valley Clean Water

2018 Wastewater Revenue Bonds

Term Due August 1, 2048. Interest Rate 3.5%

On February 1, 2018, SVCW issued the 2018 Wastewater Revenue Bonds in the amount of \$140,955,000 to finance the acquisition and construction of capital improvements. Since 2008 SVCW has replaced, rehabilitated, and modernized substantial pieces of an aged wastewater treatment plant and conveyance system.

The 2018 Financing Agreement with SVCW is for the 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. Set forth below is the City’s share of the debt schedule of principal and interest on the 2018 Bonds for the period ending June 30 in each of the years indicated.

**2018 Wastewater Revenue Bonds**

Fiscal Year	Principal	Interest	Total
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	550,000	871,138	1,421,138
2027-2031	3,205,000	3,901,813	7,106,813
2032-2036	4,010,000	3,100,581	7,110,581
2037-2041	4,800,000	2,307,850	7,107,850
2042-2046	5,790,000	1,322,738	7,112,738
2047-2049	4,045,000	218,938	4,263,938
Total	\$ 24,350,000	\$ 15,463,856	\$ 39,813,856

2019 Silicon Valley Clean Water Financing Agreement**\$209,300,000**

Silicon Valley Clean Water

Wastewater Revenue Notes, Series 2019A, Interest Rate Yield of 1.05%

Water Infrastructure and Innovation Act (WIFIA)

Collectively the WIFIA Financing Program

Term Due March 1, 2058. WIFIA Interest Rate of 1.41%

On August 14, 2019, 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 JPA, 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%. The WIFIA Loan was amended on November 17, 2020 at an interest rate of 1.41%. Repayment of the WIFIA Loan is scheduled to begin September 1, 2027 through final maturity on March 1, 2058.

The 2019 Financing Agreement with SVCW is for the repayment of its allocated share of the WIFIA Financing Program and was in the amount of \$38,193,457 to provide adequate security for the 2019A Notes.

On October 12, 2020, the City Council adopted Resolution 2020-074 approving the first amendment to financing agreement with SVCW, implementing a reduced interest rate on an existing WIFIA Loan from the Environmental Protection Agency (EPA). SVCW and the EPA terminated the original WIFIA Loan Agreement and executed a new WIFIA Loan Agreement to reset the interest rate from 2.4% to 1.41% on the WIFIA Loan to reduce the



interest rate payable. The reset of interest rate resulted a \$6 million net present value savings to the City.

2019 WIFIA

Fiscal Year	Principal	Interest	Total
2028	\$ 949,816	\$ 516,217	\$ 1,466,033
2029	963,209	502,825	1,466,033
2030	976,790	489,244	1,466,033
2031	990,563	475,471	1,466,033
2032	1,004,530	461,504	1,466,033
2033-2037	5,239,143	2,091,024	7,330,167
2038-2042	5,619,066	1,711,101	7,330,167
2043-2047	6,026,540	1,303,627	7,330,167
2048-2052	6,463,563	866,604	7,330,167
2053-2057	6,932,277	397,891	7,330,167
2058	1,445,650	20,384	1,466,034
Total	\$ 36,611,146	\$ 8,835,891	\$ 45,447,037

2020 Financing Agreement

\$137,010,000

Silicon Valley Clean Water
Wastewater Refunding Revenue Bonds,
Series 2021A (Taxable)

\$6,825,000

Silicon Valley Clean Water
Waste Water Refunding Revenue Bonds,
Series 2021B (Tax Exempt)

In March 2021, the Authority issued the 2021 Wastewater Revenue Bonds in the aggregate principal amount of \$143,835,000. The Authority owns and operates a sub-regional wastewater treatment plant and related facilities to serve the Members. To provide for long-term funding for such plant and facilities, the Authority issued its 2014 Wastewater Revenue Bonds, of which \$54 million remains outstanding and its 2015 Wastewater Revenue Bonds, of which \$65 million remains outstanding. The 2021A Bonds were being issued to refund the outstanding SVCW 2014 and 2015 Bonds, and paid costs of issuing the 2021A Bonds.

The Authority previously entered into that certain Project Finance Agreement by and between the Authority and the California State Water Resources Control Board (SWRCB) to secure funding for the construction of an administration and plant control building, of which \$8 million was outstanding (2011 Authority SRF Loan). The 2021B Bonds were being issued to prepay the 2011 Authority SRF Loan and costs of issuing the 2021B Bond. Under the JPA, the City is obligated to pay its allocated share of debt service on the 2021 Bonds.

The 2020 Financing Agreement with SVCW is for the repayment of its allocated share of the 2021 Bonds Series A in the amount of \$23,700,000 and the 2021 Bonds Series B in the amount of \$1,140,000. Set forth below is the City's share of the debt schedule of principal and interest on the 2021 Bonds for the period ending June 30 in each of the years indicated.



Fiscal Year	2021A Bonds		2021B Bonds		Total
	Principal	Interest	Principal	Interest	
2022	\$ 1,045,000	\$ 387,647	\$ 75,000	\$ 45,944	\$ 1,553,591
2023	995,000	441,103	75,000	49,025	1,560,128
2024	1,005,000	438,582	75,000	45,275	1,563,857
2025	1,005,000	434,668	85,000	41,275	1,565,943
2026	1,000,000	427,760	90,000	36,900	1,554,660
2027-2031	5,105,000	1,941,517	505,000	113,125	7,664,642
2032-2036	5,215,000	1,453,411	235,000	9,500	6,912,911
2037-2041	5,390,000	787,867	-	-	6,177,867
2042-2046	2,940,000	166,191	-	-	3,106,191
Total	\$ 23,700,000	\$ 6,478,747	\$ 1,140,000	\$ 341,044	\$ 31,659,791



GLOSSARY OF TERMS

AB 1234. The California State 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 single or multi-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", 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.

Appropriated Budget. The expenditure authority created by appropriations 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 Government Accounting Standards Board (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 changed the way CalPERS retirement and health benefits are applied, and places compensation limits on members.

Capital Budget. A plan or proposal for 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 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.

Comprehensive Annual Financial Report. A set of financial statements prepared by City staff and audited by an outside accounting firm annually.

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 (novel 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 those 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 Redevelopment Agency (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 five 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 Allocation. The amount of funding designated to each expenditure line. Rather than reallocating the entire revised amount, a net allocation allocates only amounts that update the previous allocations.

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 Post 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 Redevelopment Agency 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 sources 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 section 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.

Strategic Plan. Document established and used by the City Council that identifies current issues, needs, and interests that are of strategic importance to the quality of life of the community.

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, lodging house, rooming house, 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.

Unfunded Liability. Money owed that do not have funds set aside. This is typically referring to the obligations under the pension system.

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 the Environmental Protection Agency (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

AB	Assembly Bill
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
ARP	American Rescue Plan (Act)
ARC	Annual Required Contribution
ASAC	Athletic Sites Advisory Committee
ATP	Active Transportation Program
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 of San Mateo County
CAD	Computer-Aided Dispatch System (Police)
CALOES	California Office of Emergency Services
CalPERS	California Public Employees' Retirement System
CAP	Climate Action Plan
CARES	Coronavirus Aid, Relief, and Economic Security (Act)
CCTV	Closed Circuit Television
CDAA	California Disaster Assistance Act
CDC	Centers for Disease Control and Prevention
CDF	California Department of Forestry
CDIAC	California Debt and Investment Advisory Commission
CDPH	California Department of Public Health
CDTFA	California Department of Tax and Fee Administration
CEQA	California Environmental Quality Act
CERBT	California Employers' Retiree Benefit Trust
CERT	Community Emergency Response Team
CIP	Capital Improvement Program



CMAP	Climate Mitigation and Adaptation Plan
CMAQ	Congestion Management & Air Quality (subcommittee of C/CAG)
CMMS	Computerized Maintenance Management System
CMO	City Manager's Office
CMTA	California Municipal Treasurers Association
COOP	Continuity of Operations Plan
COVID-19	Coronavirus Disease 2019
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
EDD	(California) Employment Development Department
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
EV	Electric Vehicle
FAQ	Frequently Asked Questions
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
FY	Fiscal Year(s)



GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GCI	General Commercial Industrial
GDP	Gross Domestic Product
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
HSC	Health and Safety Code
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 or Joint Powers Agreement
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
NAR	National Association of Realtors
NPDES	National Pollutant Discharge Elimination System
NSF	Non-Sufficient Funds
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
PCI	Pavement Condition Index
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 Company
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 or Commute.org
RDA	Redevelopment 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
RPTTF	Redevelopment Property Tax Fund
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
SB	Senate Bill
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
SDI	State Disability Insurance
SEC	Securities and Exchange Commission
SLEF	Supplemental Law Enforcement
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
SUI	State Unemployment Insurance
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
TLC	Transportation for Livable Communities
TOT	Transient Occupancy Tax
UAL	Unfunded Accrued Liability
UBC	Uniform Building Code
ULI	Urban Land Institute
VMT	Vehicle Miles Travelled
VLF	Vehicle License Fee
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
ZEV	Zero-Emission Vehicle



This Page Intentionally Left Blank