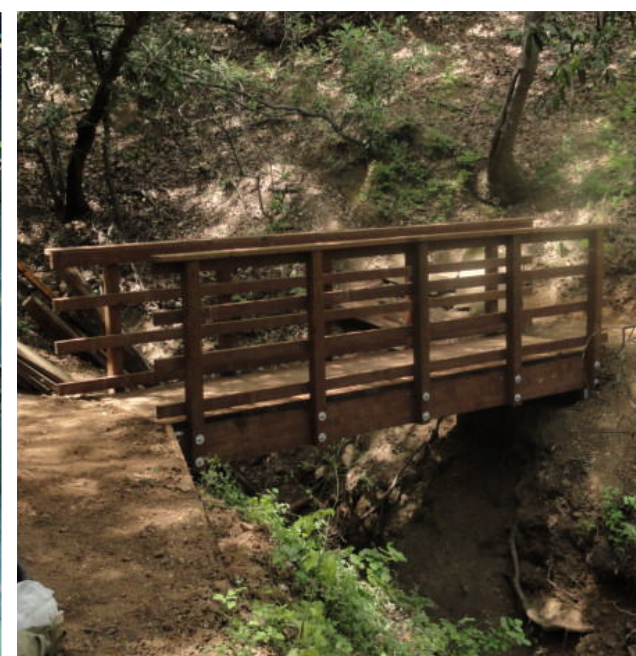
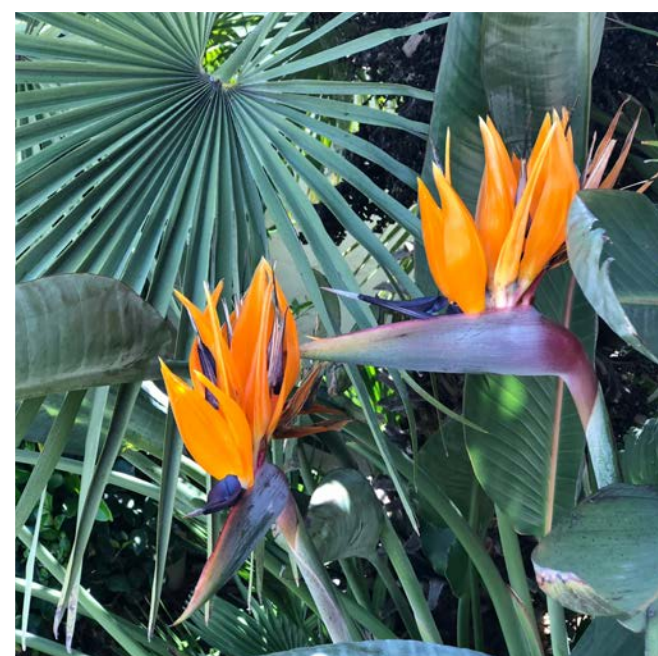


SAN CARLOS, CALIFORNIA



2019 - 2020

ADOPTED BUDGET UPDATE



JULY 1, 2019 - JUNE 30, 2020



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MARK OLBERT

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June 24, 2019

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

Honorable Chair and Members of Council:

On behalf of the entire San Carlos staff, we are transmitting herein the "City Manager Recommended" budget changes for Fiscal Year ("FY") 2019-20. The document relies on the FY 2018-20 Biennial Budget that was adopted on June 11, 2018.

One of the primary advantages of two-year budgets is the amount of time savings that can be realized by both staff in the preparation of the budget and by the governing body, who must review and adopt the budget. Many jurisdictions use the time saved to develop more robust strategic planning efforts, including additional engagement with the public.

Last June, the City Council adopted the FY 2018-20 Biennial Budget, which was the result of an inclusive and interactive staff budget development process. This process was a culmination of the City Council Budget Study Sessions held on April 27 and May 4, 2018, and Council direction given throughout the year.

In this, the second year of the two-year budget, the departments were given an opportunity to review their projections and budgets and request additional funding, if needed. Any additional funding required to meet the Council's Strategic Plan objectives have been included in the recommendations. The City Manager, Assistant City Manager, Administrative Services Director and Financial Services Manager met with each department individually to discuss and finalize the Proposed FY 2019-20 Budget.

This updated budget document contains the following:

1. An economic update as it relates to local and regional unemployment rates and real estate markets;
2. An update to the beginning fund balance projections based on actual audited results from the prior fiscal year;
3. A status report on the current fiscal year;
4. The proposed Operating Budget for FY 2019-20 that identifies any budget adjustments that require Council action;
5. The proposed changes and updates to the Five-Year Capital Improvement Program Budget; and
6. An update on the performance measures and goals for each department.



On May 28, 2019, the City Council held a Budget Study Session to review proposed changes in revenues, expenditures, programs and projects for the FY 2019-20 budget. The Proposed Budget reflects the funding priorities and program changes that the City Council directed staff to incorporate.

ECONOMIC UPDATE

As of March 2019, there were an estimated 452,400 jobs in the County, an increase of 9,500 jobs from a year earlier. The unemployment rate in San Mateo County has increased from 2.2% in March 2018 to 2.4% in March 2019. The San Carlos unemployment rate has increased from 2.2% in March 2018 to 2.3% in March 2019. This compares with an unadjusted unemployment rate of 4.6% for California and 3.9% for the nation during the same period. As of March 2019, there were 1,033,000 jobs reported in Santa Clara County, an area to which our economic fortunes are closely linked. This represents an increase of 13,100 jobs from one year earlier. Santa Clara County's unemployment rate has increased from 2.6% in March 2018 to 2.9% in March 2019.

In the last month, the National Association of Realtors released a report that shows an average sales price for existing homes nationwide was \$259,400 in March 2019. This number reflects an increase of 3.6% from March 2018. According to data from the San Mateo County Recorder, the median home price of a single-family home in San Carlos is \$1,725,000 as compared with \$1,755,000 from the same period a year ago, reflecting a slight decrease of 1.7%. The number of home sales in San Carlos is expected to be the same as in the prior year due to low inventory.

Unemployment and real estate markets reflect a local economy that has been expanding at a high rate of growth as the unemployment rate is still low and house prices are still high. However, the booming market is not anticipated to continue at this rapid pace.

FISCAL YEAR 2018-19 FINANCIAL PERFORMANCE

The City's financial performance in FY 2018-19 is projected to be better than budgeted. The table below compares the Adopted Budget, Revised Budget and Projected Revenues and Expenditures for the General Fund – the City's primary operating fund. Expenditures are projected to be less than the Revised Budget and Revenues are expected to end the year higher than previously estimated. This "net savings" outcome is the result of several important factors that derive from the City's long standing commitment to responsible and prudent financial management by budgeting revenues conservatively and maintaining approved expenditures within budgeted parameters.

FY 2018-19 GENERAL FUND (in millions)			
	2018-19 Adopted	2018-19 Revised*	2018-19 Projected
Revenues	\$ 42.15	\$ 42.15	\$ 43.35
Operating Expenditures	44.32	45.39	44.29
Net Allocations/Transfers In (Out)	2.19	1.94	1.94
Change in Operating Funds	0.02	(1.30)	1.00
Net Transfer Capital Reserve to Fund 25	(1.50)	(1.50)	(1.50)
Net Change in Fund Balance	\$ (1.48)	\$ (2.80)	\$ (0.50)

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



FY 2018-19 revenues are projected to be higher by approximately \$1.2 million primarily due to increases expected from property, sales tax and vehicle in lieu revenues. Expenditures are projected to be \$1.1 million less than the revised budget primarily due to salary savings from positions vacant during the year and savings from the timing of professional services expenses that were tied to the large scale development projects.

As the table above indicates, there is an approximately \$1.0 million change to the fund balance in the Projected General Fund revenues, expenditures and transfers. As was done in prior years, once FY 2018-19 is officially closed, the City Manager will bring forward a recommendation on how to best use any final realized savings.

RECOMMENDED CHANGES TO THE FISCAL YEAR 2019-20 OPERATING BUDGET

General Fund

There are a number of program enhancements for the General Fund that have been recommended and incorporated into the budget document:

In the City Council's budget:

- Staff had recommended one-time funding of \$200,000 for the Community Foundation startup costs. After additional deliberation from City Council, it was determined that this funding will not be included in the budget at this time.

In the City Manager's budget:

- Funding in the amount of \$29,300 to reclassify the Communications Coordinator position as a Management Analyst to reflect the need for more professional level support for the City's communications efforts.

In the Community Development budget:

- Roll over of one-time professional services funding originally budgeted in FY 2018-19 in the amount of \$115,000 for various projects including: Accessory Dwelling Unit Ordinance Update; Transportation Demand Management Ordinance Update; and Zoning – Graphics Update projects. Due to the timing of various projects and other staffing demands, these projects were not initiated in FY 2018-19.

In the Parks and Recreation's budget:

- Funding in the amount of \$13,000 to help support the increased costs for the annual Family Campout due to the increased participation in the event. This funding will be offset by registration fees collected in the amount of \$11,500, for a net cost to the General Fund of \$1,500.
- Funding in the amount of \$12,000 for the Recreation Fee Assistance (Scholarship) Program. This program is currently funded entirely by the Parks and Recreation Foundation. The additional funding would provide need-based families with more opportunities.



In the Police budget:

- At the Council’s request, one-time funding in the amount of \$250,000 has been added for a Pilot Program to add a Sheriff’s Deputy to patrol Laurel Street and the Downtown area. This additional resource would cite motorists making illegal movements, including U-turns and running stop signs. Although the cost for enforcement could be up to \$250,000, the City currently has a credit with the Sheriff’s Office in the amount of \$341,543. The cost associated with the additional enforcement would be paid for by this prepaid balance.

In the Public Works Department budget:

- Funding in the amount of \$186,000 to support a new full-time Civil Engineering Assistant position. With the increase in capital improvement projects in recent years, a new position is needed to allow the department to continue to manage and deliver capital projects in a timely manner.
- Funding in the amount of \$172,100 to support a new full-time Senior Maintenance Worker. The department is developing an ongoing preventative fire mitigation maintenance program to maintain the vegetation cleared and to reduce the threat of wildfire in San Carlos. The new position would manage this program for the City.
- At the Council’s request, funding in the amount of \$12,000 for the purchase of trash and recycle receptacles in the Industrial Arts Business District has been added. Over the past few years, this area has seen a growth in pedestrian traffic. Adding the trash and recycle receptacles will assist in keeping the area free from litter.
- Funding in the amount of \$172,100 is not being recommended at this time to fund a second Senior Maintenance Worker as there are not enough operating funds to support a third new position at this time. This proposed position would manage the maintenance programs for the 13 existing City parking sites, including the new Wheeler Plaza garage and the South El Camino Real (at Belmont Avenue) parking lot. These facilities will need to continue to be maintained by existing staff but with limited support.

The staff recommended additions to the budget total \$777,900 in FY 2019-20.

PROPOSED FISCAL YEAR 2019-20 BUDGET

The FY 2019-20 budget includes 17 different funds. Rather than discuss the status of each of these funds in the budget message, the budget summary is grouped into five components: General Fund; Wastewater (Sewer); Special Revenue Funds; All Other Operating Funds (including debt service and internal service funds); and Capital Project Funds. The following table identifies the total proposed expenditures by component, in which the Citywide appropriations for FY 2019-20 total \$80.6 million.



CITYWIDE BUDGET – ALL FUNDS (in millions)			
	2018-19 Revised	2018-19 Projected	2019-20* Proposed Update
Expenditures			
General Fund	\$ 45.39	\$ 44.29	\$ 45.78
Wastewater (Sewer) Fund	15.88	15.81	16.82
Special Revenue Funds	0.86	0.86	0.50
All Other Operating Funds	2.52	2.52	2.60
Total Operating Funds	\$ 64.65	\$ 63.48	\$ 65.70
Capital Improvement Funds	48.88	48.88	14.90
Total Citywide Budget	\$ 113.53	\$ 112.36	\$ 80.60

*General Fund Expenditure amount for FY 2019-20 Proposed Update includes one-time cost of \$250,000.

GENERAL FUND BUDGET

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

The tables to follow compare the FY 2018-19 Revised Budget and FY 2018-19 Projections to the FY 2019-20 Proposed Budget Update for both General Fund revenues and expenditures (Fund 0001). The assumptions and recommendations are included in each of the sections following the table.

Recommended Budget Revenue

GENERAL FUND REVENUES (In Millions)			
	2018-19 Revised	2018-19 Projected	2019-20 Proposed Update
Business Registration	\$ 0.87	\$ 0.91	\$ 0.91
Charges For Current Services	4.70	4.70	4.33
Fines & Forfeitures	0.26	0.26	0.27
From Other Agencies	0.02	0.02	0.02
Licenses & Permits	1.75	1.73	1.53
Other Revenue	0.68	0.82	0.63
Other Taxes	1.94	1.92	1.98
Property Tax	11.49	11.99	12.19
Sales Tax	11.04	11.38	11.43
Transient Occupancy Tax	2.60	3.00	3.20
Use Of Money & Property	2.73	2.36	2.35
PAMF Project	0.77	0.77	0.79
Vehicle In Lieu	3.30	3.50	3.70
Total Revenue	\$ 42.15	\$ 43.35	\$ 43.33

***Fiscal Year 2019-20 Revenue Assumptions:***

The General Fund revenue is budgeted at \$43.33 million, an increase of 2.8% from the FY 2018-19 Revised Budget.

- **Business Registration.** The revenue increase of \$0.04 million, or 4.6%, is based on the annual increase specified in the City's Municipal Code.
- **Charges for Current Services.** The decrease of \$0.37 million, or 7.9%, is primarily due to the timing of plan check services related to development. The FY 2018-19 budget included development fees associated with large multi-residential and mixed-use infill projects. Revenue projections and budgets can fluctuate greatly from year to year due to the timing of when the developers begin their projects.
- **Fines and Forfeitures.** Budgeted at \$0.27 million, which is approximately the same level as the FY 2018-19 Revised Budget.
- **From Other Agencies.** Revenues are budgeted at the same levels as the prior year.
- **Licenses and Permits.** Revenue is projected to decrease by \$0.22 million, or 12.6%. Similar to the charges for current services, this revenue stream is highly impacted by the timing of large scale development projects.
- **Other Tax (franchise tax).** Budgeted at \$1.98 million, this revenue is based on trend data from prior years.
- **Property Tax.** The increase of \$0.70 million, or 6.1%, is based on the general assessment rolls and information provided by our third party consultants. Although the increase is 6.1% over the FY 2018-19 Revised Budget, the increase is only 1.7% over the projected revenue for the current fiscal year.
- **Sales Tax.** The increase of \$0.39 million, or 3.5%, is based on information from our third party consultants and includes revenue from the large building and construction retail businesses in the city.
- **Transient Occupancy Tax.** The increase of \$0.60 million, or 23.1%, is a direct result of the passage of Measure QQ in November 2018 and subsequent adoption of City of San Carlos Ordinance 1532 on Dec. 10, 2018, which increased the transient occupancy tax on hotel guests from 10% to 12%. In addition, the projected revenues include the estimated revenues generated by the Residence Inn, which opened in June 2018.
- **Other Uses of Money and Property.** The decrease of \$0.38 million, or 13.9%, is due to the revised projections for the revenue received from the digital billboards. The original budget had certain assumptions included prior to the negotiations and agreements becoming final.



- **Palo Alto Medical Foundation (PAMF) Target Revenue.** The budget is based on the terms of the Development Agreement that was signed in 2007.
- **Vehicle in Lieu.** The revenue increase of \$0.40 million, or 12.1%, is based on the information provided by the County Controller’s Office and our third party consultants.

Recommended Budget Expenditures

GENERAL FUND EXPENDITURES (In Millions)			
	2018-19	2018-19	2019-20
Operating Budget Expenditures	Revised	Projected	Proposed Update
Salaries & Benefits	\$ 13.32	\$ 12.49	\$ 13.86
Legacy Obligations	3.65	3.53	3.43
Operating Expenditures	27.74	27.59	28.06
Capital Outlay	0.68	0.68	0.17
Total Operating Expenditures	\$ 45.39	\$ 44.29	\$ 45.52

Fiscal Year 2019-20 Expenditure Assumptions:

The total General Fund expenditure amount is budgeted at \$45.52 million, an increase of 0.3% from the FY 2018-19 revised budget expenditures of \$45.39 million.

- **Salaries and Benefits.** Projections have been funded at 100% based on all current known Memorandum of Understanding (“MOU”) provisions with each of the labor groups and units.
 - **The FY 2019-20 CalPERS normal pension retirement rates.** Miscellaneous employees Tier 1 (2.7% @ 55) 13.47%, Tier 2 (2.5% @ 55) 11.72% and Tier 3 (2% @ 55) 9.98%. The PEPRA Tier 4 rate (2% @ 62) is at 7.03%.
 - **CalPERS Unfunded Accrued Liability Payment (UAL).** The City’s annual obligation for unfunded liabilities totals \$1.31 million for all Miscellaneous employees. This amount is a reduction from the prior fiscal year payment of \$1.48 million and a reduction from the original estimated payment for FY 2019-20 of \$1.7 million. The savings of \$0.4 million in FY 2019-20 is a direct result of the Council’s approval to prefund the unfunded obligation. In April 2018, the Council approved a \$5 million payment to CalPERS to pay-down these obligations.
 - **Other Post-Employment Benefits (OPEB).** These have been funded at approximately \$0.91 million based on information received from the actuarial study completed in June 2018. The budget represents funding for our retiree medical trust at 100% of the annual required contribution and approximately 57.8% of the longevity trust annual required contribution. In April 2018, the Council approved \$2 million in payments to these trusts to pay-down these long term obligations.



- Legacy Obligations.** These obligations represent CalPERS unfunded obligations associated with the former Belmont-San Carlos Fire Joint Powers Authority (“BSCFD”) and the former police department. The budget associated with BSCFD represents our 53% share of the annual costs, including unfunded liabilities, or approximately \$1.7 million. In the Fall of 2018, CalPERS implemented the mandated 15-year, level amortization for the BSCFD pension plan. This resulted in an increase in our City’s FY 2019-20 payment of approximately \$0.4 million. The annual unfunded liability obligation of the former police department is approximately \$1.7 million. As done in prior years, the payment related to the former police department will be credited back to the City by the County Sheriff’s Office under the current law enforcement services contract.
- Operating Expenditures.** The increase of \$0.32 million, or 1.2%, includes all known contract increases. These increases are offset by reductions in professional services that directly correlate to the development revenues. Similar to the revenues, professional services expenditures related to development can vary greatly from year to year. Any reduction in development revenues will have an offsetting reduction in development expenses.
- Capital Outlay.** This has been budgeted at the same levels as prior years. Fiscal Year 2018-19 included a one-time payment of \$0.5 million for property.

The table to follow summarizes the current year’s revised budget and projections and the FY 2019-20 proposed budget updates for the General Fund.

GENERAL FUND BUDGET (In Millions)			
	2018-19 Revised	2018-19 Projected	2019-20 Proposed Update
Est Beginning Fund Balance			
Unrestricted	\$ 3.18	\$ 3.18	\$ 2.62
Restricted	26.37	26.37	26.43
Est Beginning Fund Balance	\$ 29.55	\$ 29.55	\$ 29.05
Revenues	\$ 42.15	\$ 43.35	\$ 43.33
Salaries & Benefits	16.97	16.02	17.29
Operating Expenses	27.74	27.59	28.06
Capital Outlay	0.68	0.68	0.17
Net Allocations/Transfers In (Out)	1.94	1.94	2.23
Total Change in Operating Funds	(1.30)	1.00	0.04
Net Transfers to Capital Fund 25	(1.50)	(1.50)	(0.50)
Pilot Program Downtown Patrol	-	-	(0.25)
Net Change in Fund Balance	\$ (2.80)	\$ (0.50)	\$ (0.71)
Est Ending Fund Balance			
Unrestricted	\$ 1.44	\$ 2.62	\$ 3.06
Restricted	25.31	26.43	25.28
Est Ending Fund Balance	\$ 26.75	\$ 29.05	\$ 28.34



The fully funded recommended budget results in unrestricted fund balance of \$3.06 million for FY 2019-20. As done in prior years, included in the budget is a recommendation to transfer capital reserves from the General Fund to the Capital Projects Fund (Fund 25). This transfer is necessary to fund improvements of City infrastructure, facilities and other capital needs.

WASTEWATER (SEWER) FUND BUDGET

The Wastewater, or Sewer Fund, is used to account for sewage treatment, transmission, major replacements and improvements to the City's sewer system. Revenues received can only be used to fund sewer-related projects. The table below summarizes the current year's revised budget and projections and the FY 2019-20 proposed budget updates for the Fund (Fund 6).

WASTEWATER (SEWER) FUND BUDGET (In Millions)				
	2018-19		2019-20	
	2018-19 Revised	2018-19 Projected	Proposed Update	
Est Beginning Fund Balance				
Unrestricted	\$ 10.57	\$ 10.57	\$	10.54
Restricted	37.64	37.64		37.64
Est Beginning Fund Balance	\$ 48.21	\$ 48.21	\$	48.18
Revenues	\$ 19.42	\$ 18.75	\$	19.50
Salaries & Benefits	2.21	2.14		2.25
SVCW Treatment Plant Operations	3.48	3.48		3.62
Other Operating Expenses	0.79	0.79		0.78
Bond Payments/Required Reserve	3.51	3.51		3.57
Capital Project Expenditures	5.89	5.89		6.60
Net Allocations/Transfers In (Out)	(2.97)	(2.97)		(3.03)
Net Change in Fund Balance	\$ 0.57	\$ (0.03)	\$	(0.35)
Est Ending Fund Balance				
Unrestricted	\$ 11.14	\$ 10.54	\$	10.19
Restricted	37.64	37.64		37.64
Est Ending Fund Balance	\$ 48.78	\$ 48.18	\$	47.83

Below are the highlights of the assumptions used in developing the FY 2019-20 Proposed Wastewater budget.

- **Revenues.** Budgeted at \$19.5 million, this represents an increase of \$0.08 million, or 0.4%, over the revised FY 2018-19 budget. The budget amount includes rate increases of 4.5% as approved by Council at the May 13, 2019 meeting. The additional revenues are used to fund capital improvements outlined in the City's Sewer Master Plan. Revenues are also used to fund the debt service associated with Silicon Valley Clean Water's improvements to the wastewater treatment infrastructure.



- **Salaries and Benefits.** Budgeted amounts are based on all current known MOU provisions, similar to the General Fund.
- **Silicon Valley Clean Water (“SVCW”).** Plant operations are budgeted at \$3.62 million, or 4% higher, than the prior year. The budget is based on Long Range Financial Plan provided by SVCW in January 2019 and the SVCW Adopted Budget that was approved by the SVCW Board on April 15, 2019.
- **Other Operating Expenditures.** Budgeted at \$0.78 million, relatively the same level as the FY 2018-19 revised budget. This expenditure category includes utilities, field program supplies, office supplies, equipment maintenance, equipment replacement and training.
- **Bond Payments.** Budgeted at \$3.57 million, or 1.7%, higher than the prior year. This category includes the debt service payments, the estimated State Revolving Fund (SRF) loans and the estimated Water Infrastructure Finance and Innovation Act (WIFIA) loan payments. All of the debt service payments are directly related to the costs associated with the capital infrastructure needs at the sewer treatment facility.
- **Capital Projects.** Budgeted at \$6.6 million. See the Capital Project Section of this Budget Book for more information on each project.

SPECIAL REVENUE FUNDS BUDGETS

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

The table below summarizes the current year’s revised budget and projection and the FY 2019-20 Proposed budget for the Special Revenue Funds.

SPECIAL REVENUE FUNDS BUDGET (In Millions)				
	2018-19		2019-20	
	Revised	Projected	Proposed	Update
Est Beginning Fund Balance	\$ 2.41	\$ 2.41	\$ 2.02	
Revenues	\$ 1.06	\$ 1.06	\$ 1.08	
Operating Expenses	0.56	0.56	0.50	
Capital Expenditures	0.30	0.30	-	
Net Allocations In (Out)	(0.60)	(0.59)	(0.56)	
Net Change in Fund Balance	\$ (0.40)	\$ (0.39)	\$ 0.02	
Est Ending Fund Balance	\$ 2.01	\$ 2.02	\$ 2.04	



Below are the highlights of the assumptions used in developing the Proposed Fiscal Year 2019-20 Special Revenue budget.

- **Revenues.** Budgeted to increase by \$0.02 million, or 1.9%. 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; San Carlos Chamber of Commerce; 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 a decrease of \$0.06 million, or 10.7%, primarily due to one-time expenditures in FY 2018-19 totaling \$0.08 million for a nexus study to support the establishment of a Stormwater inspection fee.
- **Capital Outlay.** Includes capital projects associated with the library building. No new projects are recommended.

OTHER PROGRAM FUNDS BUDGETS

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

The table below summarizes the current year's revised budget and projection, and FY 2019-20 proposed budget for the Other Program Funds.

OTHER PROGRAM FUNDS (In Millions)			
	2018-19 Revised	2018-19 Projected	2019-20 Proposed Update
Est Beginning Fund Balance	\$ 1.81	\$ 1.81	\$ 1.82
Revenues	\$ 1.28	\$ 1.29	\$ 1.34
Operating Expenses	2.52	2.52	2.60
Capital Outlay Expenditures	-	-	-
Net Allocations In (Out)	1.24	1.24	1.26
Net Change in Fund Balance	\$ -	\$ 0.01	\$ -
Est Ending Fund Balance	\$ 1.81	\$ 1.82	\$ 1.82

Below are the highlights of the assumptions used in developing the Fiscal Year 2019-20 Other Program Funds budget.

- **Revenues.** Budgeted to increase by \$0.06 million, or 4.7%. The budget is based on trend data from the past fiscal year and increased by an inflationary factor.



- Operating Expenditures.** The expenditure budget includes a contribution of approximately \$0.91 million for the post-employment benefits. Other post-employment benefits have been funded based on information received from the actuarial study completed in 2018. The budget represents funding for our retiree medical trust at 100% of the annual required contribution and approximately 57.8% of the longevity trust annual required contribution based on the previous study. The City's pay-as-you-go amount totals approximately \$0.50 million annually.

CAPITAL PROJECT FUNDS BUDGETS

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

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

CAPITAL PROJECT FUNDS (In Millions)			
	2018-19	2018-19	2019-20
	Revised	Projected	Proposed Update
Est Beginning Fund Balance	\$ 45.06	\$ 45.06	\$ 30.79
Revenues	\$ 30.63	\$ 32.72	\$ 11.19
Operating Expenses	3.54	3.54	1.46
Capital Project Expenditures	45.34	45.34	13.43
Net Allocations In (Out)	1.89	1.89	0.59
Net Change in Fund Balance	\$ (16.36)	\$ (14.27)	\$ (3.11)
Est Ending Fund Balance	\$ 28.70	\$ 30.79	\$ 27.68

Capital Improvement Program Budget for FY 2019-20 through FY 2022-23

Last year, the Council was presented with a Five-Year Capital Improvement Program Budget as part of the Budget Study Session held on May 4, 2018. As there were many approved projects, a detailed listing of the previously approved and proposed changes in funding for these projects can be found in the Capital Improvement Program section of this budget document.

Capital Improvement Program – Unfunded List: As we have done in previous budgets, the five-year Capital Improvement Program contains a list of unfunded projects. This list shows projects that are desirable but are currently beyond the means of the City to fully fund and construct. These projects combine in an approximate amount of \$67.53 million. A complete list of Unfunded Capital Projects may be found in the Capital Improvement Program Budget section of the Budget Book.



GENERAL FUND RESERVES

The Government Finance Officers Association (“GFOA”) has issued its best practice in determining the appropriate level of unrestricted fund balance in the General Fund to be at a minimum of no less than two months of regular general fund operating revenues or expenses, which equates to approximately 17%. The GFOA definition of Unrestricted Fund Balance includes three general categories: Committed Fund Balance; Assigned Fund Balance; and Unassigned Fund Balance.

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

RESERVE FUND BALANCES - GENERAL FUND (In Millions)				
	Revised	% of	Proposed	% of
	FY 18-19	FY 19	Update	FY 20
		Exp	FY 19-20	Approp
Committed Fund Balances:				
Economic Uncertainty	\$ 7.17	15.8%	\$ 7.19	15.8%
Strategic Property Acquisition	7.19		7.19	
PG&E Endowment	2.00		2.00	
Assigned Fund Balances:				
Unfunded Liabilities	2.00		1.50	
Facility/Infrastructure	6.34		7.34	
Ending Reserve Balances	\$ 24.70	54.4%	\$ 25.22	55.4%
Unassigned Fund Balance	1.44		3.06	
Nonspendable Fund Balances	0.61		0.05	
Total Ending Fund Balance	\$ 26.75		\$ 28.33	
Total Operating Expenditures	\$ 45.39		\$ 45.52	

Economic Uncertainty Reserve. The City established an Economic Uncertainty Reserve that is equivalent to at least 10% of the City’s General Fund expenditures, with a funding goal closer to 20% being highly desirable. As discussed at the March 12, 2018 Council meeting, the Council has increased the minimum amount from 10% to 12.5%. Following the close of FY 2016-17, the City Manager assigned an additional \$1.5 million toward this reserve. In November 2018, Council adopted Resolution 2018-109 approving the General Fund Balance Reserve Allocations for FY 2017-18.

Strategic Property Reserve. In October 2010, Council approved and authorized the establishment of a Strategic Property Acquisition Reserve. Appropriations from this reserve can only be made by formal action of the City Council. Generally, appropriations and access to these funds will be reserved for funding strategic property acquisitions from the City. In November 2013,



the City Council authorized the use of this reserve to partially fund the purchase of three parcels referred to as the Landmark Site. The site was then sold to a hotel developer in February 2016. Construction on the Marriott Residence Inn and Suites began in May 2016 and the hotel opened in June 2018. It is estimated that the City will receive increased Transient Occupancy Tax revenues of \$1 million annually.

PG&E Endowment. The \$2 million settlement received from PG&E in May 2018 was placed into a restricted fund to be used toward future community benefit projects.

Assigned Reserves for Specific Purpose. As per Governmental Accounting Standards Board (GASB) Pronouncement 54 for Fund Balances, assigned fund balances include amounts that are constrained by the government's intent that they be used for specific purposes. Per Council direction, the City Manager is authorized to assign amounts for a specific purpose. After the audit is complete, staff reviews the prior year savings and recommends transfers into these funds. The two assigned fund balances are for Unfunded Liabilities and Facilities and Infrastructure Improvements.

- **Unfunded Liabilities.** This reserve was created several years ago to help offset the costs of pension and other pension related liabilities. On April 9, 2018, the Council approved one-time payments in the amount of \$5 million to CalPERS and \$2 million in payments to the California Employers' Retiree Benefit Trust (CERBT) and Public Agency Retirement Services (PARS) trusts to help pay down the unfunded liabilities. These one-time payments are estimated to save the City \$0.65 million on average annually for the next 18 years.
- **Facility and Infrastructure.** This 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. On February 26, 2018, the Council approved the transfer of \$7 million from this reserve to help offset the costs of the Holly Street/US 101 Interchange and Pedestrian Overcrossing Project C9459. Following the receipt of the PG&E settlement money, the Facility and Infrastructure Reserve was replenished by \$3 million.

CONCLUSION

We take this opportunity to thank San Carlos staff for their continued cooperation and participation in preparation of the Fiscal Year 2019-20 budget document. A special thank you is extended to Carrie Tam, Financial Services Manager; Tammy Mak, Senior Accountant; Paul Harris, Senior Accountant; Jenny Liu, Senior Management Analyst; and Melissa Keefe, 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:

- Although the winter storms have provided relief from the historic drought, there may be lingering effects to the City's resources in the form of higher water utility rates, continued water conservation efforts and community outreach;



- Historic rain levels will increase the growth of vegetation and may increase the wildfire threat to residents;
- Uncertainties with the CalPERS retirement investment assumptions and changes to the CalPERS amortization and smoothing policies, which will drive our CalPERS rates higher each year;
- Healthcare costs continue to grow at super-inflationary rates and could continue to grow with the uncertainty of the future of the Affordable Care Act;
- Significant increases in street resurfacing needs and our ability to keep up with street repairs;
- Uncertainty with any Federal legislative changes. This year there is more uncertainty resulting from the impacts of changes to be made by the Trump Administration. While the City doesn't receive much direct federal funding, any changes made that impact the State budget may have future impacts on the City; and
- Increased costs related to Stormwater.

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,

Jeff Maltbie,
City Manager

Repecca Mendenhall,
Administrative Services Director



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GANN ANNUAL APPROPRIATION LIMIT FISCAL YEAR 2019-20

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 2011 to 2020

Fiscal Year	Price Adjustment		Population Adjustment	=	Total Adjustment	Appropriations Limit ⁽²⁾	% of City Appropriations Subject to the GANN Limit
2011	0.9746	x	1.0117	=	0.9860	\$50,627,166	41.54%
2012	1.0251	x	1.0084	=	1.0337	\$52,333,850	36.21%
2013	1.0853	x	1.0098	=	1.0959	\$57,354,547	37.97%
2014	1.1150	x	1.0109	=	1.1272	\$64,647,378	34.00%
2015	1.0117	x	1.0089	=	1.0207	\$65,985,846	37.20%
2016	1.1064	x	1.0100	=	1.1175	\$73,736,808	29.35%
2017	1.0878	x	1.0091	=	1.0977	\$80,940,818	36.85%
2018	1.0369	x	1.0056	=	1.0427	\$84,397,528	30.53%
2019	1.0367	x	1.0073	=	1.0443	\$88,133,630	33.96%
2020	1.0385	x	1.0028	=	1.0414	\$91,783,050	41.13%

(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 2019-20

Step 1	Total all appropriations (2019-20 operating and capital from general and special funds)	\$ 80,598,040
Step 2	Deduct:	
	1. Non-Tax Proceeds	\$ (42,454,040)
	2. Debt Service Payments	\$ (395,900)
	Add:	
	1. Excess user fees which exceed actual costs	\$ -
Step 3	Equals appropriations subject to limit (Step 1 - Step 2)	\$ 37,748,100
Step 4	Compare against 2019-20 Appropriations Limit (from below)	\$ 91,783,050
	Dollar Amount Under Limit (Step 4 - Step 3)	\$ 54,034,950
	Percentage of Limit (Step 3/Step 4)	41.13%
Step 5	Fiscal Year 2018-19 Appropriation Limit	\$ 88,133,630
Step 6	Fiscal year 2019-20 Growth Factor based on California Per Capita Income 1.0385 --- and the County Population Change 1.0028 (1.0385*1.0028)	104.14%
Step 7	FY 2019-20 Appropriations Limit (Step 5 x Step 6)	\$ 91,783,050
Step 8	FY 2019-20 Appropriations Subject to Limit (from above)	\$ 37,748,100
Step 9	Dollar Amount Under Limit (Step 7 - Step 8)	\$ 54,034,950
Step 10	Percentage of Limit (Step 8/Step 7)	41.13%

**CHART OF FUNDS SUBJECT TO APPROPRIATION****2019-20 Appropriation from Operating, Capital Improvement and Other**

General Fund	\$45,777,300
Capital Improvement	14,894,640
Other Programs	3,098,300
Enterprise Sewer System	16,827,800
	\$80,598,040

Non-Tax Proceeds and Debt Services

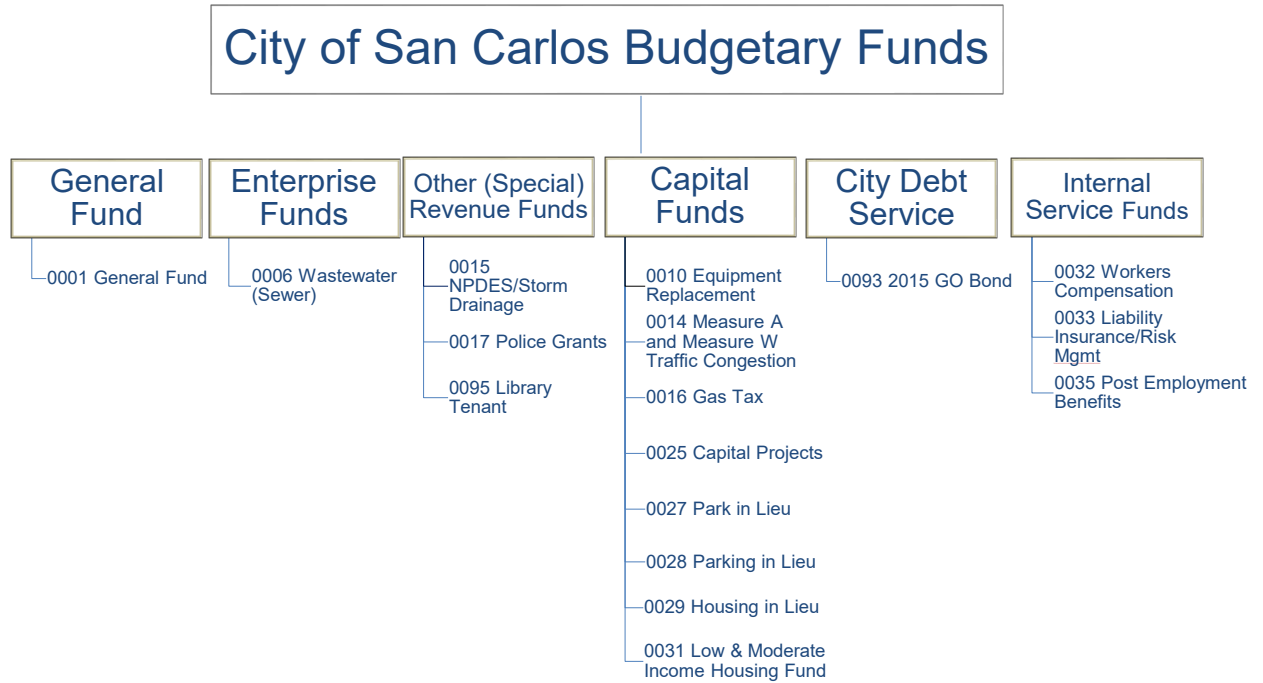
Licenses & Permits	\$1,529,900
Business Registration	909,300
Fines & Forfeitures	271,200
Use of Money & Property	2,353,600
From Other Agencies	4,337,100
Charges for Services	4,327,900
Other Revenue	2,820,200
Sewer Operation & Maint.	19,502,000
NPDES	606,900
Capital Improvement Fund 25	361,340
In-Lieu Park Fund 27	328,600
Parking In-Lieu Fund 28	4,100
Housing In-Lieu Fund 29	3,816,000
LMI Housing Fund 31	48,600
Post-Employment Benefits Fund 35	907,100
Liability Insurance Fund 33	38,700
Library Rent & Concessions	291,500
	\$42,454,040
Debt Services	\$395,900
	\$42,849,940



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City of San Carlos Fund Structure



Fund Descriptions:

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

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

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



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

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

- Supplemental Law Enforcement Services Funds (SLESF) – Under the SLESF program (commonly referred to as the Community-Oriented Policing Services, or COPS grant), cities and counties receive state funds to augment public safety expenditures.

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

AUDITED FISCAL YEAR 2017-18 BALANCES

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2018 Balance
0001	General - Unappropriated	35,991,846	(37,860,456)	3,398,666	(1,051,600)	478,456	3,177,129
0001	General - Restricted	11,519,478	(7,000,000)	-	(7,500,000)	(2,980,522)	26,373,485
0001	General -TOTAL	47,511,324	(44,860,456)	3,398,666	(8,551,600)	(2,502,066)	29,550,614
0006	Wastewater - Unrestricted	17,657,481	(8,142,016)	507,700	(3,398,600)	6,624,565	10,573,791
0006	Wastewater - Inv in SVCW						6,466,725
0006	Wastewater - Inv in Capital Assets			-		-	31,170,136
0006	Wastewater TOTAL	17,657,481	(8,142,016)	507,700	(3,398,600)	6,624,565	48,210,652
0017	Grants-Police - Restricted	142,655	(90,000)	-	-	52,655	273,565
0010	Equipment Replacement	-	(325,887)	504,000	-	178,113	3,242,353
0014	Measure A and Measure W Tax - Restricted	881,853	(89,324)	-	(600,000)	192,529	576,926
0016	Gas Tax - Restricted	952,085	(1,415,561)	730,000	(486,700)	(220,177)	507,920
0025	General Fund Capital Improvement	7,474,603	(5,829,037)	7,625,000	(154,841)	9,115,725	25,647,317
0027	Park In Lieu - Restricted	569,289	(1,029,971)	-	-	(460,682)	2,486,942
0028	Parking In Lieu Fee	3,415	-	-	-	3,415	148,051
0029	Affordable Housing in Lieu-Restrict.	2,886,252	(148,450)	-	(47,000)	2,690,802	5,218,180
0031	Low-Mod Housing Asset - Restricted	234,998	(59,396)	-	-	175,603	7,228,803
0093	Library - Bond Service	454,122	(356,760)	-	-	97,362	837,294
0095	Library - Tenant Imp.	256,081	(207,670)	-	-	48,411	1,714,076
	Library Total	710,203	(564,430)	-	-	145,773	2,551,370
Operating & Capital Improvement Totals		79,024,158	(62,554,528)	12,765,366	(13,238,741)	15,996,255	125,642,693
0015	NPDES - Storm Drain Maint.	711,061	(73,210)	-	(527,150)	110,701	422,609
0032	Work Comp - Unrestricted	12,761	(93,685)	172,100	(91,075)	101	180,380
0033	Liability Insurance	47,965	(967,055)	1,143,200	(223,700)	410	468,065
0035	Post-employment Benefits	932,344	(877,000)	-	-	55,344	327,582
	Internal Service Funds Total	993,070	(1,937,740)	1,315,300	(314,775)	55,855	976,027
Other Funds Total		1,704,131	(2,010,950)	1,315,300	(841,925)	166,556	1,398,636
GRAND TOTAL		80,728,289	(64,565,478)	14,080,666	(14,080,666)	16,162,811	127,041,329



FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

PROJECTED FISCAL YEAR 2018-19 BALANCES

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2019 Balance
0001	General - Unappropriated	41,796,857	(44,289,463)	3,344,300	(1,402,300)	(550,606)	2,626,523
0001	General - Restricted	1,553,643	-	-	(1,500,000)	53,643	26,427,128
0001	General -TOTAL	43,350,500	(44,289,463)	3,344,300	(2,902,300)	(496,963)	29,053,651
0006	Wastewater - Unrestricted	18,750,000	(15,809,387)	527,500	(3,498,300)	(30,187)	10,543,604
0006	Wastewater - Inv in SVCW						6,466,725
0006	Wastewater - Inv in Capital Assets			-		-	31,170,136
0006	Wastewater TOTAL	18,750,000	(15,809,387)	527,500	(3,498,300)	(30,187)	48,180,465
0017	Grants-Police - Restricted	106,100	(100,000)	-	(50,000)	(43,900)	229,665
0010	Equipment Replacement	-	(1,148,100)	635,000	-	(513,100)	2,729,253
0014	Measure A and Measure W Tax - Restricted	800,000	(120,700)	-	(800,000)	(120,700)	456,226
0016	Gas Tax - Restricted	2,071,900	(2,251,200)	800,000	(496,300)	124,400	632,320
0025	General Fund Capital Improvement	27,089,974	(40,250,766)	1,800,000	-	(11,360,792)	14,286,525
0027	Park In Lieu - Restricted	163,000	(723,928)	-	-	(560,928)	1,926,014
0028	Parking In Lieu Fee	3,900	(74,700)	-	-	(70,800)	77,251
0029	Affordable Housing in Lieu-Restrict.	2,539,200	(3,224,972)	-	(48,000)	(733,772)	4,484,409
0031	Low-Mod Housing Asset - Restricted	48,200	(1,081,537)	-	-	(1,033,337)	6,195,466
0093	Library - Bond Service	374,700	(373,500)	-	-	1,200	838,494
0095	Library - Tenant Imp.	286,000	(565,865)	-	-	(279,865)	1,434,211
	Library Total	660,700	(939,365)	-	-	(278,665)	2,272,705
Operating & Capital Improvement Totals		95,583,474	(110,014,117)	7,106,800	(7,794,900)	(15,118,743)	110,523,950
0015	NPDES - Storm Drain Maint.	671,500	(194,200)	-	(547,300)	(70,000)	352,609
0032	Work Comp - Unrestricted	2,400	(198,100)	291,400	(92,900)	2,800	183,180
0033	Liability Insurance	43,200	(1,074,300)	1,165,800	(128,900)	5,800	473,865
0035	Post-employment Benefits	873,000	(873,000)	-	-	-	327,582
	Internal Service Funds Total	918,600	(2,145,400)	1,457,200	(221,800)	8,600	984,627
Other Funds Total		1,590,100	(2,339,600)	1,457,200	(769,100)	(61,400)	1,337,236
GRAND TOTAL		97,173,574	(112,353,717)	8,564,000	(8,564,000)	(15,180,143)	111,861,186



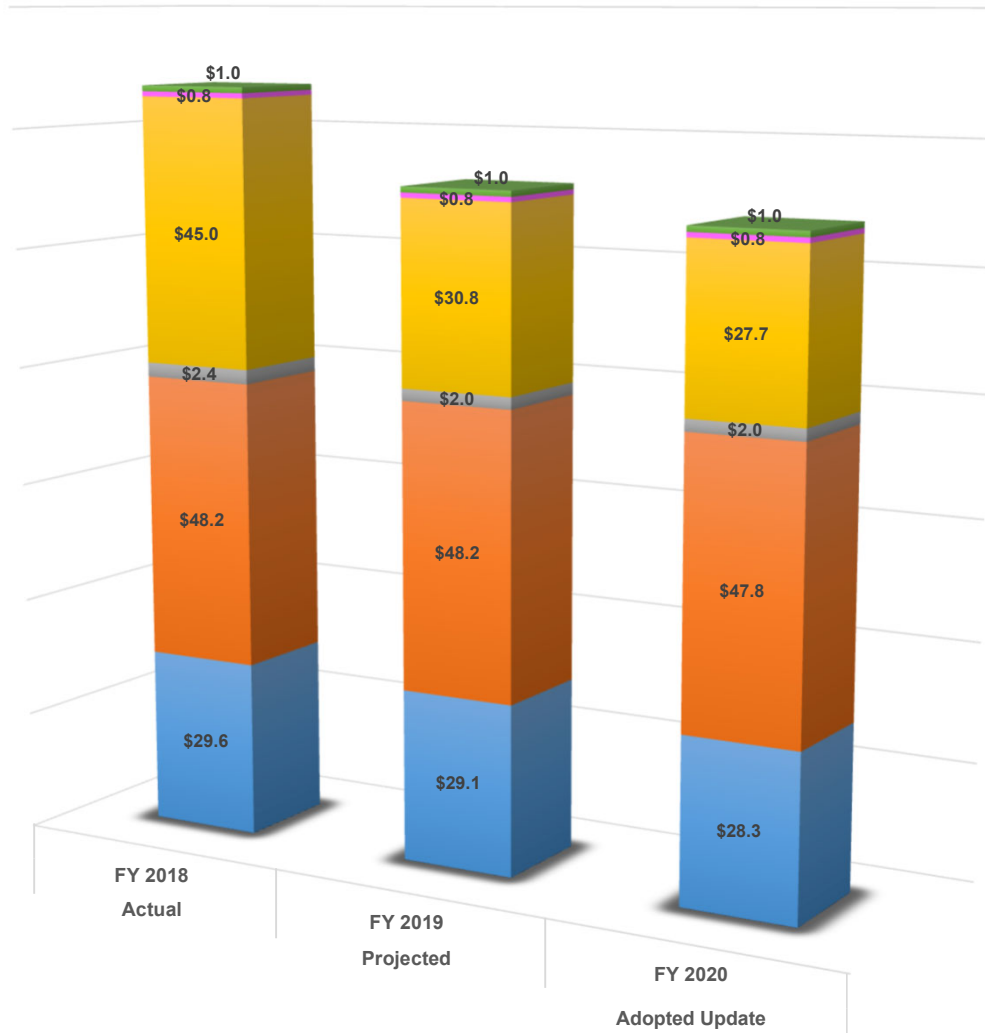
FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

ADOPTED UPDATE FISCAL YEAR 2019-20 BALANCES

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2020 Est Balance
0001	General - Unappropriated	43,327,700	(45,124,367)	3,410,700	(1,176,600)	437,433	3,063,956
0001	General - Restricted		(652,933)		(500,000)	(1,152,933)	25,274,195
0001	General -TOTAL	43,327,700	(45,777,300)	3,410,700	(1,676,600)	(715,500)	28,338,151
0006	Wastewater - Unrestricted	19,502,000	(16,827,800)	541,800	(3,568,200)	(352,200)	10,191,404
0006	Wastewater - Inv in SVCW						6,466,725
0006	Wastewater - Inv in Capital Assets			-		-	31,170,136
0006	Wastewater TOTAL	19,502,000	(16,827,800)	541,800	(3,568,200)	(352,200)	47,828,265
0017	Grants-Police - Restricted	108,200	(100,000)	-	-	8,200	237,865
0010	Equipment Replacement	-	(602,000)	649,300	-	47,300	2,776,553
0014	Measure A and Measure W Tax - Restricted	1,115,000	(123,100)	-	(850,000)	141,900	598,126
0016	Gas Tax - Restricted	1,616,700	(2,475,000)	975,000	(506,200)	(389,500)	242,820
0025	General Fund Capital Improvement	4,261,340	(9,853,340)	1,700,000	(125,000)	(4,017,000)	10,269,525
0027	Park In Lieu - Restricted	328,600	(500,000)	-	(1,200,000)	(1,371,400)	554,614
0028	Parking In Lieu Fee	4,100	(4,800)	-	-	(700)	76,551
0029	Affordable Housing in Lieu-Restrict.	3,816,000	(1,211,000)	-	(49,000)	2,556,000	7,040,409
0031	Low-Mod Housing Asset - Restricted	48,600	(125,400)	-	-	(76,800)	6,118,666
0093	Library - Bond Service	395,900	(394,400)	-	-	1,500	839,994
0095	Library - Tenant Imp.	291,500	(281,100)	-	-	10,400	1,444,611
	Library Total	687,400	(675,500)	-	-	11,900	2,284,605
Operating & Capital Improvement Totals		74,815,640	(78,275,240)	7,276,800	(7,975,000)	(4,157,800)	106,366,150
0015	NPDES - Storm Drain Maint.	679,500	(117,900)	-	(561,800)	(200)	352,409
0032	Work Comp - Unrestricted	-	(202,000)	297,200	(94,700)	500	183,680
0033	Liability Insurance	38,700	(1,095,800)	1,188,900	(131,400)	400	474,265
0035	Post-employment Benefits	907,100	(907,100)	-	-	-	327,582
	Internal Service Funds Total	945,800	(2,204,900)	1,486,100	(226,100)	900	985,527
Other Funds Total		1,625,300	(2,322,800)	1,486,100	(787,900)	700	1,337,936
GRAND TOTAL		76,440,940	(80,598,040)	8,762,900	(8,762,900)	(4,157,100)	107,704,086



FUND BALANCE STATUS 3-Year Trend (in Millions)



	Actual FY 2018	Projected FY 2019	Adopted Update FY 2020
■ Internal Service Funds	\$1.0	\$1.0	\$1.0
■ City Debt Service	\$0.8	\$0.8	\$0.8
■ Capital Funds	\$45.0	\$30.8	\$27.7
■ Special Revenue Funds	\$2.4	\$2.0	\$2.0
■ Enterprise Fund	\$48.2	\$48.2	\$47.8
■ General Fund	\$29.6	\$29.1	\$28.3



**SUMMARY OF SOURCES AND USES BY FUND TYPE
FY 2019-20**

REVENUES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
BUSINESS REGISTRATION	909,300	-
CHARGES FOR CURRENT SERVICES	4,327,900	-
FINES & FORFEITURES	271,200	-
FROM OTHER AGENCIES	15,600	-
LICENSES & PERMITS	1,529,900	-
OTHER REVENUE	628,600	19,351,000
OTHER TAX	1,983,900	-
PROPERTY TAX	12,191,000	-
SALES TAX	11,430,000	-
TRANSIENT OCCUPANCY TAX	3,200,000	-
PAMF TARGET REVENUE	786,700	-
USE OF MONEY & PROPERTY	2,353,600	151,000
VEHICLE IN LIEU	3,700,000	-
TOTAL REVENUES	43,327,700	19,502,000

EXPENDITURES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
GENERAL GOVERNMENT	8,658,900	-
COMMUNITY DEVELOPMENT	5,803,600	-
PUBLIC SAFETY	20,804,700	-
PUBLIC WORKS	6,829,700	-
PARK & RECREATION	3,680,400	-
SEWER OPERATIONS	-	6,619,100
EQUIPMENT REPLACEMENT	-	-
OPERATING	-	-
CONSTRUCTION	-	6,641,700
DEBT SERVICE	-	3,567,000
TOTAL EXPENDITURES	45,777,300	16,827,800

TRANSFERS	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
ALLOCATIONS IN FOR OVERHEAD	2,801,700	541,800
GENERAL TRANSFERS IN	609,000	-
ALLOCATIONS OUT FOR OVERHEAD	(527,300)	(2,959,200)
GENERAL TRANSFERS OUT	(1,149,300)	(609,000)
TOTAL TRANSFERS AND ALLOCATIONS	1,734,100	(3,026,400)

NET CHANGES - SOURCES (USES)	(715,500)	(352,200)
EST AVAILABLE BEGINNING BALANCES	29,053,651	48,180,465
ESTIMATED ENDING FUND BALANCE	\$ 28,338,151	\$ 47,828,265



**SUMMARY OF SOURCES AND USES BY FUND TYPE
FY 2019-20**

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED UPDATE FY 2020 TOTALS
-	-	-	-	909,300
-	-	-	-	4,327,900
-	-	-	-	271,200
-	-	-	-	15,600
-	-	-	-	1,529,900
1,079,200	11,190,340	-	945,800	33,194,940
-	-	-	-	1,983,900
-	-	395,900	-	12,586,900
-	-	-	-	11,430,000
-	-	-	-	3,200,000
-	-	-	-	786,700
-	-	-	-	2,504,600
-	-	-	-	3,700,000
1,079,200	11,190,340	395,900	945,800	76,440,940

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED UPDATE FY 2020 TOTALS
-	-	-	-	8,658,900
-	-	-	-	5,803,600
-	-	-	-	20,804,700
-	-	-	-	6,829,700
-	-	-	-	3,680,400
-	-	-	-	6,619,100
-	602,000	-	-	602,000
499,000	1,464,300	-	2,204,900	4,168,200
-	12,828,340	-	-	19,470,040
-	-	394,400	-	3,961,400
499,000	14,894,640	394,400	2,204,900	80,598,040

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED UPDATE FY 2020 TOTALS
-	-	-	1,486,100	4,829,600
-	3,324,300	-	-	3,933,300
(561,800)	(555,200)	-	(226,100)	(4,829,600)
-	(2,175,000)	-	-	(3,933,300)
(561,800)	594,100	-	1,260,000	-

18,400	(3,110,200)	1,500	900	(4,157,100)
2,016,485	30,787,464	838,494	984,627	111,861,186
\$ 2,034,885	\$ 27,677,264	\$ 839,994	\$ 985,527	\$ 107,704,086



CITY OF SAN CARLOS
GENERAL FUND SUMMARY
ADOPTED BUDGET AND FORECASTS

	FY 2018 AUDITED	FY 2019 REVISED	FY 2019 PROJECTED	FY 2020 REVISED	FY 2020 MID CYCLE UPDATE	FY 2021 FORECASTED	FY 2022 FORECASTED	FY 2023 FORECASTED
ESTIMATED BEGINNING FUND BAL								
Unrestricted	\$ 2,698,673	\$ 3,177,129	\$ 3,177,129	\$ 2,626,523	\$ 2,626,523	\$ 3,063,956	\$ 3,377,656	\$ 3,690,556
Reserved or restricted	29,354,007	26,373,485	26,373,485	26,427,128	26,427,128	25,274,195	24,302,595	22,037,895
TOTAL BEGINNING FUND BALANCE	\$ 32,052,680	\$ 29,550,614	\$ 29,550,614	\$ 29,053,651	\$ 29,053,651	\$ 28,338,151	\$ 27,680,251	\$ 25,728,451
TOTAL REVENUES	42,511,324	42,153,000	43,350,500	42,387,300	43,327,700	43,817,500	45,860,800	47,229,800
EXPENDITURES								
Salaries & Benefits	10,904,854	13,327,703	12,492,403	13,913,000	13,861,400	14,415,900	14,992,500	15,592,200
Public Safety Legacy Obligations	3,232,564	3,646,800	3,534,200	3,136,700	3,428,700	3,616,800	3,816,800	3,946,800
Operating Expenditures	23,697,968	27,740,160	27,586,260	27,828,800	28,063,300	27,543,300	28,645,000	29,790,800
Capital Outlay	25,069	676,600	676,600	173,900	173,900	178,200	182,700	187,300
TOTAL EXPENDITURES	37,860,456	45,391,263	44,289,463	45,052,400	45,527,300	45,754,200	47,637,000	49,517,100
TRANSFERS								
General Transfers In From Other Funds	610,241	597,100	597,100	609,000	609,000	621,200	633,600	646,300
Allocations In From Other Funds	2,788,425	2,747,200	2,747,200	2,801,700	2,801,700	2,857,700	2,914,900	2,973,200
Allocations Out to Other Funds	(422,600)	(517,300)	(517,300)	(527,300)	(527,300)	(537,800)	(548,600)	(559,600)
General Transfers out	(629,000)	(885,000)	(885,000)	(649,300)	(649,300)	(662,300)	(675,500)	(689,000)
TOTAL TRANSFERS (NET)	\$ 2,347,066	\$ 1,942,000	\$ 1,942,000	\$ 2,234,100	\$ 2,234,100	\$ 2,278,800	\$ 2,324,400	\$ 2,370,900
TOTAL CHANGE IN OPERATING FUNDS	\$ 6,997,934	\$ (1,296,263)	\$ 1,003,037	\$ (431,000)	\$ 34,500	\$ 342,100	\$ 548,200	\$ 83,600
OTHER SOURCES (USES) OF FUNDS								
Transfer Capital Reserve to Fund 25	(7,500,000)	(1,500,000)	(1,500,000)	(500,000)	(500,000)	(1,000,000)	(2,500,000)	(2,000,000)
One-time paydown of Unfunded	(7,000,000)							
Pilot Program Downtown Patrol (paid by SO Credit)					(250,000)			
One-time funding PG&E Settlement	2,000,000							
One-time internal loan payback from Fund 25	3,000,000							
TOTAL OTHER SOURCES (USES) OF FUNDS	(9,500,000)	(1,500,000)	(1,500,000)	(500,000)	(750,000)	(1,000,000)	(2,500,000)	(2,000,000)
NET CHANGE IN FUND BALANCE	\$ (2,502,066)	\$ (2,796,263)	\$ (496,963)	\$ (931,000)	\$ (715,500)	\$ (657,900)	\$ (1,951,800)	\$ (1,916,400)
GENERAL FUND BALANCE								
Unrestricted	\$ 3,177,129	\$ 1,439,523	\$ 2,626,523	\$ 2,657,756	\$ 3,063,956	\$ 3,377,656	\$ 3,690,556	\$ 3,539,156
Non-spendable Fund Balance	607,633	607,633	607,633	300,000	50,000	50,000	50,000	50,000
Economic Uncertainty Reserve	6,232,557	7,173,900	7,036,200	7,131,600	7,190,900	7,219,300	7,454,600	7,689,600
Strategic Property Reserve	7,691,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795	7,191,795
PG&E Endowment	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Assigned Fund Balance								
Unfunded Liabilities	2,000,000	2,000,000	1,750,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Facilities and Infrastructure	7,841,500	6,341,500	7,841,500	7,341,500	7,341,500	6,341,500	3,841,500	1,841,500
Reserved or restricted	26,373,485	25,314,828	26,427,128	25,464,895	25,274,195	24,302,595	22,037,895	20,272,895
TOTAL ENDING FUND BALANCE	\$ 29,550,614	\$ 26,754,351	\$ 29,053,651	\$ 28,122,651	\$ 28,338,151	\$ 27,680,251	\$ 25,728,451	\$ 23,812,051

Note: The Assigned Fund Balance reserve of \$250,000 will be used to cover a portion of the contribution for the Other Post-employment Benefits in FY 2016-17 through FY 2019-20.

**GENERAL FUND SUMMARY**

REVENUES	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	907,409	873,600	905,000	909,300	909,300
CHARGES FOR CURRENT SERVICES	4,223,162	4,700,300	4,701,000	4,316,400	4,327,900
FINES & FORFEITURES	202,126	261,200	261,200	271,200	271,200
FROM OTHER AGENCIES	19,187	15,300	15,300	15,600	15,600
LICENSES & PERMITS	2,501,869	1,750,700	1,727,400	1,529,900	1,529,900
OTHER REVENUE	1,282,617	677,500	827,500	683,700	628,600
OTHER TAX	1,929,854	1,945,900	1,916,000	1,983,900	1,983,900
PROPERTY TAX	11,875,827	11,488,300	11,988,300	11,691,000	12,191,000
SALES TAX	11,841,587	11,043,100	11,377,000	11,276,900	11,430,000
TRANSIENT OCCUPANCY TAX	1,655,658	2,595,900	3,000,000	2,645,800	3,200,000
PAMF TARGET REVENUE	748,872	767,500	767,500	786,700	786,700
USE OF MONEY & PROPERTY	2,120,346	2,733,700	2,364,300	2,776,900	2,353,600
VEHICLE IN LIEU	3,202,810	3,300,000	3,500,000	3,500,000	3,700,000
TOTAL REVENUES	42,511,324	42,153,000	43,350,500	42,387,300	43,327,700
ONE-TIME REVENUE	5,000,000	-	-	-	-
EXPENDITURES	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
GENERAL GOVERNMENT	2,750,855	4,214,763	4,109,763	3,895,100	3,673,700
ADMINISTRATIVE SERVICES	4,002,196	4,654,100	4,357,700	4,836,700	4,735,200
COMMUNITY DEVELOPMENT	4,401,278	6,306,500	5,893,400	5,789,700	5,803,600
POLICE DEPARTMENT	9,261,630	10,034,900	10,034,900	10,462,400	10,712,400
FIRE DEPARTMENT	9,217,321	10,201,200	10,088,600	9,800,300	10,092,300
PUBLIC WORKS	5,378,031	6,387,100	6,284,700	6,557,900	6,829,700
PARKS & RECREATION	2,849,146	3,592,700	3,520,400	3,710,300	3,680,400
TOTAL EXPENDITURES	37,860,456	45,391,263	44,289,463	45,052,400	45,527,300
ONE-TIME COSTS	7,000,000	-	-	-	250,000
TRANSFER OUT (PRIOR YEAR SAVINGS) TO CAPITAL	7,500,000	1,500,000	1,500,000	500,000	500,000
TRANSFERS	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
ALLOCATIONS IN FOR OVERHEAD	2,788,425	2,747,200	2,747,200	2,801,700	2,801,700
GENERAL TRANSFERS IN	610,241	597,100	597,100	609,000	609,000
ALLOCATIONS OUT FOR OVERHEAD	(422,600)	(517,300)	(517,300)	(527,300)	(527,300)
GENERAL TRANSFERS OUT	(629,000)	(885,000)	(885,000)	(649,300)	(649,300)
TOTAL TRANSFERS AND ALLOCATIONS	2,347,066	1,942,000	1,942,000	2,234,100	2,234,100
NET CHANGES - SOURCES (USES)	(2,502,066)	(2,796,263)	(496,963)	(931,000)	(715,500)
BEGINNING FUND BALANCE	32,052,680	29,550,614	29,550,614	29,053,651	29,053,651
ESTIMATED ENDING FUND BALANCE	\$ 29,550,614	\$ 26,754,351	\$ 29,053,651	\$ 28,122,651	\$ 28,338,151



GENERAL FUND DEPARTMENT SUMMARIES

CITY COUNCIL	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	2,000	-	1,000	-	-
ALLOCATIONS IN	21,300	20,800	20,800	21,200	21,200
SALARIES & BENEFITS	63,746	131,500	99,500	147,000	147,000
OPERATING EXPENSES	137,720	255,460	255,460	200,300	200,300
ALLOCATIONS & TRANSFERS OUT	2,600	4,100	4,100	4,200	4,200
NET GENERAL FUND EXPENSE (REVENUE) ---->	180,766	370,260	337,260	330,300	330,300
CITY MANAGER	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	149,280	192,200	140,000	193,500	138,000
ALLOCATIONS IN	181,600	180,200	180,200	183,900	183,900
SALARIES & BENEFITS	1,079,269	1,474,803	1,493,103	1,491,000	1,477,400
OPERATING EXPENSES	416,246	464,900	464,900	472,100	472,100
CAPITAL OUTLAY	-	3,700	3,700	3,800	3,800
ALLOCATIONS & TRANSFERS OUT	7,500	11,500	11,500	11,700	11,700
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,172,135	1,582,503	1,653,003	1,601,200	1,643,100
CITY ATTORNEY/LEGAL SERVICES	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	6,500	-	5,000	-	-
ALLOCATIONS IN	176,000	179,500	179,500	183,000	183,000
SALARIES & BENEFITS	52,342	54,500	46,100	59,500	51,600
OPERATING EXPENSES	474,676	494,900	494,900	506,200	506,200
ALLOCATIONS & TRANSFERS OUT	900	4,000	4,000	4,100	4,100
NET GENERAL FUND EXPENSE (REVENUE) ---->	345,418	373,900	360,500	386,800	378,900
CITY CLERK	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	4,900	1,000	1,000	1,000	1,000
ALLOCATIONS IN	95,200	94,000	94,000	95,800	95,800
SALARIES & BENEFITS	344,359	367,400	362,600	384,600	372,200
OPERATING EXPENSES	180,256	250,100	211,900	241,400	241,400
ALLOCATIONS & TRANSFERS OUT	7,400	11,400	11,400	11,600	11,600
NET GENERAL FUND EXPENSE (REVENUE) ---->	431,914	533,900	490,900	540,800	528,400
CITY TREASURER	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	-	-	-	-	-
ALLOCATIONS IN	4,525	11,000	11,000	11,200	11,200
SALARIES & BENEFITS	2,242	25,900	18,500	28,700	28,700
OPERATING EXPENSES	-	1,500	1,500	1,500	1,500
CAPITAL OUTLAY	-	-	-	-	-
ALLOCATIONS & TRANSFERS OUT	3,900	4,000	4,000	4,100	4,100
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,617	20,400	13,000	23,100	23,100
ADMINISTRATIVE SERVICES (includes: Admin, Finance, HR, & IT)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	1,702,276	1,323,200	1,713,400	1,369,200	1,322,100
ALLOCATIONS IN	1,212,800	1,142,700	1,142,700	1,165,200	1,165,200
SALARIES & BENEFITS	2,662,083	2,987,000	2,773,800	3,129,600	3,028,100
OPERATING EXPENSES	1,318,718	1,636,600	1,553,400	1,676,000	1,676,000
CAPITAL OUTLAY	21,394	30,500	30,500	31,100	31,100
ALLOCATIONS & TRANSFERS OUT	58,500	74,600	74,600	76,000	76,000
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,145,620	2,262,800	1,576,200	2,378,300	2,323,900



GENERAL FUND DEPARTMENT SUMMARIES

GENERAL FUND (not specific to any Department or Division)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	38,161,618	33,438,100	34,237,800	34,216,400	35,197,800
ALLOCATIONS IN	585,400	597,100	597,100	609,000	609,000
SALARIES & BENEFITS	7,000,000	-	-	-	-
OPERATING EXPENSES	-	123,200	90,700	290,800	353,300
CAPITAL OUTLAY	-	566,900	566,900	68,200	68,200
ALLOCATIONS & TRANSFERS OUT	8,129,000	2,260,000	2,260,000	1,024,300	1,024,300
NET GENERAL FUND EXPENSE (REVENUE) ---->	(23,618,018)	(31,085,100)	(31,917,300)	(33,442,100)	(34,361,000)
COMMUNITY DEVELOPMENT (includes: Admin, Permit Svcs, Ec Dev, Key Prj Dev)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	4,075,450	3,825,700	3,827,400	3,180,900	3,180,900
ALLOCATIONS IN	47,000	48,000	48,000	49,000	49,000
SALARIES & BENEFITS	2,405,405	3,172,600	2,759,500	3,323,300	3,222,200
OPERATING EXPENSES	1,994,651	3,131,800	3,131,800	2,464,300	2,579,300
CAPITAL OUTLAY	1,222	2,100	2,100	2,100	2,100
ALLOCATIONS & TRANSFERS OUT	59,300	76,000	76,000	77,500	77,500
NET GENERAL FUND EXPENSE (REVENUE) ---->	338,128	2,508,800	2,094,000	2,637,300	2,651,200
PARKS & RECREATION (incl: Admin, Recreation)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	1,837,679	2,135,200	2,140,300	2,172,700	2,186,800
ALLOCATIONS IN	24,841	-	-	-	-
SALARIES & BENEFITS	1,781,043	2,190,900	2,118,600	2,282,200	2,207,300
OPERATING EXPENSES	1,064,384	1,385,000	1,385,000	1,411,000	1,456,000
CAPITAL OUTLAY	3,719	16,800	16,800	17,100	17,100
ALLOCATIONS & TRANSFERS OUT	70,200	97,300	97,300	99,100	99,100
NET GENERAL FUND EXPENSE (REVENUE) ---->	1,056,826	1,554,800	1,477,400	1,636,700	1,592,700
PUBLIC SAFETY (includes: Police Bureau and Fire Department)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	529,788	538,000	538,000	551,200	551,200
ALLOCATIONS IN	-	-	-	-	-
SALARIES & BENEFITS	3,339,134	3,828,100	3,715,500	3,324,000	3,616,000
OPERATING EXPENSES	15,139,816	16,402,000	16,402,000	16,938,700	17,188,700
CAPITAL OUTLAY	-	6,000	6,000	-	-
ALLOCATIONS & TRANSFERS OUT	-	125,000	125,000	125,000	125,000
NET GENERAL FUND EXPENSE (REVENUE) ---->	17,949,162	19,823,100	19,710,500	19,836,500	20,378,500
PUBLIC WORKS (includes: Admin, Fleet, Streets, Park & Bldg Maint)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
REVENUES	1,041,832	699,600	746,600	702,400	749,900
ALLOCATIONS IN	1,050,000	1,071,000	1,071,000	1,092,400	1,092,400
SALARIES & BENEFITS	2,407,795	2,741,800	2,639,400	2,879,800	3,139,600
OPERATING EXPENSES	2,971,501	3,594,700	3,594,700	3,626,500	3,638,500
CAPITAL OUTLAY	(1,265)	50,600	50,600	51,600	51,600
ALLOCATIONS & TRANSFERS OUT	212,300	234,400	234,400	239,000	239,000
NET GENERAL FUND EXPENSE (REVENUE) ---->	3,498,498	4,850,900	4,701,500	5,002,100	5,226,400
TOTAL GENERAL FUND CHANGE (SURPLUS)	2,502,066	2,796,263	496,963	931,000	715,500

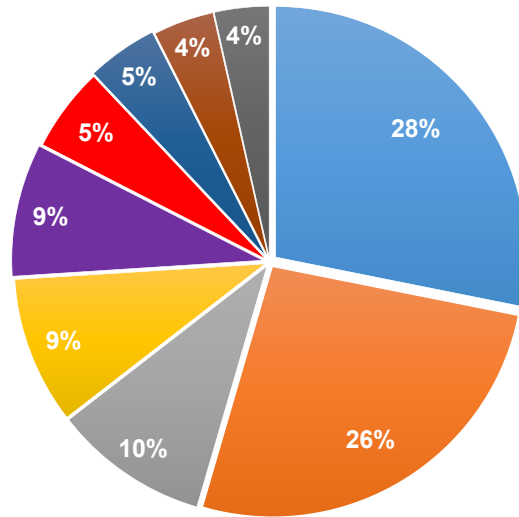


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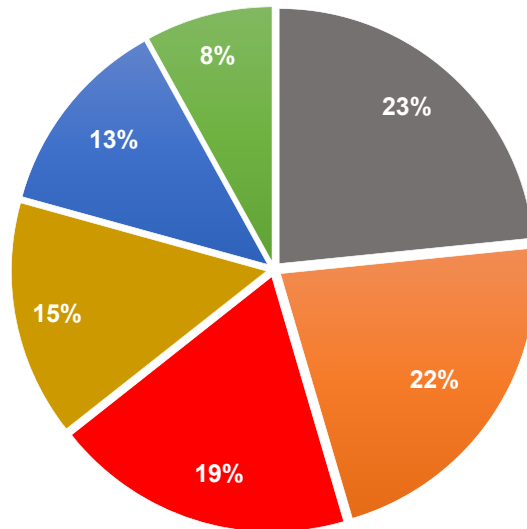
General Fund Operating Budget

FY 2019-20 Adpoted Update Revenues



- Property Tax
- Sales Tax
- Charges for Services
- TOT/Business Registration
- Vehicle in Lieu
- Uses of Money & Property
- Other Tax
- Other
- Licenses & Permits

FY 2019-20 Adpoted Update Expenditures



- Police
- Fire
- General Government
- Public Works
- Community Development
- Parks & Recreation

**ALLOCATION AND TRANSFER SUMMARY**

GENERAL FUND ALLOCATIONS IN (0001) FOR SERVICES PROVIDED	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FROM WASTEWATER (0006)	2,018,700	2,061,500	2,061,500	2,102,700	2,102,700
FROM GAS TAX (0016)	259,800	264,900	264,900	270,100	270,100
FROM STORMWATER (0015)	148,150	151,000	151,000	153,800	153,800
FROM HOUSING (0029)	47,000	48,000	48,000	49,000	49,000
FROM WORKERS COMPENSATION (0032)	91,075	92,900	92,900	94,700	94,700
FROM RISK MANAGEMENT (0033)	223,700	128,900	128,900	131,400	131,400
SUB TOTAL GENERAL FUND ---->	2,788,425	2,747,200	2,747,200	2,801,700	2,801,700
WASTEWATER FUND ALLOC IN (0006) FOR SERVICES PROVIDED	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FROM GENERAL FUND (0001)	23,200	23,600	23,600	24,000	24,000
FROM GAS TAX (0016)	105,500	107,600	107,600	109,800	109,800
FROM STORMWATER (0015)	251,000	396,300	396,300	408,000	408,000
SUB TOTAL WASTEWATER ---->	379,700	527,500	527,500	541,800	541,800
WORKERS COMP ALLOC IN (0032) FOR SERVICES PROVIDED	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FROM GENERAL FUND (0001)	128,500	217,600	217,600	221,900	221,900
FROM WASTEWATER (0006)	43,600	73,800	73,800	75,300	75,300
SUB TOTAL WORKERS COMP ---->	172,100	291,400	291,400	297,200	297,200
RISK MANAGEMENT ALLOC IN (0033) FOR SERVICES PROVIDED	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FROM GENERAL FUND (0001)	270,900	276,100	276,100	281,400	281,400
FROM WASTEWATER (0006)	750,900	765,900	765,900	781,200	781,200
FROM GAS TAX (0016)	121,400	123,800	123,800	126,300	126,300
SUB TOTAL RISK MGMT ---->	1,143,200	1,165,800	1,165,800	1,188,900	1,188,900
TOTAL ALLOCATIONS IN ---->	4,483,425	4,731,900	4,731,900	4,829,600	4,829,600



ALLOCATION AND TRANSFER SUMMARY

GENERAL FUND TRANSFERS IN (0001)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
WASTEWATER RIGHT OF WAY (0006) FROM CAPITAL IMPROVEMENTS (0025)	585,400 24,841	597,100 -	597,100 -	609,000 -	609,000 -
SUB TOTAL ---->	610,241	597,100	597,100	609,000	609,000
WASTEWATER FUND (0006) TRANSFERS IN	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FROM STORMWATER FUND (0015)	128,000	-	-	-	-
SUB TOTAL ---->	128,000	-	-	-	-
EQUIPMENT REPLACEMENT (0010) TRANSFERS IN	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FOR EQUIPMENT REPLACEMENT	300,000	431,000	431,000	437,100	437,100
FOR TECHNOLOGY REPLACEMENT	204,000	204,000	204,000	212,200	212,200
SUB TOTAL ---->	504,000	635,000	635,000	649,300	649,300
GAS TAX (0016) TRANSFERS IN	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
FROM MEASURE A AND MEASURE W FUND (0014)	600,000	800,000	800,000	850,000	850,000
FROM CAPITAL IMPROVEMENT FUND (0025)	130,000	-	-	125,000	125,000
SUB TOTAL ---->	730,000	800,000	800,000	975,000	975,000
CAPITAL IMPROVEMENTS (0025) TRANSFERS IN	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
PRIOR YR SAVINGS FROM GENERAL (0001)	7,625,000	1,750,000	1,750,000	500,000	500,000
FROM POLICE GRANT (0017)	-	50,000	50,000	-	-
FROM PARK IN-LIEU FUND (0027)	-	-	-	-	1,200,000
SUB TOTAL ---->	7,625,000	1,800,000	1,800,000	500,000	1,700,000
TOTAL TRANSFERS IN ---->	9,597,241	3,832,100	3,832,100	2,733,300	3,933,300



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**REVENUES BY MAJOR CATEGORY AND SOURCE**

GENERAL FUND REVENUES (0001)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	907,409	873,600	905,000	909,300	909,300
CHARGES FOR CURRENT SERVICES	4,223,162	4,700,300	4,701,000	4,316,400	4,327,900
FINES & FORFEITURES	202,126	261,200	261,200	271,200	271,200
FROM OTHER AGENCIES	19,187	15,300	15,300	15,600	15,600
LICENSES & PERMITS	2,501,869	1,750,700	1,727,400	1,529,900	1,529,900
OTHER REVENUE	6,282,617	677,500	827,500	683,700	628,600
OTHER TAX	1,929,854	1,945,900	1,916,000	1,983,900	1,983,900
PROPERTY TAX	11,875,827	11,488,300	11,988,300	11,691,000	12,191,000
SALES TAX	11,841,587	11,043,100	11,377,000	11,276,900	11,430,000
TRANSIENT OCCUPANCY TAX	1,655,658	2,595,900	3,000,000	2,645,800	3,200,000
PAMF TARGET REVENUE	748,872	767,500	767,500	786,700	786,700
USE OF MONEY & PROPERTY	2,120,346	2,733,700	2,364,300	2,776,900	2,353,600
VEHICLE IN LIEU	3,202,810	3,300,000	3,500,000	3,500,000	3,700,000
SUB TOTAL ---->	47,511,324	42,153,000	43,350,500	42,387,300	43,327,700
WASTEWATER FUND REVENUE (0006)					
OTHER REVENUE	17,458,394	19,317,000	18,650,000	18,974,900	19,351,000
USE OF MONEY & PROPERTY	199,087	100,000	100,000	100,000	151,000
SUB TOTAL ---->	17,657,481	19,417,000	18,750,000	19,074,900	19,502,000
OTHER REVENUES					
GRANTS - POLICE (0017)	142,655	106,100	106,100	108,200	108,200
LIBRARY TENANT REVENUE (0095)	256,081	278,500	286,000	284,000	291,500
NPDES/ STORMWATER FUND (0015)	711,061	671,500	671,500	679,500	679,500
SUB TOTAL ---->	1,109,797	1,056,100	1,063,600	1,071,700	1,079,200
OPERATION SUB TOTAL ---->	66,278,602	62,626,100	63,164,100	62,533,900	63,908,900
CAPITAL FUND REVENUES					
EQUIPMENT REPLACEMENT FUND (0010)	-	-	-	-	-
MEASURE "A" AND MEASURE "W" (0014)	881,853	800,000	800,000	815,000	1,115,000
GAS TAX (0016)	952,085	1,956,900	2,071,900	1,406,700	1,616,700
CAPITAL IMPROVEMENT (0025)	7,474,603	27,082,574	27,089,974	3,949,500	4,261,340
PARK IN LIEU (0027)	569,289	326,100	163,000	328,600	328,600
PARKING IN LIEU (0028)	3,415	3,900	3,900	4,100	4,100
AFFORDABLE HOUSING IN LIEU (0029)	2,886,252	414,200	2,539,200	416,000	3,816,000
LOW-MOD HOUSING ASSET (0031)	234,998	48,200	48,200	48,600	48,600
CAPITAL SUB TOTAL ---->	13,002,495	30,631,874	32,716,174	6,968,500	11,190,340
CITY DEBT SERVICE					
SC LIBRARY - BOND SERVICE (0093)	454,122	374,700	374,700	395,900	395,900
CITY DEBT SERVICE FUND TOTAL ---->	454,122	374,700	374,700	395,900	395,900
INTERNAL SERVICE FUNDS					
WORK COMP - UNRESTRICTED (0032)	12,761	-	2,400	-	-
LIABILITY INSURANCE (0033)	47,965	38,000	43,200	38,700	38,700
POST-EMPLOYMENT BENEFITS (0035)	932,344	873,000	873,000	907,100	907,100
INTERNAL SERVICE FUND TOTAL ---->	993,070	911,000	918,600	945,800	945,800
GRAND TOTAL	80,728,289	94,543,674	97,173,574	70,844,100	76,440,940



REVENUE DETAIL BY FUND

GENERAL FUND (0001)

BUSINESS REGISTRATION	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
406001 BUSINESS REGISTRATION FEE	888,599	866,100	880,000	900,700	900,700
406100 BUSINESS REGISTRATION LATE FEE	18,810	7,500	25,000	8,600	8,600
SUB TOTAL ---->	907,409	873,600	905,000	909,300	909,300
CHARGES FOR CURRENT SERVICES	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
407007 ZONING/VARIANCE/USE PERMIT FEE	552,314	287,100	287,100	292,800	292,800
407009 PLANNING DEPT- KEY DEVELOPMENT	337,193	927,000	927,000	702,000	702,000
407011 PLAN CHECK - ENGINEERING	428,660	299,300	299,300	299,900	299,900
407012 PLAN CHECK - ACCESSIBILITY	2,604	1,000	1,000	1,000	1,000
407013 PLAN CHECK - ENERGY CALCULATION	31,612	24,100	24,100	25,300	25,300
407014 PLAN CHECK - GEOLOGIC	-	-	-	-	-
407015 PLAN CHECK - BUILDING	957,639	998,800	998,800	795,800	795,800
407018 APARTMENT INSPECTION FEES	18,425	29,400	29,400	30,100	30,100
407019 GIS FEES	7,113	8,700	8,700	8,800	8,800
407033 PLAN CHECK FEES	106,466	68,600	68,600	69,400	69,400
407034 INSPECTION FEE	29,575	50,500	50,500	52,000	52,000
407035 MISCELLANEOUS SERVICES	165	-	-	-	-
407036 ADV LIFE SUPPORT/FIRST RESPON	74,820	56,000	56,000	56,000	56,000
408101 RECREATION	35,854	28,600	28,600	28,900	40,400
408105 VENDING MACHINE CONTRACT	2,218	1,300	1,300	1,300	1,300
408200 CLASS SYSTEM	1,373,286	1,684,100	1,684,100	1,714,300	1,714,300
408501 BUILDING RENTAL DEPOSIT/REFUND	37,817	50,000	50,000	50,000	50,000
408502 ADMINISTRATIVE FEE	87,341	54,100	54,800	54,900	54,900
408510 RESERVATIONS	90,052	69,800	69,800	71,100	71,100
408601 GENERAL RECEIPTS	-	4,000	4,000	4,000	4,000
430002 BURGLAR & FIRE ALARM SYSTEM	32	-	-	-	-
430012 FIRST CHANCE FEE	2,624	3,000	3,000	3,000	3,000
430014 VEHICLE RELEASE FEE	-	-	-	-	-
430015 ALARM REPOSE	47,352	54,900	54,900	55,800	55,800
480001 FEES FOR SERVICES PROVIDED	-	-	-	-	-
SUB TOTAL ---->	4,223,162	4,700,300	4,701,000	4,316,400	4,327,900
FINES & FORFEITURES	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
410001 VEHICLE CODE FINES	119,859	110,000	110,000	110,000	110,000
410004 BUILDING PERMITS VIOLATIONS	1,600	1,100	1,100	1,100	1,100
410005 NSF CHARGE	225	100	100	100	100
430017 PARKING FINES - TURBO DATA	80,442	150,000	150,000	160,000	160,000
SUB TOTAL ---->	202,126	261,200	261,200	271,200	271,200
FROM OTHER AGENCIES	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
420104 DARE FUNDING	361	-	-	-	-
420501 GRANTS	6,950	-	-	-	-
430003 POST REIMBURSEMENT	-	-	-	-	-
480016 SB90 REIMBURSEMENT	6,449	10,800	10,800	11,000	11,000
480201 STATE HIGHWAY MAINTENANCE REIMBURSEMENT	5,427	4,500	4,500	4,600	4,600
SUB TOTAL ---->	19,187	15,300	15,300	15,600	15,600
LICENSES & PERMITS	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
407001 BUILDING PERMITS	1,306,837	1,142,200	1,142,200	910,000	910,000
407002 PLUMBING PERMITS	140,002	99,600	99,600	101,600	101,600
407003 MECHANICAL PERMITS	160,978	99,500	99,500	101,500	101,500
407004 ELECTRICAL PERMITS	192,892	132,300	132,300	134,900	134,900
407005 GRADING PERMITS	72	500	500	500	500
407006 ENCROACHMENT PERMITS	372,361	197,200	197,200	201,100	201,100
407022 TREE REMOVAL PERMITS	25,735	17,400	17,400	17,700	17,700
407027 TREE PLANTING FUND	-	-	-	-	-
407028 GENERAL PLAN SURCHARGE FEE	263,165	29,000	5,700	29,600	29,600
407029 DEMOLITION FEE	3,966	2,000	2,000	2,000	2,000
407030 CA STATE SB1473 BLDG STANDARD	-	-	-	-	-
407032 PERMIT FEES	33,068	30,000	30,000	30,000	30,000
407041 PERMIT PARKING	2,795	1,000	1,000	1,000	1,000
SUB TOTAL ---->	2,501,869	1,750,700	1,727,400	1,529,900	1,529,900



REVENUE DETAIL BY FUND

OTHER REVENUE	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
408603 COMMUTER SHUTTLE PROGRAM	101,833	118,000	118,000	118,000	118,000
430016 MISCELLANEOUS	-	-	-	-	-
440101 COST REIMB-SOUTH BAYSIDE WASTE	148,617	71,700	150,500	73,100	-
440106 COST REIMB-CCAG	87,996	85,700	88,200	87,400	87,400
440112 COST REIMB-COMMUTE.ORG	73,739	81,000	108,900	84,000	110,000
440201 COST REIMB-OFFICE EDUCATION BUREAU	-	8,000	-	8,000	-
440202 COST REIMB-SC LIBRARY UTILITIES	50,192	-	-	-	-
440204 COST REIMB-SC LIBRARY RENT	-	-	-	-	-
440205 COST REIMB - FUEL FIRE DEPT	-	-	-	-	-
440206 ELECTRIC CAR REIMB	11,965	-	-	-	-
440311 COST REIMB - PW STAFF PLAN CHECK	-	-	-	-	-
440304 COST REIMBURSEMENT	242,999	204,800	248,600	209,300	209,300
440308 COST REIMB COBRA/RETIREE	450	-	-	-	-
440311 COST REIMB - PW STAFF PLAN CHECK	-	-	-	-	-
440312 COST REFUND FM PRIOR YEAR	413,098	-	-	-	-
440313 SCHOOL SPORTS FIELD MAINTENANCE	56,379	47,000	47,000	47,000	47,000
480505 CLAIM AND SETTLEMENT	5,000,000	-	-	-	-
480008 MISCELLANEOUS	11,821	5,000	5,000	-	-
480009 DOC RECYCLE ST DEPT CONSERVATION	7,555	8,000	8,000	8,000	8,000
480100 DONATIONS	8,109	22,300	22,300	22,700	22,700
480203 SALE OF MAPS & SPECIFICATIONS	1,085	-	-	-	-
480204 COPY CHARGES	68	-	-	-	-
480206 IMAGING/MICROFILMING	25,654	26,000	26,000	26,200	26,200
480209 SALE OF PERSONAL PROPERTY	34,318	-	5,000	-	-
SUB TOTAL ---->	6,282,617	677,500	827,500	683,700	628,600
OTHER TAX	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
405001 FRANCHISE FEES - RECOLOGY	760,987	757,800	760,000	773,000	773,000
405002 FRANCHISE FEES - PG&E	471,863	460,000	460,000	469,200	469,200
405003 FRANCHISE FEES - COMCAST	460,467	494,600	460,000	504,500	504,500
405004 FRANCHISE FEES - CALIF WATER	180,079	161,100	180,000	164,200	164,200
405006 FRANCHISE FEES - AT&T U-VERSE	56,458	72,400	56,000	73,000	73,000
SUB TOTAL ---->	1,929,854	1,945,900	1,916,000	1,983,900	1,983,900
PROPERTY TAX	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
402001 PROPERTY TAX - CURRENT SECURED	10,293,819	10,062,900	10,562,900	10,237,200	10,737,200
402002 PROPERTY TAX - CURR UNSECURED	432,855	463,900	463,900	473,200	473,200
402004 PROPERTY TAX - AIRCRAFT	215,990	232,100	232,100	236,700	236,700
402005 PROPERTY TAX - UNITARY	103,711	87,000	87,000	88,700	88,700
402007 PROPERTY TAX - SB813 SECURED	342,916	174,000	174,000	177,500	177,500
402010 REAL PROPERTY TRANSFER TAX	440,035	416,200	416,200	424,500	424,500
402011 HOMEOWNERS TAX RELIEF	46,501	52,200	52,200	53,200	53,200
SUB TOTAL ---->	11,875,827	11,488,300	11,988,300	11,691,000	12,191,000
SALES TAX	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
401001 SALES TAX	11,679,558	10,882,200	11,207,000	11,111,900	11,255,000
401002 1/2 CENT SALES TAX PUBLIC SAFE	162,029	160,900	170,000	165,000	175,000
SUB TOTAL ---->	11,841,587	11,043,100	11,377,000	11,276,900	11,430,000
TRANSIENT OCCUPANCY TAX	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
404001 TRANSIENT OCCUPANCY TAX	1,655,658	2,595,900	3,000,000	2,645,800	3,200,000
SUB TOTAL ---->	1,655,658	2,595,900	3,000,000	2,645,800	3,200,000
PAMF TARGET REVENUE	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
450101 PAMF TARGET REVENUE	748,872	767,500	767,500	786,700	786,700
SUB TOTAL ---->	748,872	767,500	767,500	786,700	786,700



REVENUE DETAIL BY FUND

USE OF MONEY & PROPERTY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
409100 INVESTMENT INCOME	1,177,914	330,100	569,000	336,700	336,700
409101 INVESTMENT INC GASB31 FAIR VALUE	(239,080)	-	-	-	-
409102 INVESTMENT INCOME ALLOCATION	(477,156)	(119,000)	(119,000)	(121,400)	(121,400)
409301 RENTS CONCESS - SKYWAY PROP	108,643	106,200	109,800	106,200	106,200
409303 RENTS CONCESS - DOLLAR COMPANY	120,389	111,300	111,800	113,500	113,500
409304 RENTS CONCESS - CINGULAR	143,179	134,900	140,000	137,400	140,000
409305 RENTS CONCESS - INNS OF AMER	561,309	416,200	417,400	424,500	424,500
409323 RENTS & CONC - THREE SISTERS	237,565	241,200	241,200	246,000	246,000
409321 RENTS CONCESS - BAY AREA CELL	-	-	3,000	-	3,000
409324 RENTS CONCESS KIWANIS	99,163	101,100	101,100	103,100	103,100
409328 RENTS CONCESS-BILLBOARDS	388,418	1,411,700	790,000	1,430,900	1,002,000
SUB TOTAL ---->	2,120,346	2,733,700	2,364,300	2,776,900	2,353,600

VEHICLE IN LIEU	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
403001 MOTOR VEHICLE IN-LIEU FEE	3,202,810	3,300,000	3,500,000	3,500,000	3,700,000
SUB TOTAL ---->	3,202,810	3,300,000	3,500,000	3,500,000	3,700,000

TOTAL GENERAL FUND (0001)	47,511,324	42,153,000	43,350,500	42,387,300	43,327,700
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WASTEWATER ENTERPRISE FUND (0006)

WASTEWATER (0006)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
409102 INVESTMENT INCOME ALLOCATION	199,087	100,000	100,000	100,000	151,000
480301 SANITARY SEWER INSPECTION	3,120	-	-	-	-
480302 SEWER CONNECTION - SAN CARLOS	652,558	1,500,000	250,000	100,000	118,000
480303 SEWER SERVICE ASSESSMENT	16,785,696	17,632,000	18,215,000	18,689,900	19,048,000
480306 SEWER CHRG HARBOR INDUST DISTRICT	46,007	-	-	-	-
480307 SBSA REFUNDABLE CREDIT IRS	184,369	185,000	185,000	185,000	185,000
480308 INCREASE/DECREASE IN AUTHORITY	(213,355)	-	-	-	-
TOTAL ENTERPRISE FUND ---->	17,657,481	19,417,000	18,750,000	19,074,900	19,502,000

OTHER REVENUE FUNDS

STORMWATER FUND (0015)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
409102 INVESTMENT INCOME ALLOCATION	5,187	-	-	-	-
480002 NPDES FEES	457,034	455,000	455,000	455,000	455,000
480034 2% TRASH	147,367	140,300	140,300	146,900	146,900
403003 MEASURE M	71,578	71,200	71,200	72,600	72,600
480019 LEVEE DIST	5,000	5,000	5,000	5,000	5,000
440304 COST REIMBURSEMENT	24,895	-	-	-	-
STORMWATER SUB TOTAL ---->	711,061	671,500	671,500	679,500	679,500

GRANTS-POLICE (0017)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
420102 SLESF	139,416	106,100	106,100	108,200	108,200
420109 INVESTMENT INCOME ALLOCATION	3,239	-	-	-	-
POLICE GRANTS SUB TOTAL ---->	142,655	106,100	106,100	108,200	108,200

SC LIBRARY TENANT (0095)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
409102 INVESTMENT INCOME ALLOCATION	20,293	7,300	7,300	7,400	7,400
409314 RENTS CONCESS - SBWMA	54,847	56,800	56,800	57,900	57,900
409316 RENTS CONCESS - STAR VISTA	124,907	122,600	122,600	125,100	125,100
409329 RENTS CONCESS - CHAMBER OF COMMERCE	56,034	54,800	54,800	55,900	55,900
440206 COST REIMB-CHARGING STATION	-	-	7,500	-	7,500
440202 COST REIMB-SC LIBRARY UTILITIES	-	37,000	37,000	37,700	37,700
SC LIBRARY TENANT SUB TOTAL ---->	256,081	278,500	286,000	284,000	291,500

OTHER REVENUE FUNDS TOTAL	1,109,797	1,056,100	1,063,600	1,071,700	1,079,200
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REVENUE DETAIL BY FUND

CAPITAL FUNDS

MEASURE A AND MEASURE W TRAFFIC CONGESTION (0014)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
401003 SAN MATEO COUNTY MEASURE A FUND	875,027	800,000	800,000	815,000	815,000
409102 INVESTMENT INCOME ALLOCATION	6,826	-	-	-	-
420601 CCAG CONGESTION RELIEF	-	-	-	-	-
401004 1/2% SALES TAX MEASURE W	-	-	-	-	300,000
480013 AB 434 DMV FEE	-	-	-	-	-
MEASURE A AND MEASURE W SUB TOTAL ---->	881,853	800,000	800,000	815,000	1,115,000
GAS TAX (0016)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
403003 MEASURE M	71,578	65,000	65,000	65,000	65,000
407025 DIRT HAULING PERMIT	21,373	20,700	265,000	20,700	20,700
407038 MORATORIUM STREET CUT	8,400	6,000	6,000	6,000	6,000
409102 INVESTMENT INCOME ALLOCATION	6,734	-	-	-	-
420201 DEPT OF TRANSPORTATION GRANT	-	550,000	550,000	-	-
440304 COST REIMBURSEMENT	34,529	60,000	60,000	60,000	270,000
470001 STATE GAS TAX 2105	159,061	167,800	167,300	170,000	166,000
470002 STATE GAS TAX 2106 CONSTRUCTIO	118,186	127,400	123,400	125,000	125,000
470003 STATE GAS TAX 2107 MAINTENANCE	207,008	209,300	219,700	209,000	204,300
470004 STATE GAS TAX 2107.5 ENGINEER	6,000	6,000	6,000	6,000	6,000
470005 STATE TRAFFIC CONGEST RELIEF	33,322	40,000	33,500	-	33,700
470006 STATE GAS TAX PROP 1B	-	-	-	-	-
470007 STATE GAS TAX 2103	114,144	224,700	106,000	225,000	225,000
470008 ST CODE 2032 SB1 RD MAIN REHAB	171,749	480,000	470,000	520,000	495,000
480001 FEES FOR SERVICES PROVIDED	-	-	-	-	-
480005 BIKE LANE PROJECT	-	-	-	-	-
480008 MISCELLANEOUS	-	-	-	-	-
480203 SALE OF MAPS & SPECIFICATIONS	-	-	-	-	-
GAS TAX SUB TOTAL ---->	952,085	1,956,900	2,071,900	1,406,700	1,616,700
CAPITAL IMPROVEMENT PROJECTS (0025)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
401003 SAN MATEO COUNTY MEASURE A FUND	-	14,440,000	14,440,000	-	-
402009 PROPERTY TAX - ERAF REFUND	1,457,561	700,000	2,000,000	700,000	700,000
405005 FRANCHISE FEE- SBWMA FRANCHISE	2,032,946	1,942,600	2,000,000	1,971,500	2,200,000
407028 G PLAN SURCHARGE FEE	90,144	30,000	30,000	30,000	30,000
407031 TECHNOLOGY FEE	118,985	40,000	40,000	40,000	40,000
407040 TRAFFIC MITIGATION FEE	2,030,113	1,850,000	-	50,000	50,000
409102 INVESTMENT INCOME ALLOCATION	43,550	-	-	-	-
420201 ACTIVE TRANSPORT PROGRAM	-	4,200,000	4,200,000	-	-
420202 DEPT TRANSPORTATION ACT FUND	-	100,000	100,000	-	-
420203 BICYCLE PEDESTRIAN IMP (BPIP)	-	1,000,000	1,000,000	-	-
420501 GRANTS	-	1,001,474	1,001,474	1,000,000	1,000,000
440304 COST REIMBURSEMENT	150,000	225,000	225,000	-	83,340
440307 ERP REPLACEMENT / UPGRADE	-	-	-	-	-
450101 PAMF CONTRIBUTION	-	-	500,000	-	-
480005 BIKE PATH PROGRAM FUNDING	-	1,000,000	1,000,000	-	-
480015 SELF GENERATION INCENTIVE PROG	-	-	-	-	-
480017 INDUSTRIAL RD ASSESSMENT DISTR	-	-	-	-	-
480018 TRAFFIC MITIGATION FEE	-	-	-	-	-
480019 LEVEE DIST	29,551	328,000	328,000	28,000	28,000
480034 TRASH CONTROL 2%	-	-	-	-	-
480100 DONATIONS	153,011	225,500	225,500	130,000	130,000
482001 PROCEED LT	1,368,742	-	-	-	-
CAPITAL IMPROVEMENT SUB TOTAL ---->	7,474,603	27,082,574	27,089,974	3,949,500	4,261,340



REVENUE DETAIL BY FUND

	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
PARK IN-LIEU (0027)					
409102 INVESTMENT INCOME ALLOCATION	29,460	2,100	2,100	2,100	2,100
480100 DONATIONS	72,000	-	-	-	-
480401 IN LIEU PARK LAND DEDICATION FEE	247,050	100,000	10,900	100,000	100,000
480402 PARK FACILITY DEV FEE BEDROOM	220,779	224,000	150,000	226,500	226,500
PARK-IN-LIEU SUB TOTAL ---->	569,289	326,100	163,000	328,600	328,600
PARKING IN-LIEU (0028)					
407041 PERMIT PARKING	1,302	3,900	3,900	4,100	4,100
409102 INVESTMENT INCOME ALLOCATION	1,753	-	-	-	-
409308 RENTS CONCESS - SNEAKERS	360	-	-	-	-
480403 PARKING IN-LIEU FEE	-	-	-	-	-
PARKING IN-LIEU SUB TOTAL ---->	3,415	3,900	3,900	4,100	4,100
HOUSING IN-LIEU (0029)					
409102 INVESTMENT INCOME ALLOCATION	62,925	9,600	9,600	9,800	9,800
480404 AFFORDABLE HSG I LIEU FEE (BMR)	1,823,327	154,600	154,600	156,200	3,556,200
480409 COMMERCIAL LINKAGE FEE	-	250,000	2,375,000	250,000	250,000
480505 CLAIM AND SETTLEMENT	1,000,000	-	-	-	-
HOUSING IN-LIEU SUB TOTAL ---->	2,886,252	414,200	2,539,200	416,000	3,816,000
LOW-MOD HOUSING ASSET (0031)					
409102 INVESTMENT INCOME ALLOCATION	66,561	16,000	16,000	16,000	16,000
409202 INTEREST INCOME MORTGAGE LOAN	7,974	12,600	12,600	12,900	12,900
409318 RENT & CONCESS - 657 WALNUT	1,636	-	-	-	-
409319 RENT & CONCESS - 817 WALNUT	43,991	5,300	5,300	5,400	5,400
409330 RENTS CONCESS-633 ELM ST #305	14,351	14,300	14,300	14,300	14,300
440304 COST REIMBURSEMENT	100,000	-	-	-	-
480008 MISCELLANEOUS	486	-	-	-	-
HOUSING IN-LIEU SUB TOTAL ---->	234,998	48,200	48,200	48,600	48,600
CAPITAL FUNDS TOTAL	13,002,495	30,631,874	32,716,174	6,968,500	11,190,340



REVENUE DETAIL BY FUND

CITY DEBT SERVICE

SC LIBRARY BOND SERVICE (0093)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
402001 PROPERTY TAX - CURRENT SECURED	371,210	314,000	314,000	334,000	334,000
402002 PROPERTY TAX - CURR UNSECURED	13,786	23,300	23,300	23,800	23,800
402005 PROPERTY TAX - UNITARY	39,422	21,600	21,600	22,000	22,000
402007 PROPERTY TAX - SB813 SECURED	18,006	10,800	10,800	11,000	11,000
402011 HOMEOWNERS TAX RELIEF	1,799	5,000	5,000	5,100	5,100
409102 INVESTMENT INCOME ALLOCATION	9,898	-	-	-	-
LIBRARY BOND TOTAL ---->	454,122	374,700	374,700	395,900	395,900

INTERNAL SERVICE FUNDS

WORKERS COMP (0032)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
409102 INVESTMENT INCOME ALLOCATION	4,958	-	2,400	-	-
440304 COST REIMBURSEMENT	-	-	-	-	-
480501 WORKERS COMP REIMBURSEMENT	7,803	-	-	-	-
WORKERS COMP SUB TOTAL ---->	12,761	-	2,400	-	-

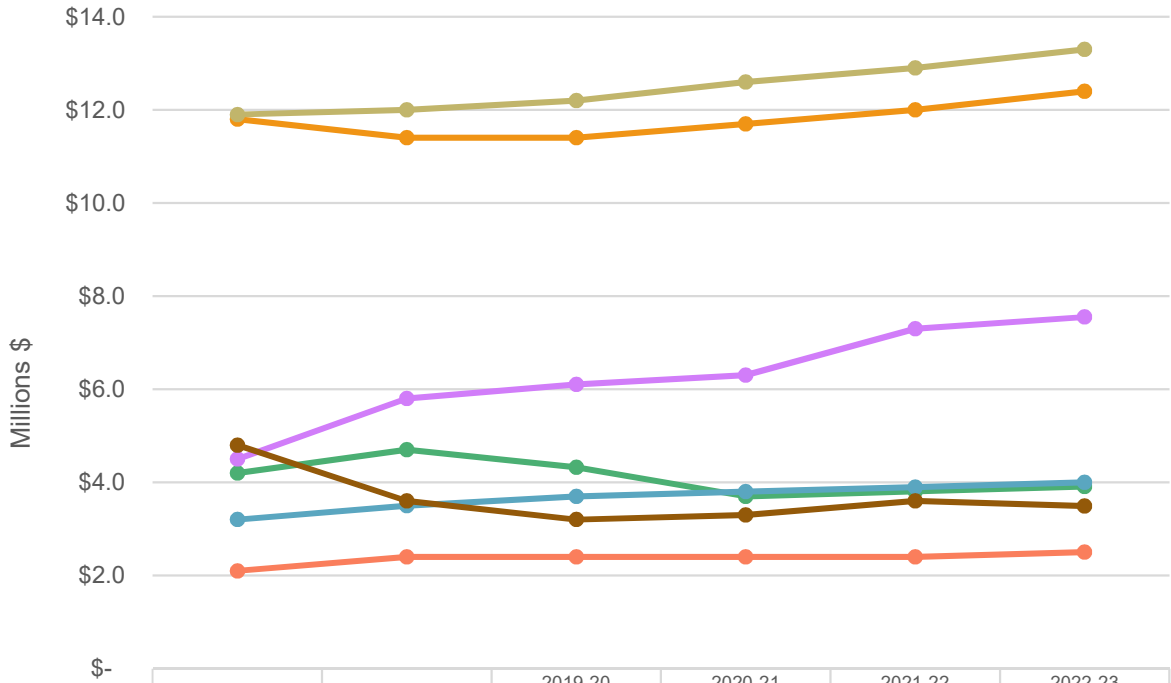
GENERAL LIABILITY (0033)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
420501 GRANTS	35,224	38,000	38,000	38,700	38,700
409102 INVESTMENT INCOME ALLOCATION	12,741	-	5,200	-	-
440306 COST REIMB - LIABILITY	-	-	-	-	-
GENERAL LIABILITY SUB TOTAL ---->	47,965	38,000	43,200	38,700	38,700

POST-EMPLOYMENT BENEFITS (0035)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
409102 INVESTMENT INCOME ALLOCATION	3,944	-	-	-	-
480504 CR-POST-EMPLOYMENT BENEFITS	928,400	873,000	873,000	907,100	907,100
POST-EMPLOYMENT BENEFITS SUB TOTAL ---->	932,344	873,000	873,000	907,100	907,100

INTERNAL SERVICE FUNDS TOTAL	993,070	911,000	918,600	945,800	945,800
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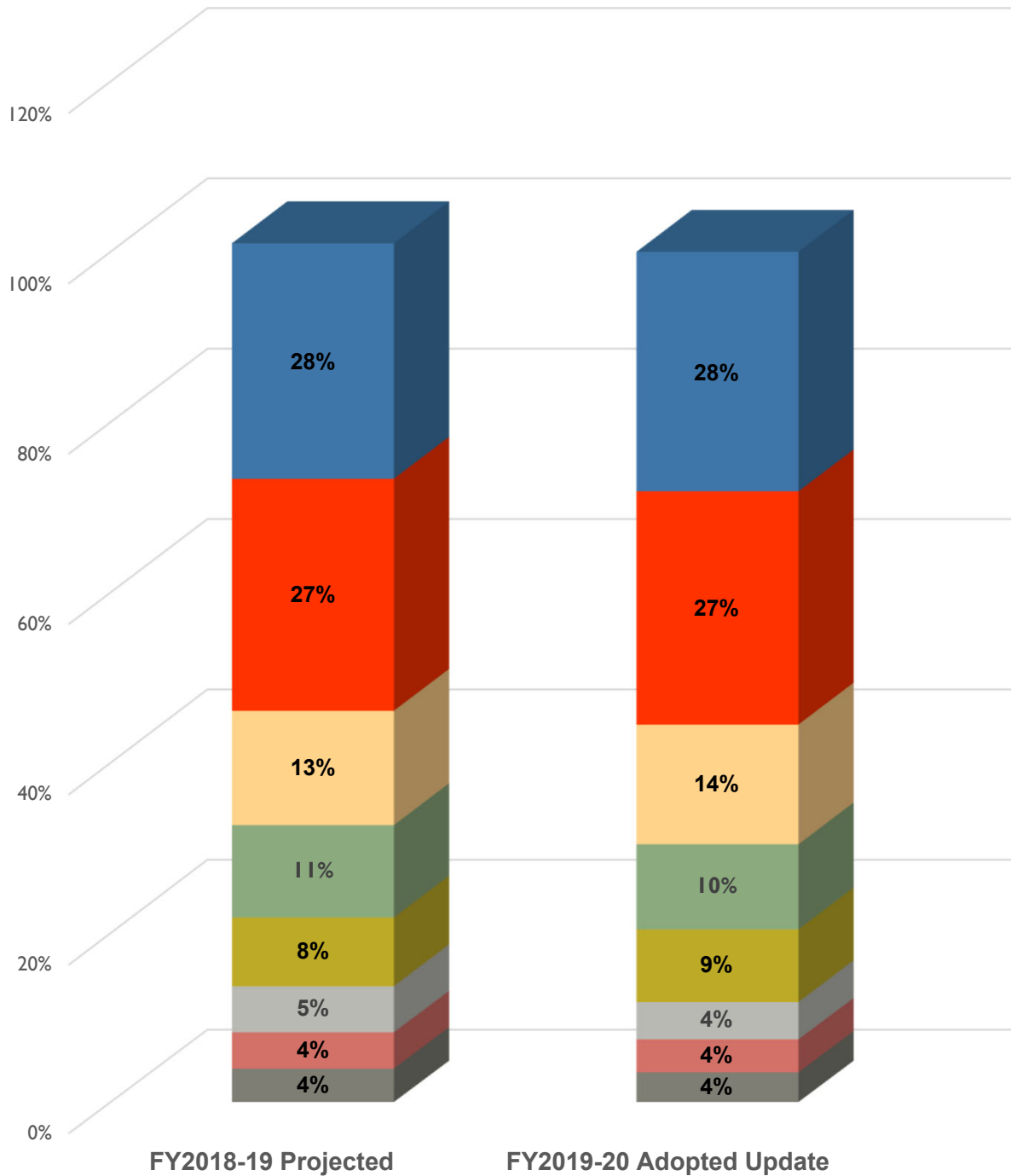
GENERAL FUND OPERATING REVENUE Multi-Year Comparison (Funds are Reflected in Millions)



	2017-18 Audited	2018-19 Projected	2019-20 Adopted Update	2020-21 Forecasted	2021-22 Forecasted	2022-23 Forecasted
Sales Tax	\$11.8	\$11.4	\$11.4	\$11.7	\$12.0	\$12.4
Property Tax	\$11.9	\$12.0	\$12.2	\$12.6	\$12.9	\$13.3
Fees for Service	\$4.2	\$4.7	\$4.3	\$3.7	\$3.8	\$3.9
Vehicle In-Lieu	\$3.2	\$3.5	\$3.7	\$3.8	\$3.9	\$4.0
Other Taxes	\$4.5	\$5.8	\$6.1	\$6.3	\$7.3	\$7.6
Use of Assets	\$2.1	\$2.4	\$2.4	\$2.4	\$2.4	\$2.5
Other	\$4.8	\$3.6	\$3.2	\$3.3	\$3.6	\$3.5



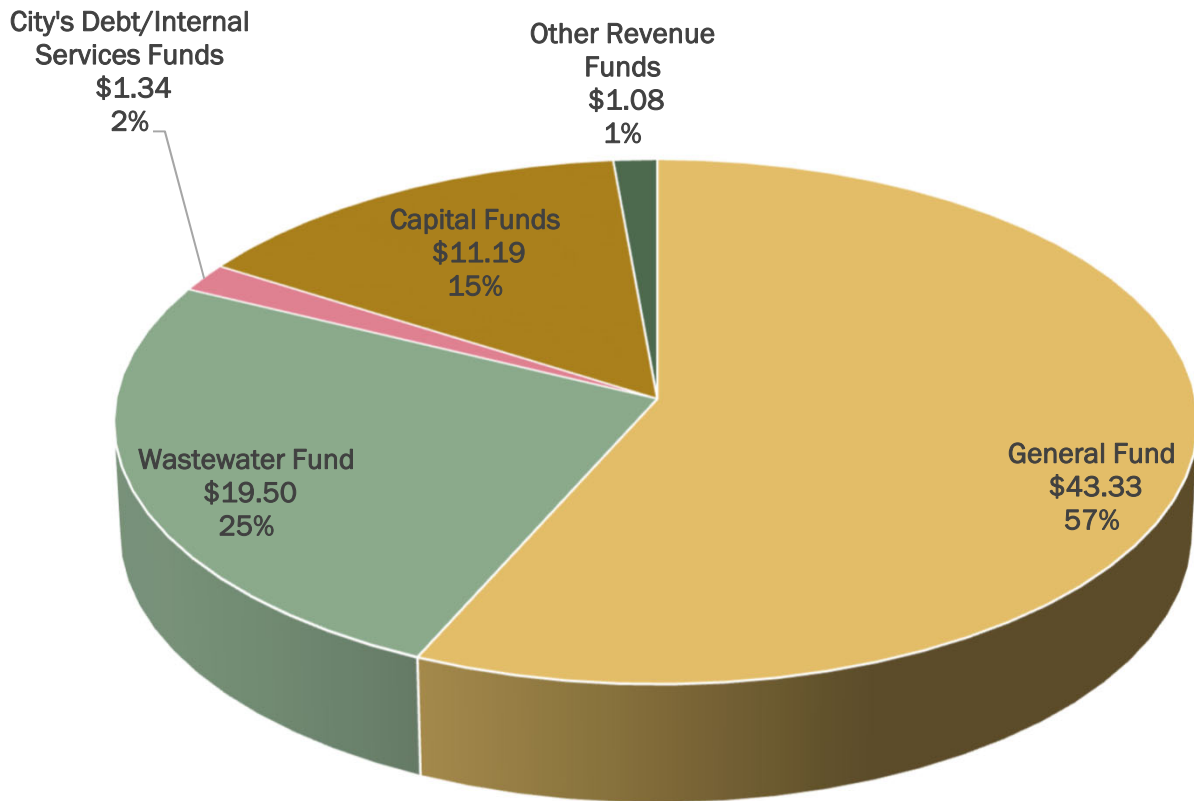
GENERAL FUND OPERATING REVENUES BY TYPE FY 2018-19 AND FY 2019-20



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



CITYWIDE REVENUES FY 2019-20 ADOPTED UPDATE



**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

GENERAL GOVERNMENT	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
CITY COUNCIL	201,466	386,960	354,960	347,300	347,300
CITY MANAGER	1,495,515	1,943,403	1,961,703	1,966,900	1,953,300
CITY CLERK	524,615	617,500	574,500	626,000	613,600
CITY TREASURER	2,242	27,400	20,000	30,200	30,200
CITY ATTORNEY	527,018	549,400	541,000	565,700	557,800
ADMINISTRATIVE SERVICES	664,916	725,300	688,400	758,400	735,700
FINANCE	1,485,032	1,682,000	1,595,900	1,751,000	1,715,800
HUMAN RESOURCES	527,937	674,300	608,400	700,700	685,700
INFORMATION TECHNOLOGY	1,324,310	1,572,500	1,465,000	1,626,600	1,598,000
GENERAL FUND (NON-DEPARTMENTAL)	7,000,000	690,100	657,600	359,000	421,500
GENERAL GOVERNMENT SUB TOTAL ---->	13,753,050	8,868,863	8,467,463	8,731,800	8,658,900
COMMUNITY DEVELOPMENT	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
COMMUNITY DEVELOPMENT ADMINISTRATION	514,704	743,700	651,200	777,200	761,200
DEVELOPMENT AND PERMITTING	3,181,086	4,572,600	4,309,200	3,990,400	4,036,000
ECONOMIC DEVELOPMENT	705,488	990,200	933,000	1,022,100	1,006,400
COMMUNITY DEVELOPMENT SUB TOTAL ---->	4,401,278	6,306,500	5,893,400	5,789,700	5,803,600
PUBLIC SAFETY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
POLICE DEPARTMENT	9,261,630	10,034,900	10,034,900	10,462,400	10,712,400
FIRE DEPARTMENT	9,217,321	10,201,200	10,088,600	9,800,300	10,092,300
PUBLIC SAFETY SUB TOTAL ---->	18,478,951	20,236,100	20,123,500	20,262,700	20,804,700
PUBLIC WORKS	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
PUBLIC WORKS ADMIN/ENGINEERING	2,011,717	2,353,000	2,291,500	2,437,600	2,564,700
FLEET	157,419	224,900	219,700	233,700	228,600
STREET MAINTENANCE	407,961	684,400	684,400	697,000	709,000
PARK MAINTENANCE	1,794,279	1,999,500	1,974,400	2,060,100	2,208,100
BUILDING MAINTENANCE	1,006,656	1,125,300	1,114,700	1,129,500	1,119,300
PUBLIC WORKS SUB TOTAL ---->	5,378,031	6,387,100	6,284,700	6,557,900	6,829,700
PARK & RECREATION	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
PARKS & RECREATION LEADERSHIP AND MANAGEMENT	505,023	554,900	523,100	577,600	573,600
ADULT SERVICES	583,053	721,850	708,350	748,350	735,350
ATHLETICS	302,003	468,050	463,350	482,250	477,750
PERSONAL AND FAMILY DEVELOPMENT	965,091	1,160,200	1,142,600	1,197,000	1,180,100
SPECIAL COMMUNITY EVENTS	94,056	142,000	142,000	144,000	157,000
YOUTH DEVELOPMENT	399,920	545,700	541,000	561,100	556,600
PARK & RECREATION SUB TOTAL ---->	2,849,146	3,592,700	3,520,400	3,710,300	3,680,400
GENERAL FUND (0001) TOTAL	44,860,456	45,391,263	44,289,463	45,052,400	45,777,300

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

ENTERPRISE FUNDS	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
WASTEWATER (SEWER) FUND (0006)	8,142,016	15,880,187	15,809,387	16,320,700	16,827,800
WASTEWATER FUND SUB TOTAL ---->	8,142,016	15,880,187	15,809,387	16,320,700	16,827,800

OTHER REVENUE FUNDS	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
NPDES - STORMWATER (0015)	73,210	194,200	194,200	117,900	117,900
GRANTS-POLICE (0017)	90,000	100,000	100,000	100,000	100,000
LIBRARY TENANT REVENUE (0095)	207,670	565,865	565,865	281,100	281,100
OTHER REVENUE FUNDS SUB TOTAL ---->	370,880	860,065	860,065	499,000	499,000

OPERATION BUDGET TOTAL	53,373,352	62,131,515	60,958,915	61,872,100	63,104,100
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CAPITAL FUNDS:

REPLACEMENT/RESERVE (0010)	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
EQUIPMENT REPLACEMENT/RESERVE	227,869	955,000	955,000	405,000	405,000
TECHNOLOGY REPLACEMENT/RESERVE	98,019	193,100	193,100	197,000	197,000
REPLACEMENT FUNDS SUB TOTAL ---->	325,887	1,148,100	1,148,100	602,000	602,000

TRAFFIC MANAGEMENT	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
MEASURE A AND MEASURE W TRAFFIC CONGESTION (0014)	89,324	120,700	120,700	123,100	123,100
PARKING IN LIEU (0028)	-	74,700	74,700	4,800	4,800
TRAFFIC MANAGEMENT SUB TOTAL ---->	89,324	195,400	195,400	127,900	127,900

GAS TAX	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
GAS TAX (0016)	1,415,561	2,251,200	2,251,200	2,055,000	2,475,000
GAS TAX SUB TOTAL ---->	1,415,561	2,251,200	2,251,200	2,055,000	2,475,000

CAPITAL IMPROVEMENT	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
CAPITAL IMPROVEMENT PROJECTS (0025)	5,829,037	40,250,766	40,250,766	7,725,000	9,853,340
GENERAL CAPITAL SUB TOTAL ---->	5,829,037	40,250,766	40,250,766	7,725,000	9,853,340

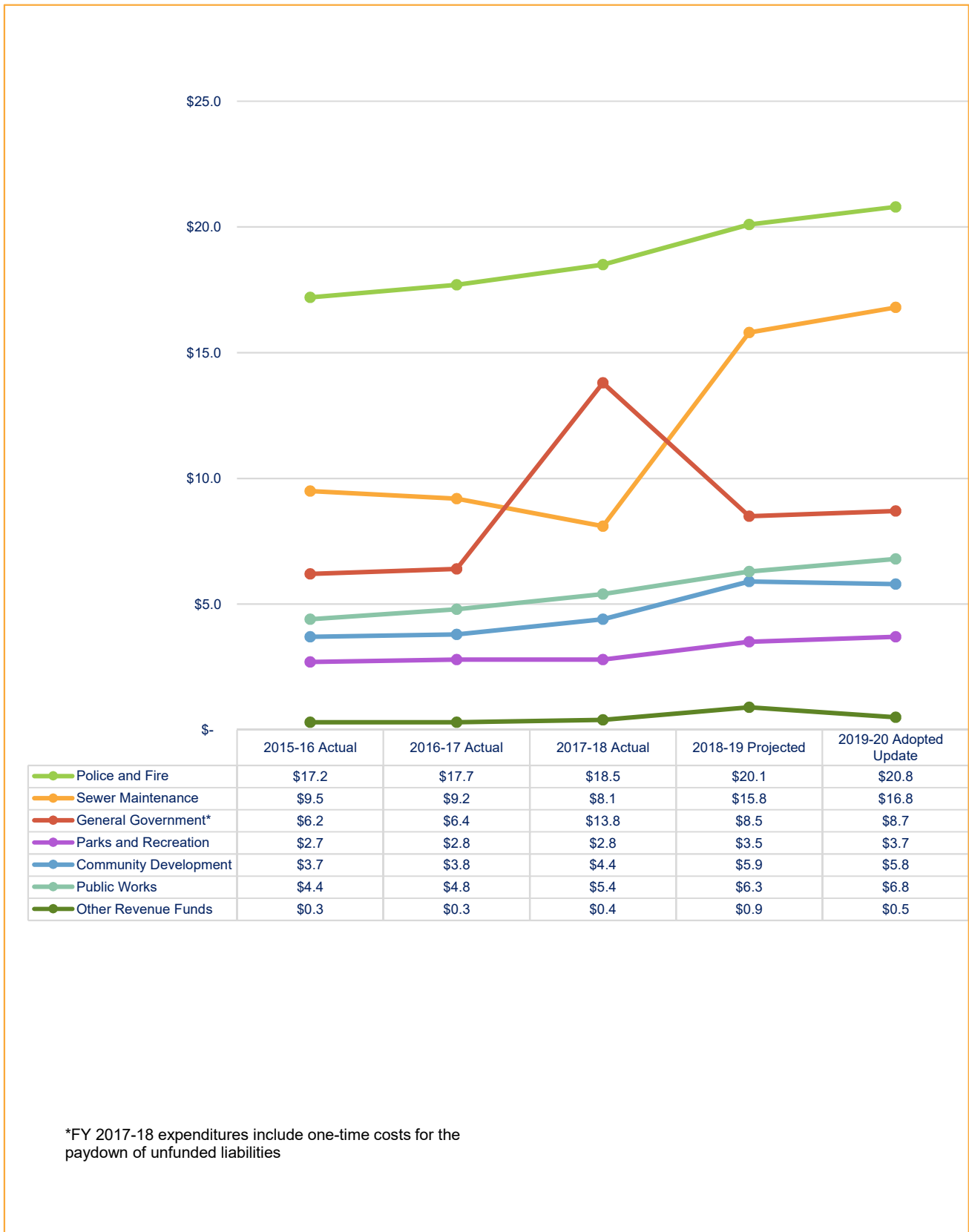
PARK IN LIEU	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
PARK IN LIEU (0027)	1,029,971	723,928	723,928	-	500,000
PARK IN LIEU SUB TOTAL ---->	1,029,971	723,928	723,928	-	500,000

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

AFFORDABLE HOUSING IN LIEU	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
HOUSING IN LIEU (0029)	148,450	3,224,972	3,224,972	461,000	1,211,000
HOUSING IN LIEU SUB TOTAL ---->	148,450	3,224,972	3,224,972	461,000	1,211,000
LOW MOD HOUSING ASSET	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
LOW MOD HOUSING ASSET (0031)	59,396	1,081,537	1,081,537	125,400	125,400
LOW MOD HOUSING ASSET SUB TOTAL ---->	59,396	1,081,537	1,081,537	125,400	125,400
CAPITAL FUNDS TOTAL	8,897,626	48,875,902	48,875,902	11,096,300	14,894,640
CITY DEBT SERVICE	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SC LIBRARY BOND SERVICE (0093)	356,760	373,500	373,500	394,400	394,400
CITY DEBT SERVICE SUB TOTAL ---->	356,760	373,500	373,500	394,400	394,400
INTERNAL SERVICE FUNDS	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
WORKERS COMPENSATION (0032)	93,685	198,100	198,100	202,000	202,000
GENERAL LIABILITY - RISK MANAGEMENT (0033)	967,055	1,074,300	1,074,300	1,095,800	1,095,800
POST-EMPLOYMENT BENEFITS (0035)	877,000	873,000	873,000	907,100	907,100
INTERNAL SERVICE FUND SUB TOTAL ---->	1,937,740	2,145,400	2,145,400	2,204,900	2,204,900



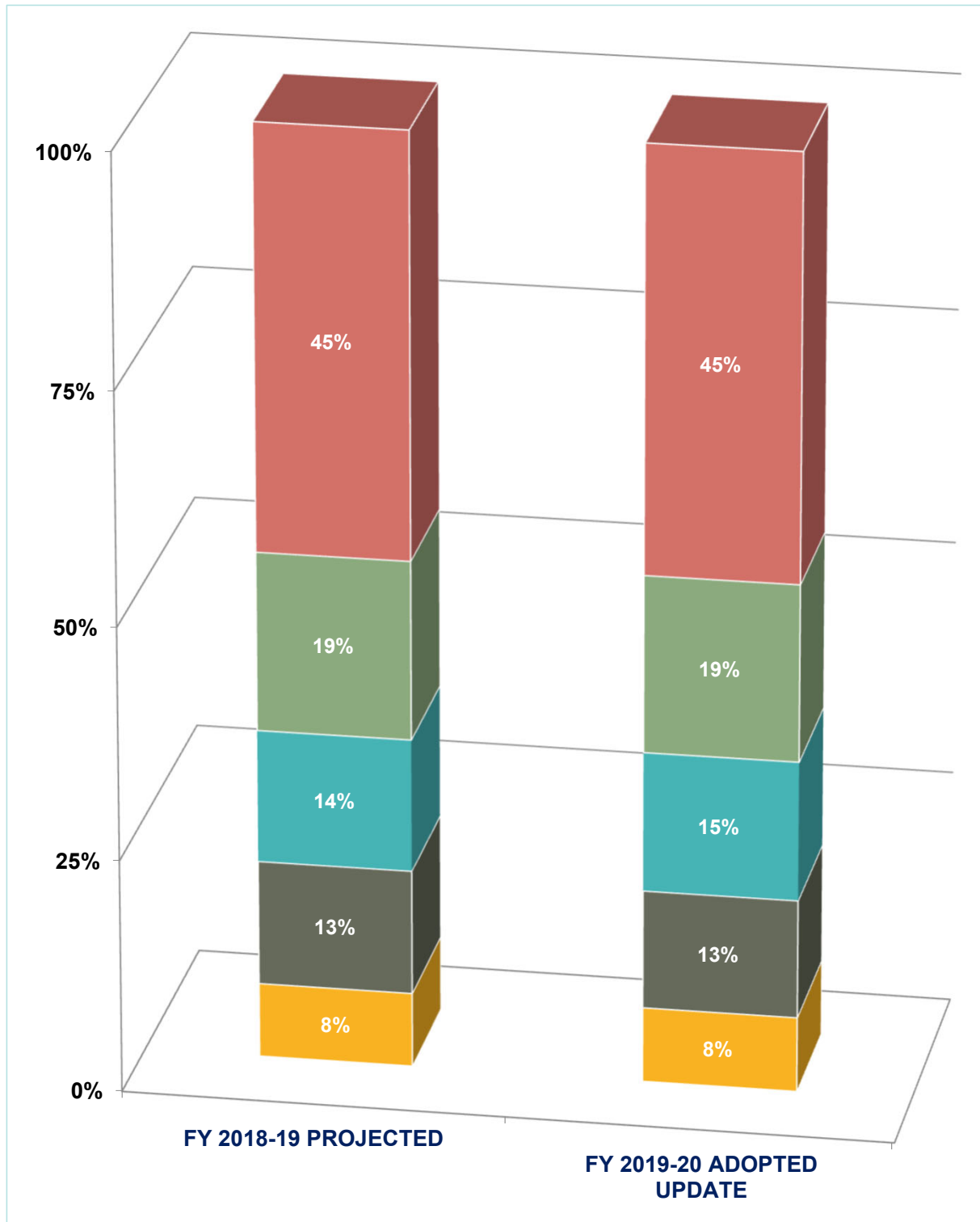
Operating Expenditures Multi-Year Comparison (in Millions)



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



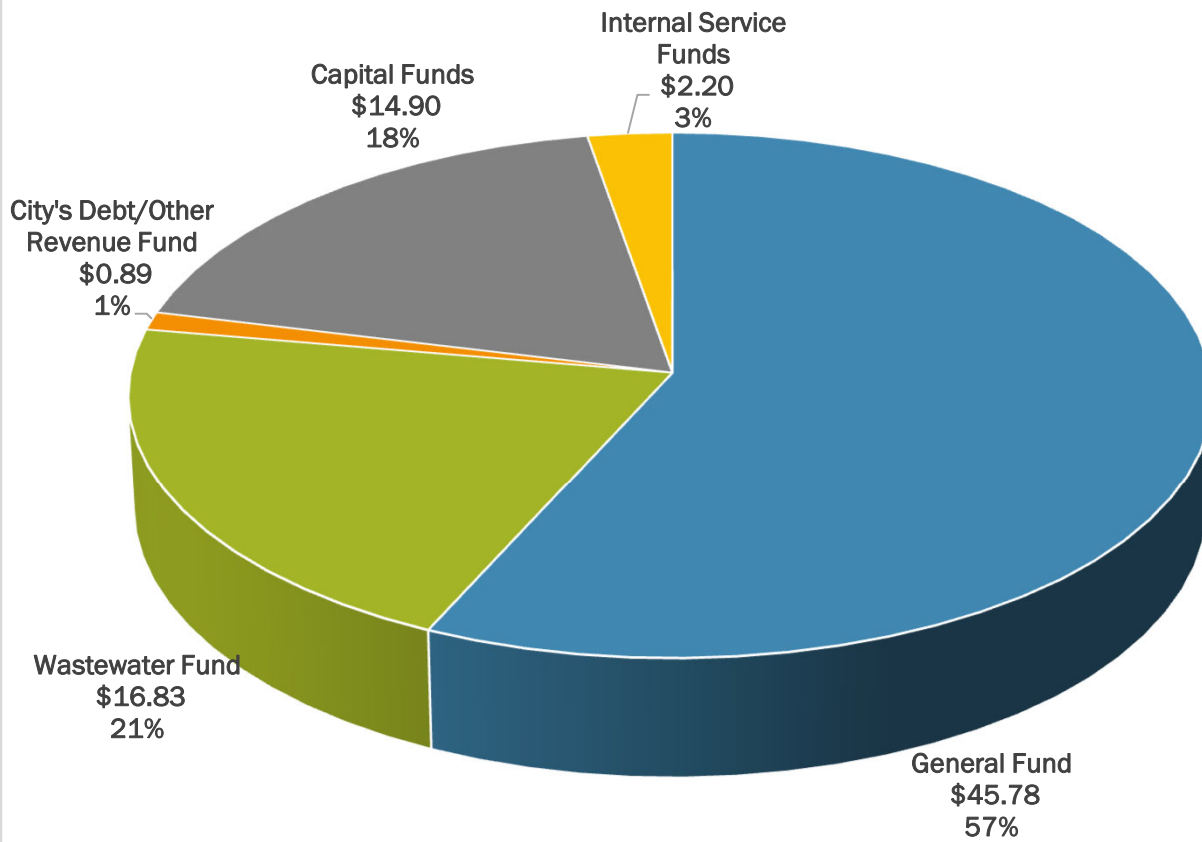
GENERAL FUND OPERATING EXPENDITURES FY 2018-19 AND FY 2019-20

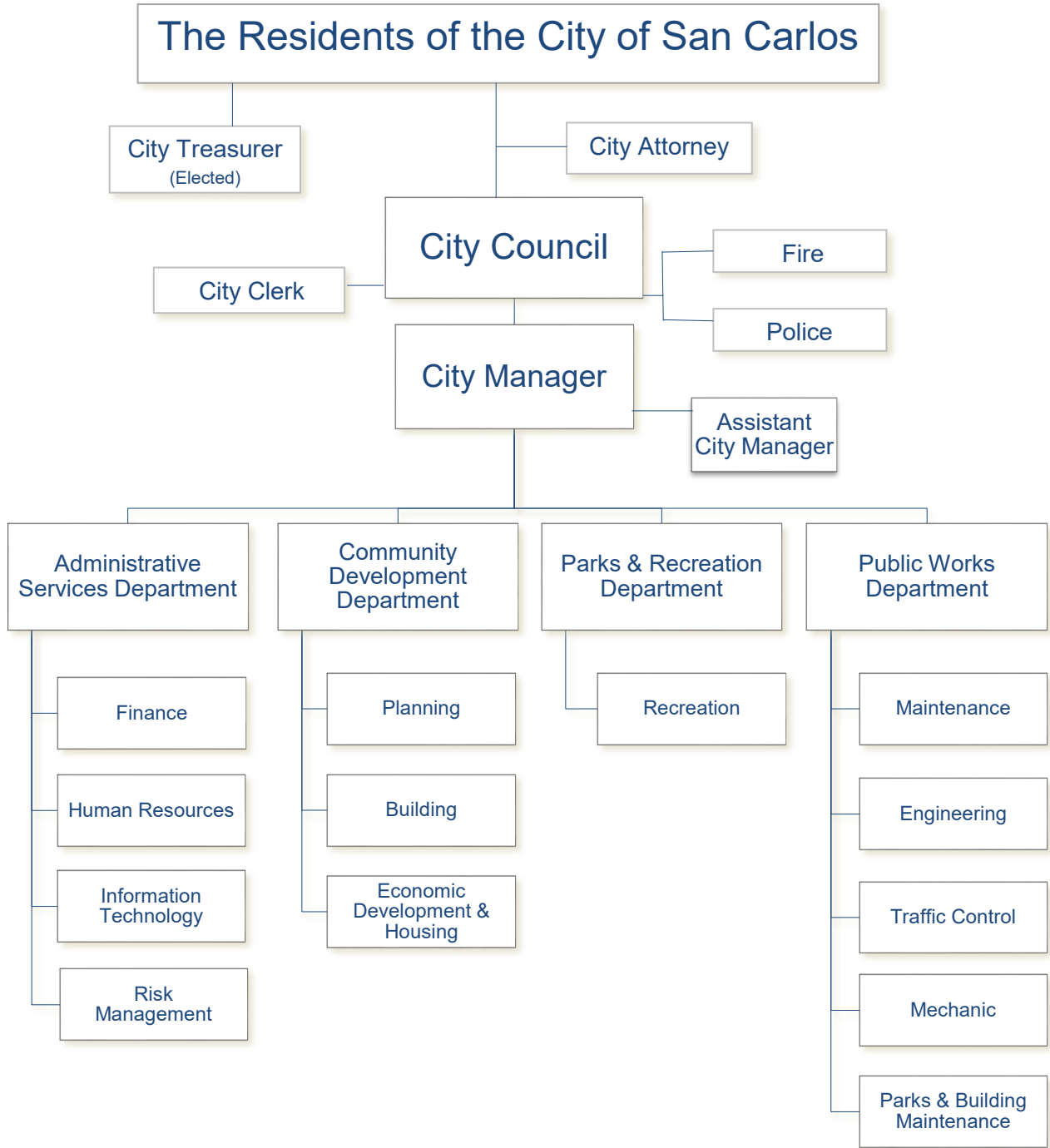


■ Parks and Recreation ■ Community Development ■ Public Works ■ General Government ■ Public Safety



CITYWIDE EXPENDITURES FY 2019-20 ADOPTED UPDATE (Funds are Reflected in Millions)







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
Black Mountain Project Subcommittee	Caltrain Board	Caltrain Modernization Working Group	Childcare Subcommittee	City County Association of Governments	City Selection Committee
Community Foundation Committee	Downtown & Parking Subcommittee	Economic Development Subcommittee	Emergency Services Council	Four Corners Working Group	Grand Boulevard Initiative
Harbor Industrial Association	Home for All	Housing Committee	Housing Endowment & Regional Trust Board	Industrial Arts Subcommittee	Kelly-Moore Subcommittee
L3 / Alexandria Subcommittee	League of California Cities	Library Governing Board JPA	Parks and Recreation Public Art Task Force	Peninsula Clean Energy JPA Board	Peninsula Congestion Relief Alliance
Pensions Subcommittee	Quality of Life Subcommittee	Recruitment and Retention Subcommittee	San Carlos Educational Foundation	San Mateo County Convention and Visitors Bureau	San Mateo County Council of Cities
	San Mateo County Transit (SAMTRANS) Board		Silicon Valley Clean Water		South Bayside Waste Management Authority



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
- Volunteer Coordination
- Community Engagement
- Green Program & Climate Protection

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
- Mailroom Management
- Public Records and Public Records Request Management
- Management of Commission Terms and Seats

E. CITY TREASURER

- Financial Review and Oversight

F. ADMINISTRATIVE SERVICES

Administration/Risk Management

- Leadership and Management
- Risk Management

Financial Services

Human Resources

Information Technology

PUBLIC SERVICES

G. COMMUNITY DEVELOPMENT SERVICES

Leadership and Management

Development and Permitting Services

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

Economic Development

Housing Compliance and Assistance

H. PARKS & RECREATION SERVICES

Leadership and Management

Athletics

Adult Services

Youth Development

Personal and Family Development

Special Community Events

I. POLICE SERVICES

Patrol Services

Investigations

Community Outreach

Traffic and Commerce

Parking Enforcement

Dispatch

J. FIRE SERVICE

Fire Suppression

Emergency Medical Service

Fire Prevention/Inspections

Public Assist Calls for Service

Rescue Response

Public Education/Community Outreach

K. PUBLIC WORKS SERVICES

Administration/Engineering

- Leadership and Management

- Sidewalks

- Traffic/Circulation/Transportation

- Parking

- Redevelopment and Permitting

- Capital Improvement Program

Facilities Maintenance

Fleet Maintenance

Parks Maintenance

Wastewater

Stormwater

Street Maintenance



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City Council





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CITY COUNCIL DEPARTMENT

Mission

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

Organization

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

Org Code

01101000

Dept #

1010

Description

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

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

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



CITY COUNCIL DEPARTMENT

Program Name	City Leadership			
Program Goals	The goal of the Council program is to provide leadership to the City organization to: deliver services to the community in a fiscally responsible and sustainable manner; protect the City's assets, resources and infrastructure; think strategically and plan for the future; maintain high ethical and professional standards; protect our environment; provide a safe, diverse, welcoming and engaged community; and support the well-being and development of City employees.			
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 • Serve the community through active engagement and leadership 			
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Established regulations for the sale of firearms and ammunition and the operation of indoor shooting ranges in San Carlos • Established development rules concerning single-family house size • Established regulations banning the sales of flavored tobacco products in San Carlos and banning smoking in multi-family housing • Encouraged the development of affordable housing • Provided regional leadership by financially supporting the Gun Buyback Program 			
FY 2019-20 Goals	<ul style="list-style-type: none"> • Provide leadership to develop new housing units to alleviate the affordable housing crisis • Improve the Downtown • Improve transportation and mobility in San Carlos 			
City Leadership Objective	<p>Legislation, policy and budget.</p> <p>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 39 regional boards. The City surveyed residents to gauge satisfaction with City services and found that 76% of residents reported that the City manages its finances well and 77% reported that they trust the City.</p>			
Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of boards and committees with City Council participation	39	39	42	42
% of residents who agree that the City is responsive to them*	N/A	76%	N/A	77%
% of residents satisfied with the City's efforts to provide municipal services*	N/A	87%	N/A	88%
% residents who indicate that they trust the city*	N/A	77%	N/A	78%

*Results from survey conducted first quarter 2018. Survey conducted every other year.



**CITY COUNCIL (01101000)
BUDGET SUMMARY**

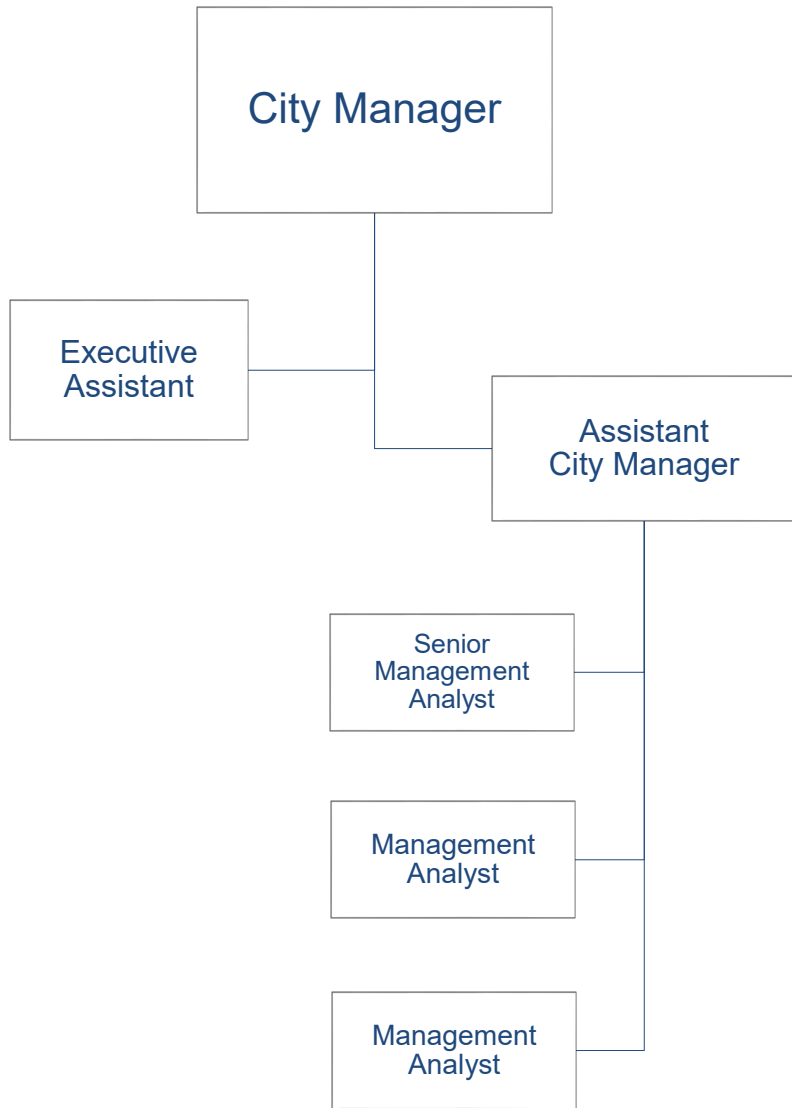
EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	18,000	26,000	26,000	33,500	33,500
BENEFITS	45,746	105,500	73,500	113,500	113,500
PERSONNEL TOTAL ---->	63,746	131,500	99,500	147,000	147,000
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	533	800	800	800	800
PROFESSIONAL SERVICES	56,115	64,900	64,900	65,200	65,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	34,401	38,500	38,500	39,200	39,200
COMMUNITY RELATIONS	41,300	96,160	96,160	40,000	40,000
LOW INCOME SUBSIDY	5,372	55,000	55,000	55,000	55,000
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	100	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	137,720	255,460	255,460	200,300	200,300
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	201,466	386,960	354,960	347,300	347,300
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	2,100	3,600	3,600	3,700	3,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	500	500	500	500	500
TRANSFER OUT TOTAL ---->	2,600	4,100	4,100	4,200	4,200
EXPENDITURES & TRANSFERS TOTAL ---->	204,066	391,060	359,060	351,500	351,500
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	2,000	-	1,000	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	2,000	-	1,000	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	17,400	17,700	17,700	18,100	18,100
ALLOCATIONS IN FROM NPDES	300	300	300	300	300
ALLOCATIONS IN FROM GAS TAX	1,600	1,600	1,600	1,600	1,600
ALLOCATIONS IN FROM WORK COMP	400	400	400	400	400
ALLOCATIONS IN FROM RISK MGT	1,600	800	800	800	800
TRANSFER AND ALLOCATIONS IN TOTAL ---->	21,300	20,800	20,800	21,200	21,200
REVENUE & TRANSFERS TOTAL ---->	23,300	20,800	21,800	21,200	21,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	180,766	370,260	337,260	330,300	330,300



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City Manager





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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 Executive Assistant

Org Code

01111000

Dept #

1110

Description

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

- Board of Directors of IEDA



CITY MANAGER DEPARTMENT

Program Name	Executive Management
Program Goals	<p>The first goal of the Executive Management program is to provide overall management of City operations, implement Council's strategic and policy directions and ensure effective, efficient and responsive services to the community in a financially sustainable manner.</p> <p>The second goal of the Executive Management program is related to Community Engagement. The goal is to reach out to the community on City-related matters that serve the community and to demonstrate transparency in the pursuit of civic governance. Includes managing media relations, the City's website, e-notify, videos, social media, the City newsletters and postcards, the City cable channels and billboards. Coordinate with community groups and volunteers so the community is well informed and engaged in events, services, proposed developments, projects and local issues and can provide input to the City.</p> <p>The third goal of the Executive Management program is related to Green Initiatives Programs & Climate Protection. The goal is to develop and manage projects and programs that comply with State regulations, address climate change and adaptation and attain the stated environmental goals of the City Council and community.</p>
Major Services	<ul style="list-style-type: none"> • Manage overall City operations, departments and programs • Provide Council support • Oversee community relations and engagement, public information, social media and website • Develop and manage the Council's strategic plan • Manage special projects and initiatives • Oversee the Climate Action Plan and sustainability programs
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Obtained outside funding for various projects, including two grants to mitigate vegetation to prevent wildfire • Hosted several community meetings, events and surveys to improve civic engagement • Expanded/improved outreach through community meetings, website, newsletters, notices and social media • Oversaw the Council's Strategic Plan, leading to successful completion of many objectives • Received a Beacon Platinum Award for Sustainability • Planned for strategic infrastructure improvement and maintenance • Educated the Council and community on workforce/BMR housing and changes in State law • Explored and implemented new regulations in the city, including firearms regulations, smoke-free multi-family housing and a flavored tobacco sales ban • Conducted a community characteristics survey of the city
FY 2019-20 Goals	<ul style="list-style-type: none"> • Support the City Council's Strategic Goals for Housing, Transportation and Mobility, and the Downtown • Continue to engage the community • Conduct a survey to gauge community satisfaction with the City • Begin work on a Climate Action Plan update



Management of City Operations Objective 1

Management of City departments, programs and contracts.

Results from the biannual community satisfaction survey conducted in 2018 reported high resident satisfaction with City services. We've continued efforts to maintain this high level of satisfaction in 2019.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
Community Satisfaction Survey Conducted*	No	Yes	No	Yes
% of residents satisfied with City services*	N/A	87%	N/A	88%

*Survey conducted every other year

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of citywide strategic plan tasks undertaken	63	57	37	40

Community Engagement Objective 3

Community Engagement.

The community survey in 2018 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 (1,375 in Fiscal Year 2017-18) 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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of residents who are satisfied with the City's communications efforts*	N/A	84%	N/A	85%
# of Facebook and Twitter Postings				
<i>Facebook</i>	466	449	450	450
<i>Twitter</i>	508	415	450	450
# of Facebook likes and Twitter followers				
<i>Facebook likes</i>	4,574	4,707	4,850	7,600
<i>Twitter followers</i>	7,100	7,348	7,500	7,600
# of City related Nextdoor Postings	122	107	120	140
# of Instagram followers	1,000	1,284	1,950	2,100
# eNotify Subscribers	13,550	13,640	13,660	13,675
# of eNotify subscription topics available	53	51	53	53
# of Shape San Carlos subscribers	1,200	1,846	1,900	2,000
# of Shape San Carlos topics posted	8	6	10	10
# of news releases sent	13	6	8	8
# of requests handled by Inform San Carlos	1,168	1,579	1,650	1,700
Average # of days to resolve requests	12.86	15.7	15	15

* Survey conducted on even numbered years

**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 is beginning on a CAP update.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of climate action items monitored	21	21	21	21
Residential Annual per Capita Disposal below State Target	Yes	Yes	Yes	Yes
Commercial Annual per Employee waste disposal below State targets	Yes	Yes	Yes	Yes

**Interdepartmental
and Interagency
Work
Objective 5**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of postings on green initiatives	132	125	150	150
% reduction in greenhouse gases community wide since 2005	15% as of 2020	15% as of 2020	15% as of 2020	15% as of 2020
% reduction in greenhouse gases by municipal government since 2005	15% as of 2020	15% as of 2020	15% as of 2020	15% as of 2020



**CITY MANAGER (01111000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	686,509	948,403	1,038,403	925,600	945,400
BENEFITS	392,760	526,400	454,700	565,400	532,000
PERSONNEL TOTAL ---->	1,079,269	1,474,803	1,493,103	1,491,000	1,477,400
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	4,641	7,600	7,600	7,700	7,700
PROFESSIONAL SERVICES	397,041	414,800	414,800	421,500	421,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	6,182	21,700	21,700	22,100	22,100
COMMUNITY RELATIONS	8,368	20,000	20,000	20,000	20,000
INSURANCE	-	-	-	-	-
VEHICLE USAGE	14	300	300	300	300
EQUIPMENT MAINTENANCE	-	500	500	500	500
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	416,246	464,900	464,900	472,100	472,100
CAPITAL OUTLAY	-	3,700	3,700	3,800	3,800
CAPITAL OUTLAY TOTAL ---->	-	3,700	3,700	3,800	3,800
EXPENDITURES TOTAL ---->	1,495,515	1,943,403	1,961,703	1,966,900	1,953,300
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,800	9,800	9,800	10,000	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,700	1,700	1,700
TRANSFER OUT TOTAL ---->	7,500	11,500	11,500	11,700	11,700
EXPENDITURES & TRANSFERS TOTAL ---->	1,503,015	1,954,903	1,973,203	1,978,600	1,965,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	149,280	192,200	140,000	193,500	138,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	149,280	192,200	140,000	193,500	138,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	160,200	163,400	163,400	166,700	166,700
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,200	7,300	7,300	7,400	7,400
ALLOCATIONS IN FROM WORK COMP	2,800	2,900	2,900	3,000	3,000
ALLOCATIONS IN FROM RISK MGT	10,100	5,300	5,300	5,500	5,500
TRANSFER AND ALLOCATIONS IN TOTAL ---->	181,600	180,200	180,200	183,900	183,900
REVENUE & TRANSFERS TOTAL ---->	330,880	372,400	320,200	377,400	321,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,172,135	1,582,503	1,653,003	1,601,200	1,643,100



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City Attorney





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CITY ATTORNEY DEPARTMENT

Mission

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

Organization

The Department is comprised of a City Attorney under contract by Gregory J. Rubens of the law firm of Aaronson, Dickerson, Cohn & Lanzone. Contract includes 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 also 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 or 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 and oversight 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 negotiation and development projects • Participating in litigation involving the City • Drafting ordinances and resolutions • Code enforcement • Public Records Act and Brown Act compliance • Election law
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Participated in completion of zoning amendments concerning house size • Worked with City Clerk and Administrative Services Director on successful Hotel and Cannabis Tax measures • Drafted Sidewalk Vendor Program ordinance • Drafted Updated Multi-Family Smoking and Flavored Tobacco Ban Ordinances • Worked with staff and outside Counsel to review and finalize Firearms Zoning and Permit Ordinances
FY 2019-20 Goals	<ul style="list-style-type: none"> • Monitor Smoking Ordinances • Monitor Firearms Ordinance implementation • Assist staff on Holly-101 Interchange project and other projects • Advise staff on development projects and proposals • Continue to advise City Council on relevant legal issues that may arise • Continue to keep Council advised on case law and impact of new laws, especially changes to housing laws <ul style="list-style-type: none"> • Study and report on online overnight rental ordinance • Advise on completion of Transit Village Project



General Legal Services, Litigation and Specialized Services
Objective

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

The City Attorney's performance measures are tracked to ensure success of the legal services provided from a budgetary standpoint. The measures inform the City Council on the impact of State law on the City Attorney budget (e.g. Public Records Act Requests) and encourage efficient use of resources under the City Attorney contract. For example, the measures track where the City Attorney's office handles matters in-house and where due to specialized knowledge or staffing needs, outside counsel is retained. By their nature, the performance measures cannot easily track were litigation was avoided or better than expected litigation settlements may have occurred.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of legal updates provided	2	2	2	2
\$ of contract counsel services monitored	\$17,351	\$80,158	\$95,000	\$60,000
Total \$ spent on code enforcement	\$40,000	\$38,903	\$40,000	\$45,000
Total # of code enforcement cases	25	64	65	65
# of cases handled in-house	25	64	65	65
# of cases settled	5	7	7	7
Hours spent on public information requests	114.75	234.41	115	115
Total \$ spent on public information requests	\$30,982	\$64,197	\$35,000	\$38,000



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	52,342	54,500	46,100	59,500	51,600
PERSONNEL TOTAL ---->	52,342	54,500	46,100	59,500	51,600
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	474,676	494,900	494,900	506,200	506,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	474,676	494,900	494,900	506,200	506,200
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	527,018	549,400	541,000	565,700	557,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	300	3,400	3,400	3,500	3,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600
TRANSFER OUT TOTAL ---->	900	4,000	4,000	4,100	4,100
EXPENDITURES & TRANSFERS TOTAL ---->	527,918	553,400	545,000	569,800	561,900
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	6,500	-	5,000	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	6,500	-	5,000	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	139,000	141,800	141,800	144,600	144,600
ALLOCATIONS IN FROM NPDES	2,400	2,400	2,400	2,400	2,400
ALLOCATIONS IN FROM GAS TAX	13,200	13,500	13,500	13,800	13,800
ALLOCATIONS IN FROM WORK COMP	4,500	4,600	4,600	4,700	4,700
ALLOCATIONS IN FROM RISK MGT	16,900	17,200	17,200	17,500	17,500
TRANSFER AND ALLOCATIONS IN TOTAL ---->	176,000	179,500	179,500	183,000	183,000
REVENUE & TRANSFERS TOTAL ---->	182,500	179,500	184,500	183,000	183,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	345,418	373,900	360,500	386,800	378,900



City Clerk / Community Relations





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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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Implemented an Electronic Content Management System and trained all users • Conducted a Municipal Election for three City Council seats and two ballot measures • Ensured City Officials' compliance with AB 1234 Ethics Requirement and Fair Political Practices Commission's Conflict of Interest Statements • Processed over 500 public records requests • Revised the Conflict of Interest Code • Coordinated 6 Commission recruitments and provided orientation to 13 newly appointed members. • Worked with all departments to update records retention schedule • Scheduled and coordinated 14 City booths at the Farmers Market • Conducted an RFP for cablecasting services and selected a vendor • Updated Commissioners' Handbook • Hosted San Mateo County Council of Cities meeting • Coordinated annual volunteer expo and volunteer recognition events
FY 2019-20 Goals	<ul style="list-style-type: none"> • Implement Electronic Filing System for Fair Political Practices Commission forms • Continue Records Management Scanning Project - Remove remaining boxes from third party off-site storage facility and begin scanning and indexing records stored at the City's records center



**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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of Regular meeting agendas published 3 days in advance of meeting	100%	100%	100%	100%
% of Council meeting videos posted within 24 hours of meeting	100%	100%	100%	100%
% of minutes approved within 3 regular meetings	100%	100%	100%	100%
# of agendas prepared	48	45	42	48
# of public meetings supported	43	42	40	45
# of resolutions processed	111	127	100	100
# of ordinances processed	15	9	15	15
# of proclamations prepared	39	28	35	35
# Board/Commission interviews prepared	4	5	6	1
# Commissioners orientated	8	8	13	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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 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 candidates assisted and oriented	0	6	0	3
# of measures on the ballot	0	2	0	0



**Records
Management
Objective 3**

Management of City records and public records requests.

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of Public Record Act requests responded to within legal time frames	100%	100%	100%	100%
# of public record requests responded to	450	499	525	525
# of long-term and permanent records (from stored boxes) added to City's electronic document management system	397	621	150	100
# of records boxes stored off-site	1,425	780	566	466



**CITY CLERK (01121000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	215,159	225,300	233,300	232,000	232,000
BENEFITS	129,200	142,100	129,300	152,600	140,200
PERSONNEL TOTAL ---->	344,359	367,400	362,600	384,600	372,200
UTILITIES	49	-	-	-	-
OFFICE ADMINISTRATIVE	41,049	94,200	56,000	96,100	96,100
PROFESSIONAL SERVICES	131,089	144,000	144,000	133,200	133,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	2,418	4,900	4,900	5,000	5,000
COMMUNITY RELATIONS	5,652	7,000	7,000	7,100	7,100
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	180,256	250,100	211,900	241,400	241,400
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	524,615	617,500	574,500	626,000	613,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,800	9,800	9,800	10,000	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,600	1,600	1,600	1,600	1,600
TRANSFER OUT TOTAL ---->	7,400	11,400	11,400	11,600	11,600
EXPENDITURES & TRANSFERS TOTAL ---->	532,015	628,900	585,900	637,600	625,200
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	4,900	1,000	1,000	1,000	1,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	4,900	1,000	1,000	1,000	1,000
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	75,300	76,800	76,800	78,300	78,300
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,000	7,100	7,100	7,200	7,200
ALLOCATIONS IN FROM WORK COMP	2,300	2,300	2,300	2,300	2,300
ALLOCATIONS IN FROM RISK MGT	9,300	6,500	6,500	6,700	6,700
TRANSFER AND ALLOCATIONS IN TOTAL ---->	95,200	94,000	94,000	95,800	95,800
REVENUE & TRANSFERS TOTAL ---->	100,100	95,000	95,000	96,800	96,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	431,914	533,900	490,900	540,800	528,400



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City Treasurer

City Treasurer
(Elected)



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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 2018-19 Accomplishments	<ul style="list-style-type: none"> Processed all lien release requests within 24 hours of request Received an investment earnings of \$1,177,914 for Fiscal Year (FY) 2018. The investments produced a weighted average yield of 1.40%, which exceeded the City's Investment Policy interest earnings benchmark by 1.39%. The FY 2019 weighted average yield for the investments is projected to be comparable to the benchmark Updated the City's Investment Policy Reviewed and approved payroll and vendor warrant requests
FY 2019-20 Goals	<ul style="list-style-type: none"> Process all lien release requests within 24 hours of request Keep professional development up to date on City Treasurer duties in collaboration with Finance Division: <ul style="list-style-type: none"> – Maintain and strengthen internal controls – Review and update City's Investment Policy – Review and approve payroll and vendor warrants

<i>Financial Review and Oversight</i> 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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of months investments met or exceeded investment benchmark	100%	100%	100%	100%
% of months meeting investment policy	100%	100%	100%	100%
Total investment earnings	\$639,356	\$1,177,914	\$1,500,000	\$1,500,000



**CITY TREASURER (01141000)
BUDGET SUMMARY**

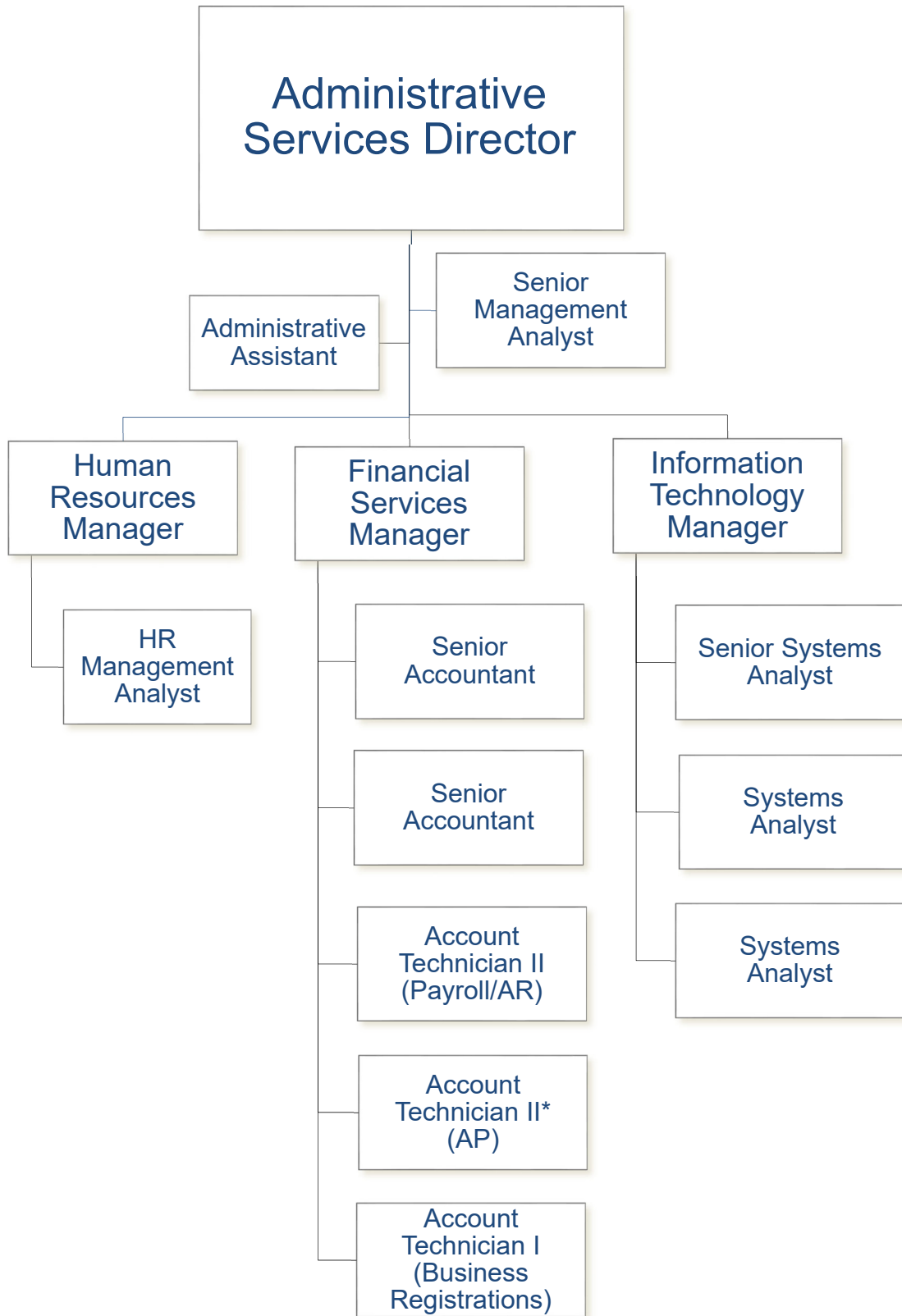
EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	750	5,200	5,200	6,700	6,700
BENEFITS	1,492	20,700	13,300	22,000	22,000
PERSONNEL TOTAL ---->	2,242	25,900	18,500	28,700	28,700
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	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	1,500	1,500	1,500
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	2,242	27,400	20,000	30,200	30,200
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,300	3,400	3,400	3,500	3,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600
TRANSFER OUT TOTAL ---->	3,900	4,000	4,000	4,100	4,100
EXPENDITURES & TRANSFERS TOTAL ---->	6,142	31,400	24,000	34,300	34,300
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	3,000	9,800	9,800	10,000	10,000
ALLOCATIONS IN FROM NPDES	150	200	200	200	200
ALLOCATIONS IN FROM GAS TAX	900	900	900	900	900
ALLOCATIONS IN FROM WORK COMP	75	100	100	100	100
ALLOCATIONS IN FROM RISK MGT	400	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	4,525	11,000	11,000	11,200	11,200
REVENUE & TRANSFERS TOTAL ---->	4,525	11,000	11,000	11,200	11,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,617	20,400	13,000	23,100	23,100



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Administrative Services



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ADMINISTRATIVE SERVICES DEPARTMENT

Mission

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

Organization

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

Org Code

01000000, 01210000-01213000, 32321000-35351000, 9393100

Dept #

2100-2130, 3210-3510, 9310

Description

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

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



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	1,698,689	1,849,200	1,799,200	1,906,400	1,906,400
BENEFITS	963,394	1,137,800	974,600	1,223,200	1,121,700
PERSONNEL TOTAL ---->	2,662,083	2,987,000	2,773,800	3,129,600	3,028,100
UTILITIES	87,899	111,200	90,000	113,400	113,400
OFFICE ADMINISTRATIVE	160,835	214,900	207,300	225,800	225,800
PROFESSIONAL SERVICES	724,424	828,600	788,700	845,600	845,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	38,330	107,100	95,500	108,900	108,900
COMMUNITY RELATIONS	6,661	10,300	10,300	10,500	10,500
INSURANCE	-	-	-	-	-
VEHICLE USAGE	137	1,900	1,400	1,900	1,900
EQUIPMENT MAINTENANCE	300,432	362,600	360,200	369,900	369,900
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,318,718	1,636,600	1,553,400	1,676,000	1,676,000
CAPITAL OUTLAY	21,394	30,500	30,500	31,100	31,100
CAPITAL OUTLAY TOTAL ---->	21,394	30,500	30,500	31,100	31,100
EXPENDITURES TOTAL ---->	4,002,196	4,654,100	4,357,700	4,836,700	4,735,200
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	22,500	37,900	37,900	38,600	38,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	36,000	36,700	36,700	37,400	37,400
TRANSFER OUT TOTAL ---->	58,500	74,600	74,600	76,000	76,000
EXPENDITURES & TRANSFERS TOTAL ---->	4,060,696	4,728,700	4,432,300	4,912,700	4,811,200
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	907,409	873,600	905,000	909,300	909,300
CHARGES FOR CURRENT SERVICES	2,050	-	700	-	-
FINES & FORFEITURES	225	100	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	330,914	238,400	357,600	244,500	197,400
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	461,678	211,100	450,000	215,300	215,300
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,702,276	1,323,200	1,713,400	1,369,200	1,322,100
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	865,000	878,000	878,000	895,500	895,500
ALLOCATIONS IN FROM NPDES	12,900	13,100	13,100	13,300	13,300
ALLOCATIONS IN FROM GAS TAX	68,500	69,900	69,900	71,300	71,300
ALLOCATIONS IN FROM WORK COMP	81,000	82,600	82,600	84,200	84,200
ALLOCATIONS IN FROM RISK MGT	185,400	99,100	99,100	100,900	100,900
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,212,800	1,142,700	1,142,700	1,165,200	1,165,200
REVENUE & TRANSFERS TOTAL ---->	2,915,076	2,465,900	2,856,100	2,534,400	2,487,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,145,620	2,262,800	1,576,200	2,378,300	2,323,900



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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Placed the transient occupancy and cannabis tax increase measures on the ballot • Re-negotiated the fire contract with City of Redwood City • Successfully transitioned from ABAG PLAN to PLAN JPA • Completed Bloodborne Pathogen Plan and trained impacted employees • Implemented online Safety Data Sheet database • Completed Surveillance Camera Policy • Produced Injury Illness Prevention Program and Driver Safety training videos • Hired new first aid vendors to maintain and inventory first aid cabinets throughout the City
FY 2019-20 Goals	<ul style="list-style-type: none"> • Develop and implement the City's cash-handling policy • Revise the Contract Guide and provide contract and purchasing training • Continue to manage the claims administration process for Workers' Compensation and General Liability claims and incidents



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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of board/committee meetings attended	4	5	13	14

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of employee safety incidents reported	6	11	6	6
# of safety inspections conducted	2	2	2	2
# of Workers' Compensation claims processed	3	6	4	4
Total injury days lost	23	22	156	150
Total Workers' Compensation premium paid	\$55,495	\$56,615	\$75,486	\$80,000
% of FTE's without any on the job injury	97%	94%	96%	96%
# of liability claims received	23	22	17	17
Total General Liability claims paid				
<i>Claims paid</i>	\$357,697	\$482,485.84	\$367,700	\$442,000
<i>Premium paid</i>	\$368,143	\$436,966.20	\$615,000	\$738,000
# of insurance policies handled	9	9	9	9
# of safety and risk management training sessions offered	33	22	34	35



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	406,118	417,800	412,800	431,100	431,100
BENEFITS	227,036	244,400	220,700	263,100	240,400
PERSONNEL TOTAL ---->	633,154	662,200	633,500	694,200	671,500
UTILITIES	-	400	-	400	400
OFFICE ADMINISTRATIVE	7,060	13,400	10,900	13,500	13,500
PROFESSIONAL SERVICES	19,632	23,700	23,700	24,300	24,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	5,006	14,600	9,800	14,800	14,800
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	64	1,000	500	1,000	1,000
EQUIPMENT MAINTENANCE	-	500	500	500	500
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	31,762	53,600	45,400	54,500	54,500
CAPITAL OUTLAY	-	9,500	9,500	9,700	9,700
CAPITAL OUTLAY TOTAL ---->	-	9,500	9,500	9,700	9,700
EXPENDITURES TOTAL ---->	664,916	725,300	688,400	758,400	735,700
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,300	5,500	5,500	5,600	5,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	30,100	30,700	30,700	31,300	31,300
TRANSFER OUT TOTAL ---->	33,400	36,200	36,200	36,900	36,900
EXPENDITURES & TRANSFERS TOTAL ---->	698,316	761,500	724,600	795,300	772,600
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
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	75,300	76,800	76,800	78,300	78,300
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,000	7,100	7,100	7,200	7,200
ALLOCATIONS IN FROM WORK COMP	56,100	57,200	57,200	58,300	58,300
ALLOCATIONS IN FROM RISK MGT	89,700	66,500	66,500	68,300	68,300
TRANSFER AND ALLOCATIONS IN TOTAL ---->	229,400	208,900	208,900	213,400	213,400
REVENUE & TRANSFERS TOTAL ---->	229,400	208,900	208,900	213,400	213,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	468,916	552,600	515,700	581,900	559,200



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	2,645	1,300	1,300	1,300	1,300
PROFESSIONAL SERVICES	44,822	74,100	74,100	75,600	75,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	75	4,700	4,700	4,800	4,800
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	919,452	993,700	993,700	1,013,600	1,013,600
VEHICLE USAGE	61	500	500	500	500
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	967,055	1,074,300	1,074,300	1,095,800	1,095,800
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	967,055	1,074,300	1,074,300	1,095,800	1,095,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	223,700	128,900	128,900	131,400	131,400
TRANSFER OUT TOTAL ---->	223,700	128,900	128,900	131,400	131,400
EXPENDITURES & TRANSFERS TOTAL ---->	1,190,755	1,203,200	1,203,200	1,227,200	1,227,200
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	35,224	38,000	38,000	38,700	38,700
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	12,741	-	5,200	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	47,965	38,000	43,200	38,700	38,700
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	270,900	276,100	276,100	281,400	281,400
ALLOCATIONS IN FROM SEWER	750,900	765,900	765,900	781,200	781,200
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	121,400	123,800	123,800	126,300	126,300
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,143,200	1,165,800	1,165,800	1,188,900	1,188,900
REVENUE & TRANSFERS TOTAL ---->	1,191,165	1,203,800	1,209,000	1,227,600	1,227,600
GENERAL LIABILITY NET EXPENSE (REVENUE) ---->	(410)	(600)	(5,800)	(400)	(400)



**WORKERS COMPENSATION FUND (32321000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	100	100	100	100
PROFESSIONAL SERVICES	1,276	16,500	16,500	16,800	16,800
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	92,409	180,400	180,400	184,000	184,000
VEHICLE USAGE	-	100	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	93,685	197,100	197,100	201,000	201,000
CAPITAL OUTLAY	-	1,000	1,000	1,000	1,000
CAPITAL OUTLAY TOTAL ---->	-	1,000	1,000	1,000	1,000
EXPENDITURES TOTAL ---->	93,685	198,100	198,100	202,000	202,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	91,075	92,900	92,900	94,700	94,700
TRANSFER OUT TOTAL ---->	91,075	92,900	92,900	94,700	94,700
EXPENDITURES & TRANSFERS TOTAL ---->	184,760	291,000	291,000	296,700	296,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	7,803	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	4,958	-	2,400	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	12,761	-	2,400	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	128,500	217,600	217,600	221,900	221,900
ALLOCATIONS IN FROM SEWER	43,600	73,800	73,800	75,300	75,300
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	172,100	291,400	291,400	297,200	297,200
REVENUE & TRANSFERS TOTAL ---->	184,861	291,400	293,800	297,200	297,200
WORKERS COMP FUND NET EXPENSE (REVENUE) ---->	(101)	(400)	(2,800)	(500)	(500)



**POST-EMPLOYMENT BENEFITS FUND (35310000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	877,000	873,000	873,000	907,100	907,100
PERSONNEL TOTAL ---->	877,000	873,000	873,000	907,100	907,100
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 ---->	877,000	873,000	873,000	907,100	907,100
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	877,000	873,000	873,000	907,100	907,100
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	928,400	873,000	873,000	907,100	907,100
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	3,944	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	932,344	873,000	873,000	907,100	907,100
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 ---->	932,344	873,000	873,000	907,100	907,100
POST-EMPLOYMENT BENEFITS NET EXPENSE (REVENUE) ---->	(55,344)	-	-	-	-



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	7,000,000	-	-	-	-
PERSONNEL TOTAL ---->	7,000,000	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	3,200	3,200	3,300	3,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	120,000	87,500	287,500	350,000
LOAN ABATEMENT	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	123,200	90,700	290,800	353,300
CAPITAL OUTLAY	-	566,900	566,900	68,200	68,200
CAPITAL OUTLAY TOTAL ---->	-	566,900	566,900	68,200	68,200
EXPENDITURES TOTAL ---->	7,000,000	690,100	657,600	359,000	421,500
TRANSFERS OUT	8,129,000	2,260,000	2,260,000	1,024,300	1,024,300
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	8,129,000	2,260,000	2,260,000	1,024,300	1,024,300
EXPENDITURES & TRANSFERS TOTAL ---->	15,129,000	2,950,100	2,917,600	1,383,300	1,445,800
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	6,449	10,800	10,800	11,000	11,000
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	5,484,236	-	5,000	-	-
OTHER TAX	1,929,854	1,945,900	1,916,000	1,983,900	1,983,900
PROPERTY TAX	11,875,827	11,488,300	11,988,300	11,691,000	12,191,000
SALES TAX	11,841,587	11,043,100	11,377,000	11,276,900	11,430,000
TRANSIENT OCCUPANCY TAX	1,655,658	2,595,900	3,000,000	2,645,800	3,200,000
USE OF MONEY & PROPERTY	1,416,325	2,286,600	1,673,200	2,321,100	1,895,200
PAMF PROJECT	748,872	767,500	767,500	786,700	786,700
VEHICLE IN LIEU	3,202,810	3,300,000	3,500,000	3,500,000	3,700,000
REVENUE TOTAL ---->	38,161,618	33,438,100	34,237,800	34,216,400	35,197,800
GENERAL TRANSFERS IN	585,400	597,100	597,100	609,000	609,000
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 ---->	585,400	597,100	597,100	609,000	609,000
REVENUE & TRANSFERS TOTAL ---->	38,747,018	34,035,200	34,834,900	34,825,400	35,806,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	(23,618,018)	(31,085,100)	(31,917,300)	(33,442,100)	(34,361,000)



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
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	227,869	955,000	955,000	405,000	405,000
CAPITAL OUTLAY TOTAL ---->	227,869	955,000	955,000	405,000	405,000
EXPENDITURES TOTAL ---->	227,869	955,000	955,000	405,000	405,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	227,869	955,000	955,000	405,000	405,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
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	300,000	431,000	431,000	437,100	437,100
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 ---->	300,000	431,000	431,000	437,100	437,100
REVENUE & TRANSFERS TOTAL ---->	300,000	431,000	431,000	437,100	437,100
EQUIPMENT FUND NET EXPENSE (REVENUE) ---->	(72,131)	524,000	524,000	(32,100)	(32,100)



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
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	98,019	193,100	193,100	197,000	197,000
CAPITAL OUTLAY TOTAL ---->	98,019	193,100	193,100	197,000	197,000
EXPENDITURES TOTAL ---->	98,019	193,100	193,100	197,000	197,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	98,019	193,100	193,100	197,000	197,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	-	-	-	-
GENERAL TRANSFERS IN	204,000	204,000	204,000	212,200	212,200
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	204,000	204,000	204,000	212,200	212,200
REVENUE & TRANSFERS TOTAL ---->	204,000	204,000	204,000	212,200	212,200
TECHNOLOGY FUND NET EXPENSE (REVENUE) ---->	(105,981)	(10,900)	(10,900)	(15,200)	(15,200)



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	356,760	373,500	373,500	394,400	394,400
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	356,760	373,500	373,500	394,400	394,400
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	356,760	373,500	373,500	394,400	394,400
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	356,760	373,500	373,500	394,400	394,400
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	444,224	374,700	374,700	395,900	395,900
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	9,898	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	454,122	374,700	374,700	395,900	395,900
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	454,122	374,700	374,700	395,900	395,900
SC LIBRARY DEBT FUND NET EXPENSE (REVENUE) ---->	(97,362)	(1,200)	(1,200)	(1,500)	(1,500)



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ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Financial Services
Program Goals	The goal of the Finance Services program is to provide timely and accurate financial services that effectively protect and maximize the use of City resources for the good of the community.
Organization	6 FTEs: Financial Services Manager, 2 Senior Accountants, 3 Accounting Technicians
Major Services	<ul style="list-style-type: none"> • Financial Planning/Budgeting • Accountability and Financial Reporting • Audit Management • Disbursements • Payroll • Business Registration • Banking/Cashiering/Revenue Management • Investment Management • Financial Services Provider for City/County Association of Governments (C/CAG) and the Peninsula Traffic Congestion Relief Alliance (Commute.org)
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Upgraded Munis, the City's financial software program, for the City's General Ledger System • Implemented the tax rate increase in the City's receipt of Transient Occupancy Taxes • Issued a Request For Proposals (RFP) for Banking Services • Adopted a Debt Procedure Policy for the City • Participated in the Water Infrastructure Finance and Innovation Act (WIFIA) Financing for Silicon Valley Clean Water Authority • Received the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation award for the two-year operating and capital budget
FY 2019-20 Goals	<ul style="list-style-type: none"> • Explore options for a new Fixed Asset and Capital Tracking System • Explore options for a new Contracts Management System for tracking spending on contracts • Update cash-handling procedures and provide training • Implement the requisition routing and review workflow in the General Ledger System



Financial Services Objective 1

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

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
GFOA Distinguished Budget Presentation*	N/A	Yes	N/A	Yes
GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
# of journal entries processed	590	531	550	570
AA+ or higher Bond Rating	Yes	Yes	Yes	Yes
# of vendor payments processed	4,349	4,498	4,600	4,700
# of invoices/bills sent	1,426	1,052	1,100	1,050
# of cash receipts processed	5,499	5,702	5,870	5,950
% of outstanding receivables collected within 90 days	84%	86%	88%	90%
% of months investments met or exceeded investment benchmark	100%	100%	100%	100%
% of months meeting investment policy	100%	100%	100%	100%
# of active business registrants	2,817	2,896	2,900	2,920
% of residents perceived the City manages its finances well**	N/A	76%	N/A	80%

*Measured biennially

**Survey conducted every other year



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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of journal entries processed	196	198	205	55
# of vendor payments processed	893	1,197	1,235	690
# of invoices/bills sent	116	78	80	58
# of cash receipts processed	249	495	510	450
% of outstanding receivables collected within 90 days	100%	100%	100%	100%
% of months investments met or exceeded investment benchmark	100%	100%	100%	100%
% of months met investment policy	100%	100%	100%	100%



**FINANCIAL SERVICES (01211000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	563,909	637,500	600,000	656,700	656,700
BENEFITS	340,439	412,200	363,600	442,700	407,500
PERSONNEL TOTAL ---->	904,348	1,049,700	963,600	1,099,400	1,064,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	141,446	180,400	180,400	190,800	190,800
PROFESSIONAL SERVICES	435,952	440,000	440,000	448,800	448,800
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	2,012	9,400	9,400	9,500	9,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	73	200	200	200	200
EQUIPMENT MAINTENANCE	19	1,100	1,100	1,100	1,100
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	579,501	631,100	631,100	650,400	650,400
CAPITAL OUTLAY	1,184	1,200	1,200	1,200	1,200
CAPITAL OUTLAY TOTAL ---->	1,184	1,200	1,200	1,200	1,200
EXPENDITURES TOTAL ---->	1,485,032	1,682,000	1,595,900	1,751,000	1,715,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	11,600	19,600	19,600	20,000	20,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,700	3,800	3,800	3,900	3,900
TRANSFER OUT TOTAL ---->	15,300	23,400	23,400	23,900	23,900
EXPENDITURES & TRANSFERS TOTAL ---->	1,500,332	1,705,400	1,619,300	1,774,900	1,739,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	907,409	873,600	905,000	909,300	909,300
CHARGES FOR CURRENT SERVICES	2,050	-	700	-	-
FINES & FORFEITURES	225	100	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	330,803	238,400	357,600	244,500	197,400
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	461,678	211,100	450,000	215,300	215,300
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,702,166	1,323,200	1,713,400	1,369,200	1,322,100
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	360,200	363,100	363,100	370,400	370,400
ALLOCATIONS IN FROM NPDES	6,300	6,400	6,400	6,500	6,500
ALLOCATIONS IN FROM GAS TAX	33,600	34,300	34,300	35,000	35,000
ALLOCATIONS IN FROM WORK COMP	14,900	15,200	15,200	15,500	15,500
ALLOCATIONS IN FROM RISK MGT	57,300	23,400	23,400	22,600	22,600
TRANSFER AND ALLOCATIONS IN TOTAL ---->	472,300	442,400	442,400	450,000	450,000
REVENUE & TRANSFERS TOTAL ---->	2,174,466	1,765,600	2,155,800	1,819,200	1,772,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	(674,133)	(60,200)	(536,500)	(44,300)	(32,400)



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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Successfully negotiated and implemented a new AFSCME MOU • Offered an anti-harassment and anti-bullying training course in which all full-time employees participated • Updated the part-time salary compensation to keep up with California minimum wage increases • Created a 2019 Benefit Guide for employee education and publication
FY 2019-20 Goals	<ul style="list-style-type: none"> • Offer our bi-annual anti-harassment training workshop for all employees • Support upcoming labor negotiations



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.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of employees served	124	123	124	134
<i>Full time employees</i>	79	80	85	83
<i>Part time employees</i>	45	43	39	51
# of recruitments processed	27	16	22	30
# of applications processed	902	432	600	990
# of new hires	43	29	25	34
<i>Full time employees</i>	11	10	16	12
<i>Part time employees</i>	32	19	9	22
# of trainings offered	107	110	112	113
employees supported per HR FTE	62	61.5	62	67



**HUMAN RESOURCES (01212000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	265,274	275,900	275,900	285,100	285,100
BENEFITS	139,321	163,800	132,800	176,200	161,200
PERSONNEL TOTAL ---->	404,595	439,700	408,700	461,300	446,300
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	6,010	15,100	10,000	15,400	15,400
PROFESSIONAL SERVICES	99,574	147,500	125,000	150,500	150,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	11,097	48,800	43,900	49,800	49,800
COMMUNITY RELATIONS	6,661	10,300	10,300	10,500	10,500
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	500	500	500	500
EQUIPMENT MAINTENANCE	-	3,900	1,500	4,000	4,000
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	123,342	226,100	191,200	230,700	230,700
CAPITAL OUTLAY	-	8,500	8,500	8,700	8,700
CAPITAL OUTLAY TOTAL ---->	-	8,500	8,500	8,700	8,700
EXPENDITURES TOTAL ---->	527,937	674,300	608,400	700,700	685,700
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,800	6,400	6,400	6,500	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,100	1,100	1,100
TRANSFER OUT TOTAL ---->	4,900	7,500	7,500	7,600	7,600
EXPENDITURES & TRANSFERS TOTAL ---->	532,837	681,800	615,900	708,300	693,300
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	93	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	93	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	133,100	135,800	135,800	138,500	138,500
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	133,100	135,800	135,800	138,500	138,500
REVENUE & TRANSFERS TOTAL ---->	133,193	135,800	135,800	138,500	138,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	399,644	546,000	480,100	569,800	554,800



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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Next generation firewall upgrade project • Youth Center cabling and audio upgrade • Multifunction printer (copier) replacement and printer refresh • Upgrade IT equipment in Emergency Operations Center (EOC)
FY 2019-20 Goals	<ul style="list-style-type: none"> • Technology Replacement (printers, copiers and PCs) • Storage appliance and server upgrade and replacement • Enterprise application upgrades (Munis, Lucity, Trakit) • Introduce workflow for Munis and OnBase



**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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of mobile devices supported	79	85	90	90
# of computers supported	153	159	155	155
# of telephone users supported	188	190	190	190
# of hours of City cable Channel 27 programming supported	24/7	24/7	24/7	24/7
Uptime of mobile devices	99.99%	99.999%	99.999%	99.999%
Uptime of land lines	99.00%	99.999%	99.999%	99.999%
Uptime of scheduled television service	99%	99.99%	99.99%	99.99%
# of upgrades implemented	30	28	30	30
# of support requests received	3,884	1,882	2,000	2,000
# of new technologies implemented	15	12	15	15
Median first reply time to tickets (in hours)	4.1	2.1	4.0	4.0
Median time to resolve tickets (in hours)	26.3	25.2	24	24
% of users who rate helpfulness of desktop services as good	99.9%	99.5%	99.5%	99.5%
Uptime of servers and infrastructure	99.90%	99.99%	99.99%	99.99%
% of intrusions detected	0%	0%	0%	0%
Uptime of critical applications	99.90%	99.99%	99.99%	99.99%

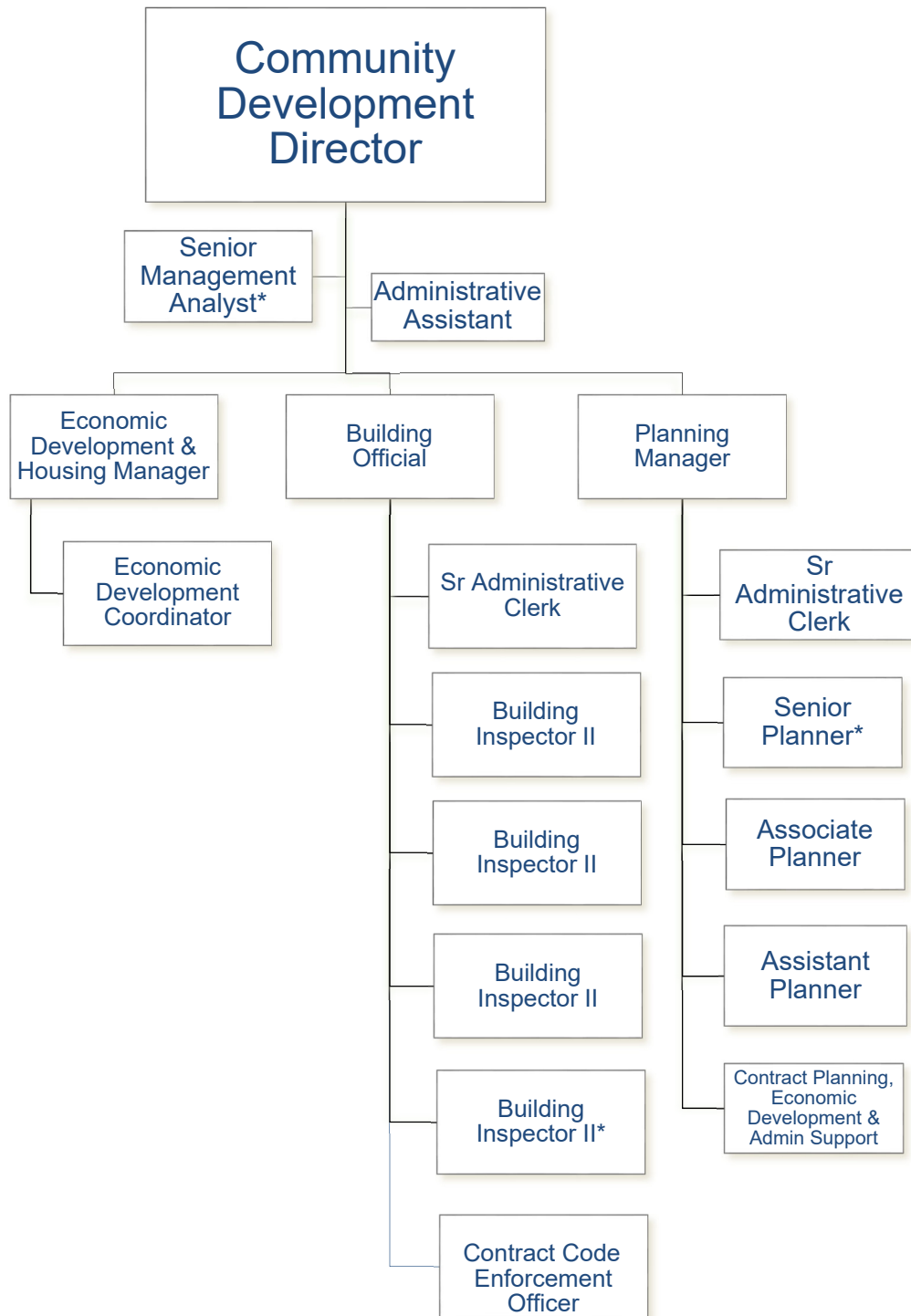


**INFORMATION TECHNOLOGY (01213000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	463,389	518,000	510,500	533,500	533,500
BENEFITS	256,598	317,400	257,500	341,200	312,600
PERSONNEL TOTAL ---->	719,986	835,400	768,000	874,700	846,100
UTILITIES	87,899	110,800	90,000	113,000	113,000
OFFICE ADMINISTRATIVE	6,319	6,000	6,000	6,100	6,100
PROFESSIONAL SERVICES	169,266	217,400	200,000	222,000	222,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	20,216	34,300	32,400	34,800	34,800
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	200	200	200	200
EQUIPMENT MAINTENANCE	300,413	357,100	357,100	364,300	364,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	584,113	725,800	685,700	740,400	740,400
CAPITAL OUTLAY	20,211	11,300	11,300	11,500	11,500
CAPITAL OUTLAY TOTAL ---->	20,211	11,300	11,300	11,500	11,500
EXPENDITURES TOTAL ---->	1,324,310	1,572,500	1,465,000	1,626,600	1,598,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,800	6,400	6,400	6,500	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,100	1,100	1,100
TRANSFER OUT TOTAL ---->	4,900	7,500	7,500	7,600	7,600
EXPENDITURES & TRANSFERS TOTAL ---->	1,329,210	1,580,000	1,472,500	1,634,200	1,605,600
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	18	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	18	-	-	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	296,400	302,300	302,300	308,300	308,300
ALLOCATIONS IN FROM NPDES	5,300	5,400	5,400	5,500	5,500
ALLOCATIONS IN FROM GAS TAX	27,900	28,500	28,500	29,100	29,100
ALLOCATIONS IN FROM WORK COMP	10,000	10,200	10,200	10,400	10,400
ALLOCATIONS IN FROM RISK MGT	38,400	9,200	9,200	10,000	10,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	378,000	355,600	355,600	363,300	363,300
REVENUE & TRANSFERS TOTAL ---->	378,018	355,600	355,600	363,300	363,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	951,193	1,224,400	1,116,900	1,270,900	1,242,300



Community Development





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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, 0164000, 01640033, 29291000, 31313000

Dept #

1810, 1910, 2910, 3130, 6400

Description

Under the direction of the Community Development Director, the Community Development Department consists of 16 full-time regular employees, 2.5 FTEs equivalent of 1 part-time and 2 full-time contractors and 1 FTE Code Enforcement contractor in four divisions.

Program	Management
Leadership and Management (2.8 FTEs/contractors)	Community Development Director
Development and Permitting, Key Development Project Facilitation, Code Enforcement, Long Range Planning and Code Enforcement (14.5 FTEs/contractors)	Community Development Director Planning Manager Building Official
Economic Development (1.2 FTE)	Economic Development & Housing Manager
Housing Compliance and Assistance (1.2 FTE)	Economic Development & Housing Manager



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	1,513,145	1,963,000	1,742,600	2,022,300	2,022,300
BENEFITS	892,261	1,209,600	1,016,900	1,301,000	1,199,900
PERSONNEL TOTAL ---->	2,405,405	3,172,600	2,759,500	3,323,300	3,222,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	65,403	78,400	78,400	80,000	80,000
PROFESSIONAL SERVICES	1,877,135	2,974,800	2,974,800	2,304,400	2,419,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	47,539	65,000	65,000	66,100	66,100
COMMUNITY RELATIONS	2,883	9,400	9,400	9,500	9,500
INSURANCE	-	-	-	-	-
VEHICLE USAGE	191	800	800	800	800
EQUIPMENT MAINTENANCE	1,500	3,400	3,400	3,500	3,500
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,994,651	3,131,800	3,131,800	2,464,300	2,579,300
CAPITAL OUTLAY	1,222	2,100	2,100	2,100	2,100
CAPITAL PROJECTS	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	1,222	2,100	2,100	2,100	2,100
EXPENDITURES TOTAL ---->	4,401,278	6,306,500	5,893,400	5,789,700	5,803,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	23,100	39,100	39,100	39,900	39,900
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	36,200	36,900	36,900	37,600	37,600
TRANSFER OUT TOTAL ---->	59,300	76,000	76,000	77,500	77,500
EXPENDITURES & TRANSFERS TOTAL ---->	4,460,578	6,382,500	5,969,400	5,867,200	5,881,100
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,906,900	2,276,100	2,276,100	1,855,800	1,855,800
FINES & FORFEITURES	1,600	1,100	1,100	1,100	1,100
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	2,093,646	1,522,500	1,499,200	1,297,800	1,297,800
OTHER REVENUE	73,304	26,000	51,000	26,200	26,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	4,075,450	3,825,700	3,827,400	3,180,900	3,180,900
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	-	-	-	-	-
ALLOCATIONS IN FROM HOUSING	47,000	48,000	48,000	49,000	49,000
TRANSFER AND ALLOCATIONS IN TOTAL ---->	47,000	48,000	48,000	49,000	49,000
REVENUE & TRANSFERS TOTAL ---->	4,122,450	3,873,700	3,875,400	3,229,900	3,229,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	338,128	2,508,800	2,094,000	2,637,300	2,651,200



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, Economic Development & Housing Manager, Economic Development Coordinator, Building Official, Administrative Assistant
Major Services	<ul style="list-style-type: none"> • Manage development in the city • Enhance and protect the quality of life • Secure economic vitality and housing stock • Provide staff to numerous committees and the Planning Commission • Manage Divisions <ul style="list-style-type: none"> – Planning – Building – Economic Development & Housing
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Hired a licensed architect to serve as an RDRC member • Provided orientation to three new members to serve on the Planning Commission • Interviewed and hired three new staff members: Management Analyst, Assistant and Associate Planners • Completed public review and Council adoption of the new RS-6 Single-Family Development Standards • Opened the Wheeler Plaza Parking Garage for public use • Completed extension of the PAMF Planned Development Permit and obtained additional community benefits including \$2 million early payment for Below Market Rate Housing and \$500,000 for the Highway 101 Pedestrian Bridge • Selected partner charities Housing for development of the 817 Walnut 24-Unit Affordable Housing Project • Prepared the Council-adopted policy for the Below Market Housing (BMR) waitlist and a new web-based portal allowing online registration and increased awareness of housing options • Developed the Council adopted ordinance and regulatory framework for cannabis-related uses • Spearheaded a study to prioritize strategies to address the citywide shortage of child care facilities • Completed the Council adopted the Downtown Parking Management Plan • Completed Council review and adoption of two electronic billboard leases

**FY 2019-20 Goals**

- Core downtown building height zoning review
- Single-family house design guidelines
- Outdoor dining parklet program review
- Autonomous vehicles zoning review
- Daycare zoning review
- Accessory Dwelling Unit (ADU) regulations review
- Citywide Bicycle and Pedestrian Master Plan
- General Plan Environmental Impact Report (EIR) traffic update
- BMR Ordinance review
- Citywide wayfinding plan completion
- Future development parking requirements
- Williams Plaza improvement concepts
- 817 Walnut Street affordable housing project
- Cherry / El Camino Real downtown parking concept

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, RDRC, Zoning Administrator, Successor Agency, EDAC 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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of regional planning initiatives staffed	6	6	6	6
# of intergovernmental meetings attended	15	15	15	15
# of City Council, Commission and Subcommittee meetings staffed:				
<i>City Council</i>	25	25	25	25
<i>Planning Commission</i>	18	18	20	20
<i>Residential Design Review Committee (RDRC)</i>	18	12	20	20
<i>Zoning Administrator</i>	2	4	3	3
<i>Economic Development Advisory Commission</i>	10	10	10	10
<i>Transportation and Circulation Commission</i>	1	1	2	2
<i>City Council Subcommittees</i>	4	8	10	10
# of meetings attended to address the community regarding projects, City policy and to provide education/information	7	10	10	10



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	284,431	413,500	362,400	426,700	426,700
BENEFITS	168,127	242,600	201,200	261,100	245,100
PERSONNEL TOTAL ---->	452,558	656,100	563,600	687,800	671,800
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	37,425	43,100	43,100	44,000	44,000
PROFESSIONAL SERVICES	19,271	31,800	31,800	32,400	32,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	5,450	12,500	12,500	12,800	12,800
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	200	200	200	200
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	62,146	87,600	87,600	89,400	89,400
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	514,704	743,700	651,200	777,200	761,200
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,800	6,400	6,400	6,500	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	30,100	30,700	30,700	31,300	31,300
TRANSFER OUT TOTAL ---->	33,900	37,100	37,100	37,800	37,800
EXPENDITURES & TRANSFERS TOTAL ---->	548,604	780,800	688,300	815,000	799,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	23,825	-	12,500	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	23,825	-	12,500	-	-
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 ---->	23,825	-	12,500	-	-
GENERAL FUND NET EXPENSE (REVENUE) ---->	524,779	780,800	675,800	815,000	799,000



COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Development and Permitting Services, Key Development Project Facilitation, Code Enforcement and Long Range Planning
Program Goals	<p>The goal of the Development and Permitting Services, Key Development Project Facilitation, Code Enforcement and Long Range Planning program is to assist customers with the permitting process and procedures, review applications for compliance with local regulations and policies, federal and state laws and codes to ensure a well-planned and safe community for the residents and businesses of San Carlos. In addition, this program ensures long range plans and policies reflect the goals and vision of the City and satisfy and comply with state law. This includes updates to the General Plan and Zoning Ordinance. Key Development Project Facilitation is also included within the program to ensure high profile projects are of quality design, meet City objectives, are appropriate, are feasible and are of fiscal and economic benefit for the community.</p>
Organization	<p>13.8 FTEs: Community Development Director, Planning Manager, Senior Planner, Associate Planner, Assistant Planner, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, Building Official, Building Inspectors, Senior Administrative Clerk and Contractors, including San Mateo County Code Enforcement Officer</p>
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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Increased Code Enforcement hours from 20 hours / week to 40 hours / week. • Improved response time to code enforcement complaints and increased Code Enforcement Officer's availability for phone calls and meetings • Issued Temporary Certificate of Occupancy (TCO)'s for San Carlos Transit Village, Landmark Hotel, Wheeler Plaza Parking Garage, and Primo Honda • Completed the single-family house size study and adopted a new maximum floor area and other code revisions to the RS-6 Zoning District • Planning Division reviewed 500 planning applications • Entitled 817 Walnut, a 24-Unit 100% affordable housing development • Reviewed 14 development applications, totaling 105 new units • Updated Wireless Telecommunications Ordinance



FY 2019-20 Goals

- Improve response time to inquiries and time to respond and resolve code enforcement cases
- Reduce timeline for code enforcement cases requiring abatement
- Implement more effective program to address vacant, unmaintained residences
- Update the Transportation Demand Management (TDM) Ordinance
- Update the Zoning Ordinance to modify Large Family Day Care permitting requests
- Entitle another new hotel, Landmark Phase II
- Entitle Alexandria new R&D and biotech campus at the former L3 site
- Ensure comprehensive community outreach program for Black Mountain residential project
- Update the Accessory Dwelling Unit (ADU) Ordinance to comply with State law
- Begin evaluating existing zoning to incentivize housing in areas already zoned to allow housing
- Prepare targeted materials to highlight the City's affordable housing programs and incentives



**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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of development-related inquires received and addressed (email, phone, public counter, face-to-face meetings)	2,675	2,164	2,219	2,353
# of planning applications reviewed	251	629	501	460
<i>Appeals</i>	0	0	2	0
<i>Design Review - Single Family</i>	104	93	56	84
<i>Design Review - Other</i>	26	17	20	21
<i>Zoning Amendment/Annexation</i>	0	2	1	1
<i>Minor Use Permits</i>	4	5	4	4
<i>Conditional Use Permits - Planning Commission</i>	10	5	2	6
<i>Grading and Dirt Haul</i>	4	1	1	2
<i>Variances</i>	1	0	1	1
<i>Subdivisions</i>	7	2	8	6
<i>Special Events</i>	7	2	3	4
<i>Pre-applications</i>	19	6	4	10
<i>Zoning Affidavits</i>	16	9	4	10
<i>Tree Removal Permits</i>	124	116	102	114
<i>Business Registrations</i>	215	267	211	231
<i>Signs</i>	23	58	56	46
# of building permits issued	1,348	1,622	1,600	1,600
# inspections conducted	5,578	7,232	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	75%	60%	60%	60%
% of building plans reviewed by outside plan check consultant	25%	40%	40%	40%
# of over-the-counter permits issued online	5	10	50	75
# of over-the-counter permits issued at counter	413	400	375	350



**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 2017 Actuals show the volume and turn-around time within the current 20-hour Code Enforcement agreement with San Mateo County. Fiscal Year 2018, 2019 and 2020 projections show an anticipated increase in case volume and turn-around times with an increase in Code Enforcement of 5 to 40 hours per week. The 2018-20 projections reflect significantly improved customer service and response times to emails, phone calls and meeting availability.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of enforcement hours provided	1,053	1580	2106	2106
# of cases resolved	143	72	130	130
# of cases opened	149	103	130	130
# of appeals processed	1	0	1	1
# of cases requiring abatement	2	0	1	1
# of days to respond to phone calls and emails	5 to 7	1 to 2	1 to 2	1 to 2
# of days to respond to notice of violation and citation inquiries	5 to 7	1 to 2	1 to 2	1 to 2
# of months to resolve cases that require abatement	6 to 18	N/A	3 to 6	3 to 6
# of days available to offer meetings with officer	1 to 2	4	4	4

**Building Division
Code Enforcement
Objective 3**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# inspections performed per year	225	210	225	225
% 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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of projects facilitated	4	5	6	5
# of public hearings	6	3	3	4
# of key projects and initiatives completed	4	2	2	3
# of neighborhood/community meetings staffed	7	2	3	4
Average # hours per project manager spent on key development projects (average project is 40 hours)	160	120	450	160

**Planning Division
Long Range
Planning
Objective 5**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of General Plan actions implemented	13	13	13	13
# of updates to long range policies and ordinances	1	1	3	3



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	1,045,486	1,263,800	1,120,200	1,301,400	1,301,400
BENEFITS	611,415	798,000	678,200	858,200	788,800
PERSONNEL TOTAL ---->	1,656,901	2,061,800	1,798,400	2,159,600	2,090,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	24,321	30,700	30,700	31,300	31,300
PROFESSIONAL SERVICES	1,483,287	2,444,700	2,444,700	1,763,600	1,878,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	10,961	20,400	20,400	20,700	20,700
COMMUNITY RELATIONS	2,883	9,400	9,400	9,500	9,500
INSURANCE	-	-	-	-	-
VEHICLE USAGE	12	100	100	100	100
EQUIPMENT MAINTENANCE	1,500	3,400	3,400	3,500	3,500
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,522,963	2,508,700	2,508,700	1,828,700	1,943,700
CAPITAL OUTLAY	1,222	2,100	2,100	2,100	2,100
CAPITAL OUTLAY TOTAL ---->	1,222	2,100	2,100	2,100	2,100
EXPENDITURES TOTAL ---->	3,181,086	4,572,600	4,309,200	3,990,400	4,036,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	17,400	29,400	29,400	30,000	30,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	5,500	5,600	5,600	5,700	5,700
TRANSFER OUT TOTAL ---->	22,900	35,000	35,000	35,700	35,700
EXPENDITURES & TRANSFERS TOTAL ---->	3,203,986	4,607,600	4,344,200	4,026,100	4,071,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,906,900	2,276,100	2,276,100	1,855,800	1,855,800
FINES & FORFEITURES	1,600	1,100	1,100	1,100	1,100
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	2,093,646	1,522,500	1,499,200	1,297,800	1,297,800
OTHER REVENUE	25,654	26,000	26,000	26,200	26,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	4,027,800	3,825,700	3,802,400	3,180,900	3,180,900
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	-	-	-	-	-
ALLOCATIONS IN FROM HOUSING	23,500	24,000	24,000	24,500	24,500
TRANSFER AND ALLOCATIONS IN TOTAL ---->	23,500	24,000	24,000	24,500	24,500
REVENUE & TRANSFERS TOTAL ---->	4,051,300	3,849,700	3,826,400	3,205,400	3,205,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	(847,314)	757,900	517,800	820,700	866,300



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 Assistants, and contractors
Major Services	<ul style="list-style-type: none"> • Expand property and sales tax base to improve fiscal health • Retain, expand and attract desirable businesses and jobs • Evaluate projects for fiscal and economic benefit • Promote and market the city
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Took an active role in business engagement by conduction site visits to understand opportunities and challenges • Supported businesses seeking to expand by connecting them to prospective location owners and real estate professionals • Promoted San Carlos as a place to do business at regional conferences and events • Furthered wayfinding study to be used as an economic catalyst that will attract more users to businesses, increasing economic activity • Entered in contracts to operate two digital billboards in the City estimated to bring nearly \$1 million dollars of annual revenue • Entered into new leases for City-owned land with local, public-serving entities • Entered into new contracts with local transit agency to provide additional parking spaces to increase parking stock near businesses
FY 2019-20 Goals	<ul style="list-style-type: none"> • Embark on more substantive business retention and expansion strategies • Attract more revenue-producing businesses into the city, particularly on catalyst sites • Increase branding, mobility, and wayfinding to enhance "sense of place" for businesses, visitors and residents • Develop urban design strategies to attract more spending activity to strategic locations in the city (building materials outlets, industrial arts, downtown, etc.) • Negotiate with developers of large commercial properties to procure best possible community benefits

**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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% growth of active in-town businesses	11.4%	3%	5%	10%
Sales Tax revenue % growth (4 Qtrs. ending 2Q)	9.3%	12.8%	10%	10%
Transit Occupancy Tax revenues (% change)	-0.1%	5.4%	9%	10%
R&D vacancy rate (and average asking rent per sq. ft.)	3.2% (\$2.75)	4.2% (\$2.86)	4% (\$2.90)	5% (\$2.90)
Industrial vacancy rate (and avg. asking rent per sq. ft.)	1.3% (\$1.97)	2.6% (\$1.46)	2% (\$1.90)	1.5% (\$2.50)
Office space vacancy rate (and avg. asking rent per sq. ft.)	2.6% (\$4.47)	4.5% (\$4.48)	4.5% (\$4.50)	4.25% (\$5.10)
# of non-meeting inquiries fielded from existing businesses and/or commercial property owners	24	30	35	45
# of meetings with existing businesses and/or commercial property owners	6	10	15	15
# of business group meetings attended (includes Chamber, HIA, EDP and EDAC)	45	32	35	45

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of email economic development newsletters sent	1	1	2	2
# of regional advocacy group meetings attended (includes SVEDA, ABAG, SPUR, Plan Bay Area, etc.)	25	20	25	30
# of development community networking events attended (includes ULI, ICSC, broker breakfasts, etc.)	6	7	7	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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of new in-town business registrations issued	161	136	150	150
# of employees reported by new in-town businesses	573	250	300	250
# of inquiries from prospective businesses and/or developers and their brokers	12	16	18	25



**ECONOMIC DEVELOPMENT (01640033)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	183,228	285,700	260,000	294,200	294,200
BENEFITS	112,718	169,000	137,500	181,700	166,000
PERSONNEL TOTAL ---->	295,946	454,700	397,500	475,900	460,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	3,658	4,600	4,600	4,700	4,700
PROFESSIONAL SERVICES	374,577	498,300	498,300	508,400	508,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	31,128	32,100	32,100	32,600	32,600
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	179	500	500	500	500
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	409,542	535,500	535,500	546,200	546,200
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	705,488	990,200	933,000	1,022,100	1,006,400
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	1,900	3,300	3,300	3,400	3,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600
TRANSFER OUT TOTAL ---->	2,500	3,900	3,900	4,000	4,000
EXPENDITURES & TRANSFERS TOTAL ---->	707,988	994,100	936,900	1,026,100	1,010,400
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	23,825	-	12,500	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	23,825	-	12,500	-	-
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	-	-	-	-	-
ALLOCATIONS IN FROM HOUSING	23,500	24,000	24,000	24,500	24,500
TRANSFER AND ALLOCATIONS IN TOTAL ---->	23,500	24,000	24,000	24,500	24,500
REVENUE & TRANSFERS TOTAL ---->	47,325	24,000	36,500	24,500	24,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	660,663	970,100	900,400	1,001,600	985,900



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 Manger, Economic Development Coordinator, Administrative Assistants, and contractors
Major Services	<ul style="list-style-type: none"> • Support regional affordable housing programs • Monitor affordable housing inventory in town • Collect affordable housing impact and in lieu fees for affordable housing development • Administer affordable housing funds
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Entered into Memorandum of Understanding with Charities Housing to begin redevelopment of 817 Walnut Street • Entered into partnership with HIP Housing to explore the redevelopment of its site on Cherry Street in a joint venture with the City • Facilitated the sale of 4 BMR condominiums to members of the City's BMR Waitlist • Facilitated the rent of 17 BMR apartments to members of the City's BMR Waitlist
FY 2019-20 Goals	<ul style="list-style-type: none"> • Adopt Development Agreement and begin construction on affordable housing project at 817 Walnut • Acquire property, negotiate Disposition and Development Agreement and begin predevelopment for Cherry Street Affordable Housing Project • Collaborate with regional entities to support affordable housing development

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of new BMR housing regulatory agreements processed	1	16	8	8
# of existing units monitored	4	4	4	4
# of housing organization assistance contracts processed	7	7	8	10
# of people who live or work in the city added to unit waitlist	150	185	200	250
# of people who do not live or work in the city added to until waitlist	43	341	350	400
# of affordable units in San Carlos	95	111	121	145
# of affordable units preserved or rehabilitated	1	1	7	3



**HOUSING COMPLIANCE AND ASSISTANCE (31313000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	48,718	66,400	66,400	67,500	67,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	45,900	45,900	45,900	45,900
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	7,801	12,000	12,000	12,000	12,000
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	56,519	124,300	124,300	125,400	125,400
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	2,877	957,237	957,237	-	-
CAPITAL OUTLAY TOTAL ---->	2,877	957,237	957,237	-	-
EXPENDITURES TOTAL ---->	59,396	1,081,537	1,081,537	125,400	125,400
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	59,396	1,081,537	1,081,537	125,400	125,400
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	100,486	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	134,513	48,200	48,200	48,600	48,600
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	234,998	48,200	48,200	48,600	48,600
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	234,998	48,200	48,200	48,600	48,600
LOW MOD HOUSING ASSET FUND NET EXP (REV) ---->	(175,603)	1,033,337	1,033,337	76,800	76,800

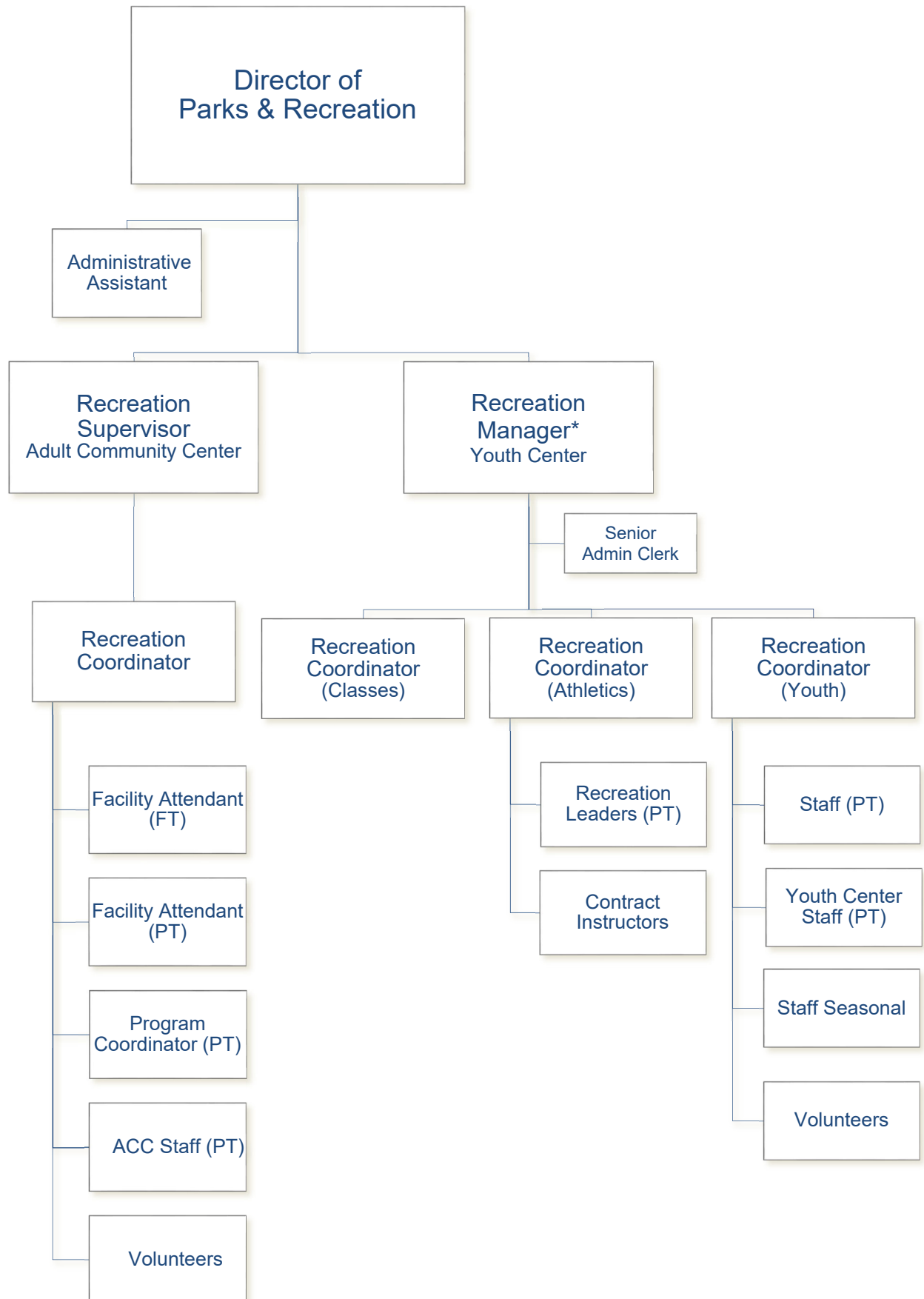


**HOUSING IN LIEU (29291000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	500	500	500	500
PROFESSIONAL SERVICES	22,829	288,700	288,700	296,300	296,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	9,869	13,900	13,900	14,200	14,200
COMMUNITY RELATIONS	96,003	105,000	105,000	150,000	150,000
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	128,701	408,100	408,100	461,000	461,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	19,749	2,816,872	2,816,872	-	750,000
CAPITAL OUTLAY TOTAL ---->	19,749	2,816,872	2,816,872	-	750,000
EXPENDITURES TOTAL ---->	148,450	3,224,972	3,224,972	461,000	1,211,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	47,000	48,000	48,000	49,000	49,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	47,000	48,000	48,000	49,000	49,000
EXPENDITURES & TRANSFERS TOTAL ---->	195,450	3,272,972	3,272,972	510,000	1,260,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	2,823,327	404,600	2,529,600	406,200	3,806,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	62,925	9,600	9,600	9,800	9,800
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	2,886,252	414,200	2,539,200	416,000	3,816,000
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 ---->	2,886,252	414,200	2,539,200	416,000	3,816,000
HOUSING IN LIEU FUND NET EXPENSE (REVENUE) ---->	(2,690,802)	2,858,772	733,772	94,000	(2,556,000)



Parks & Recreation





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PARKS & RECREATION DEPARTMENT

Mission

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

Organization

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

Org Code

01701000, 01721000-01791034, 27271000

Dept

7010-7910, 2710

Description

Under the direction of the Parks and Recreation Director, the Parks and Recreation Department consists of 10 full-time regular employees. Five programs – Athletics, Adult Services, Youth Development, Personal & Family Development, and Special Community Events – are managed by two Recreation Supervisors and supported by four Recreation Coordinators.

Program	Management
Leadership & Management (2 FTEs)	Parks & Recreation Director
Athletics (1.1 FTEs)	Recreation Supervisor
Adult Services (2.3 FTEs)	Recreation Supervisor
Youth Development (1.1 FTEs)	Recreation Supervisor
Personal & Family Development (2.5 FTEs)	Recreation Supervisor
Special Community Events (1 FTE)	Recreation Supervisor



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	1,186,572	1,475,500	1,475,500	1,516,000	1,496,000
BENEFITS	594,471	715,400	643,100	766,200	711,300
PERSONNEL TOTAL ---->	1,781,043	2,190,900	2,118,600	2,282,200	2,207,300
UTILITIES	43,005	40,800	40,800	42,800	42,800
OFFICE ADMINISTRATIVE	282,800	355,400	355,400	350,500	363,500
PROFESSIONAL SERVICES	697,970	915,000	915,000	943,200	965,200
UNIFORMS & SAFETY EQUIPMENT	2,475	3,500	3,500	3,500	3,500
PROFESSIONAL DEVELOPMENT	17,814	26,650	26,650	26,850	26,850
COMMUNITY RELATIONS	2,793	4,700	4,700	4,700	14,700
INSURANCE	15,686	23,800	23,800	24,100	24,100
VEHICLE USAGE	-	2,450	2,450	2,450	2,450
EQUIPMENT MAINTENANCE	1,842	12,700	12,700	12,900	12,900
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,064,384	1,385,000	1,385,000	1,411,000	1,456,000
CAPITAL OUTLAY	3,719	16,800	16,800	17,100	17,100
CAPITAL PROJECTS	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	3,719	16,800	16,800	17,100	17,100
EXPENDITURES TOTAL ---->	2,849,146	3,592,700	3,520,400	3,710,300	3,680,400
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	38,700	65,200	65,200	66,400	66,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	31,500	32,100	32,100	32,700	32,700
TRANSFER OUT TOTAL ---->	70,200	97,300	97,300	99,100	99,100
EXPENDITURES & TRANSFERS TOTAL ---->	2,919,346	3,690,000	3,617,700	3,809,400	3,779,500
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,575,561	1,876,900	1,876,900	1,909,500	1,921,000
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	6,950	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	12,825	22,300	22,300	22,700	22,700
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	242,343	236,000	241,100	240,500	243,100
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,837,679	2,135,200	2,140,300	2,172,700	2,186,800
GENERAL TRANSFERS IN	24,841	-	-	-	-
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 ---->	24,841	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	1,862,520	2,135,200	2,140,300	2,172,700	2,186,800
TOTAL PARKS & RECREATION NET EXP (REV) ---->	1,056,826	1,554,800	1,477,400	1,636,700	1,592,700



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
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	1,029,971	723,928	723,928	-	500,000
CAPITAL OUTLAY TOTAL ---->	1,029,971	723,928	723,928	-	500,000
EXPENDITURES TOTAL ---->	1,029,971	723,928	723,928	-	500,000
TRANSFERS OUT	-	-	-	-	1,200,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	1,200,000
EXPENDITURES & TRANSFERS TOTAL ---->	1,029,971	723,928	723,928	-	1,700,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	539,829	324,000	160,900	326,500	326,500
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	29,460	2,100	2,100	2,100	2,100
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	569,289	326,100	163,000	328,600	328,600
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 ---->	569,289	326,100	163,000	328,600	328,600
PARK IN LIEU FUND NET EXPENSE (REVENUE) ---->	460,682	397,828	560,928	(328,600)	1,371,400



PARKS & RECREATION DEPARTMENT

Program Name	Leadership & Management			
Program Goals	The goal of Leadership and Management is to provide leadership, oversight and administrative support to develop and deliver innovative and high quality programs, services, parks and facilities that meet the needs and interests of San Carlos residents.			
Organization	2 FTEs: Parks & Recreation Director, Administrative Assistant			
Major Services	<ul style="list-style-type: none"> • Meet with Boards and Commissions • Provide support to City Manager on matters related to Parks and Recreation • Oversee Capital Improvement Program projects for Parks, Recreation and Facilities • Assign and oversee workloads for supervisory staff 			
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Completed the Youth Center Renovation Project • Completed Environmental Impact Report for Sports Field Lighting Project at Burton and Highlands parks • Completed Master Plan process for Chilton Park • Obtained over \$95,000 in funding from the Youth Center Foundation • Completed Phase II of the Utility Box Mural Project • Began design of field light replacement at Burton and Highlands parks 			
FY 2019-20 Goals	<ul style="list-style-type: none"> • Complete the replacement of field lighting at Burton and Highlands parks • Complete City Tree Inventory Report and Maintenance Program • Begin design of Park Restroom Renovation project for Laureola, Crestview and Arguello parks • Continue to use Parks, Open Space, Buildings and Other Recreational Facilities Master Plan to Guide Park Improvements • Continue to work with the Parks & Recreation Foundation on partnership 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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of participants who rate the overall quality of recreation services as good or excellent *	N/A	84.2%	N/A	90%

*Survey conducted every other year



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	254,508	290,700	290,700	299,400	299,400
BENEFITS	177,125	168,100	136,300	180,900	164,900
PERSONNEL TOTAL ---->	431,633	458,800	427,000	480,300	464,300
UTILITIES	-	800	800	800	800
OFFICE ADMINISTRATIVE	44,876	58,400	58,400	59,100	59,100
PROFESSIONAL SERVICES	14,900	7,000	7,000	7,100	9,100
UNIFORMS & SAFETY EQUIPMENT	73	100	100	100	100
PROFESSIONAL DEVELOPMENT	11,946	16,300	16,300	16,500	16,500
COMMUNITY RELATIONS	1,595	1,600	1,600	1,600	11,600
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	400	400	400	400
EQUIPMENT MAINTENANCE	-	300	300	300	300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	73,390	84,900	84,900	85,900	97,900
CAPITAL OUTLAY	-	11,200	11,200	11,400	11,400
CAPITAL OUTLAY TOTAL ---->	-	11,200	11,200	11,400	11,400
EXPENDITURES TOTAL ---->	505,023	554,900	523,100	577,600	573,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,900	6,600	6,600	6,700	6,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	20,500	20,900	20,900	21,300	21,300
TRANSFER OUT TOTAL ---->	24,400	27,500	27,500	28,000	28,000
EXPENDITURES & TRANSFERS TOTAL ---->	529,423	582,400	550,600	605,600	601,600
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,517	2,900	2,900	2,900	2,900
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	242,343	236,000	241,100	240,500	243,100
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	243,860	238,900	244,000	243,400	246,000
GENERAL TRANSFERS IN	24,841	-	-	-	-
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 ---->	24,841	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	268,701	238,900	244,000	243,400	246,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	260,722	343,500	306,600	362,200	355,600



PARKS & RECREATION DEPARTMENT

Program Name	Athletics
Program Goals	The goal of Athletics is to offer sports programs and facilities for City residents that foster sportsmanship and encourage and promote health and wellness.
Organization	1.1 FTEs: Recreation Manager, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> • Develop and promote fitness classes for adults • Develop and promote sports camps and classes for children 2-17 years old • Coordinate adult sports leagues, including softball, basketball, soccer and bocce • Coordinate rentals for City-owned sports facilities • Coordinate field use for San Carlos youth sports organizations
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Successfully implemented in-house Flag Football program for youth ages 7-14 years with 225 participants • Successfully implemented new Adult Coed Kickball League at Burton Park • Increased number of participants in sports classes by 7% • Continued to manage field allocations for all City and School District fields year round
FY 2019-20 Goals	<ul style="list-style-type: none"> • Increase Adult Sports League offerings • Offer two new Adult Sports Tournaments • Increase Tot Sports class offerings • Manage field scheduling and allocation for youth sports organizations during the Burton and Highlands parks Field Lighting Replacement Project

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of sport programs offered	35	35	39	39
# of adult sport teams served	142	174	170	175
# of registrations in sports classes	1,971	2,114	2,150	2,200
# of sports classes offered	515	513	515	520
# of organized play participants	6,629	6,329	6,500	6,600
% of department program budget recovered through Athletics services to the community	127%	152%	90%	88%



**ATHLETICS (01741000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	100,410	153,300	153,300	156,800	156,800
BENEFITS	44,314	61,600	56,900	66,000	61,500
PERSONNEL TOTAL ---->	144,724	214,900	210,200	222,800	218,300
UTILITIES	43,005	40,000	40,000	42,000	42,000
OFFICE ADMINISTRATIVE	32,290	42,100	42,100	32,700	32,700
PROFESSIONAL SERVICES	80,939	166,500	166,500	180,200	180,200
UNIFORMS & SAFETY EQUIPMENT	200	700	700	700	700
PROFESSIONAL DEVELOPMENT	845	3,450	3,450	3,450	3,450
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	200	200	200	200
EQUIPMENT MAINTENANCE	-	200	200	200	200
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	157,279	253,150	253,150	259,450	259,450
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	302,003	468,050	463,350	482,250	477,750
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,800	6,400	6,400	6,500	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,100	1,100	1,100
TRANSFER OUT TOTAL ---->	4,900	7,500	7,500	7,600	7,600
EXPENDITURES & TRANSFERS TOTAL ---->	306,903	475,550	470,850	489,850	485,350
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	460,187	415,900	415,900	420,300	420,300
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 ---->	460,187	415,900	415,900	420,300	420,300
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 ---->	460,187	415,900	415,900	420,300	420,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	(153,284)	59,650	54,950	69,550	65,050



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, Facility Attendant
Major Services	<ul style="list-style-type: none"> Operate the senior meal program five days per week Organize and promote senior trips and tours Organize and promote free and/or reduced-rate recreation and fitness classes for seniors Develop and implement Special Events for seniors
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> Increased the number of weekday meals served to participants by 10% Increased health and wellness class registrations by 15% Implemented a monthly Singfit Program Participated in Active Aging Week by offering daily events and activities at no cost to participants to encourage ongoing participation Coordinated three Virtual 5k Walks around the San Carlos neighborhood for Adult Community Center (ACC) members
FY 2019-20 Goals	<ul style="list-style-type: none"> Evaluate and update ACC Volunteer Program training, positions and responsibilities Continue monitoring and modifying programs as needed to meet the changing needs of the aging community Work with AARP to become an "Age-Friendly" community Implement a Senior Fitness Flex Pass for ACC health and wellness programs and classes

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
Average # of Adult Community Center (ACC) visits per day (includes drop-in activities)	175	220	225	230
# of meals served	6,102	7,328	7,890	8,000
Total # of registrations in ACC programs				
<i># of ACC trips registrants</i>	674	795	741	795
<i># of fee-based class participants</i>	587	1,004	1,364	1,500
<i># of special event participants</i>	995	1,227	1,904	2,000
<i>% of program participants who rate opportunity for social interaction as good or excellent</i>	98%	100%	98%	98%



**ADULT SERVICES (01771000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	251,170	335,300	335,300	345,800	345,800
BENEFITS	160,525	178,800	165,300	191,400	178,400
PERSONNEL TOTAL ---->	411,695	514,100	500,600	537,200	524,200
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	48,638	62,400	62,400	63,200	63,200
PROFESSIONAL SERVICES	113,847	130,300	130,300	132,700	132,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,352	1,800	1,800	1,800	1,800
COMMUNITY RELATIONS	498	500	500	500	500
INSURANCE	2,416	4,100	4,100	4,200	4,200
VEHICLE USAGE	-	450	450	450	450
EQUIPMENT MAINTENANCE	888	2,600	2,600	2,600	2,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	167,639	202,150	202,150	205,450	205,450
CAPITAL OUTLAY	3,719	5,600	5,600	5,700	5,700
CAPITAL OUTLAY TOTAL ---->	3,719	5,600	5,600	5,700	5,700
EXPENDITURES TOTAL ---->	583,053	721,850	708,350	748,350	735,350
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,800	9,800	9,800	10,000	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,800	1,800	1,800	1,800	1,800
TRANSFER OUT TOTAL ---->	7,600	11,600	11,600	11,800	11,800
EXPENDITURES & TRANSFERS TOTAL ---->	590,653	733,450	719,950	760,150	747,150
REVENUE SUMMARY					
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	232,828	216,700	216,700	220,400	220,400
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	6,000	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	8,625	2,000	2,000	2,000	2,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	247,453	218,700	218,700	222,400	222,400
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 ---->	247,453	218,700	218,700	222,400	222,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	343,199	514,750	501,250	537,750	524,750



PARKS & RECREATION DEPARTMENT

Program Name	Youth Development
Program Goals	The goal of Youth Development is to provide a variety of recreational opportunities for youth in a safe and inclusive environment that support leadership development, create positive social experiences, increase cultural unity, facilitate community problem solving and strengthen community image and sense of place.
Organization	1.1 FTEs: Recreation Manager, 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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Held 2nd Annual Summer Camp Fair highlighting our in-house Adventure Camp and increased on-site registration by 20% • Created a Youth Center part-time staff training manual for new hires • Maintained year-round programming during the Youth Center renovation spanning the months of May through November • Re-established Kids' Night Out program on Friday nights for youth ages 5-10 years • Received donation from Youth Center Foundation for new indoor arcade basketball hoop and ping-pong table
FY 2019-20 Goals	<ul style="list-style-type: none"> • Recruit a Homework Lab Tutor and implement an after-school tutoring program • Increase the number of Youth Center Drop-In daily participants by 15% • Increase the Youth Center special event programs with a focus on health & wellness • Increase visibility of the Youth Center being an inclusive environment • Continue to partner with Youth Center Foundation on funding opportunities • Provide volunteer opportunities for middle school and high school students

Youth Development Objective

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

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

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



Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of After School Drop-In program daily participants	66	51	75	85
# of Special Event participants	1,608	1,206	1,400	1,800
# of Summer camp program participants	1,340	1,418	1,454	1,475
# of Youth Center members	533	456	480	525
% of department program budget recovered through youth development services to the community	64%	48%	54%	54%
% of participants who rate youth programs as good or excellent	N/A	97%	98%	98%
% of residents who are satisfied with recreational opportunities for Youth*	N/A	98%	N/A	98%

*Survey conducted every other year



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**YOUTH DEVELOPMENT (01731000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	258,325	330,100	330,100	337,900	317,900
BENEFITS	57,242	103,000	98,300	108,700	104,200
PERSONNEL TOTAL ---->	315,567	433,100	428,400	446,600	422,100
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	78,296	98,300	98,300	100,000	100,000
PROFESSIONAL SERVICES	-	-	-	-	20,000
UNIFORMS & SAFETY EQUIPMENT	2,202	2,400	2,400	2,400	2,400
PROFESSIONAL DEVELOPMENT	2,876	3,500	3,500	3,500	3,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	324	700	700	700	700
VEHICLE USAGE	-	800	800	800	800
EQUIPMENT MAINTENANCE	654	6,900	6,900	7,100	7,100
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	84,353	112,600	112,600	114,500	134,500
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	399,920	545,700	541,000	561,100	556,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,700	16,300	16,300	16,600	16,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,200	3,300	3,300	3,400	3,400
TRANSFER OUT TOTAL ---->	12,900	19,600	19,600	20,000	20,000
EXPENDITURES & TRANSFERS TOTAL ---->	412,820	565,300	560,600	581,100	576,600
REVENUE SUMMARY					
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	199,111	303,000	303,000	309,100	309,100
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	950	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	200,061	303,000	303,000	309,100	309,100
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 ---->	200,061	303,000	303,000	309,100	309,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	212,758	262,300	257,600	272,000	267,500



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	2.5 FTEs: Recreation Manager, 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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Expanded tot and youth class offerings by adding 55 new classes • Offered new weekday daytime classes geared towards homeschooled students • Increased picnic rentals by 10%
FY 2019-20 Goals	<ul style="list-style-type: none"> • Increase registrations for youth and adult contract classes by 5% • Evaluate facility space for contract classes in order to maximize available space • Continue to enhance online registration options in order to increase number of registrations completed online

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of program registration	6,293	6,829	6,900	6,950
<i>Youths</i>	2,614	4,183	4,200	4,225
<i>Adults</i>	3,679	2,646	2,700	2,725
# of new program offerings	50	47	50	50
# of programs offered	366	317	325	330
% of department program budget recovered through personal and family development classes to the community	77%	67%	80%	78%
% of participants who rate the social and/or recreational experience as good or excellent	100%	93%	96%	97%
<i>Youths</i>	100%	92%	96%	97%
<i>Adults</i>	100%	94%	96%	97%
# of picnic rentals	252	223	245	255
# of facility rentals	58	96	100	105



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	310,556	348,600	348,600	358,500	358,500
BENEFITS	154,307	202,700	185,100	217,900	201,000
PERSONNEL TOTAL ---->	464,863	551,300	533,700	576,400	559,500
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	11,549	14,200	14,200	14,300	14,300
PROFESSIONAL SERVICES	481,157	582,200	582,200	593,700	593,700
UNIFORMS & SAFETY EQUIPMENT	-	300	300	300	300
PROFESSIONAL DEVELOPMENT	795	1,600	1,600	1,600	1,600
COMMUNITY RELATIONS	-	500	500	500	500
INSURANCE	6,728	7,100	7,100	7,200	7,200
VEHICLE USAGE	-	600	600	600	600
EQUIPMENT MAINTENANCE	-	2,400	2,400	2,400	2,400
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	500,228	608,900	608,900	620,600	620,600
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	965,091	1,160,200	1,142,600	1,197,000	1,180,100
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,700	16,300	16,300	16,600	16,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,200	3,300	3,300	3,400	3,400
TRANSFER OUT TOTAL ---->	12,900	19,600	19,600	20,000	20,000
EXPENDITURES & TRANSFERS TOTAL ---->	977,991	1,179,800	1,162,200	1,217,000	1,200,100
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	654,158	924,700	924,700	943,100	943,100
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 ---->	654,158	924,700	924,700	943,100	943,100
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 ---->	654,158	924,700	924,700	943,100	943,100
GENERAL FUND NET EXPENSE (REVENUE) ---->	323,833	255,100	237,500	273,900	257,000



PARKS & RECREATION DEPARTMENT

Program Name	Special Community Events
Program Goals	The goal of Special Community events is to provide events for residents and visitors that reflect the community's unique character, strengthening community image and sense of place, encouraging community-wide involvement and supporting local business.
Organization	1 FTEs: Recreation Manager, Recreation Coordinator
Major Services	<ul style="list-style-type: none"> Organize and promote City special events Partner with outside agencies for enhancements and/or sponsorships Facilitate and approve all non-profit Special Event permits including Art & Wine Faire, Hometown Days, Farmers' Market, youth sporting events and neighborhood block parties
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> Coordinated 10th Annual Goblin Walk Coordinated 9th Annual Night of Holiday Lights Increased participation in the 2nd Annual Family Campout at Burton Park by 40% (145 additional participants) Successfully managed 39 Special Event Permits for community events including Art & Wine, Hometown Days, Jazz Festival, Farmers' Market and more
FY 2019-20 Goals	<ul style="list-style-type: none"> Expand Friday Night Music in the Park summer concerts series Continue to market Block Parties to increase the number permitted in the community Continue partnership with the Sheriff's Activities League to provide Movies in the Park and Play Streets events each summer Continue to seek out community sponsorships for Community Events Partner with the San Carlos Library to offer free Summer Movie Nights in the park

Special Community Events Objective

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

By measuring the following data, staff can determine if they are on track to meet the City's objective of providing ample opportunities for residents to engage in community building activities, whether it is a small neighborhood event or a large community-wide event, and fostering support of our local businesses.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of Special Events sponsored or co-sponsored by Parks & Recreation	17	17	17	19
% of department program budget recovered through special community events	30%	31%	22%	27%
\$ of revenues generated from business sponsors	\$16,450	\$14,815	\$16,000	\$17,000
# of non-City sponsored special event permits issued	35	39	39	40
# of block party applications	33	34	35	38



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	11,604	17,500	17,500	17,600	17,600
BENEFITS	957	1,200	1,200	1,300	1,300
PERSONNEL TOTAL ---->	12,561	18,700	18,700	18,900	18,900
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	67,151	80,000	80,000	81,200	94,200
PROFESSIONAL SERVICES	7,126	29,000	29,000	29,500	29,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	700	2,100	2,100	2,100	2,100
INSURANCE	6,218	11,900	11,900	12,000	12,000
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	300	300	300	300	300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	81,495	123,300	123,300	125,100	138,100
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	94,056	142,000	142,000	144,000	157,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,800	9,800	9,800	10,000	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,700	1,700	1,700
TRANSFER OUT TOTAL ---->	7,500	11,500	11,500	11,700	11,700
EXPENDITURES & TRANSFERS TOTAL ---->	101,556	153,500	153,500	155,700	168,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	27,760	13,700	13,700	13,700	25,200
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	4,200	20,300	20,300	20,700	20,700
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	31,960	34,000	34,000	34,400	45,900
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 ---->	31,960	34,000	34,000	34,400	45,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	69,596	119,500	119,500	121,300	122,800

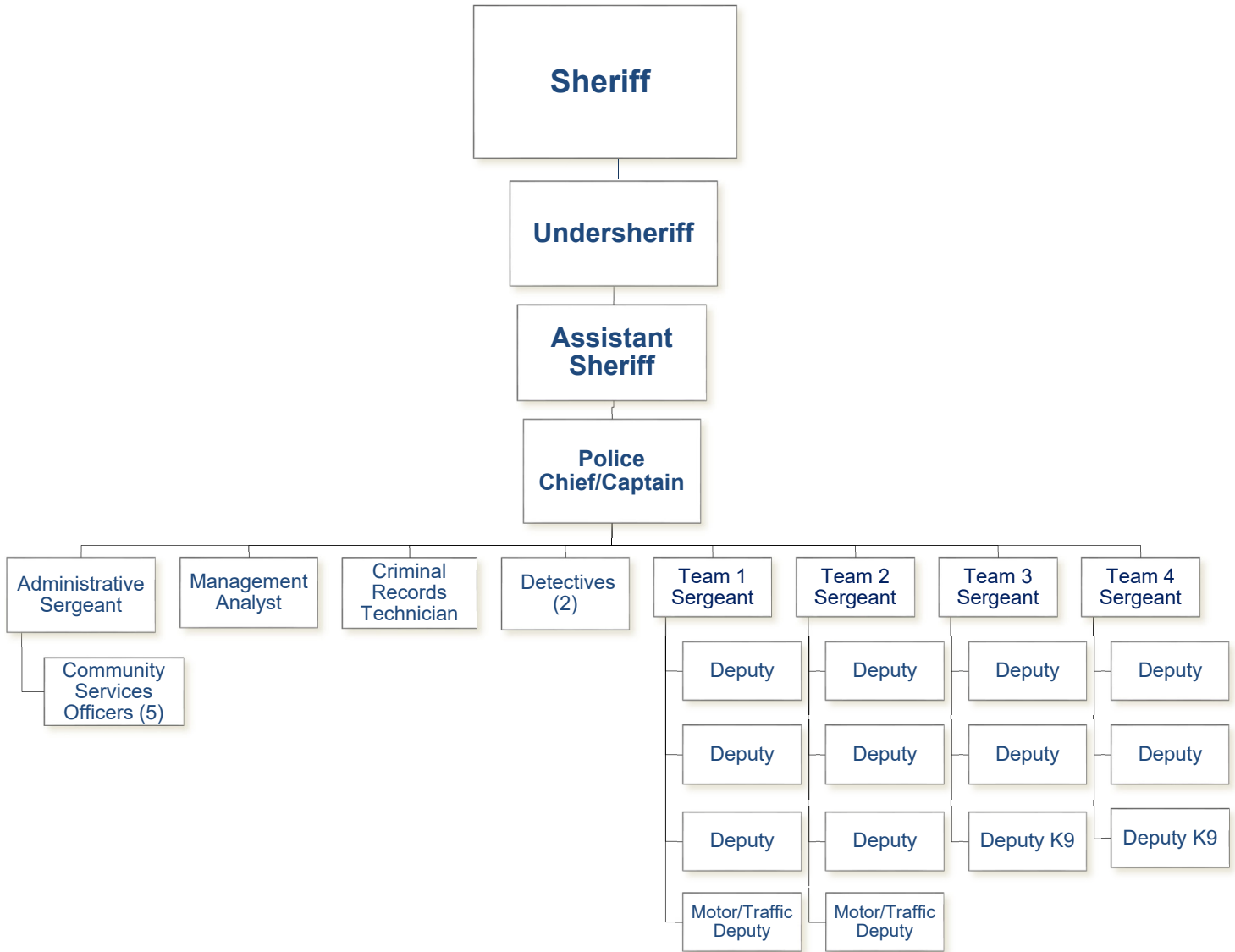


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San Mateo County Sheriff's Office

San Carlos Police Bureau





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POLICE SERVICES

Mission

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

Organization

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

Org Code

01411000-01413000, 01461000, 17000000

Dept #

4110-4130, 4610, 1700

Description

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



POLICE SERVICES

Program Name	Police Services
Program Goals	The goal of Police Services is to successfully prevent and suppress crime, provide timely and effective services to the community and coordinate important community outreach activities to enhance safety and security.
Major Services	<ul style="list-style-type: none"> • Dedicated Traffic Deputies • School Resource Officers • Sheriff's Activities League/Community Policing Unit • Sheriff's Volunteers in Policing (SVIPs) • Numerous other Sheriff's Resources • Dispatch
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Participated in the San Carlos Citizens Academy – Public Safety Night and the Wildfire Preparedness meetings • Continued to use Automated License Plate Readers (ALPRs) and facial recognition technology as investigative tools to solve crimes • Completed installation of nine fixed (ALPRs) at the major intersection of Holly Street and Industrial Road • Purchased and began installation of twelve mobile ALPRs on patrol vehicles and parking enforcement vehicles • Hosted the San Mateo County Gun Buyback Event • Hired a full-time Office of Emergency Services (OES) Coordinator who completed an assessment of the Emergency Operations Center and created a preliminary design scheme for the Emergency Operations Center (EOC) retrofit project • Developed a new data driven traffic response plan, which includes weekly saturation details, upgrading traffic enforcement equipment and incorporating traffic data management technology • Participated in the Evacuation Drill in June
FY 2019-20 Goals	<ul style="list-style-type: none"> • Participate in the annual Public Safety Fair • Implement New Computer-Aided Dispatch • Maintain Low Crime Rates • Maintain Low Response Times • Add another School Resource Deputy • Add additional fixed ALPR location(s)

Police Services Objective 1

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of calls for service	12,474	13,094	12,500	12,500
<i># of emergency calls</i>	135	150	150	150
<i># of non-emergency calls</i>	12,339	12,944	12,350	12,350
# of crime reports taken	1,851	2,252	2,200	2,200
# of moving citations issued	2,114	2,352	2,500	2,500
# of arrests made	797	791	800	800
# of directed patrol activities completed	606	2,440	2,000	2,000
% of emergency calls responded to under 5 minutes	81%	84%	85%	85%
% of customers who are satisfied with police services*	N/A	96%	N/A	96%

*Survey conducted every other year

**Police Services
Objective 2**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of violent crimes cleared	69%	46%	45%	45%
% of property crimes cleared	13%	15%	13%	13%

**Police Services
Objective 3**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
% of citizens who agree that they are satisfied with the level of service received from the Sheriff's Office	89%	100%	95%	95%
% of citizens who agree that the deputy displayed professionalism during their contact	92%	100%	95%	95%
% of citizens who agree that the deputy displayed job knowledge and technical competence	91%	100%	95%	95%
% of citizens who agree that the deputy showed care and concern during their interaction	88%	100%	95%	95%
% of residents who feel safe during the day*	N/A	95%	N/A	95%

*Survey conducted every other year

**Police Services
Objective 4**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of parking citations issued	8,014	4,706	7,000	7,000
# of warnings issued	207	314	250	250
% reduction in accidents reported year over year	12%	10%	10%	10%



Police Services Objective 5

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of abandoned vehicles marked	810	876	850	850
<i># of marked vehicles moved</i>	760	832	800	800
<i># of marked vehicles towed</i>	50	44	50	50
% of abandoned vehicles abated	100%	100%	100%	100%



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	1,250,333	1,448,000	1,448,000	1,718,000	1,718,000
PERSONNEL TOTAL ---->	1,250,333	1,448,000	1,448,000	1,718,000	1,718,000
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	7,962,902	8,538,900	8,538,900	8,696,400	8,946,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	48,395	48,000	48,000	48,000	48,000
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	8,011,297	8,586,900	8,586,900	8,744,400	8,994,400
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	9,261,630	10,034,900	10,034,900	10,462,400	10,712,400
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	9,261,630	10,034,900	10,034,900	10,462,400	10,712,400
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	50,008	57,900	57,900	58,800	58,800
FINES & FORFEITURES	200,301	260,000	260,000	270,000	270,000
FROM OTHER AGENCIES	361	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	28,811	15,000	15,000	15,000	15,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	279,481	332,900	332,900	343,800	343,800
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 ---->	279,481	332,900	332,900	343,800	343,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	8,982,149	9,702,000	9,702,000	10,118,600	10,368,600

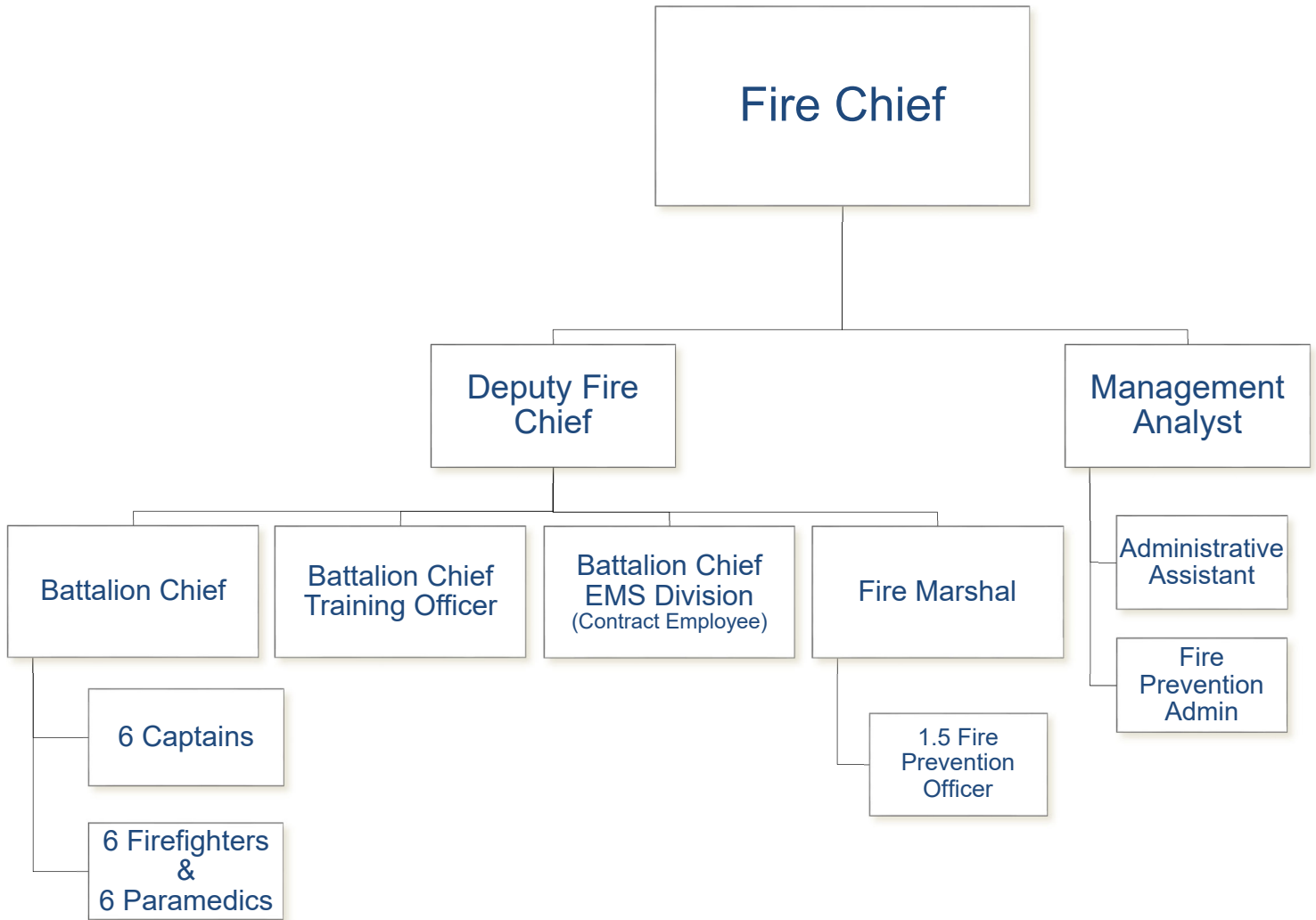


**POLICE GRANTS (17000000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	90,000	100,000	100,000	100,000	100,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	90,000	100,000	100,000	100,000	100,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	90,000	100,000	100,000	100,000	100,000
TRANSFERS OUT	-	50,000	50,000	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	50,000	50,000	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	90,000	150,000	150,000	100,000	100,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	139,416	106,100	106,100	108,200	108,200
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	3,239	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	142,655	106,100	106,100	108,200	108,200
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	142,655	106,100	106,100	108,200	108,200
PD GRANT FUND NET EXPENSE (REVENUE) ---->	(52,655)	43,900	43,900	(8,200)	(8,200)



Redwood City/San Carlos Fire Department





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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., Public Safety Fair, Hometown Days, etc.) – Junior Fire Academy
FY 2018-19 Accomplishments	<ul style="list-style-type: none"> • Achieved an Insurance Services Office (ISO) Class 1 rating, which can help property owners save on insurance costs • Partnered with Public Works and Parks & Recreation staff to obtain funding and implement wildfire fuels reduction with: 1) a grant from Fire Safe San Mateo County for fuels reduction in Big Canyon and Eaton Parks, which is underway; and 2) a nearly \$400,000 mitigation grant from Federal Emergency Management Agency (FEMA) for Crestview and Highlands Parks, which will be done this spring/summer • Responded to several mutual aid requests during fire season. Strike Teams responded to Paradise, Malibu and several other communities • In conjunction with Police and the City Manager’s Office, held the third annual Public Safety Fair on Laurel Street • Activated a new engine serving San Carlos • Held two Wildfire Preparedness meetings in April, provided educational materials and conducted an evacuation drill in June
FY 2019-20 Goals	<ul style="list-style-type: none"> • Introduce major policy on reducing exposure of fire personnel to cancerous and other hazardous environments • Continue data driven rolling five-year forecast on Fire Department Service delivery • Initiate design and planning for rebuilding Station 16 • Measure the community’s cardiac arrest survivability by evaluating Bystander CPR, Bystander use of Automatic External Defibrillator (AED) and High Performance CPR by first responders

**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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of fire & medical emergency incidents responded to (by type)	2,232	2,293	2,350	2,400
<i>Fire</i>	37	47	52	53
<i>Rupture/Explosion</i>	2	2	2	2
<i>EMS/Rescue</i>	1,280	1,592	1,600	1,650
<i>Hazardous Condition</i>	112	86	113	115
<i>Service Call</i>	348	491	500	500
<i>Good Intent</i>	243	45	221	226
<i>False Call</i>	207	275	221	226

**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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of public education events conducted	60	48	60	60
# of events participants	3,276	3,612	4,000	4,000
# of classes conducted	4	3	4	4
# of class participants	200	120	200	200

**Fire Services
Objective 3**

Fire code inspections, permitting and enforcement.

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of inspections conducted	423	402	450	500
% of inspections that are completed	100%	100%	100%	100%
# of plans reviewed	289	401	450	500
% of plans reviewed on time	88%	74.56%	90%	90%
# of investigations conducted	18	8	29	29
% of fire investigations with determined cause	28%	50%	40%	40%

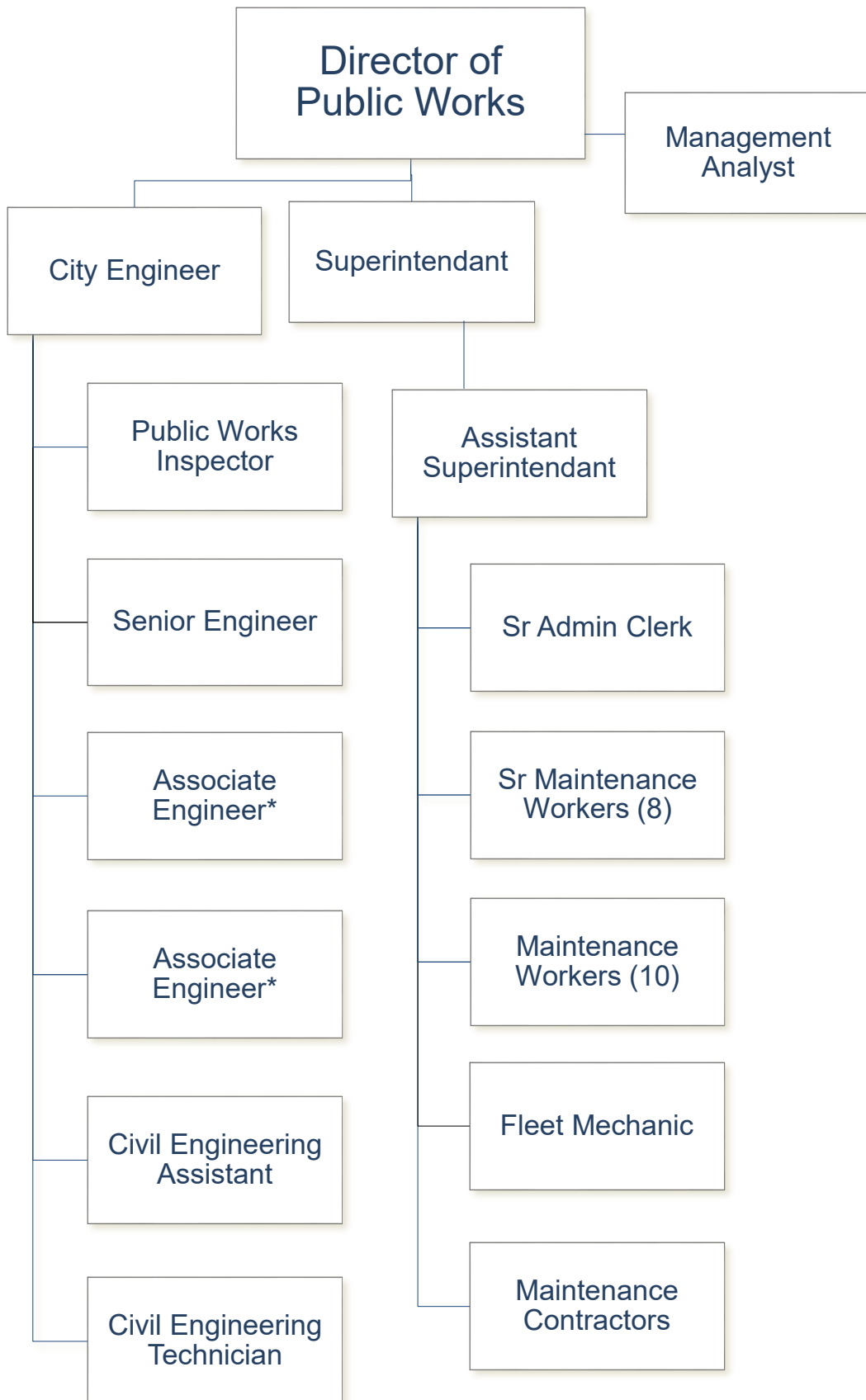


**FIRE & EMERGENCY SERVICES
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	112,180	127,500	127,500	131,300	131,300
BENEFITS	1,976,621	2,252,600	2,140,000	1,474,700	1,766,700
PERSONNEL TOTAL ---->	2,088,801	2,380,100	2,267,500	1,606,000	1,898,000
UTILITIES	29,031	37,100	37,100	37,800	37,800
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	7,010,753	7,671,400	7,671,400	8,047,800	8,047,800
UNIFORMS & SAFETY EQUIPMENT	-	600	600	600	600
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	88,735	106,000	106,000	108,100	108,100
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	7,128,519	7,815,100	7,815,100	8,194,300	8,194,300
CAPITAL OUTLAY	-	6,000	6,000	-	-
CAPITAL OUTLAY TOTAL ---->	-	6,000	6,000	-	-
EXPENDITURES TOTAL ---->	9,217,321	10,201,200	10,088,600	9,800,300	10,092,300
TRANSFERS OUT	-	125,000	125,000	125,000	125,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	125,000	125,000	125,000	125,000
EXPENDITURES & TRANSFERS TOTAL ---->	9,217,321	10,326,200	10,213,600	9,925,300	10,217,300
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	211,026	175,100	175,100	177,400	177,400
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	33,068	30,000	30,000	30,000	30,000
OTHER REVENUE	6,214	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	250,308	205,100	205,100	207,400	207,400
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 ---->	250,308	205,100	205,100	207,400	207,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	8,967,013	10,121,100	10,008,500	9,717,900	10,009,900



Public Works





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PUBLIC WORKS DEPARTMENT

Mission

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

Organization

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

Org Code

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

Dept

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

Description

Under the direction of the Public Works Director, the Public Works Department consists of 31 full-time regular employees and 13.9 contract employees.

Program	Management
Administration/Engineering (9 FTEs)	Public Works Director/City Engineer
Facilities Maintenance (8 FTEs/Contract)	Public Works Superintendent
Fleet Maintenance (1 FTE)	Public Works Superintendent
Park Maintenance (12.9 FTEs/Contract)	Public Works Superintendent
Wastewater (6 FTEs)	Public Works Superintendent
Stormwater (4 FTEs)	Public Works Superintendent
Street Maintenance (4 FTEs)	Public Works Superintendent



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	1,564,383	1,652,900	1,652,900	1,709,600	1,924,900
BENEFITS	843,412	1,088,900	986,500	1,170,200	1,214,700
PERSONNEL TOTAL ---->	2,407,795	2,741,800	2,639,400	2,879,800	3,139,600
UTILITIES	771,711	665,000	665,000	678,300	678,300
OFFICE ADMINISTRATIVE	203,421	203,300	203,300	207,400	219,400
PROFESSIONAL SERVICES	1,847,424	2,555,600	2,555,600	2,567,300	2,567,300
UNIFORMS & SAFETY EQUIPMENT	7,319	9,600	9,600	9,600	9,600
PROFESSIONAL DEVELOPMENT	14,237	30,900	30,900	31,200	31,200
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	375	400	400	400	400
EQUIPMENT MAINTENANCE	127,014	129,900	129,900	132,300	132,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	2,971,501	3,594,700	3,594,700	3,626,500	3,638,500
CAPITAL OUTLAY	(1,265)	50,600	50,600	51,600	51,600
CAPITAL OUTLAY TOTAL ---->	(1,265)	50,600	50,600	51,600	51,600
EXPENDITURES TOTAL ---->	5,378,031	6,387,100	6,284,700	6,557,900	6,829,700
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	23,200	23,600	23,600	24,000	24,000
ALLOCATIONS OUT FOR WORKERS COMP	26,900	45,400	45,400	46,300	46,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	162,200	165,400	165,400	168,700	168,700
TRANSFER OUT TOTAL ---->	212,300	234,400	234,400	239,000	239,000
EXPENDITURES & TRANSFERS TOTAL ---->	5,590,331	6,621,500	6,519,100	6,796,900	7,068,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	477,617	314,300	314,300	314,900	314,900
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	5,427	4,500	4,500	4,600	4,600
LICENSES & PERMITS	375,155	198,200	198,200	202,100	202,100
OTHER REVENUE	183,634	182,600	229,600	180,800	228,300
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	1,041,832	699,600	746,600	702,400	749,900
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	758,800	774,000	774,000	789,500	789,500
ALLOCATIONS IN FROM NPDES	129,800	132,400	132,400	135,000	135,000
ALLOCATIONS IN FROM GAS TAX	161,400	164,600	164,600	167,900	167,900
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	1,050,000	1,071,000	1,071,000	1,092,400	1,092,400
REVENUE & TRANSFERS TOTAL ---->	2,091,832	1,770,600	1,817,600	1,794,800	1,842,300
GENERAL FUND NET EXPENSE (REVENUE) ---->	3,498,498	4,850,900	4,701,500	5,002,100	5,226,400



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	9 FTEs: Public Works Director, City Engineer, Senior Engineer, 2 Associate Engineers, Civil Engineering Technician, 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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Completed design for the Holly Street US 101 Interchange and Pedestrian Overcrossing, addressing Council's objectives concerning completing infrastructure and transportation projects • Continued to reduce Sanitary Sewer Overflows to a historically low level • Received a Bronze designation as a Bicycle Friendly Community from the League of American Cyclists • Developed the Neighborhood Traffic Management Program • Adopted the San Carlos Avenue Pedestrian Safety Plan • Completed 2018 Phase of the 5-Year Pavement Plan • Installed Trash Capture devices in over 150 drainage inlets to reduce stormwater pollution and meet San Francisco Bay Regional Water Quality Control Board requirements

**FY 2019-20 Goals**

- Build consensus on infrastructure and maintenance priorities
- Enhance pedestrian and bicycle accessibility and safety
- Complete major infrastructure and transportation CIP projects
- Implement the Neighborhood Traffic Management Program
- Work with partners on school traffic issues
- Inform and educate the public about traffic options
- Assist other departments with Strategic Plan goals and objectives
- Identify critical traffic bottlenecks

Leadership and Management Objective 1

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

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

Key Performance Measures

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of staff reports taken to Council	60	55	60	60
# of non-CIP related public information notices created	7	8	10	10
# of Inform San Carlos requests received (Engineering)	137	155	150	150
# of programs managed	14	13	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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
Sq. ft. of sidewalk repaired by City (in CIP)	5,867	3,135	4,097	3,225
Sq. ft. of driveway approaches repaired by City (in CIP)	2,905	1,768	1,552	1,626
Linear feet of curb/gutter repaired by City (in CIP)	237	344	115	225
# of sidewalk inspections conducted	112	97	140	140
# of sidewalk locations repaired by City program	80	40	52	41
# of private sidewalk permits issued	55	80	70	70



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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of traffic and circulation studies conducted	1	5	3	3
# of studies resulting in implementation of a traffic calming measure	1	2	1	1
# of speed zone surveys done	3	5	3	4
# of speed zone surveys done in timely manner according to regulations	3	5	3	4
# of traffic investigations submitted	44	20	50	50
# of traffic investigations completed	32	20	30	30

Parking Program Objective 4

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of Residential GESC permits issued	1,170	1,648	1,650	1,700
% of total Residential GESC permits issued	98%	98%	98%	98%
# of Business GESC permits issued	242	57	60	60
# of resident parking complaints received	25	23	25	25
% of parking complaints accepted and planned for action within one business day	100%	78%	100%	100%
% of parking complaints completed within 24 hours	100%	82%	100%	100%



Development and Permitting Objective 5

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# Encroachment permits issued	275	335	290	290
# Sewer Lateral permits issued	133	104	150	150
# Utility permits issued	180	195	200	200
# of grading permits reviewed	31	22	35	35
# of inspections conducted	1,551	3,399	1,600	1,600
# of projects reviewed during entitlement	69	52	70	70

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of projects	59	40	35	23
\$ Capital invested	\$12,898,900	\$13,562,209	\$53,255,552	\$20,178,340
% of projects finished on time	100%	100%	100%	100%
% of projects completed within budget	100%	100%	100%	100%



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	966,225	881,800	881,800	914,200	1,025,200
BENEFITS	479,260	618,400	556,900	665,300	681,400
PERSONNEL TOTAL ---->	1,445,485	1,500,200	1,438,700	1,579,500	1,706,600
UTILITIES	-	100	100	100	100
OFFICE ADMINISTRATIVE	8,500	9,500	9,500	9,700	9,700
PROFESSIONAL SERVICES	541,859	819,600	819,600	824,500	824,500
UNIFORMS & SAFETY EQUIPMENT	800	800	800	800	800
PROFESSIONAL DEVELOPMENT	13,032	19,300	19,300	19,500	19,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	375	300	300	300	300
EQUIPMENT MAINTENANCE	-	1,600	1,600	1,600	1,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	564,567	851,200	851,200	856,500	856,500
CAPITAL OUTLAY	1,665	1,600	1,600	1,600	1,600
CAPITAL OUTLAY TOTAL ---->	1,665	1,600	1,600	1,600	1,600
EXPENDITURES TOTAL ---->	2,011,717	2,353,000	2,291,500	2,437,600	2,564,700
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR SEWER	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	13,300	22,400	22,400	22,800	22,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	81,200	82,800	82,800	84,500	84,500
TRANSFER OUT TOTAL ---->	94,500	105,200	105,200	107,300	107,300
EXPENDITURES & TRANSFERS TOTAL ---->	2,106,217	2,458,200	2,396,700	2,544,900	2,672,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	477,596	314,300	314,300	314,900	314,900
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	375,155	198,200	198,200	202,100	202,100
OTHER REVENUE	38,750	8,000	63,000	8,000	63,500
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	891,501	520,500	575,500	525,000	580,500
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	598,200	610,200	610,200	622,400	622,400
ALLOCATIONS IN FROM NPDES	129,800	132,400	132,400	135,000	135,000
ALLOCATIONS IN FROM GAS TAX	161,400	164,600	164,600	167,900	167,900
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	889,400	907,200	907,200	925,300	925,300
REVENUE & TRANSFERS TOTAL ---->	1,780,901	1,427,700	1,482,700	1,450,300	1,505,800
GENERAL FUND NET EXPENSE (REVENUE) ---->	325,316	1,030,500	914,000	1,094,600	1,166,200



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 6 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 2018-19 Accomplishments	<ul style="list-style-type: none"> Provided excellent response to facility needs during rainy season Completed master re-key project Citywide Ensured residents know how to report maintenance issues Assisted with facility CIP projects
FY 2019-20 Goals	<ul style="list-style-type: none"> Continue to provide excellent customer service Complete issue of all electronic ID badges to all contractors Assist with facility CIP projects Complete Fire Station Repair Project Complete EOC 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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of facilities maintained	9	9	9	9
Square footage of facilities maintained	109,000	109,000	109,000	109,000
% requests completed within one week	85%	85%	85%	85%
% requests addressed within 48 hours	100%	100%	100%	100%



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	97,831	202,400	202,400	208,600	208,600
BENEFITS	59,478	126,400	115,800	135,600	125,400
PERSONNEL TOTAL ---->	157,309	328,800	318,200	344,200	334,000
UTILITIES	384,358	276,300	276,300	281,800	281,800
OFFICE ADMINISTRATIVE	720	500	500	500	500
PROFESSIONAL SERVICES	351,885	414,300	414,300	395,600	395,600
UNIFORMS & SAFETY EQUIPMENT	1,186	2,000	2,000	2,000	2,000
PROFESSIONAL DEVELOPMENT	-	500	500	500	500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	111,199	102,900	102,900	104,900	104,900
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	849,347	796,500	796,500	785,300	785,300
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	1,006,656	1,125,300	1,114,700	1,129,500	1,119,300
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,800	9,800	9,800	10,000	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,700	1,700	1,700
TRANSFER OUT TOTAL ---->	7,500	11,500	11,500	11,700	11,700
EXPENDITURES & TRANSFERS TOTAL ---->	1,014,156	1,136,800	1,126,200	1,141,200	1,131,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	62,158	5,000	5,000	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	62,158	5,000	5,000	-	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	56,600	57,700	57,700	58,900	58,900
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	56,600	57,700	57,700	58,900	58,900
REVENUE & TRANSFERS TOTAL ---->	118,758	62,700	62,700	58,900	58,900
GENERAL FUND NET EXPENSE (REVENUE) ---->	895,398	1,074,100	1,063,500	1,082,300	1,072,100



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	156,400	156,400	159,500	159,500
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	108,200	108,200	113,400	113,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	8,100	8,100	8,200	8,200
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	272,700	272,700	281,100	281,100
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	207,670	293,165	293,165	-	-
CAPITAL OUTLAY TOTAL ---->	207,670	293,165	293,165	-	-
EXPENDITURES TOTAL ---->	207,670	565,865	565,865	281,100	281,100
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	207,670	565,865	565,865	281,100	281,100
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	37,000	44,500	37,700	45,200
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	256,081	241,500	241,500	246,300	246,300
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	256,081	278,500	286,000	284,000	291,500
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	-	-	-	-	-
REVENUE & TRANSFERS TOTAL ---->	256,081	278,500	286,000	284,000	291,500
GENERAL FUND NET EXPENSE (REVENUE) ---->	(48,411)	287,365	279,865	(2,900)	(10,400)



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 2018-19 Accomplishments	<ul style="list-style-type: none"> Achieved zero fuel station violations Completed design and purchase of the Public Works Mutual Aid Trailer Added Recycled Water Truck to fleet Completed fuel station upgrade Completed purchase of utility brush chipper
FY 2019-20 Goals	<ul style="list-style-type: none"> Continue to perform routine and scheduled maintenance for all vehicles Replace maintenance equipment (maintenance sign truck and genie lift)

Fleet Maintenance Objective	<p>Manage vehicle and equipment maintenance and purchasing, operate the fuel station and dispose of surplus equipment.</p> <p>These metrics help us track the resources needed to purchase and maintain the vehicles and equipment used in service to the community. We also track the value of surplus (retired) vehicles and equipment, which is used toward the purchase of replacements. We also track our fuel station violations to ensure we have successful safety practices in place.</p>
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Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of inventory vehicles, equipment & misc. equipment	188	190	190	190
# of vehicles/equipment pieces maintained (routine and non-routine)	125	150	150	150
% of fleet receiving preventative maintenance inspections each year	67%	85%	90%	100%
\$ value of vehicles and equipment surplus	\$2,891	\$34,566	\$6,000	\$6,000
# of fuel station violations	0	0	0	0



**FLEET MAINTENANCE (01531000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	86,436	100,600	100,600	103,600	103,600
BENEFITS	61,671	62,700	57,500	67,300	62,200
PERSONNEL TOTAL ---->	148,106	163,300	158,100	170,900	165,800
UTILITIES	-	200	200	200	200
OFFICE ADMINISTRATIVE	3,758	4,200	4,200	4,300	4,300
PROFESSIONAL SERVICES	4,970	8,700	8,700	8,900	8,900
UNIFORMS & SAFETY EQUIPMENT	1,150	1,400	1,400	1,400	1,400
PROFESSIONAL DEVELOPMENT	510	1,100	1,100	1,100	1,100
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	2,213	2,900	2,900	2,900	2,900
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	12,602	18,500	18,500	18,800	18,800
CAPITAL OUTLAY	(3,289)	43,100	43,100	44,000	44,000
CAPITAL OUTLAY TOTAL ---->	(3,289)	43,100	43,100	44,000	44,000
EXPENDITURES TOTAL ---->	157,419	224,900	219,700	233,700	228,600
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	2,000	3,400	3,400	3,500	3,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600
TRANSFER OUT TOTAL ---->	2,600	4,000	4,000	4,100	4,100
EXPENDITURES & TRANSFERS TOTAL ---->	160,019	228,900	223,700	237,800	232,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	8,000	-	8,000	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	-	8,000	-	8,000	-
GENERAL TRANSFERS IN	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	104,000	106,100	106,100	108,200	108,200
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	104,000	106,100	106,100	108,200	108,200
REVENUE & TRANSFERS TOTAL ---->	104,000	114,100	106,100	116,200	108,200
GENERAL FUND NET EXPENSE (REVENUE) ---->	56,019	114,800	117,600	121,600	124,500



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 2018-19 Accomplishments	<ul style="list-style-type: none"> Renovated Rosek Park Implemented Dog Park Dust Control Project Provided excellent customer service Completed park drinking fountain installation Completed park bench installation Repaired Downtown Hanging Basket Irrigation System
FY 2019-20 Goals	<ul style="list-style-type: none"> Continue water conservation for parks and islands Respond with excellent customer service

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 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of acres of developed parks maintained	62.5	62.5	62.5	62.5
# of work orders completed in-house	800	700	1,000	1,200
# 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%	96%	96%	96%
% of requests addressed within 48 hours	80%	80%	80%	80%



**PARK MAINTENANCE (01711000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	413,892	468,100	468,100	483,200	587,500
BENEFITS	243,003	281,400	256,300	302,000	345,700
PERSONNEL TOTAL ---->	656,895	749,500	724,400	785,200	933,200
UTILITIES	225,641	206,700	206,700	210,900	210,900
OFFICE ADMINISTRATIVE	149,852	153,200	153,200	156,300	156,300
PROFESSIONAL SERVICES	748,971	861,100	861,100	878,300	878,300
UNIFORMS & SAFETY EQUIPMENT	2,768	3,700	3,700	3,700	3,700
PROFESSIONAL DEVELOPMENT	695	6,500	6,500	6,600	6,600
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	100	100	100	100
EQUIPMENT MAINTENANCE	9,098	13,100	13,100	13,300	13,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,137,025	1,244,400	1,244,400	1,269,200	1,269,200
CAPITAL OUTLAY	359	5,600	5,600	5,700	5,700
CAPITAL OUTLAY TOTAL ---->	359	5,600	5,600	5,700	5,700
EXPENDITURES TOTAL ---->	1,794,279	1,999,500	1,974,400	2,060,100	2,208,100
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,800	9,800	9,800	10,000	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	78,700	80,300	80,300	81,900	81,900
TRANSFER OUT TOTAL ---->	84,500	90,100	90,100	91,900	91,900
EXPENDITURES & TRANSFERS TOTAL ---->	1,878,779	2,089,600	2,064,500	2,152,000	2,300,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	20	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	60,288	47,000	47,000	47,000	47,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	60,309	47,000	47,000	47,000	47,000
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 ---->	60,309	47,000	47,000	47,000	47,000
GENERAL FUND NET EXPENSE (REVENUE) ---->	1,818,470	2,042,600	2,017,500	2,105,000	2,253,000



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	6 FTEs: Public Works Assistant Superintendent, Senior Maintenance Worker, 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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Reduced Sanitary Sewer Overflows (SSOs) • Provided excellent customer service for sewer emergency response • Continued with cause-determination program of sewer blockages and report findings to engineering for repair • Consent Decree terminated due to reducing SSOs to historic low level
FY 2019-20 Goals	<ul style="list-style-type: none"> • Continue to provide excellent customer service for sewer emergency response • Further reduce SSOs and backups • Increase the amount of mainline Closed Circuit Television (CCTV) inspections and evaluations

Wastewater Objective

Manage maintenance of sanitary sewer mains, laterals and lift station pumps and manage capital projects for infrastructure replacement.

We track these metrics to comply with various regulatory requirements and to understand the resources required to maintain the sewer system.

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# sewer line point repairs	41	79	30	30
# linear feet of sewer lines cleaned	384,062	350,000	400,000	400,000
% of sewer system cleaned	64%	64%	73%	73%
# of emergency responses	378	370	370	370
# of citizen requests	75	75	75	75
Number of sanitary sewer overflows per 100 miles of sewer line per year	9	6	3	0
Number of sanitary sewer lower lateral spills	1	1	7	5
Number of capacity assurance projects completed (11 mandated per capacity assurance program)	2	0	0	0
# of feet of sewer line rehabilitated	6,313	4,000	4,000	4,000
% of sewer lines replaced per the sewer master plan	1.15%	0.73%	0.73%	0.73%
# of sanitary sewer overflows	9	6	3	0
# of laterals replaced (by City and permitted private work)	304	134	330	330
# of laterals cleaned	1,168	633	1,210	1,220



**WASTEWATER (SEWER) FUND (06631000)
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	1,061,783	1,339,100	1,339,100	1,378,900	1,378,900
BENEFITS	(582,485)	875,700	804,900	941,800	873,900
PERSONNEL TOTAL ---->	479,299	2,214,800	2,144,000	2,320,700	2,252,800
UTILITIES	16,972	15,600	15,600	15,900	15,900
OFFICE ADMINISTRATIVE	39,760	57,500	57,500	58,600	58,600
PROFESSIONAL SERVICES	3,632,401	4,031,200	4,031,200	4,160,300	4,189,300
UNIFORMS & SAFETY EQUIPMENT	17,292	31,800	31,800	13,900	13,900
PROFESSIONAL DEVELOPMENT	8,401	17,300	17,300	17,600	17,600
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	100	100	100	100
EQUIPMENT MAINTENANCE	47,917	69,600	69,600	70,900	70,900
SERIAL BONDS	2,270,872	3,509,000	3,509,000	4,021,000	3,567,000
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	6,033,616	7,732,100	7,732,100	8,358,300	7,933,300
CAPITAL OUTLAY	914,015	40,900	40,900	41,700	41,700
CAPITAL PROJECTS	715,086	5,892,387	5,892,387	5,600,000	6,600,000
CAPITAL OUTLAY TOTAL ---->	1,629,101	5,933,287	5,933,287	5,641,700	6,641,700
EXPENDITURES TOTAL ---->	8,142,016	15,880,187	15,809,387	16,320,700	16,827,800
TRANSFERS OUT	585,400	597,100	597,100	609,000	609,000
ALLOCATIONS OUT TO GENERAL FUND	2,018,700	2,061,500	2,061,500	2,102,700	2,102,700
ALLOCATIONS OUT FOR WORKERS COMP	43,600	73,800	73,800	75,300	75,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	750,900	765,900	765,900	781,200	781,200
TRANSFER OUT TOTAL ---->	3,398,600	3,498,300	3,498,300	3,568,200	3,568,200
EXPENDITURES & TRANSFERS TOTAL ---->	11,540,616	19,378,487	19,307,687	19,888,900	20,396,000
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	17,458,394	19,317,000	18,650,000	18,974,900	19,351,000
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	199,087	100,000	100,000	100,000	151,000
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	17,657,481	19,417,000	18,750,000	19,074,900	19,502,000
GENERAL TRANSFERS IN	128,000	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	23,200	23,600	23,600	24,000	24,000
ALLOCATIONS IN FROM NPDES	251,000	396,300	396,300	408,000	408,000
ALLOCATIONS IN FROM GAS TAX	105,500	107,600	107,600	109,800	109,800
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	507,700	527,500	527,500	541,800	541,800
REVENUE & TRANSFERS TOTAL ---->	18,165,181	19,944,500	19,277,500	19,616,700	20,043,800
WASTEWATER FUND NET EXP (REV) ---->	(6,624,565)	(566,013)	30,187	272,200	352,200



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	4 FTEs: Senior Maintenance Worker, 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 2018-19 Accomplishments	<ul style="list-style-type: none"> • Installed over 180 new trash capture devices • Updated the Business Inspection Plan and Enforcement Response Plan • Improved and led the Business Stormwater Inspection Program • Completed storm season preparation • Increased trash capture devices to 250 from 70 • Implemented cleaning program for trash capture devices
FY 2019-20 Goals	<ul style="list-style-type: none"> • Complete annual storm drain project • Work with San Mateo County and Belmont to start Belmont Creek Project • Explore cost recovery for Business Stormwater inspections • Begin working on Storm Drain Master Plan projects • Implement a compliant cleaning program for all installed full trash capture devices

Stormwater Objective	<p>Manage maintenance of storm drainage systems, creek monitoring, levee maintenance and repair, pipe/culvert cleaning and implementation of National Pollution Discharge Elimination System permit requirements.</p> <p>We track these metrics to ensure compliance with regulatory requirements and to provide the necessary resources where needed.</p>
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Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of inspections conducted (storm drain, creek, levee)	3,038	3,038	3,038	3,038
# of linear feet of culvert cleaned	7,500	7,500	7,500	7,500
# of catch basins cleaned	1,500	1,500	1,500	1,500
Linear feet of ditches cleaned (sediment removed)	2,000	2,000	2,000	2,000
Tons of debris removed from inlets and creek guards	250	250	250	250
Linear feet of storm drain lines installed	130	152	150	150
# of inlets replaced	3	4	10	10
% or # of MRP 2.0 internal deadlines met	100%	100%	100%	100%



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	3,257	3,400	3,400	3,500	3,500
OFFICE ADMINISTRATIVE	5,187	6,100	6,100	6,200	6,200
PROFESSIONAL SERVICES	38,518	161,100	161,100	84,200	84,200
UNIFORMS & SAFETY EQUIPMENT	995	2,300	2,300	2,300	2,300
PROFESSIONAL DEVELOPMENT	16,964	14,700	14,700	15,000	15,000
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	2,345	3,300	3,300	3,300	3,300
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	67,267	190,900	190,900	114,500	114,500
CAPITAL OUTLAY	5,943	3,300	3,300	3,400	3,400
CAPITAL OUTLAY TOTAL ---->	5,943	3,300	3,300	3,400	3,400
EXPENDITURES TOTAL ---->	73,210	194,200	194,200	117,900	117,900
TRANSFERS OUT	128,000	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	148,150	151,000	151,000	153,800	153,800
ALLOCATIONS OUT TO SEWER	251,000	396,300	396,300	408,000	408,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	527,150	547,300	547,300	561,800	561,800
EXPENDITURES & TRANSFERS TOTAL ---->	600,360	741,500	741,500	679,700	679,700
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	634,296	600,300	600,300	606,900	606,900
OTHER TAX	71,578	71,200	71,200	72,600	72,600
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	5,187	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	711,061	671,500	671,500	679,500	679,500
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 ---->	711,061	671,500	671,500	679,500	679,500
STORMWATER FUND NET EXP (REV) ---->	(110,701)	70,000	70,000	200	200



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	4 FTEs: Senior Maintenance Worker, 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 2018-19 Accomplishments	<ul style="list-style-type: none"> Completed the 2017 Pavement Rehabilitation Project Secured \$500,000 in federal funding for street resurfacing Completed the 2017 Striping Project Secured \$550,000 in federal grant for street safety improvements Secured \$1,000,000 in state funding for Holly/101 Pedestrian Overcrossing Secured \$1,000,000 in grant funding for San Carlos Pedestrian Safety Improvements Supported Engineering division between pavement rehabilitation projects
FY 2019-20 Goals	<ul style="list-style-type: none"> Determine the “right” funding level for street paving Complete annual street paving, traffic striping and sidewalk repair projects Replace all street name and parking enforcement signs to meet new reflectivity standards Identify opportunities for green infrastructure improvements Continue to replace all street name and parking enforcement signs to meet new reflectivity standards

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of street lights repaired	22	29	20	20
# of traffic signals repaired	49	53	30	30
# of linear feet of curb painted	7,500	14,500	14,500	14,500
# of street signs replaced	1,100	650	250	250
# of square feet of potholes repaired by Maintenance	2,500	2,500	2,500	2,500
# of Inform San Carlos requests received (PW Maintenance)	173	200	200	200
Average response rate for Inform San Carlos requests	3 days	3 days	3 days	3 days

Street Maintenance Objective 1

Manage bridge and retaining wall inspections, pavement maintenance and repair, street lighting and traffic signals, signs and striping.

These metrics are tracked to determine where resources are needed and to measure our efficiency in responding to requests.



Street Maintenance Objective 2

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Projected	FY 2020 Adopted
# of miles paved	1.46	1.65	2.2	1.45
% of total system paved since 2010	1.70%	1.92%	2.56%	1.69%
# miles of streets sealed	1.18	0.17	2.02	2.02
% of total system sealed since 2010	1.37%	0.20%	2.35%	2.35%
Linear feet of striping replaced	21,169	24,800	24,000	22,000
Square feet of markings replaced	9,700	4,000	12,000	10,000



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	161,713	181,700	181,700	185,300	185,300
OFFICE ADMINISTRATIVE	40,591	35,900	35,900	36,600	48,600
PROFESSIONAL SERVICES	199,739	451,900	451,900	460,000	460,000
UNIFORMS & SAFETY EQUIPMENT	1,415	1,700	1,700	1,700	1,700
PROFESSIONAL DEVELOPMENT	-	3,500	3,500	3,500	3,500
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	4,503	9,400	9,400	9,600	9,600
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	407,961	684,100	684,100	696,700	708,700
CAPITAL OUTLAY	-	300	300	300	300
CAPITAL OUTLAY TOTAL ---->	-	300	300	300	300
EXPENDITURES TOTAL ---->	407,961	684,400	684,400	697,000	709,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	23,200	23,600	23,600	24,000	24,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	23,200	23,600	23,600	24,000	24,000
EXPENDITURES & TRANSFERS TOTAL ---->	431,161	708,000	708,000	721,000	733,000
REVENUE SUMMARY					
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	5,427	4,500	4,500	4,600	4,600
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	22,439	114,600	114,600	117,800	117,800
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	27,866	119,100	119,100	122,400	122,400
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 ---->	27,866	119,100	119,100	122,400	122,400
GENERAL FUND NET EXPENSE (REVENUE) ---->	403,295	588,900	588,900	598,600	610,600



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	89,324	120,700	120,700	123,100	123,100
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	89,324	120,700	120,700	123,100	123,100
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL OUTLAY TOTAL ---->	-	-	-	-	-
EXPENDITURES TOTAL ---->	89,324	120,700	120,700	123,100	123,100
TRANSFERS OUT	600,000	800,000	800,000	850,000	850,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	600,000	800,000	800,000	850,000	850,000
EXPENDITURES & TRANSFERS TOTAL ---->	689,324	920,700	920,700	973,100	973,100
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	875,027	800,000	800,000	815,000	1,115,000
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	6,826	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	881,853	800,000	800,000	815,000	1,115,000
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 ---->	881,853	800,000	800,000	815,000	1,115,000
MEASURE A AND MEASURE W FUND NET EXP (REV) ---->	(192,529)	120,700	120,700	158,100	(141,900)



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
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	1,415,561	2,251,200	2,251,200	2,055,000	2,475,000
CAPITAL OUTLAY TOTAL ---->	1,415,561	2,251,200	2,251,200	2,055,000	2,475,000
EXPENDITURES TOTAL ---->	1,415,561	2,251,200	2,251,200	2,055,000	2,475,000
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	259,800	264,900	264,900	270,100	270,100
ALLOCATIONS OUT TO SEWER	105,500	107,600	107,600	109,800	109,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	121,400	123,800	123,800	126,300	126,300
TRANSFER OUT TOTAL ---->	486,700	496,300	496,300	506,200	506,200
EXPENDITURES & TRANSFERS TOTAL ---->	1,902,261	2,747,500	2,747,500	2,561,200	2,981,200
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	550,000	550,000	-	-
LICENSES & PERMITS	29,773	26,700	271,000	26,700	26,700
OTHER REVENUE	843,999	1,315,200	1,185,900	1,315,000	1,525,000
OTHER TAX	71,578	65,000	65,000	65,000	65,000
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	6,734	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	952,085	1,956,900	2,071,900	1,406,700	1,616,700
GENERAL TRANSFERS IN	-	-	-	-	-
TRANSFER IN FROM MEASURE A AND MEASURE W (0014)	600,000	800,000	800,000	850,000	850,000
TRANSFER IN FROM CAPITAL IMPROVEMENT FUND (0025)	130,000	-	-	125,000	125,000
ALLOCATIONS IN FROM SEWER	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-
TRANSFER AND ALLOCATIONS IN TOTAL ---->	730,000	800,000	800,000	975,000	975,000
REVENUE & TRANSFERS TOTAL ---->	1,682,085	2,756,900	2,871,900	2,381,700	2,591,700
GAS TAX FUND NET EXPENSE (REVENUE) ---->	220,177	(9,400)	(124,400)	179,500	389,500



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	-	4,700	4,700	4,800	4,800
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	-	4,700	4,700	4,800	4,800
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	-	70,000	70,000	-	-
CAPITAL OUTLAY TOTAL ---->	-	70,000	70,000	-	-
EXPENDITURES TOTAL ---->	-	74,700	74,700	4,800	4,800
TRANSFERS OUT	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	-	-	-	-	-
EXPENDITURES & TRANSFERS TOTAL ---->	-	74,700	74,700	4,800	4,800
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,302	3,900	3,900	4,100	4,100
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-
OTHER TAX	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-
SALES TAX	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	2,113	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	3,415	3,900	3,900	4,100	4,100
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 ---->	3,415	3,900	3,900	4,100	4,100
PARKING IN LIEU FUND NET EXPENSE (REV) ---->	(3,415)	70,800	70,800	700	700



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SUMMARY OF EMPLOYEE COMPENSATION AND BENEFITS

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

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

Confidential	07/01/17-06/30/19
Management	07/01/17-06/30/19
AFSCME Technical and Professional	07/01/18-06/30/20
Teamsters	09/01/17-08/31/19
Part-Time Employees	11/13/18

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

FLOAT TIME

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

ADMINISTRATIVE LEAVE

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

LIFE INSURANCE/ACCIDENTAL DEATH & DISMEMBERMENT

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

**EMPLOYEE ASSISTANCE PROGRAM**

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

VACATION/HOLIDAY/SICK LEAVE

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

LONG TERM DISABILITY/WORKERS' COMPENSATION INSURANCE

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

RETIREMENT

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

LONGEVITY PAY

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

COMMUTER BENEFIT REIMBURSEMENT

Employees who work a minimum of 20 hours per week may participate in the Commuter Benefit Reimbursement plan on a pre-tax contribution basis up to \$265 per month for transit passes and van pool services and up to \$265 per month for qualified parking expenses in 2019.

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

Employees can contribute an anticipated amount for eligible health care up to \$2,650 per calendar year (for 2019) and/or dependent care expenses up to \$5,000 (for 2019), which is deducted in equal increments from the employee's paycheck every pay period on a pre-tax basis. Money in the reimbursement accounts must be used by the end of the calendar year. Up to \$500 of unused money in a health care reimbursement account can be carried over to the following plan year.

457(b) DEFERRED COMPENSATION

Employees can contribute up to \$19,000 of pre-tax dollars towards a 457(b) deferred compensation plan per year (in 2019). Employees age 50 or older may contribute up to an additional \$6,000 for a total of \$25,000 per year (in 2019).

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.



PERSONNEL SUMMARY

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Adopted Update Budget 2019-20
FULL TIME EQUIVALENT EMPLOYEES					
Accounting Technician I	1.00	1.00	1.00	1.00	1.00
Accounting Technician II	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	4.00	4.00	4.00	4.00	4.00
Administrative Services Director	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Assistant Planner ¹	0.00	0.00	0.00	1.00	1.00
Associate Engineer ²	2.00	2.00	2.00	2.00	2.00
Associate Planner	1.00	1.00	1.00	1.00	1.00
Building Inspector I	1.00	0.00	0.00	0.00	0.00
Building Inspector II	3.00	4.00	4.00	4.00	4.00
Building Official	1.00	1.00	1.00	1.00	1.00
City Clerk/Community Relations Director	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant ³	1.00	0.00	0.00	0.00	1.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00	0.00
Community Development Director	1.00	1.00	1.00	1.00	1.00
Economic Development Coordinator	2.00	1.00	1.00	1.00	1.00
Economic Development/Housing Manager	0.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Facility Attendant ⁴	0.00	1.00	1.00	1.00	1.00
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 ⁵	9.00	9.00	10.00	10.00	10.00
Management Analyst ⁶	1.00	1.00	1.00	2.00	3.00
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 ⁷	0.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	0.00	0.00	0.00	0.00
Public Works Assistant Superintendent ⁸	0.00	0.00	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 ⁹	0.00	0.00	1.00	1.00	1.00
Public Works Supervisor	2.00	2.00	0.00	0.00	0.00
Recreation Coordinator	4.00	4.00	4.00	4.00	4.00
Recreation Manager ¹⁰	0.00	0.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Senior Administrative Clerk ¹¹	3.00	4.00	4.00	4.00	4.00
Senior Engineer ¹²	0.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker ¹³	6.00	6.00	6.00	7.00	8.00
Senior Management Analyst ¹⁴	2.00	2.00	2.00	3.00	3.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Senior Systems Analyst	1.00	1.00	1.00	1.00	1.00
Sustainability Coordinator	0.25	0.38	0.38	0.00	0.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
TOTAL REGULAR FULL-TIME EMPLOYEES	72.25	74.38	75.38	79.00	81.00



PERSONNEL SUMMARY

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Adopted Update Budget 2019-20
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	390,500	460,700	472,200	467,100	457,100
Sewer Fund	6,500	6,700	6,900	7,000	7,100
TOTAL PART-TIME FUNDING BY DEPARTMENT	\$ 397,000	\$ 467,400	\$ 479,100	\$ 474,100	\$ 464,200

¹ Assistant Planner position added in FY18-19

² Associate Civil Engineer position upgraded from the Civil Engineering Assistant position in FY2016-17

³ Civil Engineering Assistant position added in FY2019-20

⁴ Facility Attendant position added in FY2016-17

⁵ Maintenance Worker position approved for Stormwater during the November 13, 2017 Council Meeting

⁶ Two Management Analyst positions in the City Manager's Department: one upgraded from the Part Time Sustainability Coordinator position in FY2018-19; another one upgraded from the Communications Coordinator position in FY2019-20

⁷ Planning Manager position upgraded from the Principal Planner position in FY2016-17

⁸ Public Works Assistant Superintendent position upgraded from the Public Works Supervisor position in FY2017-18

⁹ Public Works Superintendent position upgraded from the Public Works Supervisor position in FY2017-18

¹⁰ Recreation Manager position upgraded from the Recreation Supervisor position in FY2017-18

¹¹ Senior Administrative Clerk position in Planning Division added in FY2016-17

¹² Senior Engineer position upgraded from the Associate Engineer position in FY2016-17

¹³ Two Senior Maintenance Worker positions added: one added in FY2018-19; another one added in FY2019-20

¹⁴ Senior Management Analyst position in the Community Development Department added in FY2018-19



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Adopted Update Budget 2019-20
FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT					
CITY MANAGER'S OFFICE					
CITY MANAGER - 01111000					
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00	0.00
Sustainability Coordinator	0.25	0.38	0.38	0.00	0.00
Management Analyst	0.00	0.00	0.00	1.00	2.00
TOTAL CITY MANAGER'S OFFICE	5.25	5.38	5.38	6.00	6.00
CITY CLERK - 01121000					
City Clerk/Community Relations Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL CITY CLERK	2.00	2.00	2.00	2.00	2.00
COMMUNITY DEVELOPMENT					
COMMUNITY DEVELOPMENT - ADMINISTRATION					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst*	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL ADMINISTRATION DIVISION	2.00	2.00	2.00	3.00	3.00
*Position underfilled					
BUILDING DIVISION - 01181000					
Building Official	1.00	1.00	1.00	1.00	1.00
Building Inspector II*	3.00	4.00	4.00	4.00	4.00
Building Inspector I	1.00	0.00	0.00	0.00	0.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00
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	0.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	0.00	0.00	0.00	0.00
Senior Planner*	1.00	1.00	1.00	1.00	1.00
Assistant Planner	0.00	0.00	0.00	1.00	1.00
Associate Planner	1.00	1.00	1.00	1.00	1.00
Senior Administrative Clerk	0.00	1.00	1.00	1.00	1.00
TOTAL PLANNING DIVISION	3.00	4.00	4.00	5.00	5.00
*Position underfilled					
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	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Adopted Update Budget 2019-20
FINANCE DIVISION - 01211000					
Financial Services Manager	1.00	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Accounting Technician II*	2.00	2.00	2.00	2.00	2.00
Accounting Technician I	1.00	1.00	1.00	1.00	1.00
TOTAL FINANCE DIVISION	6.00	6.00	6.00	6.00	6.00
*Position underfilled					
HUMAN RESOURCES DIVISION - 01212000					
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Management Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL HUMAN RESOURCES DIVISION	2.00	2.00	2.00	2.00	2.00
INFORMATION TECHNOLOGY DIVISION - 01213000					
Information Technology Manager	1.00	1.00	1.00	1.00	1.00
Senior Systems Analyst	1.00	1.00	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
TOTAL INFORMATION TECHNOLOGY DIVISION	4.00	4.00	4.00	4.00	4.00
FIRE DEPARTMENT - 01491031					
Fire Prevention Officer	1.00	1.00	1.00	1.00	1.00
TOTAL FIRE	1.00	1.00	1.00	1.00	1.00
PUBLIC WORKS DEPARTMENT					
PUBLIC WORKS ENGINEERING DIVISION - 01511000					
Public Works Director	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Senior Engineer	0.00	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	1.00	0.00	0.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL PUBLIC WORKS ENGINEERING	7.00	7.00	7.00	7.00	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*	0.00	0.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	1.00	1.00	1.00
Recreation Coordinator	4.00	4.00	4.00	4.00	4.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00
Facility Attendant	0.00	1.00	1.00	1.00	1.00
TOTAL RECREATION DIVISIONS	7.00	8.00	8.00	8.00	8.00
* Position underfilled					
PARK MAINTENANCE DIVISION - 01711000					
Public Works Superintendent	0.00	0.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	0.00	0.00	0.00
Senior Maintenance Worker	2.00	3.00	3.00	3.00	4.00
TOTAL PARK MAINTENANCE	3.00	4.00	4.00	4.00	5.00



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Adopted Update Budget 2019-20
BUILDING MAINTENANCE DIVISION 01712000 - 01718000					
Senior Maintenance Worker	1.00	1.00	1.00	2.00	2.00
TOTAL BUILDING MAINTENANCE	1.00	1.00	1.00	2.00	2.00
SEWER FUND - 06631000					
Public Works Assistant Superintendent	0.00	0.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	0.00	0.00	0.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	3.00	2.00	2.00	2.00	2.00
Maintenance Worker	9.00	9.00	10.00	10.00	10.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00
TOTAL SEWER FUND	15.00	14.00	15.00	15.00	15.00
TOTAL REGULAR FULL-TIME EMPLOYEES	72.25	74.38	75.38	79.00	81.00
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	4.00	5.00	5.00
Administrative Secretary III	1.00	1.00	1.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	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	27.80	28.80	28.80
FIRE AND EMERGENCY OPERATIONS SERVICES					
City of Redwood City Fire Department					
Fire Chief	0.33	0.33	0.33	0.25	0.25
Deputy Fire Chief	1.00	1.00	1.00	0.66	0.66
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Fire Marshal	0.34	0.34	0.34	0.33	0.33
Fire Prevention Admin	0.33	0.33	0.33	0.33	0.33
Deputy Fire Marshal	0.33	0.33	0.33	0.00	0.00
Fire Prevention Officer	0.00	0.00	0.00	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	9.00	8.00	8.00	6.00	6.00
Firefighters	6.00	7.00	7.00	6.00	6.00
Management Analyst	0.33	0.33	0.33	0.33	0.33
Administrative Assistant	0.33	0.33	0.33	0.33	0.33
TOTAL FIRE SERVICES CONTRACT	25.33	25.33	25.33	22.06	22.06



PERSONNEL SUMMARY BY DEPARTMENT

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Revised Budget 2018-19	Adopted Update Budget 2019-20
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	3.00	3.10	3.10	3.10	3.10
Janitor	1.00	0.00	0.00	0.00	0.00
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	4.90	4.00	4.00	4.00	4.00
MEDIAN & OPEN SPACE MAINTENANCE					
Median Landscaper					
Maintenance Worker	1.50	2.00	2.00	2.00	2.00
Irrigation Specialist	0.25	0.20	0.20	0.20	0.20
Supervisor	0.25	0.20	0.20	0.20	0.20
Open Space Landscaper					
Maintenance Worker	0.00	0.00	0.00	1.50	1.50
TOTAL MEDIAN & OPEN SPACE CONTRACT	2.00	2.40	2.40	3.90	3.90
BUILDING MAINTENANCE					
Janitorial Services					
Janitor	4.00	4.00	4.00	6.00	6.00
TOTAL BUILDING MAINTENANCE CONTRACT	4.00	4.00	4.00	6.00	6.00
CITY PLANNING SERVICES					
Planning Contractor Services					
Sr. Planner	0.50	1.00	1.00	1.00	1.00
Principal Planner	0.50	0.50	0.50	1.00	1.00
Associate Planner	0.00	0.00	0.00	0.50	0.50
Planning Technician	0.00	1.00	1.00	0.00	0.00
Administrative Assistant	0.65	0.00	0.00	0.00	0.00
TOTAL PLANNING CONTRACT	1.65	2.50	2.50	2.50	2.50
BUILDING SERVICES					
San Mateo County Code Enforcement					
Code Enforcement Officer	0.50	0.50	0.50	1.00	1.00
TOTAL BUILDING SERVICES CONTRACT	0.50	0.50	0.50	1.00	1.00



CAPITAL IMPROVEMENT PROGRAM BUDGET

In June 2018, the City Council approved a Five-Year Capital Improvement Program Budget as part of the Fiscal Year (“FY”) 2018-20 Biennial Budget. A complete update of the Five-Year Capital Improvement Program Budget will be done as part of the next budget cycle. The FY 2018-20 Capital Improvement Program Budget recommended updates as part of the mid-year budget process are summarized below.

Wastewater Fund 06:

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

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

- **Sewer System Rehabilitation Program (C9617).** \$15 million of total project funding was originally approved. The approved funding for FY 2018-19 and 2019-20 is \$8.5 million. Staff requested \$15 million for FYs 2020-21 through 2022-23, or \$5 million per year, to complete all the anticipated rehabilitation work.

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.

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

- **Sidewalk Repair/Reconstruction Project (C9465).** \$180,000 was originally approved per year in annual funding to cover the City’s 50% share of sidewalk repairs. To help fund the backlog of repairs, \$600,000 was approved for FY 2019-20, with \$270,000 to be reimbursed by property owners for sidewalk repair costs. Staff also requested \$600,000 for FY 2020-21, with \$270,000 to be reimbursed, and \$180,000 per year for FYs 2021-22 through 2022-23.

General Fund Capital Projects Fund 25:

The General Fund Capital Projects fund accounts for general capital improvements and replacements, including building construction, technology and other infrastructure improvements. The main source of revenue for this fund is the Educational Revenue Augmentation Fund (“ERAF”) rebate, which reflects property taxes previously taken from the City by the State, estimated at \$700,000 per year, and the franchise fee revenue received from the Shoreway Transfer Station, estimated at approximately \$2.3 million per year.

Council approved the staff recommended transfer of \$1.5 million from the General Fund “Assigned” Reserve balance in FY 2018-19, \$0.5 million in FY 2019-20, \$1 million in FY 2020-21, \$2.5 million in FY 2021-22 and \$2 million in FY 2022-23 to fund infrastructure projects, including



traffic calming, park improvements, and the Fire Station 16 replacement. In FY 2019-20, \$1.2 million will be transferred from Park In Lieu (Fund 27) to fund the Park Restroom Replacement (C1718) project. These transfers will fund essential maintenance and asset replacement projects.

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

- **Fire Station #16 Replacement Project (C9823).** \$300,000 was approved for FY 2018-19 and the approved amount for FY 2019-20 was \$0.6 million, with \$1 million requested in FY 2020-21 and \$5 million requested in both FY 2021-22 and 2022-23. This level of funding is required due to the challenging nature of the station's lot size and shape and the potential need to level the site to allow for the construction of a modern fire station.
- **Upgrade of Existing Sports Field Lighting (C1809).** \$350,000 was originally approved for FY 2018-19, and the approved amount for FY 2019-20 is \$2.55 million, which will adequately cover the full costs of construction and design contingencies.

The following new and future General Fund Capital Projects were approved:

- **Downtown Plan (C1901).** \$800,000 was approved for funding in FY 2019-20 to create a plan that will help to meet the City Council's new strategic objective to address San Carlos' downtown area. The funding will provide a vision to enhance, improve and protect the City's downtown, taking 2-3 years to complete.
- **Wheeler Plaza Garage Cameras Design Study (C1902).** \$100,000 was approved for FY 2019-20 to fund a consultant to carry out a study to review, design and recommend a network of security cameras and emergency call stations in the newly constructed Wheeler Plaza parking garage to deter potential criminal activities and instill a sense of safety for the public.
- **Street Tree/Neighborhood Improvement (C1903).** Prometheus, the developer of the Transit Village Project along El Camino Real, 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 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 will contribute all of the funds necessary. The developer will provide a total of \$83,340 to the City in FY 2019-20. These funds will be managed by the City. Staff's recommendation to appropriate \$83,340 for this purpose was approved.
- **Wheeler Plaza Garage Extra Lighting, Painting and EV Stations (C1904).** \$195,000 was approved for FY 2019-20 to fund the painting of the interior walls of Wheeler Plaza Garage and to add additional lighting to brighten the public parking levels. In addition, due to the demand for more Electric Vehicle ("EV") Stations city-wide, three additional EV Stations will be constructed in the public levels of the garage.

***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.

The following new project was approved for FY 2019-20:

- **Chilton Park Improvements (C1905).** \$500,000 funding for FY 2019-20 was 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.

Parking in Lieu Fund 28:

The Parking in Lieu fund accounts for parking fees collected and used to finance improvements related to parking in San Carlos. There were no new projects or changes requested for FY 2019-20.

Housing Funds 29 and 31:

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

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

- **817 Walnut Street Redevelopment (C1733).** \$3,000,000 was originally requested for FY 2020-21 for this project. Staff recommended increasing this requested amount to \$6,300,000 for FY 2020-21, bringing the total approved budget to \$7,300,000, to provide sufficient funding to allow the selected non-profit organization, Charities Housing, to develop this City-owned property for affordable housing. This additional funding was approved on June 24, 2019.

The following new project was approved for FY 2019-20:

- **Study Land Use and Regulatory Options (C1906).** \$750,000 was approved for FY 2019-20 for a new project to analyze zoning and make amendments to incentivize the production of all types of housing, including affordable housing.

Library Improvement Fund 95:

The Library Improvement fund accounts for rents and other tenant activities in the San Carlos Library. Revenues are used to offset building improvements and/or large maintenance projects in the library building. There were no new projects or changes requested for FY 2019-20.

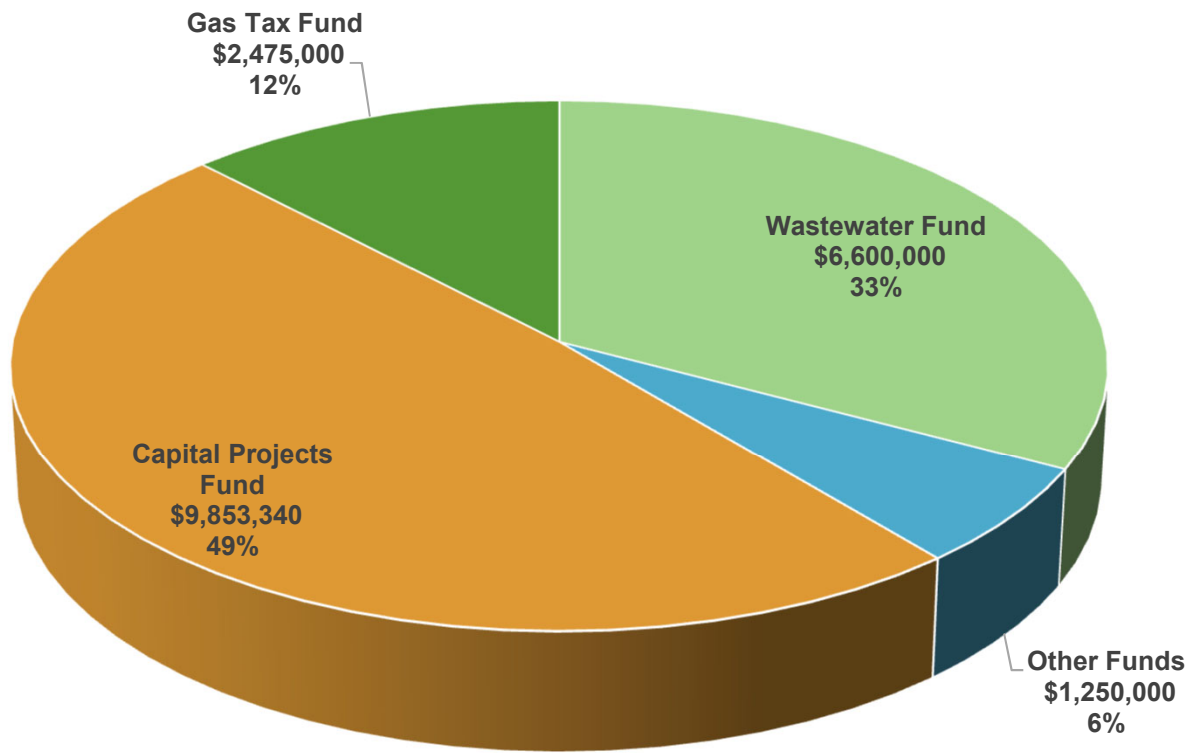


Unfunded List:

The unfunded list represents projects 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 FY 2018-19, the City Manager will bring forward a recommendation to possibly fund some of these projects.



CAPITAL IMPROVEMENT PROGRAM FY 2019-20 Adopted Update





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CAPITAL IMPROVEMENT PROGRAM
FUND SUMMARY

	FY17-18 Audited	FY 18-19 Revised	FY 18-19 Projected	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested
Wastewater Fund - Fund 0006 Unrestricted							
Unrestricted Fund Balance	\$ 7,680,045	\$ 10,573,791	\$ 10,573,791	\$ 10,543,604	\$ 10,191,404	\$ 10,773,304	\$ 10,592,904
SVCW Investment	6,680,080	6,466,725	6,466,725	6,466,725	6,466,725	6,466,725	6,466,725
Total unrestricted Fund Balance	14,360,125	17,040,516	17,040,516	17,010,329	16,658,129	17,240,029	17,059,629
Projected Sewer Rate Increase			5%	4.5%	4.5%	4.5%	4.5%
Operating Revenues *	17,870,835	19,417,000	18,750,000	19,502,000	20,381,000	21,307,000	22,258,000
General Operating Expenses	(1,638,294)	(3,001,800)	(2,931,000)	(3,036,800)	(3,127,900)	(3,221,700)	(3,318,400)
Capital Projects	(715,087)	(5,892,387)	(5,892,387)	(6,600,000)	(6,390,000)	(6,600,000)	(6,200,000)
SVCW Operating Expenses	(3,517,764)	(3,087,000)	(3,087,000)	(3,200,000)	(3,306,000)	(3,437,000)	(3,432,000)
Existing SVCW Bonds	(1,860,867)	(3,099,000)	(3,099,000)	(3,157,000)	(2,994,000)	(2,989,000)	(2,993,000)
SVCW Future Bonds	-	-	-	-	-	(218,000)	(218,000)
SCVW Future SRF Loans	-	-	-	-	-	(871,000)	(871,000)
State Revolving Loan & Reserve Requirement	(410,004)	(410,000)	(410,000)	(410,000)	(410,000)	(410,000)	(410,000)
SVCW Capital Contributions	-	(390,000)	(390,000)	(424,000)	(454,000)	(530,000)	(606,000)
Net Transfers & Allocations to other funds	(2,890,900)	(2,970,800)	(2,970,800)	(3,026,400)	(3,117,200)	(3,210,700)	(3,307,000)
Investment in SVCW	(213,355)	-	-	-	-	-	-
Net change in current year	6,624,564	566,013	(30,187)	(352,200)	581,900	(180,400)	902,600
Adj GASB68/75 and Capitalized	2,735,907	-	-	-	-	-	-
SVCW Investment	6,466,725	6,466,725	6,466,725	6,466,725	6,466,725	6,466,725	6,466,725
Wastewater Fund - Est. Unrestricted Ending Balance	\$ 10,573,791	\$ 11,139,804	\$ 10,543,604	\$ 10,191,404	\$ 10,773,304	\$ 10,592,904	\$ 11,495,504
* 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 \$4,342,257 capital project expenses were capitalized at FY17-18.							
Gas Tax Fund - Fund 0016							
Beginning Fund Balance	\$ 728,098	\$ 507,920	\$ 507,920	\$ 632,320	\$ 242,820	\$ 43,820	\$ 20,620
Other Operating Revenues	36,507	26,700	271,000	26,700	27,200	27,700	28,300
Gas Tax Revenues	809,470	1,255,200	1,125,900	1,255,000	1,280,100	1,305,700	1,331,800
Measure M	71,578	65,000	65,000	65,000	65,000	65,000	65,000
Outside Funding for Capital Projects	34,529	610,000	610,000	270,000	270,000	60,000	60,000
Capital Projects	(1,415,562)	(2,251,200)	(2,251,200)	(2,475,000)	(2,475,000)	(2,055,000)	(2,055,000)
Transfer from General Capital Fund 25	-	-	-	125,000	500,000	450,000	455,000
Transfer from Measure A tax Fund	600,000	800,000	800,000	650,000	650,000	650,000	650,000
Net Transfers & Allocations from/(to) other funds*	(356,700)	(496,300)	(496,300)	(306,200)	(516,300)	(526,600)	(537,100)
Net Change in Fund Balance	(220,178)	9,400	124,400	(389,500)	(199,000)	(23,200)	(2,000)
Gas Tax Fund - Estimated Ending Balance	\$ 507,920	\$ 517,320	\$ 632,320	\$ 242,820	\$ 43,820	\$ 20,620	\$ 18,620
Capital Projects Fund - Fund 0025							
Unrestricted Fund Balance	\$ 14,123,824	\$ 21,694,694	\$ 21,694,694	\$ 10,475,904	\$ 6,455,904	\$ 5,760,904	\$ 4,585,904
Restricted	2,407,765	3,952,621	3,952,621	3,813,621	3,813,621	3,219,821	2,376,821
Total Beginning Fund Balance	16,531,589	25,647,315	25,647,315	14,289,525	10,269,525	8,979,925	6,962,725
Operating Revenues	3,534,057	2,642,600	4,000,000	2,900,000	3,050,000	3,200,000	3,300,000
Restricted Revenues	2,404,803	2,078,000	228,000	278,000	280,400	282,800	285,200
Outside Funding for Capital Projects	1,535,743	22,661,974	23,161,974	1,083,340	-	-	-
Capital Projects	(5,829,036)	(40,250,764)	(40,250,764)	(9,853,340)	(5,120,000)	(7,550,000)	(8,085,000)
Transfer from General Fund	7,500,000	1,500,000	1,500,000	500,000	1,000,000	2,500,000	2,000,000
Transfer to Gas Tax Fund	-	-	-	(125,000)	(500,000)	(450,000)	(455,000)
Net Transfers & Allocations from/(to) other funds	(29,841)	-	-	1,200,000	-	-	-
Net Change in Fund Balance	9,115,726	(11,368,190)	(11,360,790)	(4,017,000)	(1,289,600)	(2,017,200)	(2,954,800)
Restricted Fund (Bldg. Maintenance/Imp)	254,500	79,500	79,500	79,500	79,500	79,500	79,500
Turf Replacement Reserve	785,561	815,561	815,561	945,561	1,075,561	1,056,561	235,561
Technology Fee Reserve	127,302	122,302	122,302	137,302	153,102	169,702	187,102
Traffic Mitigation Fee Reserve	2,449,860	4,249,860	2,399,860	2,199,860	1,400,860	1,452,860	1,505,860
General Plan Update Reserve	232,390	262,390	262,390	292,390	322,990	354,190	385,990
Levee Assessment Reserve	16,056	44,056	44,056	72,056	100,056	128,056	156,056
PEG Fund Reserve	86,952	86,952	86,952	86,952	86,952	86,952	86,952
Total Restricted Fund	3,952,621	5,660,621	3,810,621	3,813,621	3,219,021	2,376,821	2,637,021
Capital Fund - Est Unrestricted Ending Balance	\$ 21,694,694	\$ 8,618,504	\$ 10,475,904	\$ 6,455,904	\$ 5,760,904	\$ 4,585,904	\$ 1,370,904
Park In Lieu Fund - Fund 27							
Beginning Fund Balance	\$ 2,947,624	\$ 2,486,942	\$ 2,486,942	\$ 1,926,014	\$ 554,614	\$ 889,814	\$ 1,231,714
Operating Revenues	569,289	326,100	163,000	328,600	335,200	341,900	348,700
Operating Expenses	-	-	-	-	-	-	-
Outside Funding for Capital Projects	-	-	-	-	-	-	-
Capital Projects	(1,029,971)	(723,928)	(723,928)	(500,000)	-	-	-
Net Transfers & Allocations to other funds	-	-	-	(1,200,000)	-	-	-
Net Change in Fund Balance	(460,682)	(397,828)	(560,928)	(1,371,400)	335,200	341,900	348,700
Park In Lieu Fund - Est Ending Balance	\$ 2,486,942	\$ 2,089,114	\$ 1,926,014	\$ 554,614	\$ 889,814	\$ 1,231,714	\$ 1,580,414
Parking In Lieu Fund - Fund 0028							
Beginning Fund Balance	\$ 144,636	\$ 148,051	\$ 148,051	\$ 77,251	\$ 76,551	\$ 75,851	\$ 75,151
Operating Revenues	3,415	3,900	3,900	4,100	4,200	4,300	4,400
Operating Expenses	-	(4,700)	(4,700)	(4,800)	(4,900)	(5,000)	(5,100)
Capital Projects	-	(70,000)	(70,000)	-	-	-	-
Net Transfers & Allocations to other funds	-	-	-	-	-	-	-
Net Change in Fund Balance	3,415	(70,800)	(70,800)	(700)	(700)	(700)	(700)
Parking In Lieu Est Ending Balance	\$ 148,051	\$ 77,251	\$ 77,251	\$ 76,551	\$ 75,851	\$ 75,151	\$ 74,451
Housing Fund - Fund 0029 and 0031							
Beginning Fund Balance	\$ 9,580,579	\$ 12,446,983	\$ 12,446,983	\$ 10,679,875	\$ 13,159,075	\$ 6,684,975	\$ 6,507,375
Operating Revenues	3,121,250	462,400	2,587,400	3,864,600	473,900	483,400	493,100
Operating Expenses	(185,220)	(532,400)	(532,400)	(586,400)	(598,100)	(610,100)	(622,300)
Capital Projects	(22,626)	(3,774,108)	(3,774,108)	(750,000)	(6,300,000)	-	-
Net Transfers & Allocations to other funds	(47,000)	(48,000)	(48,000)	(49,000)	(49,900)	(50,900)	(51,900)
Net Change in Fund Balance	2,866,404	(3,892,108)	(1,767,108)	2,479,200	(6,474,100)	(177,600)	(181,100)
Housing in Lieu Est Ending Balance	\$ 12,446,983	\$ 8,554,875	\$ 10,679,875	\$ 13,159,075	\$ 6,684,975	\$ 6,507,375	\$ 6,326,275
Library Improvements Fund 0095							
Beginning Fund Balance	\$ 1,665,665	\$ 1,714,076	\$ 1,714,076	\$ 1,434,211	\$ 1,444,611	\$ 1,455,211	\$ 1,466,011
Operating Revenues	256,081	278,500	286,000	291,500	297,300	303,200	309,300
Operating Expenses	-	(272,700)	(272,700)	(281,100)	(286,700)	(292,400)	(298,200)
Outside Funding for Capital Projects	-	-	-	-	-	-	-
Capital Projects	(207,670)	(293,165)	(293,165)	-	-	-	-
Net Change in Fund Balance	48,411	(287,365)	(279,865)	10,400	10,600	10,800	11,100
Library Improvements Est Ending Balance	\$ 1,714,076	\$ 1,426,711	\$ 1,434,211	\$ 1,444,611	\$ 1,455,211	\$ 1,466,011	\$ 1,477,111



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

EXPENDITURES SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
SALARIES	-	-	-	-	-
BENEFITS	-	-	-	-	-
PERSONNEL TOTAL ---->	-	-	-	-	-
UTILITIES	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-
PROFESSIONAL SERVICES	1,607,561	30,188,040	30,188,040	200,000	200,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-
INSURANCE	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-
OPERATING EXPENSE TOTAL ---->	1,607,561	30,188,040	30,188,040	200,000	200,000
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL PROJECTS	4,221,476	10,062,726	10,062,726	7,525,000	9,653,340
CAPITAL OUTLAY TOTAL ---->	4,221,476	10,062,726	10,062,726	7,525,000	9,653,340
EXPENDITURES TOTAL ---->	5,829,037	40,250,766	40,250,766	7,725,000	9,853,340
TRANSFERS OUT	154,841	-	-	125,000	125,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-
TRANSFER OUT TOTAL ---->	154,841	-	-	125,000	125,000
EXPENDITURES & TRANSFERS TOTAL ---->	5,983,878	40,250,766	40,250,766	7,850,000	9,978,340
REVENUE SUMMARY	Audited 2017-18	Revised 2018-19	Projected 2018-19	Revised 2019-20	Adopted Update 2019-20
BUSINESS REGISTRATION	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	209,129	70,000	70,000	70,000	70,000
FINES & FORFEITURES	-	-	-	-	-
FROM OTHER AGENCIES	-	7,301,474	7,301,474	1,000,000	1,000,000
LICENSES & PERMITS	2,030,113	1,850,000	-	50,000	50,000
OTHER REVENUE	332,562	778,500	1,278,500	158,000	241,340
OTHER TAX	2,032,946	1,942,600	2,000,000	1,971,500	2,200,000
PROPERTY TAX	1,457,561	700,000	2,000,000	700,000	700,000
SALES TAX	-	14,440,000	14,440,000	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-
USE OF MONEY & PROPERTY	1,412,292	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-
REVENUE TOTAL ---->	7,474,603	27,082,574	27,089,974	3,949,500	4,261,340
GENERAL TRANSFERS IN	7,625,000	1,800,000	1,800,000	500,000	1,700,000
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 ---->	7,625,000	1,800,000	1,800,000	500,000	1,700,000
REVENUE & TRANSFERS TOTAL ---->	15,099,603	28,882,574	28,889,974	4,449,500	5,961,340
CAPITAL FUND NET EXPENSE (REVENUE) ---->	(9,115,725)	11,368,192	11,360,792	3,400,500	4,017,000



CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0006 Wastewater (Sewer) Fund											
<i>Previously Approved/ongoing Projects</i>											
C9609	Maintenance	Total Capital	Wastewater Financial Plan & Rate Study	-	2,820	80,000	-	40,000	-	-	120,000
C9610	Infrastructure/Public Safety	Total Capital	Shelford Drive Landslide Investigation	273,000	214,794	-	-	-	-	-	273,000
C9617	Infrastructure/Public Safety	Total Capital	Annual Sewer System Rehabilitation Program	7,537,295	7,634,992	3,500,000	5,000,000	5,000,000	5,000,000	5,000,000	31,037,295
C1701	Public Outreach	Total Capital	Recycled Water Station	340,000	157,169	-	-	-	-	-	340,000
C1702	Infrastructure/Public Safety	Total Capital	Annual On-Call Sewer Contracts	418,080	665,080	900,000	900,000	900,000	900,000	900,000	4,918,080
C1736	Infrastructure/Public Safety	Total Capital	Sewer System CCTV Inspection	268,700	268,700	-	400,000	-	400,000	-	1,068,700
C1737	Infrastructure/Public Safety	Total Capital	Annual Sewer Lateral Replacement	500,000	484,020	375,000	300,000	300,000	300,000	300,000	2,075,000
C1752	Safety	Total Capital	Sewer System Root Foaming	-	-	-	-	150,000	-	-	150,000
C1801	Infrastructure	Total Capital	Mobile Hydro-Flushing Unit	-	-	75,000	-	-	-	-	75,000
<i>Total Outside Funding</i>				-	-	-	-	-	-	-	-
<i>Total Capital</i>				9,337,075	9,427,575	4,930,000	6,600,000	6,390,000	6,600,000	6,200,000	40,057,075
<i>Total Transfers (Inter-project)</i>				-	-	-	-	-	-	-	-
Total Wastewater Fund 0006				9,337,075	9,427,575	4,930,000	6,600,000	6,390,000	6,600,000	6,200,000	40,057,075
Ending Fund Balance Wastewater Fund 0006						11,139,804	10,191,404	10,773,304	10,592,904	11,495,504	



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C9617: Annual Sewer System Rehabilitation Program - AMENDED

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Master Plan, Safety
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 at the May 13, 2019 Council meeting.

Justification

Sewer System rehabilitation is necessary to maintain the City's aging sewer collection system. Based on the condition assessment from the Sewer Master Plan, it is estimated that over 40 percent of the pipes in the collection system are in need of repair, rehabilitation or replacement to address significant structural deficiencies. Programmed funding is based on Table13c - San Carlos Wastewater Cash Flow projections of the Sewer Financial Plan & Rate Study prepared by Bartle Wells Associates in 2013. The additional funding requested is required to complete all the anticipated rehabilitation work.

Duration

Continuous.

Status

Ongoing.

Programmed Funding

	Total Approved		Adopted		Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
	Budget	Total Spent	2018-19	Update 2019-20				
Appropriations								
Expenses	\$ 15,037,295	\$ 7,634,992	\$ 3,500,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 27,037,295
New request	-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Total	<u>\$ 15,037,295</u>	<u>\$ 7,634,992</u>	<u>\$ 3,500,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 31,037,295</u>
Fund Financing Sources								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Project	<u>\$ 15,037,295</u>	<u>\$ 7,634,992</u>	<u>\$ 3,500,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 31,037,295</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Housing Objective
<input type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective





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CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0016 Gas Tax Fund											
<i>Previously Approved/Ongoing Projects</i>											
C9416	Infrastructure/Public Safety	Total Capital	Annual Street Resurfacing	2,381,422	3,051,944	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	11,381,422
C9416		Total Outside Funding	Federal Surface Transportation Program	-	-	(550,000)					(550,000)
C9417	Infrastructure/Public Safety	Total Capital	Annual Traffic Markings & Striping	150,000	172,379	75,000	75,000	75,000	75,000	75,000	525,000
C9465	Infrastructure/Public Safety	Total Capital	Annual Sidewalk Repair/Reconstruction	312,500	337,936	180,000	600,000	600,000	180,000	180,000	2,052,500
C9465		Total Outside Funding	Property Owners Contribution	(201,461)	(257,389)	(60,000)	(270,000)	(270,000)	(60,000)	(60,000)	(921,461)
<i>Total Outside Funding</i>				(201,461)	(257,389)	(610,000)	(270,000)	(270,000)	(60,000)	(60,000)	(1,471,461)
<i>Total Capital</i>				2,843,922	3,562,259	2,055,000	2,475,000	2,475,000	2,055,000	2,055,000	13,958,922
<i>Total Transfers (Inter-project)</i>				-	-	-	-	-	-	-	-
Total Gas Tax Fund 0016				2,642,461	3,304,870	1,445,000	2,205,000	2,205,000	1,995,000	1,995,000	12,487,461
<i>Ending Fund Balance Gas Tax Fund 0016</i>						<i>517,320</i>	<i>242,820</i>	<i>43,820</i>	<i>20,620</i>	<i>18,620</i>	



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C9465: Annual Sidewalk Replacement/Reconstruction - AMENDED

Fund Number:	Gas Tax Fund - 0016	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety, Sidewalk Program
Category:	Traffic & Transportation	Priority Rating:	1

Description

In San Carlos, property owners are responsible for the maintenance and repair of the curb, gutter and sidewalk across the frontage of their properties. The City's Sidewalk Maintenance Program is intended to reduce tripping hazards and improve drainage. The City performs sidewalk repair project(s) annually, and then bills property owners for their cost of the repair work. The additional funding is needed to complete the backlog of repairs.

Justification

On March 13, 2017 the City Council adopted a resolution to share 50% of the sidewalk repair cost with property owners and to budget a maximum of \$60,000 per year for the City contribution.

Duration

Continuous.

Status

Annual Project. Per Council direction, any unused budget shall roll over to the next year.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted Update 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Appropriations								
Expenses	\$ 672,500	\$ 337,936	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 1,212,500
New request	-	-	-	420,000	420,000	-	-	840,000
Total	<u>\$ 672,500</u>	<u>\$ 337,936</u>	<u>\$ 180,000</u>	<u>\$ 600,000</u>	<u>\$ 600,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 2,052,500</u>
Fund Financing Sources								
Property Owner Contribution	\$ 321,461	\$ 257,389	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 501,461
New request	-	-	-	210,000	210,000	-	-	420,000
Total	<u>\$ 321,461</u>	<u>\$ 257,389</u>	<u>\$ 60,000</u>	<u>\$ 270,000</u>	<u>\$ 270,000</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 921,461</u>
Total Capital Project	<u>\$ 351,039</u>	<u>\$ 80,547</u>	<u>\$ 120,000</u>	<u>\$ 330,000</u>	<u>\$ 330,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 1,131,039</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Housing Objective
<input checked="" type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective





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CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0025 General Fund Capital Projects Fund											
<u>Completed Projects</u>											
C9363	Maintenance	Total Capital	Highlands Park Play Area Safety/Inclusive Access Upgrades	149,613	146,954						149,613
C9818	Public Safety Improve	Total Capital	Eaton and Alameda Traffic Signal	63,543	63,465	-					63,543
C9820	Infrastructure	Total Capital	Existing Trail Way-Finding Improvements	100,000	89,830						100,000
C9825	Infrastructure	Total Capital	Repair Window Frames at Corp Yard	69,000	69,000						69,000
C9831	Public Outreach	Total Capital	Youth Center Renovations	1,375,500	1,332,085	-					1,375,500
C9831		Total Transfers (Inter-project)	Tsf Fm Facility Infrastructure Improvement Reserve	(750,000)	(750,000)	-					(750,000)
C9831		Total Outside Funding	P&R Foundation/Youth Center	(75,500)	(75,500)	-					(75,500)
C9840	Public Safety	Total Capital	East San Carlos Ave Traffic Signal	479,301	476,163						479,301
C9840		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve	(490,000)	(490,000)						(490,000)
C1704	Public Safety Parking/Public Safety	Total Capital	Beverly Dr Traffic Calming Improvements	273,318	273,318						273,318
C1706	Infrastructure/Public Safety	Total Capital	South Laurel Employee Parking Lot on El Camino Real	448,000	368,264						448,000
C1723	Infrastructure/Public Safety	Total Capital	St. Francis Way Traffic Calming Improvements	400,000	400,000						400,000
C1724	Public Safety	Total Capital	Traffic Safety Assessment and Improvement	150,000	108,346						150,000
C1739	Infrastructure	Total Capital	Cashier System Replacement	75,000	27,525						75,000
C1741	Public Outreach	Total Capital	Downtown Hanging Baskets Irrigation Repair	25,000	-						25,000
<u>Previously Approved/Ongoing Projects</u>											
C9319	Public Outreach	Total Capital	Chilton Park Master Plan	70,000	44,893						70,000
C9459	Traffic & Transit	Total Capital	Holly St/US 101 Interchange and Pedestrian Overcrossing	34,529,000	5,965,776	200,000	200,000				34,929,000
C9459		Total Transfers (Inter-project)	Traffic Mitigation Fee	(1,116,746)	(1,116,746)						(1,116,746)
C9459		Total Outside Funding	Measure A - Highway	(17,258,710)	(2,818,710)						(17,258,710)
C9459		Total Outside Funding	Bike Path Program Funding	(1,100,000)	(100,000)						(1,100,000)
C9459		Total Outside Funding	Bicycle Pedestrian Imp (BPIP)	(1,000,000)	-						(1,000,000)
C9459		Total Outside Funding	TDA Article 3	(400,000)	(400,000)						(400,000)
C9459		Total Outside Funding	Active Transportation Program (ATP)	(4,200,000)	-						(4,200,000)
C9459		Total Transfers (Inter-project)	Transfer from Measure A Fund	(350,000)	(350,000)						(350,000)
C9459		Total Transfers (Inter-project)	Facility Infrastructure Imp Reserve	(7,000,000)	(7,000,000)						(7,000,000)
C9459		Total Outside Funding	PAMF Contribution/Donations	(2,000)	(502,000)						(2,000)
C9459		Total Outside Funding	Bay Area Air Quality Grant (Bike/Ped)	(120,000)	-						(120,000)
C9459		Total Outside Funding	Successor Agency Bond Proceeds	(1,368,742)	(1,368,742)						(1,368,742)
C9461	Infrastructure/Public Safety	Total Capital	Brittan Ave Widening at Industrial Road	846,000	347,731						846,000
C9461		Total Outside Funding	PAMF Mitigation Fee	(300,000)	-						(300,000)
C9531	Infrastructure/Public Safety	Total Capital	Annual Storm Drainage Improvements	1,150,000	348,796	1,500,000	1,000,000	500,000	500,000	500,000	5,150,000
C9751	Parking/Public Outreach	Total Capital	Wheeler Plaza Project (former RDA project)	633,542	569,624						633,542
C9751		Total Outside Funding	Successor Agency Bond Proceeds	(360,116)	(360,116)						(360,116)
C9806	Infrastructure/Public Safety	Total Capital	Belmont Creek Watershed Improvement	100,000	57,777						100,000
C9812	Infrastructure/Public Safety	Total Capital	Study of City Hall Foundation	-	-	75,000	-	-	-	-	75,000
C9823	Infrastructure/Public Safety	Total Capital	Fire Station 16 Replacement	-	-	300,000	600,000	1,000,000	5,000,000	5,000,000	11,900,000
C9828	Infrastructure	Total Capital	Annual Storm Drain Maintenance	224,398	224,398	-	-	570,000	150,000	150,000	1,094,398



CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
C9838	Infrastructure/Public Safety	Total Capital	Four Corners Traffic Improvements	250,000	11,786	-	-	2,000,000	-	-	2,250,000
C1708	Public Outreach	Total Capital	City Website Design, Content Management System and Hosting	300,000	144,736	-	-	-	-	-	300,000
C1710	Infrastructure	Total Capital	Environmental Impact Report for Additional Lighting at Burton/Highlands Parks (Stadium Field)	200,000	186,029	-	-	-	-	-	200,000
C1711	Infrastructure/Public Safety	Total Capital	Fire Stations Repair	158,500	37,276	-	-	-	-	-	158,500
C1711		Total Transfers (Inter-project)	Tsf Fm Facility Infrastructure Improvement Reserve	(158,500)	(158,500)	-	-	-	-	-	(158,500)
C1712	Infrastructure/Public Safety	Total Capital	Illuminated St Name Sign Replacement	65,000	1,596	40,000	-	-	-	-	105,000
C1715	Infrastructure/Public Safety	Total Capital	Network Security and Monitoring	100,000	19,893	-	-	-	-	-	100,000
C1716	Infrastructure	Total Capital	North Crestview Park Improvement	100,000	11,305	-	-	-	-	350,000	450,000
C1718	Infrastructure/Public Safety	Total Capital	Park Restroom Replacement	708,000	648,888	150,000	1,200,000	-	-	-	2,058,000
C1719	Public Outreach	Total Capital	Preliminary Study for Citywide Way-finding Program Purchase and Implement a New Agenda and Record Management System	100,000	39,566	-	-	-	-	-	100,000
C1720	Public Outreach	Total Capital		240,000	193,583	-	-	-	-	-	240,000
C1721	Infrastructure	Total Capital	Roof Repairs at Various Buildings	250,000	164,204	-	-	-	-	-	250,000
C1722	Infrastructure/Public Safety	Total Capital	San Carlos Ave Pathway & Eucalyptus Tree Removal	500,000	371,275	609,644	-	-	-	-	1,109,644
C1725	Infrastructure/Public Safety	Total Capital	Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals	-	-	-	-	-	200,000	-	200,000
C1727	Infrastructure	Total Capital	GIS Upgrade	-	2,100	100,000	-	-	-	-	100,000
C1728	Infrastructure/Public Safety	Total Capital	5KV Streetlight Conversion	-	-	-	-	-	-	335,000	335,000
C1729	Parking/Public Safety	Total Capital	Arguello Park Parking Lot Asphalt Repair	-	-	200,000	-	-	-	-	200,000
C1742	Infrastructure/Public Safety	Total Capital	Fuel Station Upgrade	60,000	37,202	-	-	-	-	-	60,000
C1743	Public Safety	Total Capital	Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway	110,000	25,807	620,000	-	-	-	-	730,000
C1743		Total Outside Funding	TLC Grant	-	-	(500,000)	-	-	-	-	(500,000)
C1744	Public Safety	Total Capital	Guardrail Installation at 7 Winding Way	80,000	4,110	-	-	-	-	-	80,000
C1745	Infrastructure	Total Capital	Permit Management and Inspection Coordination Application (TrakIt) Upgrade	60,000	35,164	-	-	-	-	-	60,000
C1745		Total Transfers (Inter-project)	Technology Fee Reserve	(15,000)	(15,000)	(45,000)	-	-	-	-	(60,000)
C1746		Total Capital	ECR/Rail Corridor Tree Planting and Irrigation Installation	150,000	25,830	-	-	-	-	350,000	500,000
C1746		Total Outside Funding	Transit Village	(150,000)	(150,000)	-	-	-	-	-	(150,000)
C1747	Traffic & Transit	Total Capital	Traffic Study -General Plan Environmental Impact Traffic Update	110,100	33,643	-	-	-	-	-	110,100
C1749	Infrastructure/Public Safety	Total Capital	City Hall EOC Furniture & Equipment Updates	-	-	90,000	-	-	-	-	90,000
C1749		Total Outside Funding	Sheriff Trust Account	-	-	(40,000)	-	-	-	-	(40,000)
C1749		Total Outside Funding	SLEF Fund	-	-	(50,000)	-	-	-	-	(50,000)
C1751	Public Safety	Total Capital	Alameda de las Pulgas Landslide Repair	300,000	41,387	-	-	-	-	-	300,000
C1751		Total Outside Funding	FEMA Program	(225,000)	-	-	-	-	-	-	(225,000)
C1753	Parking	Total Capital	Streetline Parking Management System Expansion & Extension	40,478	-	-	-	-	-	-	40,478
C1802	Parking/Traffic & Transit	Total Capital	Bicycle and Pedestrian Master Plan	-	49,545	200,000	-	-	-	-	200,000
C1802		Total Outside Funding	TDA Article 3 Grant	-	-	(100,000)	-	-	-	-	(100,000)
C1803	Infrastructure/Public Safety	Total Capital	Brittan Ave & Alameda de las Pulgas Widening	-	-	-	250,000	850,000	-	-	1,100,000
C1803		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve	-	-	-	(250,000)	(850,000)	-	-	(1,100,000)
C1804	Infrastructure/Public Safety	Total Capital	Existing Highlands Park Synthetic Turf Infill	-	87,420	100,000	-	-	-	-	100,000
C1804		Total Transfers (Inter-project)	Turf Replacement Reserve	-	-	(100,000)	-	-	-	-	(100,000)
C1805	Infrastructure	Total Capital	Fire Station #13 HVAC Replacement	-	-	175,000	-	-	-	-	175,000
C1805		Total Transfers (Inter-project)	Restricted Fund (Bldg. Maintenance/Imp)	-	-	(175,000)	-	-	-	-	(175,000)
C1806	Public Safety	Total Capital	San Carlos Ave Pedestrian Safety Improvements	-	13,481	700,000	2,500,000	-	-	-	3,200,000
C1806		Total Outside Funding	Developer Donation	-	(8,000)	-	-	-	-	-	(8,000)
C1806		Total Outside Funding	Measure A Bike/Ped	-	-	-	(1,000,000)	-	-	-	(1,000,000)
C1807	Infrastructure/Public Safety	Total Capital	Traffic Calming Improvements	-	-	100,000	-	-	-	-	100,000
C1808		Total Capital	GIS Sign Inventory	-	-	-	125,000	-	-	-	125,000
C1809	Infrastructure/Public Safety	Total Capital	Upgrade of Existing Sports Field Lighting (Burton/Highlands Parks)	-	32,718	350,000	2,550,000	-	-	-	2,900,000



**CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL**

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
C1810	Infrastructure	Total Capital	Park Water Feature Modifications		-	225,000					225,000
C1811	Public Safety	Total Capital	Repave Asphalt Walking Path at Highlands Park		-	150,000					150,000
C1812	Traffic & Transit	Total Capital	Traffic Impact Fee Update		-	50,000					50,000
C1812		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve		-	(50,000)					(50,000)
C1813	Public Safety	Total Capital	Transfer Switches for Portable Generators		-	250,000					250,000
C1814		Total Capital	Climate Action Plan		-	-	250,000				250,000
C1815	Infrastructure/Public Safety	Total Capital	City Tree Consultant		-	100,000					100,000
C1817	Infrastructure/Public Safety	Total Capital	Existing Highlands Park Synthetic Turf Replacement		-	-		200,000	1,500,000		1,700,000
C1817		Total Transfers (Inter-project)	Turf Replacement Reserve		-	-			(1,100,000)		(1,100,000)
C1818	Infrastructure/Public Safety	Total Capital	Installation of New Sports Field Lighting at Flanagan and Stadium Fields		-	-			200,000	1,400,000	1,600,000
C1819	Public Safety	Total Capital	Mobile Automatic License Plate Reader		187,795	210,000					210,000
C1819		Total Outside Funding	Sheriff Trust Account		-	(210,000)					(210,000)
C1820	Infrastructure	Total Capital	Basketball Arcade Game & Ping Pong Table for Youth Center		-	20,000					20,000
C1820		Total Outside Funding	Youth Center Foundation		-	(20,000)					(20,000)
C1821	Public Safety	Total Capital	Fuels Mitigation at City Parks		1,825	525,000					525,000
C1821		Total Outside Funding	FEMA Reimbursable Grant		-	(381,474)					(381,474)
<u>New Requests</u>											
C1901	Enhance, Improve and Protect Downtown SC	Total Capital	Downtown Plan				800,000				800,000
C1902	Public Safety	Total Capital	Wheeler Plaza Garage Cameras Design Study				100,000				100,000
C1903	Mission, Vision, Core Values	Total Capital	Street Tree/Neighborhood Improvement				83,340				83,340
C1903		Total Outside Funding	Developer Contributions				(83,340)				(83,340)
C1904	Public Safety	Total Capital	Wheeler Plaza Garage Extra Lighting, Painting and EV Stations				195,000				195,000
<i>Total Outside Funding</i>				(26,560,068)	(5,783,068)	(1,301,474)	(1,083,340)	-	-	-	(28,952,882)
<i>Total Capital</i>				45,043,293	13,322,109	7,039,644	9,853,340	5,120,000	7,550,000	8,085,000	82,691,277
<i>Total Transfers (Inter-project)</i>				(9,880,246)	(9,880,246)	(370,000)	(250,000)	(850,000)	(1,100,000)	-	(12,450,246)
Total General Capital Fund 0025				8,602,979	(2,341,205)	5,368,170	8,520,000	4,270,000	6,450,000	8,085,000	41,288,149
Ending Fund Balance General Capital Fund 0025						8,618,504	6,455,904	5,760,904	4,585,904	1,370,904	



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:	Lou Duran and Dave Pucci	Priorities:	Master Plan
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. 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. Project design will reveal what is needed.

Justification

The station is deteriorating and needs replacement. It 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 do not fit. The facility was studied by a consultant hired by the City and several structural deficiencies were found. The current facility does not enable the proper separation of fire personnel from hazardous contaminants on equipment after a fire. In addition, there are rising costs of maintenance repairs for the existing facility and the continued deterioration and deficiencies. The site constraints will be evaluated as a part of the design. The additional funding requested for Fiscal Year 2019-20 will fund the design.

Duration

July 2018 through June 2023.

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted Update 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Appropriations								
Expenses	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 1,000,000	\$ 5,000,000	\$ 5,000,000	\$ 11,300,000
New request	-	-	-	600,000	-	-	-	600,000
Total	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ 600,000</u>	<u>\$ 1,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 11,900,000</u>
Fund Financing Sources								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Project	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ 600,000</u>	<u>\$ 1,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 11,900,000</u>

Future Impact on Operating Budget

Negligible impact.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Housing Objective
<input type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective





C1809: Upgrade of Existing Sports Field Lighting - AMENDED

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park & Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Cost of Deferred Maintenance, Master Plan, Energy Savings
Category:	Parks, Environmental Sustainability	Priority Rating:	2

Description

This project will consist of replacing the existing metal halide lighting at Burton Park-Madsen Field and Highlands Park-North/South Fields with new LED lights and add new field lighting at Burton Park-Flanagan Field and Highlands Park-Stadium Field. Funds requested include the cost for consultants.

Justification

An Environmental Impact Report was certified and all findings approved by City Council in November 2018. The report studied the replacement of existing sports field lights and new field lights. In January 2019, a contract for design services for the replacement of existing sports field lights at Madsen and Highlands North and South fields began. Engineering consultants have recommended replacement of electrical and conduit at both fields. Cost estimate to complete the full project is \$2M. Staff is requesting additional funding to cover any potential project construction and design contingencies. Bids for construction will be posted in May 2019 with construction to follow this summer.

Duration

July 2018 through June 2020.

Status

New project.

Programmed Funding

	Total Approved		Adopted		Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
	Budget	Total Spent	2018-19	Update 2019-20				
Appropriations								
Expenses	\$ 2,550,000	\$ 32,718	\$ 350,000	\$ 2,200,000	\$ -	\$ -	\$ -	\$ 2,550,000
New request	-	-	-	350,000	-	-	-	350,000
Total	<u>\$ 2,550,000</u>	<u>\$ 32,718</u>	<u>\$ 350,000</u>	<u>\$ 2,550,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,900,000</u>
Fund Financing Sources								
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Project	<u>\$ 2,550,000</u>	<u>\$ 32,718</u>	<u>\$ 350,000</u>	<u>\$ 2,550,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,900,000</u>

Future Impact on Operating Budget

After completion, the annual utility cost for the upgraded LED field lighting will decrease by approximately 75% compared to the old metal halide lights, which is equivalent to approximately \$30,000 in operating budget savings.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Housing Objective
<input type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective





C1901: Downtown Plan

Fund Number:	General Fund Capital Project - 0025	Location:	Downtown
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Lisa Porras	Priorities:	Strategic Plan
Category:	Community Enhancement	Priority Rating:	1

Description

At the City Council Strategic Planning retreat on March 1, 2019, the City Council created a new strategic goal to address San Carlos' Downtown. The Council expressed its desire to create a vision to enhance, improve and protect Downtown and directed staff to establish a framework for achieving this vision. The Council directed staff to conduct a comprehensive review of policies, regulations and programs currently in place.

Justification

The Community Development Department requests funding for a new Downtown Plan, which includes environmental analysis as required by the California Environmental Quality Act (CEQA). The requested funding is staff's estimate for the plan, and it could be more or less depending on the scope of work that is ultimately decided by the City Council. Staff will meet with the City Council Downtown Subcommittee to explore ideas, discuss and refine options and subsequently seek direction from the full Council. Funding to complete this work would come from the General Fund.

Duration

Staff will work with City Council to decide upon the scope of work by the end of the 2019 calendar year. Depending on the degree of work, the project could take between 2-3 years to complete (or by 2022).

Status

New objective.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted Update 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	800,000	-	-	-	800,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 800,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 800,000</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>\$ -</u>	<u>\$ 800,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 800,000</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan	
X	Mission
X	Vision
X	Core Values
	Housing Objective
X	Transportation and Mobility Objective
X	Downtown Objective





C1902: Wheeler Plaza Garage Cameras Design Study								
Fund Number:	General Fund Capital Project - 0025			Location:	Wheeler Plaza			
Department:	Public Works			Strategic Plan:	Yes			
Project Manager:	Lou Duran			Priorities:	Transportation and Mobility			
Category:	Facilities			Priority Rating:	1			
Description								
<p>The newly constructed Wheeler Plaza parking garage has two levels for public parking and does not have any security cameras or network to telephone infrastructure to support the 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.</p>								
Justification								
<p>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 is for design only. Funding for installation of security equipment will be requested at a later time.</p>								
Duration								
2019-2021.								
Status								
New project.								
Programmed Funding								
Appropriations	Total		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Approved	Total Spent	2018-19	Update 2019-20	2020-21	2021-22	2022-23	
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Request	-	-	-	100,000	-	-	-	100,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</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>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
Future Impact on Operating Budget								
<p>Future impacts on operating budget may include annual warranty and maintenance of cameras and monthly charges for network connectivity.</p>								
Current Strategic Plan								
<input checked="" type="checkbox"/>	Mission							
<input checked="" type="checkbox"/>	Vision							
<input checked="" type="checkbox"/>	Core Values							
<input type="checkbox"/>	Housing Objective							
<input checked="" type="checkbox"/>	Transportation and Mobility Objective							
<input type="checkbox"/>	Downtown Objective							



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:	Strategic Plan
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 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.

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

New objective.

Programmed Funding

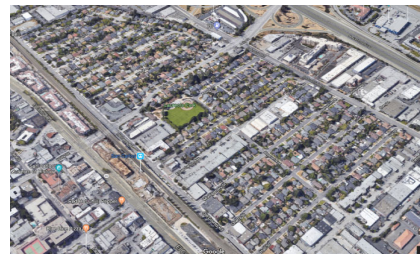
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted Update 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	83,340	-	-	-	83,340
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 83,340</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 83,340</u>
Fund Financing Sources								
Revenue	\$ -	\$ -	\$ -	\$ 83,340	\$ -	\$ -	\$ -	\$ 83,340
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 83,340</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 83,340</u>
Total Capital Project	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Future Impact on Operating Budget

Negligible.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Housing Objective
<input type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective





C1904: Wheeler Plaza Garage Extra Lighting, Painting and EV Stations

Fund Number:	General Fund Capital Project - 0025	Location:	Wheeler Plaza
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Transportation and Mobility
Category:	Facilities	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 city-wide, 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

Status

New project.

Programmed Funding

	Total		Adopted		Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
	Approved	Total Spent	2018-19	Update 2019-20				
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
New Request	-	-	-	195,000	-		-	195,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 195,000</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>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 195,000</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.

Strategic Plan Goal

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input type="checkbox"/>	Housing Objective
<input checked="" type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective






**CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL**

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adppted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0027 Park in Lieu Fund											
<u>Previously Approved/Ongoing Projects</u>											
C1730	Public Outreach	Total Capital	Shade Structure Installation - Various Parks	150,000	26,072	-					150,000
C1730		Total Outside Funding	P & R Foundation	(22,000)	(22,000)	-					(22,000)
C1732	Public Outreach	Total Capital	Laureola Park Improvements	600,000	-	-					600,000
C1732		Total Outside Funding	Park in Lieu Transit Village Project	(600,000)	(600,000)	-					(600,000)
<u>New Requests</u>											
C1905	Infrastructure	Total Capital	Chilton Park Improvements				500,000				500,000
<u>New & Future Projects</u>											
			Total Outside Funding	(622,000)	(622,000)	-	-	-	-	-	(622,000)
			Total Capital	750,000	26,072	-	500,000	-	-	-	1,250,000
			Total Transfers (Inter-project)	-	-	-	-	-	-	-	-
Total Park in Lieu Fund 0027				128,000	(595,928)	-	500,000	-	-	-	628,000
Ending Fund Balance Park in Lieu Fund 0027						2,089,114	554,614	889,814	1,231,714	1,580,414	



C1905: Chilton Park Improvements								
Fund Number:	Park-in-lieu Fund - 0027			Location:	Chilton Park			
Department:	Parks & Recreation			Strategic Plan:	Yes			
Project Manager:	Amy Newby			Priorities:	Park Improvements			
Category:	Parks			Priority Rating:	1			
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 who recommended the plan with additional suggestions: a more robust tot play area; a drinking fountain; and an interpretive educational panel. Council approved the Master Plan at its meeting on April 22, 2019. Fiscal Year 2019-20 funding will cover the cost of an architect for construction design and documents. Funding for construction will be requested at a later date.								
Duration								
July 2019 through June 2021.								
Status								
New project.								
Programmed Funding								
	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	Update	2020-21	2021-22	2022-23	Funding
				2019-20				
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	500,000	-	-	-	500,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</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>\$ -</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
Future Impact on Operating Budget								
Negligible as this is a design project. If the improvements are constructed, there will be impacts to the budget to maintain them.								
Current Strategic Plan								
<input checked="" type="checkbox"/>	Mission							
<input checked="" type="checkbox"/>	Vision							
<input checked="" type="checkbox"/>	Core Values							
<input type="checkbox"/>	Housing Objective							
<input type="checkbox"/>	Transportation and Mobility Objective							
<input type="checkbox"/>	Downtown Objective							



CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0028 Parking in Lieu Fund											
<i><u>Previously Approved/Ongoing Projects</u></i>											
C1750	Traffic & Transit	Total Capital	Reconfiguration Public Parking Plazas	60,000	-						60,000
C1816	Public Safety	Total Capital	Parking Occupancy Study			10,000					10,000
			<i>Total Outside Funding</i>	-	-	-	-	-	-	-	-
			<i>Total Capital</i>	60,000	-	10,000	-	-	-	-	70,000
			<i>Total Transfers (Inter-project)</i>	-	-	-	-	-	-	-	-
Total Parking in Lieu Fund 0028				60,000	-	10,000	-	-	-	-	70,000
Ending Fund Balance Parking in Lieu Fund 0028						77,251	76,551	75,851	75,151	74,451	



**CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL**

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0029 Housing In Lieu											
<i><u>Previously Approved/Ongoing Projects</u></i>											
C9754	Community Enhancement	Total Capital	Cherry Street Below Market Rate Housing Acquisition	2,500,000	63,801	375,000	-	-	-	-	2,875,000
<i><u>New Requests</u></i>											
C1906	Workforce/BMR Housing	Total Capital	Study Land Use and Regulatory Options	-	-	-	750,000	-	-	-	750,000
<i>Total Outside Funding</i>				-	-	-	-	-	-	-	-
<i>Total Capital</i>				2,500,000	63,801	375,000	750,000	-	-	-	3,625,000
<i>Total Transfers (Inter-project)</i>				-	-	-	-	-	-	-	-
Total Housing in Lieu Fund 0029				2,500,000	63,801	375,000	750,000	-	-	-	3,625,000
0031 Low and Moderate Income Housing Fund											
<i><u>Previously Approved/Ongoing Projects</u></i>											
C1733	Community Enhancement	Total Capital	817 Walnut Street Redevelopment	1,000,000	70,705	-	-	6,300,000	-	-	7,300,000
<i>Total Outside Funding</i>				-	-	-	-	-	-	-	-
<i>Total Capital</i>				1,000,000	70,705	-	-	6,300,000	-	-	7,300,000
<i>Total Transfers (Inter-project)</i>				-	-	-	-	-	-	-	-
Total LMI Housing Fund 0031				1,000,000	70,705	-	-	6,300,000	-	-	7,300,000
Total Housing Fund 0029 & 0031				3,500,000	134,506	375,000	750,000	6,300,000	-	-	10,925,000
<i>Ending Fund Balance Housing Fund</i>						8,554,875	13,159,075	6,684,975	6,507,375	6,326,275	



C1733: 817 Walnut Street Redevelopment - Amended

Fund Number:	Low and Moderate Income Housing Fund - 0031	Location:	817 Walnut Street
Department:	Community Development Department	Strategic Plan:	Yes
Project Manager:	Martin Romo	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. The FY 2016-17 Low and Moderate Income Housing Asset Fund Professional Services budget allowed the City to proceed with design and predevelopment work on the site, including: contracting an architect of record, engineers and other necessary professional services; designing, cost estimating and producing construction documents for the project; securing entitlements; and bidding the project. The City selected Charities Housing as the non-profit developer for the property. The Development team received entitlements in June 2019 and will begin development activity soon. At the same June 2019 meeting, the Council appropriated an addition \$3.3 million in Fiscal Year 2020-21 towards the Project from the Housing Fund, bringing the total Project budget to \$7.3 million.

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 and 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 and Moderate Income Housing Asset Fund, including 817 Walnut Street - an aging, underutilized seven-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 demonstrates that developing about 20 units on the site is 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.

Duration

July 2016 to June 2021. 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

New Project.

Programmed Funding

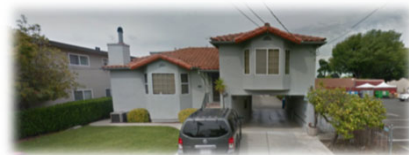
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted Update 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Appropriations								
Expenses	\$ 1,000,000	\$ 70,705	\$ -	\$ -	\$ 3,000,000	\$ -		\$ 4,000,000
New Request	-	-	-	-	3,300,000	-		3,300,000
Total	<u>\$ 1,000,000</u>	<u>\$ 70,705</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,300,000</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>\$ 1,000,000</u>	<u>\$ 70,705</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,300,000</u>	<u>\$ -</u>		<u>\$ 7,300,000</u>

Future Impact on Operating Budget

The City owns and operates this affordable housing project. With this project, the City intends to enter into a joint venture with a non-profit affordable housing developer. The future impact on the operating budget will be unknown until there is a development agreement executed.

Current Strategic Plan Objective

	Mission
	Vision
	Core Values
X	Housing Objective
	Transportation and Mobility Objective
	Downtown Objective





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 requests a total of \$750,000 to analyze zoning and make amendments to incentivize the production of affordable housing; this includes environmental analysis as required by the California Environmental Quality Act (CEQA). This is staff's current estimate, and the amount could go up or down depending on the scope of work ultimately decided by the City Council. The costs to complete this work could come from the Below Market Rate Fund (SCMC 18.200.130). This work includes issuing requests for proposals, selecting consultant, explore existing standards and programs for opportunities to increase density, identifying constraints, explore alternatives, CEQA, Zoning and General Plan amendments, and Housing Element update.

Justification

At the City Council Strategic Objectives Retreat in February 2019, the City Council requested a new strategic objective to address zoning to increase availability of all types of housing, especially affordable housing. The Council requested staff to study land use and other regulatory options available. The Council expressed its desire to 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.

Duration

Staff estimates the project timeline from start to completion of zoning amendments and other regulatory programs to take approximately 3-4 years (or by 2022- 2023).

Status

New project.

Programmed Funding

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted Update 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Appropriations								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	750,000	-	-	-	750,000
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</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>\$ -</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>

Future Impact on Operating Budget

It is unknown at this time.

Current Strategic Plan

<input checked="" type="checkbox"/>	Mission
<input checked="" type="checkbox"/>	Vision
<input checked="" type="checkbox"/>	Core Values
<input checked="" type="checkbox"/>	Housing Objective
<input type="checkbox"/>	Transportation and Mobility Objective
<input type="checkbox"/>	Downtown Objective





CAPITAL IMPROVEMENT PROGRAM
BUDGET DETAIL

Fund/ Project	Strategic Plan Objective	Type	Project Name	Total Approved Budget as of 6/30/2018*	Total Project Spent as of 3/31/2019	FY18-19 Revised	FY 19-20 Adopted Update	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
0095 Library Improvements Fund											
<i>Previously Approved/Ongoing Projects</i>											
C1734	Infrastructure	Total Capital	Library Maintenance and Repairs	458,568	182,982	-					458,568
			<i>Total Outside Funding</i>	-	-		-	-	-	-	-
			<i>Total Capital</i>	458,568	182,982		-	-	-	-	458,568
			<i>Total Transfers (Inter-project)</i>	-	-		-	-	-	-	-
Total Library Improvements Fund 0095				458,568	182,982		-	-	-	-	458,568
Ending Fund Balance Library Improvements Fund 0095						1,426,711	1,444,611	1,455,211	1,466,011	1,477,111	

* Total Approved Budget amounts include previously approved budget and unspent budget amounts



**CITY OF SAN CARLOS
FISCAL YEAR 2018-20 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
New	Infrastructure/Public Safety	Burton Park Batting Cages	60,000
C9335	Maintenance	Cedar Park Renovations	2,000,000
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
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
C9309	Community Enhancement	Citywide Drainage Improvements	35,000,000
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
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	Improve Infrastructure	Enterprise Resource Planning (ERP) Replacement	250,000
C9836	Community Enhancement	Evaluation of City's Field and Agronomic Conditions	150,000
C9782	Community Enhancement	Façade Improvement Program	400,000
New	Public Safety	Graffiti Coating	40,000
New	Community Enhancement	Heather Dog Exercise Area-ADA Ramp	45,000
New	Community Enhancement	Heather Dog Exercise Area-Stairway Replacement	35,000
New	Community Enhancement	Highlands Park-Picnic Area Enhancements	50,000
New	Community Enhancement	Highlands Park-Tennis Court Resurfacing	220,000
New	Infrastructure	Information Technology Master Plan	100,000
C1713	Infrastructure	Install Stream and Rain Gauges	40,000
C9318	Maintenance	Kiwanis Bldg. Improvements	650,000
New	Maintenance	Kiwanis Bldg.-HVAC	120,000
New	Maintenance	Kiwanis Bldg.-Interior Lighting - Demolish Multi-Contact Rotary Switch and Install Lighting Switches	80,000
New	Infrastructure/Public Safety	Major Intersections Assessment	200,000
New	Community Enhancement	Museum of San Carlos History ADA Compliance Project	250,000
New	Infrastructure	Parks Master Plan Consultant	125,000
C9803	Improve Infrastructure	Police Gym Expansion Phase II	80,000
New	Community Enhancement	Public Art Procurement	50,000
C9314	Maintenance	Reconstruct Laureola Park Bldg.	4,000,000
New	Improve Infrastructure	Replace Roof at Corp Yard	175,000
C9315	Community Enhancement	San Carlos Ave Park Renovation	1,500,000
New	Traffic & Transit	San Carlos Ave & Laurel St Construction of Pedestrian Scrambled Phase	100,000
C9827	Community Enhancement	Skate Park	625,000
C9302	Reduction in Operation costs	Solar Electric Panels of City Facilities	900,000
New	Infrastructure	Synthetic Turf Installation at Harrington & Burton Parks	350,000
New	Community Enhancement	Trails Plan Implementation	200,000
Total Unfunded General Fund Capital Projects			67,527,000
Total Unfunded list			172,527,000



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GLOSSARY OF TERMS

AB1X26: The Dissolution Act signed by Governor Brown to dissolve all redevelopment agencies by February 1st, 2012.

AB1234: The assembly bill that requires cities, counties and special districts in California to provide ethics training to their local officials. Public officials are required to complete the training within one year of taking office and repeat the training every two years.

Accounting System: The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Accrual Basis: A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Adopted Budget: The official budget as approved by the City Council at the start of each fiscal year.

Affordable Housing Impact Fee: Pursuant to City Municipal Code Section 3.34, affordable housing fees fund the construction, acquisition or financing of new or existing multi or single family affordable housing projects within the city for low or very low income residents.

Agency Fund: A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

Amended Budget: Also known as "Revised Budget" This is the official budget as adopted and as amended by the City Council through the course of a fiscal year.

Annual Budget: A budget applicable to a single fiscal year.

Annual Financial Report: The audited financial report otherwise known as the Comprehensive Annual Financial Report (CAFR) applicable to a single fiscal year.

Appropriated Budget: The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation: A legal authorization granted by a legislative body for a given period to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

Assessed Valuation: The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

Assigned Reserves: As per GASB 54 for Fund Balances, assigned fund balances include amounts that are constrained by the government's intent that they be used for specific purposes.

Audit: Prepared by an independent Certified Public Accountant (CPA), the primary objective of an audit is to determine if the City's financial statements present fairly the City's financial position and results of operations in conformity with generally accepted accounting principles.

Authority: A government or public agency created to perform a single function or restricted group of related activities.



Beginning/Ending Fund Balance: Appropriated resources available in a fund from the prior/current years after payment of the prior/current fiscal year's expenses. This is not necessarily cash on hand.
Bond: A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Bond Covenant: A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture.

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

Budget Message: Included in the opening section of the Budget, the Budget Message provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager

California Public Employees' Pension Reform Act of 2013 (PEPRA): The law that changes the way CalPERS retirement and health benefits are applied, and places compensation limits on members.

Capital Budget: A plan or proposed capital outlays and the means of financing them.

Capital Improvement Program (CIP): A financial plan for capital improvements with single and multiple-year expenditures to meet capital needs arising from the assessment of long-term needs. It sets forth each project in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Capitalized Expenditures: Expenditures resulting in the acquisition and/or construction of fixed assets.

Capital Investment Program: A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

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.

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



Debt Service Fund: A fund established for the payment of interest and principal on all debt other than payable exclusively from special assessments.

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

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

Division: An organizational subgroup of a department.

Employee Services: Salaries plus fringe benefits earned by employees of the organization for work performed.

Encumbrance: The commitment of appropriated funds to purchase goods that have not yet been received, or services that have yet to be rendered.

Enterprise Fund: A fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case, the governing body intends that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Entitlement: The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

ERAF: Educational Revenue Augmentation Fund. A shift of property tax revenue from local agencies to the State.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service and capital outlays.

Fiscal Year (FY): A 12-month period (for the City July 1st through June 30th) to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets: Equipment costing \$5,000 or more, including tax, and not qualifying as a capital improvement project.

Full-Time Equivalent (FTE): The conversion of full-time and part-time employee hours to an equivalent of a full-time position. For example: one person working half-time would count as 0.5 FTE. One full-time equivalent equals 2,080 hours of work per year,

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The amount of financial resources available for use. Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

Gann Limit: An absolute dollar limit on the amount of funds derived from taxes that the City can legally appropriate and expend each fiscal year, as specified by Article 13-B of the State Constitution. Any tax revenues in excess of the Gann Limit must be returned to taxpayers.



GASB 34: The Government Accounting Standards Board (GASB), which defines the criteria that auditors use to judge the adequacy of local and state government financial statements, has changed long-standing practices by requiring that government entities include reporting of their capital assets in their annual balance sheet and income statement. GASB Statement No. 34, adopted in June 1999, for the first time highlights the costs of acquiring, owning, operating and maintaining public works infrastructure for government-bond holders and the public at large.

GASB 45: GASB Statement No. 45, new accounting standards for Other Post-Employment Benefits (OPEB) addresses how state and local governments account for and report post-employment healthcare and other non-pension benefits. The statement generally requires that the state and local governments account for and report the annual cost of OPEB and the outstanding obligations and commitments related to OPEB in essentially the same manner as they currently do for pensions.

GASB 68: GASB Statement No. 68, Accounting and Financial Reporting for Pensions—an amendment of GASB Statement No. 27, improves accounting and financial reporting by state and local governments for pensions. This Statement establishes standards for measuring and recognizing liabilities and expenditures and identifies the methods and assumptions that should be used to calculate those liabilities and expenditures.

General Fund: The primary operating fund used to account for most day-to-day activities..

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.

Grants: Contributions of cash or other assets from another governmental agency (usually) to be expended or used for a specified purpose, activity or facility.

Housing Authority: Responsible for handling Housing assets and operations of the former RDA.

Infrastructure: All City-owned facilities supporting the operation of the governmental unit. It includes: streets, roads, bridges, curbs and gutters, parks, water and sewer lines, storm drains, water pump stations and reservoirs, water wells, sewer lift stations, all government buildings and related facilities.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Lease Purchase: Contractual agreements which are termed leases, but whose lease amount is applied to the purchase (as with a COP debt).

Line Item: The description of an object of expenditure, i.e. salaries, benefits, professional services, etc.

Long Term Debt: Debt with a maturity of more than one year after the date of the issue.

Materials & Services: Expenses that are charged directly as a part of the cost of a service.

Maturities: The dates on which the principal or state values of investments or debt obligations mature and may be reclaimed.



Modified Accrual Basis: The accrual basis of accounting where revenues are recognized when they become both “measurable” and “available” to finance expenditures of the current period. All governmental funds and agency funds are accounted for using the modified accrual basis of accounting.

Net Income (Loss): Proprietary fund excess (deficit) of operating revenues and operating transfers-in over operating expenses, non-operating expenses and operating transfers-out.

Non-Operating Expenses: Proprietary fund expenses not directly related to the fund’s primary activities (e.g. interest).

Non-Operating Revenues: Proprietary fund revenues incidental to, or by-products of, the fund’s primary activities.

Operating Expenses: Proprietary fund expenses related directly to the fund’s primary activities.

Operating Income: The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues: Proprietary funds revenues directly related to the fund’s primary activities. They consist primarily of user charges for goods and services.

Operating Transfers: Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended, such as transfers from the General Fund to a Special Revenue or Capital Projects Fund.

Ordinance: A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the City.

Other Public Employment Benefits: Benefits that an employee will begin to receive at the start of retirement that does not include pension benefits paid to the retired employees. These benefits vary depending on bargaining groups and employee’s date of hire.

Oversight Board: Composed of seven members to direct the staff of the successor agency to perform work in furtherance of the oversight board’s duties and responsibilities. The board shall have fiduciary responsibilities to holders of enforceable obligations and the taxing entities that benefit from distribution of property tax and other revenues.

Park Facility Development Fee: Pursuant to Municipal code Section 3.34, the Park Facility Development Fee is imposed on all new development since new development in the City generates a need for added facilities and an increased demand on existing facilities.

Park in Lieu Fee: Pursuant to Municipal Code 17.32.030, the Park in Lieu fee funds the acquisition, construction and major improvement of City parks.

Performance Measures: A series of indicators that measures levels of services and results.

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.

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.

Revenues: (1) Increases in net current assets of a governmental fund type from other than expenditure refunds and residual equity transfer. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

Revised Budget: Also known as "Amended Budget" this is the official budget as adopted and as amended by the City Council through the course of a fiscal year.

Risk Management: All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

Sales Tax: A tax on sales or on the receipts from sales.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses. Because no insurance is involved, the term self-insurance is a misnomer.

Service 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.

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.

Sewer Capacity Charges: Pursuant to Municipal Code 13.04.025, the sewer capacity charge is imposed on all new development. The charge is to recover costs for the City's sewer system infrastructure and assets that provide benefit to a) new connections to the sanitary sewer system and b) existing sanitary sewer connections that increase wastewater discharge.

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.

Successor Agency: Agency established to comply with State law AB1X26 regarding the dissolution of the former RDA and liquidation of assets in a manner that maximizes value for local taxing entities.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or



property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, user charges.

Traffic Impact Fee: Per Municipal Code Section 8.50, the Traffic Impact Fee is assessed based upon evidence that a new development generates additional residents, employees and structures, which in turn place an additional cumulative burden upon the local transportation system.

Transfers: Payments from one fund to another ideally for work or services provided, or to cover operating expense shortfalls.

Transient Occupancy Tax (TOT): Tax levied by cities on persons staying 30 days or less in room(s) in a hotel, inn, tourist home or house, motel, studio hotel, bachelor hotel, lodginghouse, roominghouse, apartment house, dormitory, public or private club, mobile home or house trailer at a fixed location ,or other similar structure.

Way-finding: Refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space.

Unassigned Fund Balance: The portion of fund balance that is immediately available for use.

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.

Yield: The rate earned on an investment based on the price paid.



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Commonly Used Acronyms in the City of San Carlos

ABAG	Association of Bay Area Governments
ACC	Adult Community Center
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AED	Automatic External Defibrillator
AFSCME	American Federation of State, County and Municipal Employees
ALUC	Airport Land Use Commission
ARC	Annual Required Contribution
ASAC	Athletic Sites Advisory Committee
AV	Audio Visual
AYSO	American Youth Soccer Organization
BAAQMD	Bay Area Air Quality Management District
BMPs	Best Management Practices
BMR	Below Market Rate
BSCFD	Belmont San Carlos Fire Department
C/CAG	City/County Association of Governments
CAD	Computer-Aided Dispatch system (Police)
CAFR	Comprehensive Annual Financial Report
CAP	Climate Action Plan
CCTV	Closed Circuit Television
CDF	California Department of Forestry
CEQA	California Environmental Quality Act
CAP	Climate Action Plan
CERBT	California Employers' Retiree Benefit Trust
CERT	Community Emergency Response Team
CIP	Capital Improvement Program
CMAQ	Congestion Management & Air Quality (subcommittee of C/CAG)
CMTA	California Municipal Treasurers Association
CPI	Consumer Price Index
CPS	Countdown Pedestrian Signal
CPUC	California Public Utilities Commission
CPR	Cardiopulmonary Resuscitation
CSC	City of San Carlos
CSMFO	California Society of Municipal Finance Officers
CSO	Community Services Officer
CYSA	California Youth Soccer Association



DARE	Drug & Alcohol Resistance Education
DBE	Disadvantaged Business Enterprise Program or Goal
DEIR	Draft Environmental Impact Statement
EAP	Employee Assistance Program
ECMS	Electronic Content Management System
EDAC	Economic Development Advisory Commission
EDP	Economic Development Partnership
EIR	Environmental Impact Statement
EOC	Emergency Operations Center
ERAF	Education Revenue Augmentation Fund
ERP	Enterprise Resource Planning
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FPPC	Fair Political Practices Commission
FSA	Flexible Spending Account
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GESC	Greater East San Carlos
GFOA	Government Finance Officers Association
GIS	Geographical Information System
HEART	Housing Endowment and Regional Trust of San Mateo County JPA
HIA	Harbor Industrial Association
HIP	(or HIP Housing) – Human Investment Project
HLC	Housing Leadership Council
HVAC	Heating Ventilation and Air Conditioning
ICSC	International Council of Shopping Centers
IEDA	Industrial Employers Distributors Association
IPM	Integrated Pest Management
JPA	Joint Powers Authority
LTD	Long-Term Disability
MOU	Memorandum of Understanding
MRP	Municipal Regional Stormwater Permit
MTC	Metropolitan Transportation Commission
NPDES	National Pollutant Discharge Elimination System
NWS	National Weather Service
OES	Office of Emergency Services
OPEB	Other Post-Employment Benefits



PAL	Police Activities League
PAMF	Palo Alto Medical Foundation
PARS	Public Agency Retirement Services
PC	Planning Commission
PCJPB	Peninsula Corridor Joint Powers Board or Caltrain Board
PEMHCA	Public Employees' Medical and Hospital Care Act
PEPRA	California's Public Employees' Pension Reform Act of 2013
PERS	(aka CalPERS) Public Employees' Retirement System
PGE	Pacific Gas and Electric
PIO	Public Information Officer
PLAN	Pooled Liability Assurance Network
PTA	Parent Teacher Association
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
RWQCB	Regional Water Quality Control Board
SA	Successor Agency
SAMCAT	San Mateo County Telecommunications Authority
SAMTRANS	San Mateo County Transit District
SBWMA	South Bayside Waste Management Authority
SCBA	Self-Contained Breathing Apparatus
SCDC	San Carlos Development Corporation
SCMC	San Carlos Municipal Code
SCYSA	San Carlos Youth Softball Association
SMC	San Mateo County
SPUR	San Francisco Planning and Urban Research
SSO	Sanitary Sewer Overflow
SST	Sustainable Solution Turnkey
STOPP	Stormwater Pollution Prevention Program
SVCW	Silicon Valley Clean Water
SVEDA	Silicon Valley Economic Development Alliance
SVIP	Sheriff's Volunteers in Policing
T & C	Transportation & Circulation Commission
TA	Transportation Authority or San Mateo County Transportation Authority
TDM	Transportation Demand Management
TOT	Transient Occupancy Tax



TI	Tax Increment
UBC	Uniform Building Code
ULI	Urban Land Institute
YAC	Youth Advisory Commission
YC	Youth Center
VSP	Vision Service Plan